Enterprise 2030: Building The AI-Powered Company Of The Future

4 STEPS TO PREPARE FOR THE AI-DRIVEN DECADE

IN ASSOCIATION WITH teradata.
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Envisioning Enterprise 2030

Teradata has long understood the importance of AI. And after working so closely with the world’s largest enterprises, year after year, in some of the most high-stakes environments and industries, we’ve come to believe a single, powerful truth:

People thrive when empowered with better information.

Every single person at Teradata has devoted their careers to empowering and uplifting people and organizations with data and insights. Because when those elements come together, it creates a truly positive impact on the people our customers serve and the world we all live in.

Now, as generative AI dominates the headlines and makes AI an enterprise priority, we’re empowering our customers to use data insights to reach new, unprecedented levels of creativity, productivity and innovation.

The opportunities are limitless. But the big question is this: How and where should enterprises invest in AI for maximum impact?

We wanted enterprises to speak for themselves on this pivotal topic that’s redefining our collective future. We partnered with Forbes Insights to survey 1,001 executive leaders around the world—your peers—to answer this very question and understand how they envision an AI- and data-driven future.

This study is called “Enterprise 2030: Building The AI-Powered Company Of The Future.”

Your peers have spoken: AI is the inflection point that’s changing the gravity of enterprises. Based on the increasing velocity and massive value that AI can unlock, enterprises that don’t adopt this technology face a very real risk to their business. The ones that do unleash AI innovation have the opportunity to sprint far ahead of their competitors.

Enterprises cannot wait.

Join us in discovering how your organization can reap the rewards of the AI-driven decade.

Join us in building the AI-driven enterprise of the future.

JACQUELINE WOODS
Chief Marketing Officer, Teradata
Introduction

Data and AI are the foundations of Enterprise 2030

In an era defined by rapid technological advancements and a fast-evolving business landscape, an organization’s ability to harness data and AI will set it apart from the competition.

But using data and AI to drive value and transform business is a profound challenge. Enterprises are limited by current capabilities, organizational culture and the need for cost-effective scale.

To learn how organizations can reveal their full potential, Teradata partnered with Forbes Insights to survey 1,001 global business leaders and find out how their organizations are succeeding with data and AI, as well as identify where improvement is needed.

In Enterprise 2030, a not-so-distant future state, the most prepared organizations won’t just fully integrate data and AI into their operations—they’ll also make it a competitive advantage.

The following report assesses the data, analytics and AI capabilities of organizations and identifies strategies they can implement to better prepare for Enterprise 2030.

Here are four steps business leaders can take today to accelerate their transformations, starting with evaluating their data and AI maturity.
STEP I

Assess Current Data And AI Capabilities

Fewer than 2 in 10 organizations strongly agree they have full visibility into their data.

Before any organization can map where it’s going, it needs to understand where it’s been.

Data is the foundation for the AI/ML models that power many of the applications businesses need to meet future customer and market demands. But without assessing their current capabilities, organizations risk falling into the “garbage in, garbage out” trap, where incomplete or low-quality data yields incomplete or incorrect insights.

Our research finds most leaders would characterize their organization’s data capabilities as average at best. Only 24% strongly agree their organizations have the data they need to make informed decisions. A stark 17% have full visibility into their data resources and how to use them. And just 11% of organizations strongly agree they have fully integrated, harmonized and visualized data across the enterprise.

FIGURE 1.

Top 5 Data Challenges Facing Organizations Today

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>32%</td>
<td>Ensuring data security, privacy and compliance</td>
</tr>
<tr>
<td>26%</td>
<td>Integrating data resources across enterprise silos or domains</td>
</tr>
<tr>
<td>26%</td>
<td>Ensuring data quality</td>
</tr>
<tr>
<td>25%</td>
<td>Managing and storing large amounts and varieties of data</td>
</tr>
<tr>
<td>25%</td>
<td>Establishing better data governance</td>
</tr>
</tbody>
</table>

*Respondents selected up to three options.*
This isn’t surprising, considering the sprawl and volume of data that organizations must grapple with every day. But if business leaders want to make valuable use of their data, they must begin by taking inventory, despite the complexity.

The first step is understanding all data sources within the enterprise. Why are they there? What purpose do they serve? Answering these questions can help executives make sense of what to use to help run their organizations.

When it comes to AI capabilities, our survey also showed a significant gap between where enterprises are today and where they want to be.

The data shows that while there’s a diversity of opinion and prioritization, execs believe AI is critical to future growth. And while they may not have the capabilities to fully harness those assets today, they’re confident in the progress they’ll make over the coming years.
STEP II

Identify Distinctive Competencies & Set Audacious Goals

Why a cautious approach isn’t always the best

To create value from data and AI, organizations must first pinpoint the highest and best use of it.

Hillary Ashton, chief product officer at Teradata, says organizations should lean into their strengths. What are their distinctive core competencies? How do they compare with market benchmarks? Leaders can combine these insights with a keen understanding of their business and where it excels to craft a winning data and AI strategy.
Our research indicates organizations are already using AI to create value in several areas, including enriching customer experiences, managing risk and supply chains, improving productivity and innovating new products and services.

Executives believe these core competencies will only be further bolstered by AI in the future. According to 28% of executives, enterprise AI/ML has the most potential to advance their organization’s data intelligence capabilities by 2030. And 21% say AI/ML chatbots, personalized interfaces and virtual assistants will make a significantly positive impact on customer and user experiences by 2030.

Once organizations identify their distinctive competencies, they’ll need to decide when and at what level to invest in each area.

