

Data and Analytics Operating Models

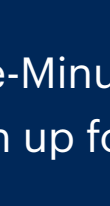


An effective operating model is essential for data leaders to successfully implement their data and analytics (D&A) strategy. Are leaders satisfied with their D&A operating models and are these evolving as needs change?

One-Minute Insights:



Leaders are mostly satisfied with D&A operating models but face challenges with data standards and documentation



Most have hybrid data storage and a federated D&A function



Diagnostic and descriptive analytics are common capabilities, along with self-serve analytics



Most D&A operating models are undergoing changes driven by the need to improve data access and/or quality

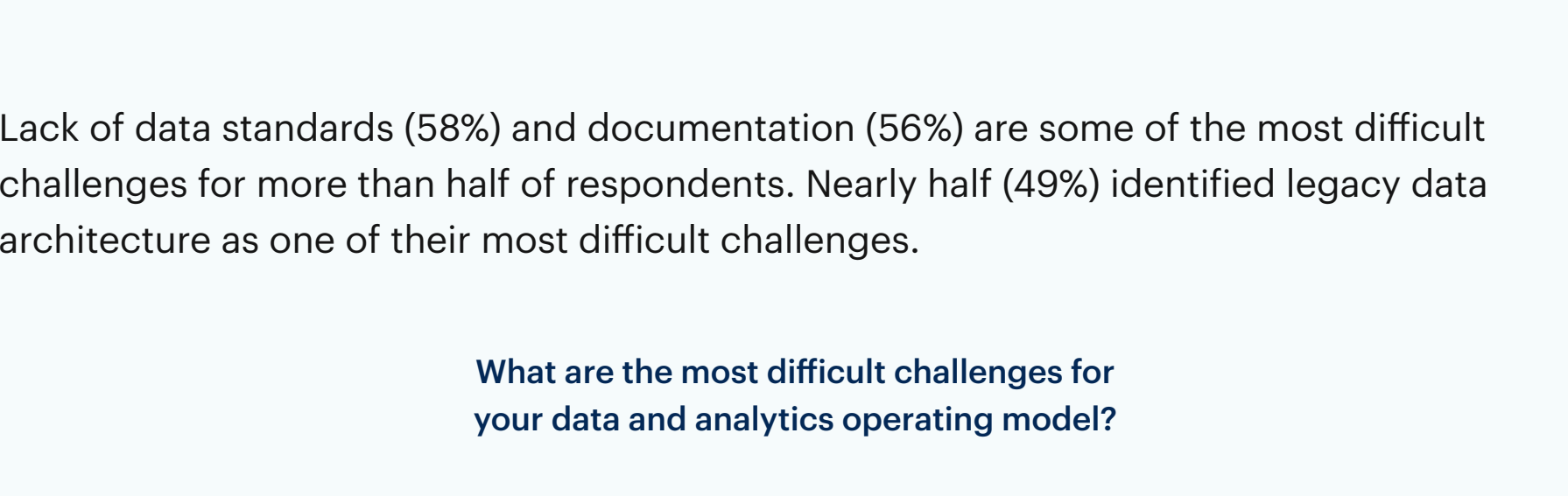
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Data collection: Dec 18, 2022 - Mar 14, 2023

