

# **EXECUTIVE SUMMARY**

## **2022 GARTNER CHIEF DATA OFFICER SURVEY**

## **Confidential and proprietary**

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# Thank you for participating in our 2022 CDO Survey!

In the following slides you'll see some of the raw results from our recent Chief Data Officer survey. Gartner analysts are continuing to review and analyze the results— so stayed tuned for Gartner to publish more on the topics we explored.




Debra Logan  
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CDO Leadership  
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Debra Logan is a VP and Gartner Fellow in Gartner Research. She covers strategic information management topics in the Data and Analytics IT Leaders team and is also the Chief of Research for that team. She also covers the Office of the Chief Data Officer and other new and emerging roles in the digital economy. Deb is also interested in change and change management topics, culture change leadership development issues, and diversity in IT.

Prior to joining Gartner, she was an independent consultant to IT organizations in the United Kingdom and Europe, helping them to formulate strategies and evaluate technologies.

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    - Study Objectives
    - Methodology Record
    - Initial Findings
  - 2. Respondent Profile**
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  - 4. Demographics**

# Project Summary – Study Objectives

The purpose of this study is to explore the business impact of the CDO role and/or the Office of the CDO.

- What impact are CDOs making on their organizations in 2020/2021?
- What are best practice data-driven organizations achieving?
- How is the role of the highest-level D&A leader evolving and changing?

# Project Summary: Methodology Record

**2022 Gartner Chief Data Officer Study:** This study was conducted to explore and track the business impact of the CDO role and/or the Office of the CDO and the best practices to create a data-driven organization. The research was conducted online from September through November 2021 among 496 respondents from across the world.

- Respondents were required to be the highest-level Data and Analytics leader in the organization: Chief Data Officer, Chief Analytics Officer, the most senior leader in IT with data and analytics responsibilities, or a business executive such as Chief Digital Officer, or other business executive with data and analytics responsibilities. The survey sample was gleaned from a variety of sources (including LinkedIn), with the greatest number coming from a Gartner-curated list of over 4519 CDOs and other high-level data and analytics leaders.
- The study was developed collaboratively by Gartner D&A Analysts and the Primary Research Team.



Disclaimer: Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed.

# Top Findings and Recommendations

High performers are **more than twice as likely to have active projects with the CEO**, and they engage about value delivery rather than enablement

Driving business outcomes and supporting business decisions **demands a full spectrum of analytic capabilities** from business intelligence and analytics extending through more advanced predictive and prescriptive approaches.

**Talent shortages, cultural aversion to change & lack of training** are the prevailing and recurring roadblocks to the success of data and analytics programs

Promote value versus enablement with key stakeholders across multiple levels, levels, with projects to engage the highest-level executives focused on value creation

Engage a full spectrum of analytics capabilities to understand what has happened and why, but also determine next steps to drive specific action. Prioritize business enablement instead of tactical activities.

D&A leaders must rethink their job role descriptions as talent shortages continue & worsen. Compensate with internal recruitment, upskilling and non-traditional hiring strategies

# Project Summary- Key Findings

- Organizational performance most likely to outpace competitors on customer satisfaction, revenue growth, and product innovation, but lag behind on digital-ready workforce and attracting/retaining top talent
- Team effectiveness most often linked to providing value to the organization and stakeholders, ability to show demonstrable value to stakeholders, and promoting data sharing
- Data governance, BI reporting and visualization, and Analytics, AI and ML most often enable D&A initiatives' success
- D&A leaders are most involved or provide active input on Digital Transformation, Enterprise Culture Changes, and Overall Business Strategy
- The highest-level D&A leaders are most engaged with the Executive management team and the CIO
- D&A teams more often focus on tactics than on strategy