While conventional wisdom says to start small and scale from there, this approach is risky: Proofs of concept fail all the time, stalling innovation efforts and making organizations more risk averse.

Instead, Ashton says, it’s best to prioritize three audacious goals, focus on specific core competencies and commit to scaling them, knowing that you can adjust along the way.

“It’s a different way of thinking about long-term transformation,” she says. “Go big. Set bold, ambitious goals. Because if you don’t, your competition will.”

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**FIGURE 4.**

How Enterprises Are Using Data Analytics, Including AI/ML, To Drive Decision Making

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>42%</td>
</tr>
<tr>
<td>Risk management</td>
<td>41%</td>
</tr>
<tr>
<td>Dynamic supply chain or demand fulfillment</td>
<td>39%</td>
</tr>
<tr>
<td>Efficiency of internal processes</td>
<td>36%</td>
</tr>
<tr>
<td>Financial analysis and management</td>
<td>33%</td>
</tr>
<tr>
<td>Innovation in product or service development</td>
<td>29%</td>
</tr>
</tbody>
</table>

*Respondents selected all that applied.

**FIGURE 5.**

How Enterprises Are Using Data Analytics, Including AI/ML, In Their Competitive Strategy

<table>
<thead>
<tr>
<th>Intelligence</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing and sales intelligence</td>
<td>50%</td>
</tr>
<tr>
<td>Customer intelligence</td>
<td>47%</td>
</tr>
<tr>
<td>Competitive intelligence</td>
<td>45%</td>
</tr>
</tbody>
</table>

*Respondents selected all that applied.
For most companies, there are 100 things, 1,000 things or even 100,000 things you could do. The question is: What should you do?"

HILLARY ASHTON
CHIEF PRODUCT OFFICER, TERADATA
Empower People To Embrace A Data-Driven Culture

Lead by example to cultivate better decision making

Building a future-ready enterprise requires alignment and sponsorship from key stakeholders, typically C-suite and line-of-business leaders. This group must establish, and then clearly and consistently communicate, a strategic vision that will serve as the organization’s North Star as it navigates the ups and downs of the transformation process.

However, it’s not enough to simply create and communicate a strategic vision. Organizations must empower employees to execute on it, too. Put another way: Transforming into a data- and AI-driven enterprise demands culture change.

“As having a data-driven culture that gets away from what I call elbows and opinions—and into facts—is the first thing to do,” Ashton says. “There are lots of ways to promote that within an organization. Perhaps the most important one is giving people access to data, and then having leaders who are asking fact-based questions and making fact-based decisions.”

Despite the crucial role of data accessibility, only 1% of businesses give the majority of their workforce direct access to enterprise data through analytical tools or platforms. And only 5% of organizations expect to do so by 2030.

One explanation for this lack of accessibility: Many companies still struggle with creating a “single version of the truth.” Ashton suggests that, as a baseline, organizations create reusable data products, or “curated sets of known good data,” from which employees can begin to cull insights.

FIGURE 6.
Top 3 Challenges To Becoming An Analytics-Driven Enterprise By 2030

- Reskilling your workforce in data analysis: 37%
- Increasing security of data analytics environments and processes: 36%
- Creating a data-driven culture that emphasizes AI-based decision making: 28%

*Respondents selected all that applied.
These data products are critical for helping organizations gain more control over their data estate, improve data quality and transform existing business intelligence into actionable insights.

Even with a single source of truth, many people can’t access data because it requires knowledge of programming languages like Python or SQL. But with the combination of large language models and natural language interfaces, enterprises can create AI chatbots that allow people to ask questions in plain language about their organization’s data and get answers immediately.

Effective governance of data and data products is just as important as data access, especially in the age of AI. Biased data and the unique perspectives and lived experiences of the technologists and data scientists who develop and train AI models may lead to unintended, adverse consequences.

Ashton says it’s crucial for enterprises to govern their data and technology in ways that reflect the law and their culture, values and competencies.

“Ultimately, you’re responsible for the decisions that your machines make on behalf of your business,” she notes.

**FIGURE 7.** Enterprises That Have These Processes To Ensure Teams Can Access The Right Data

<table>
<thead>
<tr>
<th>Process</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality management standards</td>
<td>46%</td>
</tr>
<tr>
<td>Security and privacy policies</td>
<td>36%</td>
</tr>
<tr>
<td>Auditing</td>
<td>36%</td>
</tr>
<tr>
<td>Monitoring and observability</td>
<td>33%</td>
</tr>
<tr>
<td>Collection and validation</td>
<td>30%</td>
</tr>
</tbody>
</table>

*Respondents selected all that applied.
STEP IV

Implement New Technologies For Cost-Effective Scale

Query data fabrics allow organizations to use data from any source

AI requires high-quality data, and lots of it. But as enterprises have layered their tech stacks over the years, they’ve accumulated a massive tech debt and unmanaged data proliferation. Enterprises today spend millions of dollars to move and replicate data across numerous pipelines and silos on legacy systems.

The result? The majority of all AI/ML project time is spent preparing data instead of creating value.

So, how can enterprises effectively manage data expansion? Using a query data fabric, which is a unified data integration and management layer, is one option. It allows organizations to leverage data from any source without having to move it into their own systems. This accelerates data delivery, reduces compute costs, automates data management and facilitates self-service.

“We say ‘respect data gravity,’” Ashton says. “Use the data, don’t move it.”

Organizations that fail to respect data gravity unnecessarily increase resource requirements, application and system interdependencies, latency and the cost and complexity of moving data across different computing environments.