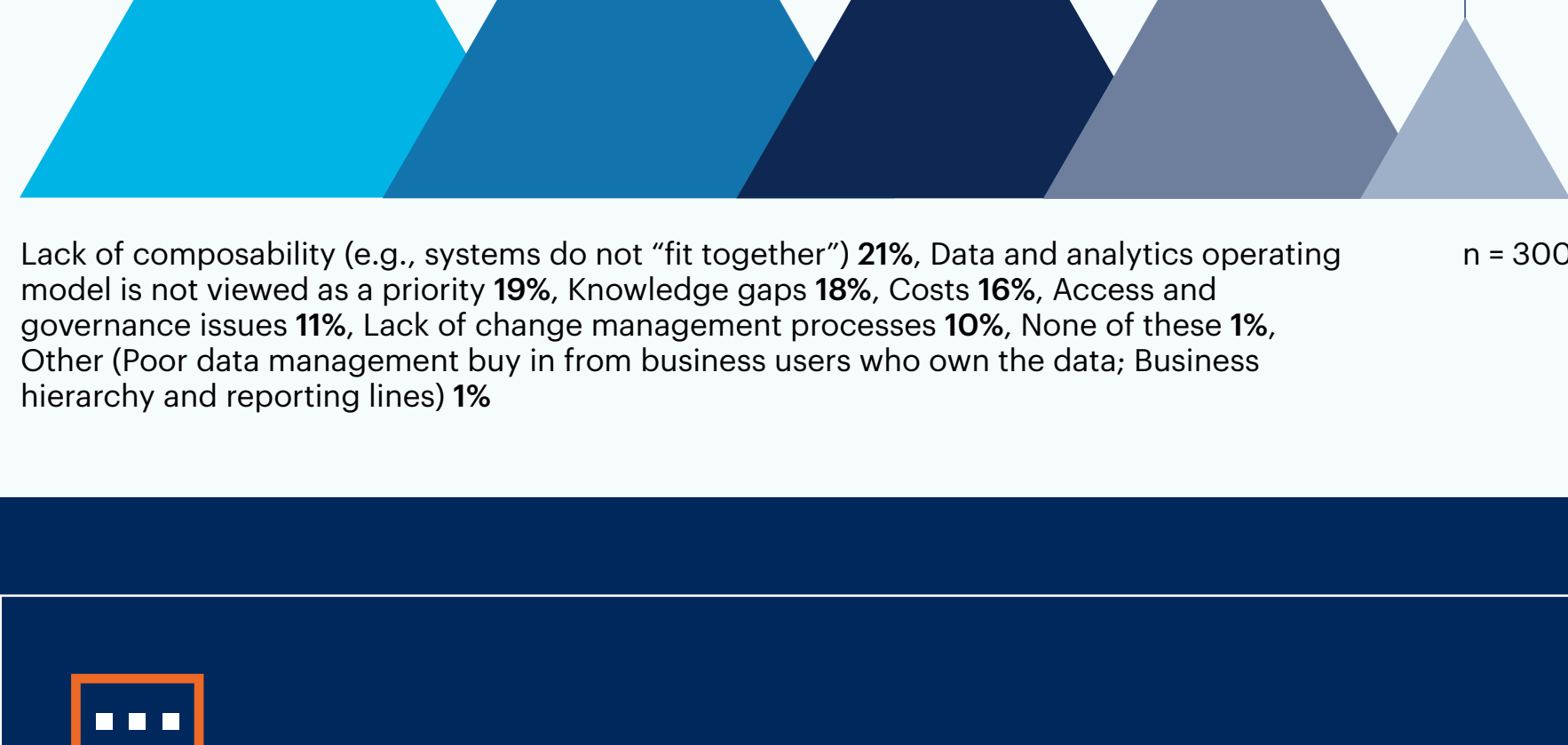
Respondents: 300 IT and data and analytics leaders with a documented data and analytics operating model

Leaders are mostly satisfied with their D&A operating models, but lack of standards and documentation are pervasive challenges

Most respondents are satisfied with the information architecture (76%), organizational structure (75%), culture (73%) and personnel (71%) of their organization's D&A operating model.



Lack of data standards (58%) and documentation (56%) are some of the most difficult challenges for more than half of respondents. Nearly half (49%) identified legacy data architecture as one of their most difficult challenges.



"Our major challenge regarding analytics is pulling together data from the various systems, including granting access to the databases as well as determining how to relate the various disparate systems."

- Director, manufacturing industry, 10,000+ employees



"We find our current model effective for our small and less well resourced business units but less effective where business units have resources and try and bring their own resources in."

