Data and Analytics Operating Models



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:**

An effective operating model is essential for data leaders to successfully implement

Leaders are mostly satisfied with D&A operating models but face challenges

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

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

with data standards and documentation

Most D&A operating models are undergoing changes driven by the need to

improve data access and/or quality

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Leaders are mostly satisfied with their D&A operating

structure (75%), culture (73%) and personnel (71%) of their organization's D&A operating model. Somewhat Very Neutral How satisfied are you with the following dissatisfied dissatisfied aspects of your organization's data and

Information architecture (data intake, storage, governance, information delivery, etc.)

52%

Organizational structure (roles and responsibilities, alignment, vision, etc.) 9% 16%

19%

58%

Lack of data

standards

16%

61% Culture (learning, documentation, best practices, etc.)

55%

49%

Legacy data

architecture

43%

Processes

are not agile

(i.e., teams cannot

execute and learn fast

enough)

Somewhat

satisfied

14% <1%

18%

16%

n = 300

23%

Discoverability/ visibility of various

8% On-premises

n = 300

20% Cloud

24%

Very satisfied

Too early

0%

<1%

0%

to tell

11% 15% 55% Personnel (knowledge retention, vendor strategy, skill specialization, etc.)

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. What are the most difficult challenges for your data and analytics operating model?

components

56%

Documentation

(i.e., where can end users

view the data and

analytics operating

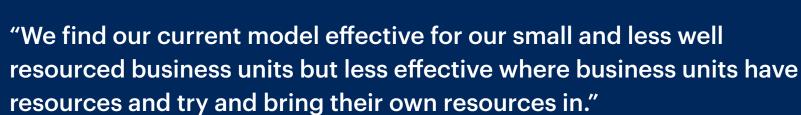
model? How readable

are these documents?)



well as determining how to relate the various disparate systems."

- Director, manufacturing industry, 10,000+ employees



72%

have hybrid data storage in

How does your organization store data?

Hub and spoke

Centralized

Dispersed

(i.e., a larger team of data professionals

document best practices and standards

to formally coordinate teams)

(i.e., one team for all data and

(i.e., some teams have data

logic, very little coordination)

analytics talent to which other teams can submit requests for data projects)

professionals while others do not, no

Not sure **0**%, Other **0**%

cloud environments."

72%

Descriptive

(i.e., what

59%

Predictive

(i.e., what will

will it happen)

24%

Prescriptive

(i.e., what

be taken)

happen/when actions should

n = 300

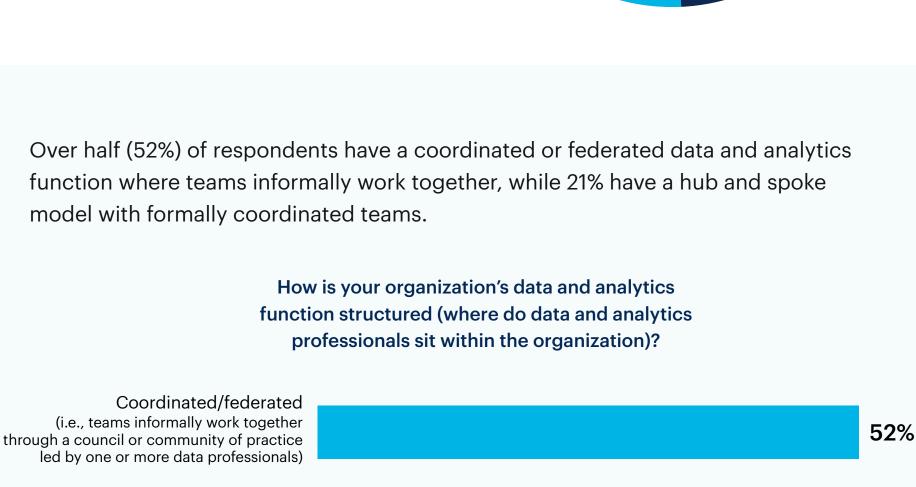
69%

Yes

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

coordinated/federated structure for their D&A function

72% the cloud and on-premises. Hybrid (cloud and on-premises) 20% have cloud storage only.



21%

15%

12%

"Our data and analytics operating model is evolving because of



Diagnostic

(i.e., why did

- 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

their data and analytics function is capable of

about a quarter (24%) of respondents say

producing prescriptive analytics.

What types of analytics is your data and

analytics function capable of producing?

21%

No

10%

Not sure

"Data is the key but we have issues in discovery of data. Our analytics

n = 300Need to improve 51% data quality Need to improve cost efficiencies

67%

Need to improve

data access





APAC 21%

Respondent Breakdown Region North America 56%

EMEA 23% Job Level **Company Size** Director 10,001+ employees 38% 20% VΡ 28% 29% 21%

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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

models, but lack of standards and documentation are pervasive challenges

Most respondents are satisfied with the information architecture (76%), organizational analytics operating model?

<1% 8% 0%

1%

1%

10%

Hybrid data storage is the norm and most have a

n = 300

76%

More than two-thirds (69%) have self-serve analytics. Do you have self-serve analytics? n = 300

40% Customer experience

transformation

34%

Business

model

change

33%

Digital transformation of internal

processes

C-Suite 29%

Manager 4%

5.001 - 10.000 employees **Gartner**

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Source: Gartner Peer Community, Data and Analytics Operating Models survey

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?

> "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

31%

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 **79% 15%** 6% Yes No Not sure 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%,

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<1,001 employees 1,001 - 5,000 employees