Ashton says a query data fabric can address many of these issues while enabling organizations to more easily use data to solve a variety of business problems with rapid time-to-outcomes.
Businesses also struggle to make sure they have the right technology and resources to both operationalize and cost-effectively scale AI. Many AI projects never make it into production. The ones that do require extensive time and resources.

And as AI is deployed across the enterprise, the risk of losing control and oversight of intellectual property increases.

“The scale piece is really important. The only way you get to value from any data or AI initiative is to run them in production and achieve business outcomes. But most companies don’t have the ability to go from rapid experimentation to production at scale,” Ashton observes.

*Automated and scalable data and AI platforms* are crucial for cost-effectively enabling innovative data and AI initiatives that unlock value across the enterprise. These platforms also give enterprises the ability to embed accountability, security and trust into all data and AI innovation efforts.

“You need to pick the right solution for the type of return you think you’ll get,” says Ashton. “If you’re going to make an extra hundred dollars every month, you should choose a low-cost solution. If you think you can make a hundred million dollars every year, then you can spend more on the technology, because the ROI will support it.”

**FIGURE 8.**

**Top 3 Opportunities For An Analytics-Driven Organization**

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting more autonomous decision making</td>
<td>37%</td>
</tr>
<tr>
<td>Predicting, sensing and responding to events in real time</td>
<td>33%</td>
</tr>
<tr>
<td>Deploying data analytics to enhance cybersecurity</td>
<td>32%</td>
</tr>
</tbody>
</table>

*Respondents selected all that applied.*

38% of executives noted their organization is only somewhat ready to transform into an analytics-driven enterprise by 2030.
CONCLUSION

Empowering Enterprise 2030

To derive the most value from data and AI, organizations must first decide what to change

By taking these four steps—assessing current data and analytics capabilities; identifying competencies and setting audacious goals; empowering people to embrace a data-driven culture; and implementing technologies for cost-effective scale—leaders will undoubtedly prepare their organizations for the rewards derived from AI in the decade ahead.

To achieve their goals, organizations must gain more control over their data estates so they can empower people across the organization to use AI to solve complex problems. Flexible tools and technologies—like a query data fabric and automated, scalable data and AI platforms—can help organizations obtain greater visibility into their data and deploy it more effectively across the enterprise—regardless of the data’s source or location.

Ashton says the path forward for enterprises requires calculated risks and strategic investments to build the underlying capabilities to create new data products and AI initiatives, scale them and govern them effectively. It’s a tricky balancing act, but one that organizations must master to prepare for Enterprise 2030.

“You need to be innovative and move quickly,” Ashton says. “That’ll be the really exciting opportunity for enterprises today.”

Learn more about how organizations can prepare for the AI-driven decade at Teradata.com/AI.

SATTA SARMH HIGHTOWER
Report Author

Methodology

Forbes surveyed 1,001 C-suite executives and business leaders from North America, Asia Pacific, Europe, Latin America and the Middle East, across a range of industries.

CEOs, customer leaders, management and strategy leaders reporting to the CEO, and technology leaders made up an equal share of survey executives. Seventy-five percent of executives represented organizations with $1 billion or more in annual revenues in the most recent fiscal year.
### Survey Questions And Results

A1.

Please rate your level of agreement with the state of your company’s data-driven readiness across the following measures: (Select one for each row)

<table>
<thead>
<tr>
<th>STRONGLY DISAGREE</th>
<th>STRONGLY AGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

1. You have the data you need to make informed decisions
   - STRONGLY DISAGREE: 2%
   - STRONGLY AGREE: 33%

2. Your data resources are making you more competitive
   - STRONGLY DISAGREE: 1%
   - STRONGLY AGREE: 36%

3. You use data and analytics to improve performance and profitability
   - STRONGLY DISAGREE: 1%
   - STRONGLY AGREE: 29%

4. Most of your executive decisions are data-based
   - STRONGLY DISAGREE: 1%
   - STRONGLY AGREE: 32%

5. You have full visibility into your data resources and how to use them
   - STRONGLY DISAGREE: 2%
   - STRONGLY AGREE: 34%

6. You have fully integrated, harmonized, and visualized data across the enterprise
   - STRONGLY DISAGREE: 5%
   - STRONGLY AGREE: 30%

7. You have a lot of data that hasn’t been discovered or captured
   - STRONGLY DISAGREE: 5%
   - STRONGLY AGREE: 29%

8. You apply data analytics to achieve environmental, social, and corporate governance (ESG) goals
   - STRONGLY DISAGREE: 4%
   - STRONGLY AGREE: 31%

9. You apply data analytics to achieve diversity, equity, and inclusion (DEI) goals
   - STRONGLY DISAGREE: 1%
   - STRONGLY AGREE: 44%

10. Your data analytics are enhancing cybersecurity across your enterprise
    - STRONGLY DISAGREE: 2%
    - STRONGLY AGREE: 42%

11. Your current IT infrastructure is fully capable of supporting your growth plans
    - STRONGLY DISAGREE: 3%
    - STRONGLY AGREE: 27%
A2.