- Director, consumer goods industry, 1,000 - 5,000 employees

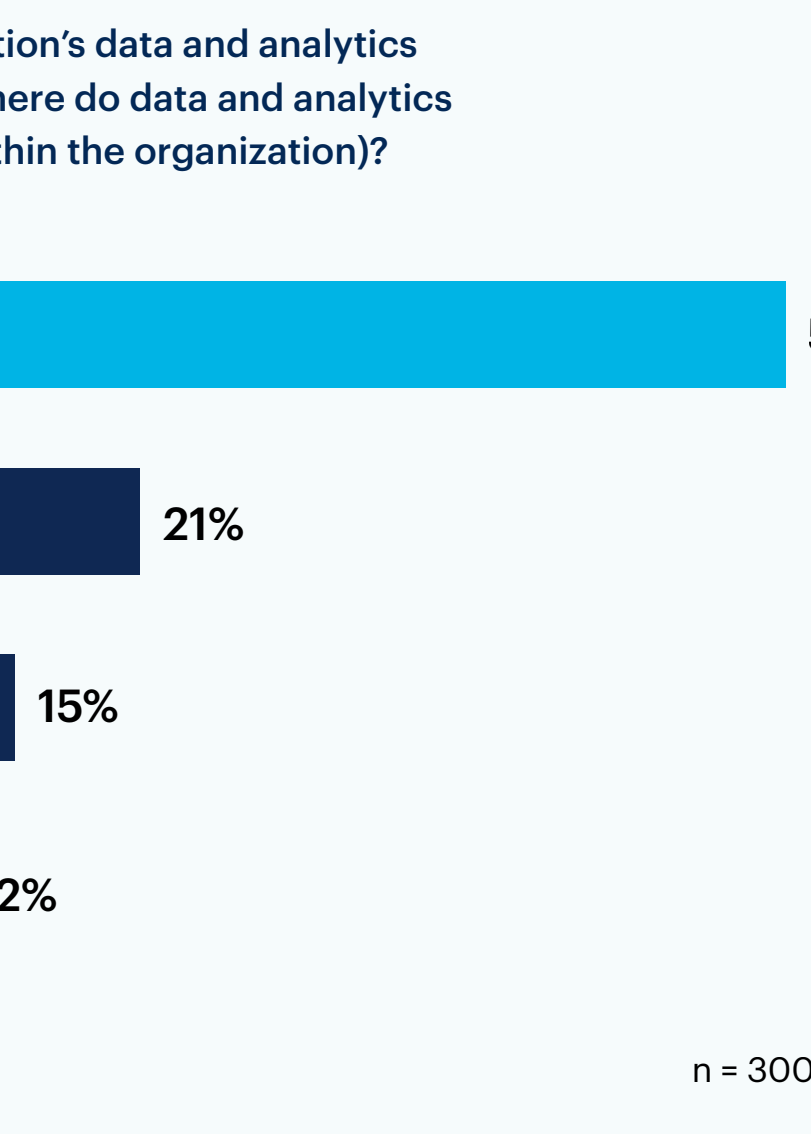
Hybrid data storage is the norm and most have a coordinated/federated structure for their D&A function

72%

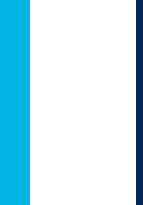
have hybrid data storage in the cloud and on-premises. 20% have cloud storage only.

How does your organization store data?

n = 300



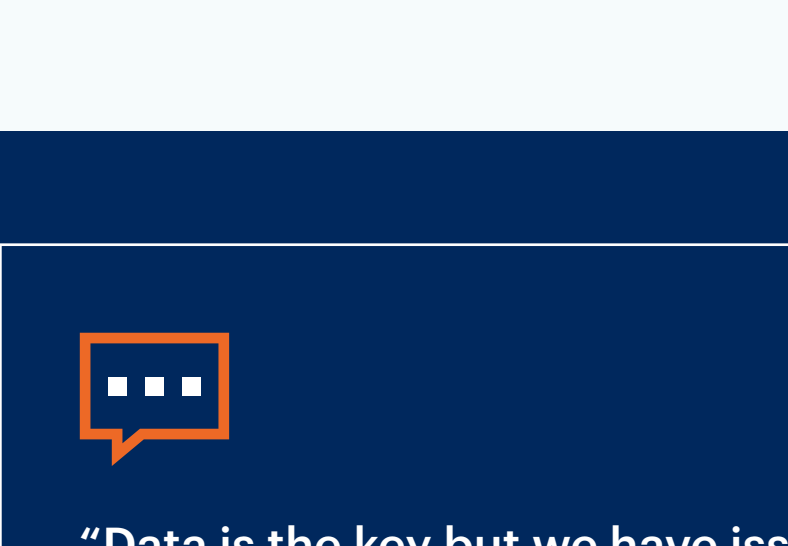
Over half (52%) of respondents have a coordinated or federated data and analytics function where teams informally work together, while 21% have a hub and spoke model with formally coordinated teams.