# Project Summary- Key Findings (cont.)

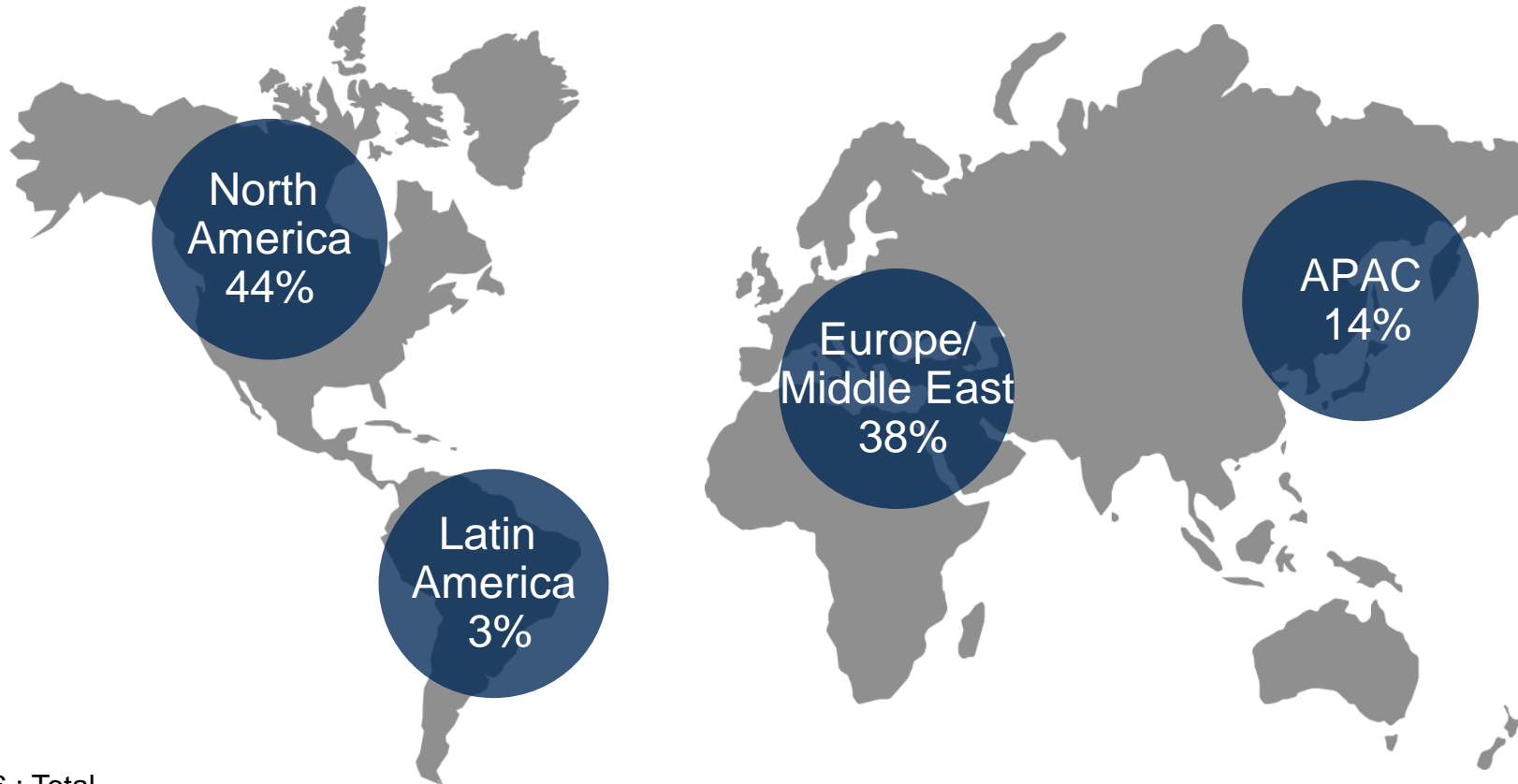
- An overwhelming majority of D&A initiatives address both data and business priorities
- The majority of D&A teams invest simultaneously in foundational, advanced and domain D&A Initiatives
- Data-driven culture and enhancing data quality and analytical decision-making come to the forefront as priorities for D&A initiatives
- Data management, data governance , BI, AI, and data-driven culture are the top investment areas for 2021
- The objectives on data quality, improving decision-making capabilities, and increasing internal data sharing most widely met successfully
- Data-driven culture and data literacy are an integral part of D&A team's strategy across the board
- Organizations are making a deliberate push to build data-driven culture
- Talent shortages, culture challenges, and lack of resources/funding most often hinder success
- Technology skills, financial acumen, effective communication, and risk management are the most often cited skills to Improve