How would you rate your organization’s data across the following dimensions? (Select one for each row)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Average</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>1%</td>
<td>10%</td>
<td>32%</td>
<td>41%</td>
<td>16%</td>
</tr>
<tr>
<td>Value (ability to provide critical insights)</td>
<td>1%</td>
<td>7%</td>
<td>21%</td>
<td>39%</td>
<td>32%</td>
</tr>
<tr>
<td>Accuracy</td>
<td>7%</td>
<td>25%</td>
<td>47%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Completeness</td>
<td>2%</td>
<td>24%</td>
<td>35%</td>
<td>29%</td>
<td>11%</td>
</tr>
<tr>
<td>Timeliness</td>
<td>2%</td>
<td>25%</td>
<td>35%</td>
<td>30%</td>
<td>9%</td>
</tr>
<tr>
<td>Volume</td>
<td>1%</td>
<td>17%</td>
<td>34%</td>
<td>34%</td>
<td>14%</td>
</tr>
</tbody>
</table>
What are the most urgent data-related issues facing your organization today? (Select up to 3)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>32%</td>
<td>Ensuring data security, privacy and compliance</td>
</tr>
<tr>
<td>26%</td>
<td>Ensuring data quality</td>
</tr>
<tr>
<td>26%</td>
<td>Integrating data resources across enterprise silos or domains</td>
</tr>
<tr>
<td>25%</td>
<td>Establishing better data governance</td>
</tr>
<tr>
<td>25%</td>
<td>Managing and storing large amounts and varieties of data</td>
</tr>
<tr>
<td>21%</td>
<td>Leveraging unstructured data</td>
</tr>
<tr>
<td>19%</td>
<td>Enabling data visualization and comprehension for decision makers</td>
</tr>
<tr>
<td>19%</td>
<td>Ensuring the ethical use of data</td>
</tr>
<tr>
<td>19%</td>
<td>Monetizing data to generate revenue</td>
</tr>
<tr>
<td>18%</td>
<td>Leveraging real-time streaming data</td>
</tr>
<tr>
<td>16%</td>
<td>Integrating data resources from edge environments or connected sensors</td>
</tr>
<tr>
<td>16%</td>
<td>Implementing artificial intelligence and machine learning (AI/ML) to drive efficiency</td>
</tr>
<tr>
<td>15%</td>
<td>Understanding how to apply data and analytics output to improve business performance</td>
</tr>
<tr>
<td>0%</td>
<td>Other</td>
</tr>
</tbody>
</table>
What underlying enterprise data platforms currently support your organization’s data analytics strategies, and which ones will be critical between now and 2030? (Select all that apply in each column)

<table>
<thead>
<tr>
<th>Currently supporting</th>
<th>Critical between now and 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data warehouse on-premises</td>
<td>24%</td>
</tr>
<tr>
<td>Data warehouse cloud-based</td>
<td>29%</td>
</tr>
<tr>
<td>Data lake on-premises</td>
<td>26%</td>
</tr>
<tr>
<td>Data lake cloud-based</td>
<td>30%</td>
</tr>
<tr>
<td>Data lakehouse on-premises</td>
<td>23%</td>
</tr>
<tr>
<td>Data lakehouse cloud-based</td>
<td>26%</td>
</tr>
<tr>
<td>Data mesh or data fabric cloud-based</td>
<td>23%</td>
</tr>
<tr>
<td>Data mesh or data fabric on-premises</td>
<td>19%</td>
</tr>
<tr>
<td>Platform as a Service</td>
<td>39%</td>
</tr>
<tr>
<td>Blockchain or other distributed ledger technologies</td>
<td>16%</td>
</tr>
</tbody>
</table>
### A5-1.

**How mature are the following analytic capabilities across your enterprise today?**

<table>
<thead>
<tr>
<th>Analytic Capabilities</th>
<th>UNDERDEVELOPED</th>
<th>ADVANCED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Descriptive analytics</strong></td>
<td>5%</td>
<td>46%</td>
</tr>
<tr>
<td><strong>Diagnostic analytics</strong></td>
<td>7%</td>
<td>47%</td>
</tr>
<tr>
<td><strong>Predictive analytics</strong></td>
<td>4%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Prescriptive analytics</strong></td>
<td>5%</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Cognitive analytics (AI/ML)</strong></td>
<td>10%</td>
<td>47%</td>
</tr>
</tbody>
</table>

### A5-2.

**How mature will the following analytic capabilities be in 3 years?**

<table>
<thead>
<tr>
<th>Analytic Capabilities</th>
<th>UNDERDEVELOPED</th>
<th>ADVANCED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Descriptive analytics</strong></td>
<td>1% 6%</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Diagnostic analytics</strong></td>
<td>1% 7%</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Predictive analytics</strong></td>
<td>2% 19%</td>
<td>43%</td>
</tr>
<tr>
<td><strong>Prescriptive analytics</strong></td>
<td>1% 4%</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Cognitive analytics (AI/ML)</strong></td>
<td>1% 7%</td>
<td>41%</td>
</tr>
</tbody>
</table>
How well are your data analytics delivering on the following business outcomes? (Select one for each row)