"Our data and analytics operating model is evolving because of cloud environments."

- C-suite, natural resource extraction industry, 5,000 - 10,000 employees

Most analytics capabilities fall under descriptive or diagnostic, and the majority have self-serve analytics



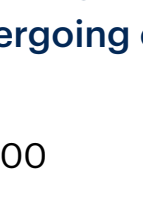
Most respondents say their data and analytics function is capable of producing diagnostic (76%) and descriptive (72%) analytics. Only about a quarter (24%) of respondents say their data and analytics function is capable of producing prescriptive analytics.

What types of analytics is your data and analytics function capable of producing?

More than two-thirds (69%) have self-serve analytics.

Do you have self-serve analytics?

n = 300



"Data is the key but we have issues in discovery of data. Our analytics team tries hard to generate meaningful insights but fail[s] to do so as our data is not in [the] right format at [the] right place."

- Director, software industry, 5,000 - 10,000 employees

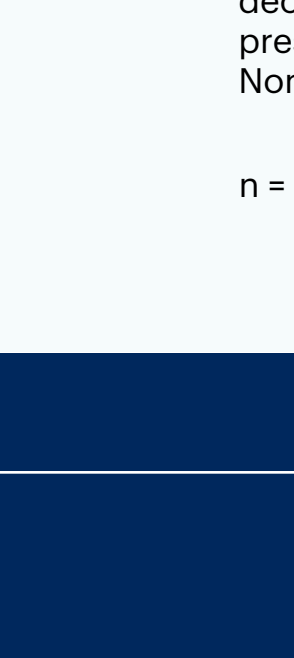
Most D&A operating models are undergoing changes, usually driven by the need for better data access and quality

79%

of respondents say their data and analytics operating model is undergoing changes.

Is your data and analytics operating model undergoing changes?

n = 300



The most common driving factors for changing operating models are the need to improve data access (67%), data quality (63%) and cost efficiencies (51%).

What factors are driving change in your current data and analytics operating model?

Implementation of artificial intelligence and machine learning 22%, Adoption of data-driven culture 20%, Transition to cloud 20%, Changes in compliance and data regulations 18%, Introduction of new digital products 18%, Merger or acquisition 8%, Transition to decentralized data systems 6%, Investor pressure (i.e., activist investors) 4%, None of these <1%, Other 0%

n = 238



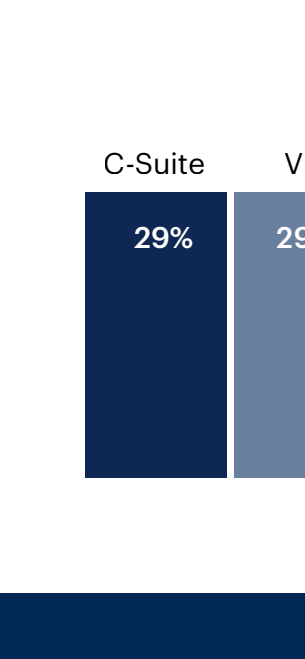
"It is very important to have a more flexible operating model capable of adopting new technologies."

- Director, natural resource extraction industry, 10,000+ employees



"We need to have [a] better Data and analytics model within the organization [so] as to have better data visibility, control on legacy data and overall data access."

- C-suite, professional services industry, 1,000 - 5,000 employees



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Respondent Breakdown

Region

North America 56%

APAC 21%

EMEA 23%

Job Level

Company Size