<table>
<thead>
<tr>
<th>Business Outcome</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resiliency</td>
<td>4%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>11%</td>
</tr>
<tr>
<td>Agility</td>
<td>1%</td>
<td>15%</td>
<td>35%</td>
<td>34%</td>
<td>14%</td>
</tr>
<tr>
<td>Customer experiences</td>
<td>2%</td>
<td>8%</td>
<td>25%</td>
<td>44%</td>
<td>22%</td>
</tr>
<tr>
<td>Employee experiences</td>
<td>1%</td>
<td>9%</td>
<td>25%</td>
<td>45%</td>
<td>20%</td>
</tr>
<tr>
<td>Operational efficiency</td>
<td>1%</td>
<td>10%</td>
<td>23%</td>
<td>42%</td>
<td>22%</td>
</tr>
<tr>
<td>Speed to market</td>
<td>2%</td>
<td>26%</td>
<td>31%</td>
<td>28%</td>
<td>13%</td>
</tr>
<tr>
<td>Identifying new revenue opportunities</td>
<td>4%</td>
<td>27%</td>
<td>29%</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>Unearthing hidden trends</td>
<td>9%</td>
<td>40%</td>
<td>26%</td>
<td>17%</td>
<td>9%</td>
</tr>
<tr>
<td>Competitive intelligence</td>
<td>2%</td>
<td>13%</td>
<td>26%</td>
<td>37%</td>
<td>22%</td>
</tr>
<tr>
<td>Marketing intelligence</td>
<td>2%</td>
<td>15%</td>
<td>29%</td>
<td>34%</td>
<td>20%</td>
</tr>
<tr>
<td>Sales intelligence</td>
<td>2%</td>
<td>13%</td>
<td>25%</td>
<td>39%</td>
<td>20%</td>
</tr>
<tr>
<td>Service delivery and monitoring</td>
<td>1%</td>
<td>21%</td>
<td>30%</td>
<td>34%</td>
<td>14%</td>
</tr>
</tbody>
</table>
B1. What percentage of your workforce has direct access to analytical tools or platforms that access enterprise data to help make decisions today? What will it be by 2030? (Select one for each column)

<table>
<thead>
<tr>
<th></th>
<th>0%-4%</th>
<th>5%-9%</th>
<th>10%-14%</th>
<th>15%-19%</th>
<th>20%-24%</th>
<th>25%-50%</th>
<th>50%+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently</td>
<td>12%</td>
<td>30%</td>
<td>39%</td>
<td>14%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>By 2030</td>
<td>0%</td>
<td>10%</td>
<td>26%</td>
<td>33%</td>
<td>17%</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>
### How effective is your organization at the following analytics tasks? (Select one for each row)

<table>
<thead>
<tr>
<th>Analytic Task</th>
<th>NOT AT ALL EFFECTIVE</th>
<th>EXTREMELY EFFECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensing disruptions or risks</td>
<td>2% 13% 28% 35% 22%</td>
<td></td>
</tr>
<tr>
<td>Sensing opportunities</td>
<td>2% 19% 31% 32% 15%</td>
<td></td>
</tr>
<tr>
<td>Aligning around enterprise data</td>
<td>1% 17% 31% 35% 15%</td>
<td></td>
</tr>
<tr>
<td>Acting upon data insights</td>
<td>1% 16% 29% 38% 16%</td>
<td></td>
</tr>
<tr>
<td>Applying learning from enterprise data</td>
<td>1% 16% 29% 37% 17%</td>
<td></td>
</tr>
<tr>
<td>Ensuring data security, privacy and compliance</td>
<td>1% 9% 25% 45% 20%</td>
<td></td>
</tr>
<tr>
<td>Integrating data resources across enterprise silos or domains</td>
<td>4% 32% 26% 27% 11%</td>
<td></td>
</tr>
<tr>
<td>Integrating data resources from edge environments or connected sensors</td>
<td>2% 21% 32% 34% 11%</td>
<td></td>
</tr>
<tr>
<td>Managing and storing large amounts and varieties of data</td>
<td>2% 24% 29% 32% 13%</td>
<td></td>
</tr>
<tr>
<td>Enabling data visualization and comprehension for decision makers</td>
<td>1% 11% 24% 36% 28%</td>
<td></td>
</tr>
<tr>
<td>Ensuring the ethical use of data</td>
<td>1% 21% 31% 32% 15%</td>
<td></td>
</tr>
<tr>
<td>Monetizing data to generate revenue</td>
<td>5% 29% 27% 29% 11%</td>
<td></td>
</tr>
</tbody>
</table>
B3.

What processes does your organization have in place to ensure that teams have access to the right data? (Select all that apply)

46% Quality management standards
36% Security and privacy policies
36% Auditing
33% Monitoring and observability
30% Collection and validation

27% Requirements defined through business metrics
27% Governance policies
27% Access controls
24% Cleansing and processing
0% Other

B4.

In what areas of your business are data analytics (including AI/ML) being used the most to drive decision making? (Select the top 3)

42% Customer service
41% Risk management
39% Dynamic supply chain or demand fulfillment
36% Efficiency of internal processes
33% Financial analysis and management

29% Innovation in product or service development
26% Production or product manufacturing
23% Fraud detection and prevention
16% Human capital management
15% Labor or skills augmentation
B5.

**In what areas of your competitive strategy are data analytics (including AI/ML) being used? (Select the top 3)**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Marketing and sales intelligence</td>
</tr>
<tr>
<td>47%</td>
<td>Customer intelligence - using CRM to gain greater understanding of customers</td>
</tr>
<tr>
<td>45%</td>
<td>Competitive intelligence</td>
</tr>
<tr>
<td>45%</td>
<td>Exploring business trends, customer behavior and market conditions</td>
</tr>
<tr>
<td>43%</td>
<td>Making data-driven decisions at a strategic level</td>
</tr>
<tr>
<td>37%</td>
<td>Personalization to boost customer experience</td>
</tr>
<tr>
<td>32%</td>
<td>Service delivery and monitoring</td>
</tr>
<tr>
<td>0%</td>
<td>Other</td>
</tr>
</tbody>
</table>

B6.

**To what extent are your data analytics initiatives or platforms supported by AI/ML today, and how will this evolve between now and 2030? (Select one for each column)**

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Barely supported</th>
<th>Somewhat supported</th>
<th>Mostly supported</th>
<th>Fully supported</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td>1%</td>
<td>40%</td>
<td>49%</td>
<td>8%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>By 2030</strong></td>
<td>0%</td>
<td>0%</td>
<td>30%</td>
<td>48%</td>
<td>21%</td>
</tr>
</tbody>
</table>

B7.

**How confident are you that your organization has the following? (Select one for each row)**

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Slightly confident</th>
<th>Somewhat confident</th>
<th>Very confident</th>
<th>Completely confident</th>
</tr>
</thead>
<tbody>
<tr>
<td>The right technologies and tools in place to properly analyze your data</td>
<td>0%</td>
<td>18%</td>
<td>32%</td>
<td>34%</td>
<td>15%</td>
</tr>
<tr>
<td>Data analytics accessible to all employees who need it</td>
<td>0%</td>
<td>8%</td>
<td>27%</td>
<td>43%</td>
<td>21%</td>
</tr>
<tr>
<td>Data that is timely and relevant to most business requirements</td>
<td>1%</td>
<td>12%</td>
<td>29%</td>
<td>42%</td>
<td>17%</td>
</tr>
</tbody>
</table>
C1.
Which emerging technologies have the most potential to advance your organization’s data intelligence capabilities between now and 2030? (Select all that apply)

40% Autonomous operations (AO)

37% Real-time data streaming

36% Edge computing and connected devices

28% Enterprise AI/ML

28% Next-generation data platforms (NoSQL, graph)

28% Data fabric and data mesh

25% Quantum computing

22% Digital twins

18% Blockchain and distributed ledger technologies

17% Generative AI (e.g., ChatGPT)

14% Metaverse

0% Other

C2.
To what degree are your AI and ML technologies making your organization more autonomous, and how will this change by 2030? (Select one for each column)

<table>
<thead>
<tr>
<th></th>
<th>No appreciable growth</th>
<th>Somewhat more autonomous</th>
<th>Moderately more autonomous</th>
<th>Significantly more autonomous</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today</td>
<td>3%</td>
<td>76%</td>
<td>21%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>By 2030</td>
<td>0%</td>
<td>1%</td>
<td>57%</td>
<td>41%</td>
<td>0%</td>
</tr>
</tbody>
</table>
C3.

How would you rate your current technology in terms of the following abilities? (Select one for each row)

<table>
<thead>
<tr>
<th>Ability</th>
<th>VERY POOR</th>
<th>POOR</th>
<th>AVERAGE</th>
<th>GOOD</th>
<th>EXCELLENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale immediately with business requirements</td>
<td>1%</td>
<td>18%</td>
<td>34%</td>
<td>36%</td>
<td>11%</td>
</tr>
<tr>
<td>Fill gaps caused by skills shortages</td>
<td>2%</td>
<td>39%</td>
<td>28%</td>
<td>22%</td>
<td>9%</td>
</tr>
<tr>
<td>Lower the cost of innovation</td>
<td>1%</td>
<td>21%</td>
<td>34%</td>
<td>30%</td>
<td>13%</td>
</tr>
<tr>
<td>Increase the amount or quality of innovation across the enterprise</td>
<td>1%</td>
<td>15%</td>
<td>29%</td>
<td>41%</td>
<td>13%</td>
</tr>
<tr>
<td>Be easily accessed and used by all managers and employees</td>
<td>1%</td>
<td>7%</td>
<td>21%</td>
<td>44%</td>
<td>27%</td>
</tr>
<tr>
<td>Be a driving force of your customer experience</td>
<td>1%</td>
<td>6%</td>
<td>21%</td>
<td>48%</td>
<td>25%</td>
</tr>
</tbody>
</table>
**D1.**

What data management and analytics skills are most needed at your organization today, and what will you require by 2030? (Select all that apply in each column)

<table>
<thead>
<tr>
<th>Skill</th>
<th>Critical now</th>
<th>Critical by 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data science (AI/ML skills)</td>
<td>25%</td>
<td>33%</td>
</tr>
<tr>
<td>Data engineering</td>
<td>25%</td>
<td>31%</td>
</tr>
<tr>
<td>Database administration</td>
<td>33%</td>
<td>38%</td>
</tr>
<tr>
<td>Cloud resource management</td>
<td>24%</td>
<td>36%</td>
</tr>
<tr>
<td>Cloud data management</td>
<td>29%</td>
<td>40%</td>
</tr>
<tr>
<td>Data security</td>
<td>41%</td>
<td>46%</td>
</tr>
<tr>
<td>Programming</td>
<td>28%</td>
<td>30%</td>
</tr>
<tr>
<td>Enterprise data architecture</td>
<td>23%</td>
<td>33%</td>
</tr>
<tr>
<td>UX and UI design</td>
<td>36%</td>
<td>40%</td>
</tr>
<tr>
<td>Ability to consult with lines of business</td>
<td>26%</td>
<td>31%</td>
</tr>
</tbody>
</table>
D2.

**Which strategies are being employed at your organization to attract and retain data and analytical talent through 2030? (Select all that apply)**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>49%</td>
<td>Promoting and encouraging employees</td>
</tr>
<tr>
<td>42%</td>
<td>Supporting training, education and professional development</td>
</tr>
<tr>
<td>40%</td>
<td>Focusing on diversity and inclusion</td>
</tr>
<tr>
<td>38%</td>
<td>Developing your brand as an attractive place to work</td>
</tr>
<tr>
<td>38%</td>
<td>Designing competitive compensation and benefits</td>
</tr>
<tr>
<td>31%</td>
<td>Working closely with schools and universities</td>
</tr>
<tr>
<td>25%</td>
<td>Partnering with third-party service providers</td>
</tr>
<tr>
<td>0%</td>
<td>Other</td>
</tr>
</tbody>
</table>

D3.

**How is your organization developing or reskilling talent to meet AI/ML objectives between now and 2030? (Select all that apply)**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>55%</td>
<td>In-house training</td>
</tr>
<tr>
<td>49%</td>
<td>In-house mentoring</td>
</tr>
<tr>
<td>39%</td>
<td>Training provided by vendors or partners</td>
</tr>
<tr>
<td>35%</td>
<td>Training through outside providers (i.e., certifications)</td>
</tr>
<tr>
<td>32%</td>
<td>Support for education with outside educational institutions</td>
</tr>
<tr>
<td>0%</td>
<td>Other</td>
</tr>
</tbody>
</table>
## To what extent do you agree with the following statements? (Select one for each row)

<table>
<thead>
<tr>
<th>Statement</th>
<th>STRONGLY DISAGREE</th>
<th>STRONGLY AGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your organization’s data culture supports the creation of new products and customer experiences</td>
<td>1% 23% 30% 32% 13%</td>
<td></td>
</tr>
<tr>
<td>Your organization’s data culture supports better ways of working for your teams</td>
<td>1% 19% 32% 34% 15%</td>
<td></td>
</tr>
<tr>
<td>Your compensation and rewards systems are tied to data analytics usage</td>
<td>1% 12% 26% 41% 20%</td>
<td></td>
</tr>
<tr>
<td>You are constantly uncovering new insights based on data analysis</td>
<td>2% 29% 28% 28% 12%</td>
<td></td>
</tr>
<tr>
<td>Your C-suite executives have complete trust in the insights delivered by your analytics</td>
<td>9% 22% 41% 28%</td>
<td></td>
</tr>
<tr>
<td>Your employees have complete trust in the data-based insights delivered</td>
<td>1% 15% 30% 37% 16%</td>
<td></td>
</tr>
<tr>
<td>You have a formal process enabling managers and employees to challenge data insights</td>
<td>1% 10% 27% 41% 21%</td>
<td></td>
</tr>
</tbody>
</table>
E1.

To what extent will the following business leaders drive data and analytics initiatives within your enterprise between now and 2030? (Select one for each row)

<table>
<thead>
<tr>
<th>Role</th>
<th>Not at All</th>
<th>Significantly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer/President</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>9%</td>
<td>42%</td>
</tr>
<tr>
<td>Chief Information Officer</td>
<td>1%</td>
<td>21%</td>
</tr>
<tr>
<td>Chief Technology Officer</td>
<td>5%</td>
<td>31%</td>
</tr>
<tr>
<td>Chief Data Officer</td>
<td>1%</td>
<td>19%</td>
</tr>
<tr>
<td>Chief Digital Officer</td>
<td>3%</td>
<td>32%</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>5%</td>
<td>21%</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>4%</td>
<td>17%</td>
</tr>
<tr>
<td>Chief Marketing Officer</td>
<td>23%</td>
<td>39%</td>
</tr>
<tr>
<td>Chief Human Resources Officer</td>
<td>1%</td>
<td>20%</td>
</tr>
<tr>
<td>Chief Supply Chain Officer</td>
<td>3%</td>
<td>28%</td>
</tr>
<tr>
<td>Head of Sales</td>
<td>5%</td>
<td>37%</td>
</tr>
<tr>
<td>Vice presidents/Line-of-business leaders</td>
<td>2%</td>
<td>21%</td>
</tr>
</tbody>
</table>
E2. How collaborative are the CxOs in your organization on data decisioning? (Select one)

- Not at all collaborative: 10%
- Slightly collaborative: 0%
- Somewhat collaborative: 12%
- Very collaborative: 31%
- Completely collaborative: 47%

E3. How effective are the key performance indicators (KPIs) and other metrics your organization uses to track progress against data-driven goals? (Select one)

- Not at all effective: 10%
- Slightly effective: 0%
- Somewhat effective: 8%
- Very effective: 39%
- Completely effective: 41%
### E4.

**How are CxOs in your organization encouraging the workforce to use analytics-centric thinking and approaches? (Select all that apply)**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>46%</td>
<td>Providing tools, technology and resources</td>
</tr>
<tr>
<td>42%</td>
<td>Setting clear goals and expectations</td>
</tr>
<tr>
<td>42%</td>
<td>Investing in training, education and development</td>
</tr>
<tr>
<td>41%</td>
<td>Regularly communicating an analytics vision</td>
</tr>
<tr>
<td>37%</td>
<td>Tying analytical insight and output to strategy and measuring accordingly</td>
</tr>
<tr>
<td>34%</td>
<td>Tying analytics adoption and performance to compensation and rewards</td>
</tr>
</tbody>
</table>

### F1.

**Which of the following characteristics represent how you envision your business in 2030? (Select all that apply)**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>48%</td>
<td>Mainly cloud-based</td>
</tr>
<tr>
<td>43%</td>
<td>Expanded market footprint</td>
</tr>
<tr>
<td>38%</td>
<td>A sustainability-focused enterprise</td>
</tr>
<tr>
<td>34%</td>
<td>Expanded into entirely new markets</td>
</tr>
<tr>
<td>30%</td>
<td>Mainly automated and AI-driven customer experience</td>
</tr>
<tr>
<td>30%</td>
<td>Expanded into adjacent markets</td>
</tr>
<tr>
<td>27%</td>
<td>Mainly automated and AI-driven operations</td>
</tr>
<tr>
<td>10%</td>
<td>A full participant in the metaverse</td>
</tr>
</tbody>
</table>
Looking toward 2030, what are the greatest data and analytics opportunities for your organization? (Select all that apply)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Opportunity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>37%</td>
<td>Supporting more autonomous decision making</td>
</tr>
<tr>
<td>33%</td>
<td>Predicting, sensing and responding to events in real time</td>
</tr>
<tr>
<td>32%</td>
<td>Deploying data analytics to enhance cybersecurity</td>
</tr>
<tr>
<td>26%</td>
<td>Employing data analytics capabilities to enter new markets</td>
</tr>
<tr>
<td>23%</td>
<td>Evolving as a service provider through edge sensors or devices</td>
</tr>
<tr>
<td>23%</td>
<td>Adopting digital twins to increase predictability and innovation in operations</td>
</tr>
<tr>
<td>23%</td>
<td>Applying data analytics to achieve ESG goals</td>
</tr>
<tr>
<td>22%</td>
<td>Employing generative AI to engage customers and increase employee productivity</td>
</tr>
<tr>
<td>20%</td>
<td>Implementing conversational or empathic AI to engage with customers</td>
</tr>
<tr>
<td>18%</td>
<td>Applying data analytics to achieve DEI goals</td>
</tr>
<tr>
<td>17%</td>
<td>Employing new data approaches, such as blockchain or distributed ledger technologies</td>
</tr>
<tr>
<td>17%</td>
<td>Augmenting labor or skills to compensate for staffing shortages</td>
</tr>
<tr>
<td>16%</td>
<td>Using virtual or augmented reality to supplement skills and enterprise knowledge</td>
</tr>
<tr>
<td>15%</td>
<td>Positioning your company as a tech-savvy disruptor in your industry</td>
</tr>
</tbody>
</table>
F3.

To what extent will the following analytics-driven capabilities shape your delivery of customer and user experiences between now and 2030? (Select one for each row)

<table>
<thead>
<tr>
<th>SIGNIFICANTLY NEGATIVE</th>
<th>SIGNIFICANTLY POSITIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3</td>
<td>4 5</td>
</tr>
</tbody>
</table>

1. AI/ML - chatbots, personalized interfaces, virtual assistants
   - Significantly negative: 10%
   - Somewhat negative: 30%
   - Neutral: 38%
   - Somewhat positive: 21%

2. Analysis of IoT and edge data
   - Significantly negative: 1%
   - Somewhat negative: 11%
   - Neutral: 34%
   - Somewhat positive: 36%
   - Significantly positive: 18%

3. Real-time access to information on production, shipping
   - Significantly negative: 1%
   - Somewhat negative: 18%
   - Neutral: 30%
   - Somewhat positive: 38%
   - Significantly positive: 13%

4. Multi-dimensional analysis: spatial or time-series
   - Significantly negative: 1%
   - Somewhat negative: 14%
   - Neutral: 26%
   - Somewhat positive: 48%
   - Significantly positive: 11%

5. Virtual or augmented reality
   - Significantly negative: 3%
   - Somewhat negative: 38%
   - Neutral: 26%
   - Somewhat positive: 25%
   - Significantly positive: 9%

6. Sustainability and transparency in product or service creation and delivery
   - Significantly negative: 17%
   - Somewhat negative: 29%
   - Neutral: 37%
   - Somewhat positive: 17%
F4.

What are the biggest challenges your organization will face in striving to become an analytics-driven enterprise between now and 2030? (Select all that apply)

- 37% Reskilling your workforce in data analysis
- 36% Increasing security of data analytics environments and processes
- 28% Creating a data-driven culture that emphasizes analytics-based decision making
- 27% Building a supportive data management infrastructure
- 25% Establishing more comprehensive monitoring of data assets and platforms
- 24% Sharing data and analytics with customers
- 24% Re-orienting executive leadership to prioritize data-driven decision making
- 24% Adopting a more scalable and adaptable infrastructure (i.e., cloud)
- 22% Recruiting or training data specialists (i.e., data scientists, data engineers)
- 21% Enabling greater collaboration between data, technology and business teams through processes such as DevOps and DataOps
- 20% Leveraging external data
- 17% Sharing data resources (“data democratization”)

F5.

What is your organization’s current readiness to transform into a data analytics-driven enterprise by 2030? (Select one)

- Not at all ready - you lack appropriate data, resources or skills
- Somewhat ready - data analytics applied in targeted use cases
- Mostly ready - data analytics applied on an enterprise scale
- Completely ready - you are already employing real-time analytics, supported by AI-driven automation, across the enterprise

![Graph showing readiness levels: 52% Most ready, 38% Somewhat ready, 9% Not at all ready, 0% Completely ready.]
To what extent do you agree with the following statements about the enterprise of 2030? (Select one for each row)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be a truly successful company in 2030, you need to strike the right balance between a relentless growth mindset and responsible use of AI/ML and data analytics</td>
<td>7%</td>
<td>36%</td>
</tr>
<tr>
<td>To be a truly successful company in 2030, organizations are obligated to use data analytics to operate with greater purpose and serve not only shareholders, but all stakeholders</td>
<td>3%</td>
<td>42%</td>
</tr>
<tr>
<td>Data analytics will be a critical factor in solving some of the greatest challenges of our time, such as stopping climate change and curing cancer</td>
<td>11%</td>
<td>27%</td>
</tr>
</tbody>
</table>