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# Respondent Profile: Primary Workplace Location

## Workplace location



n = 496 ; Total

Q. Where is your primary workplace located?

Source: 2022 Gartner CDO Survey

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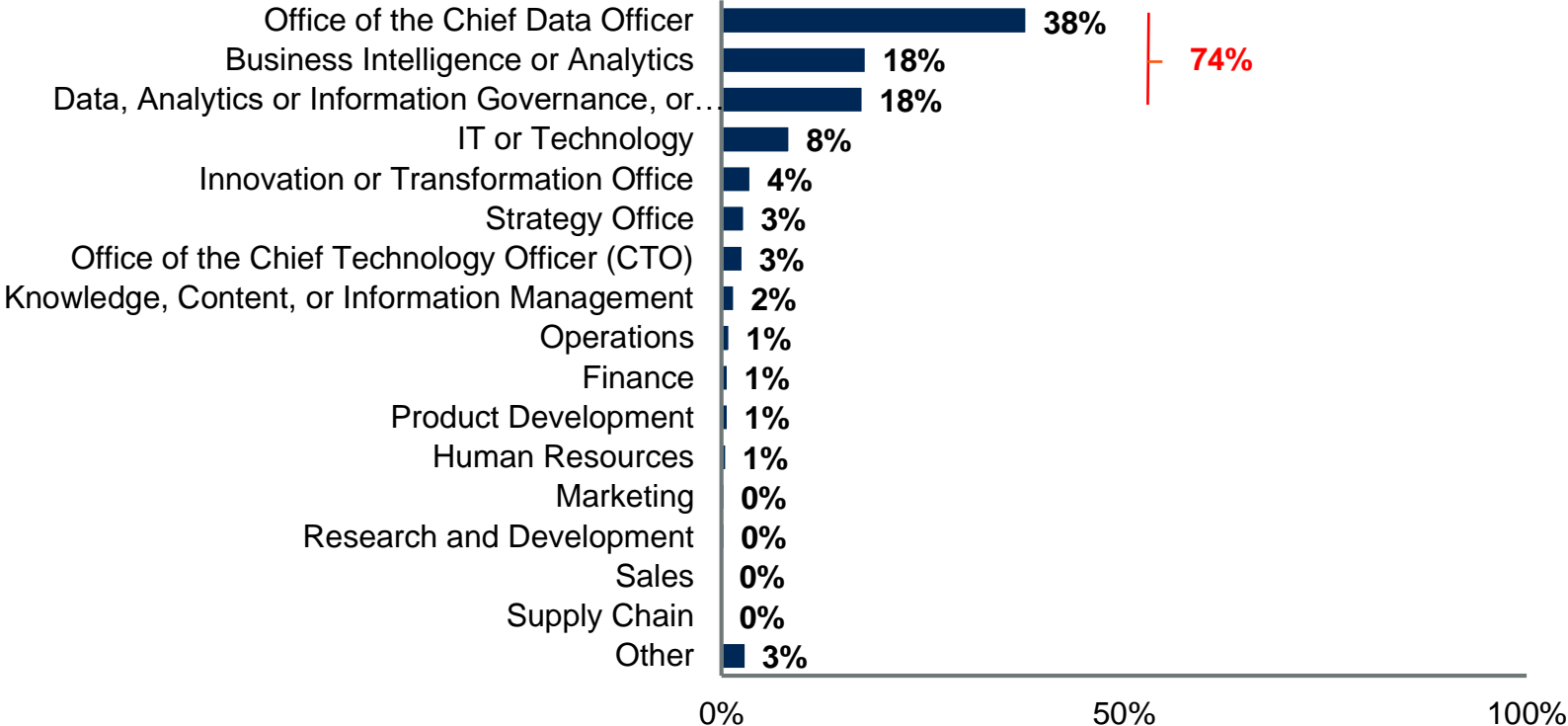
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# Respondent Profile: Primary Area of Work

## Primary working area



n = 496 ; Total

Q. Which of the following best describes the primary area in which you work at your organization?

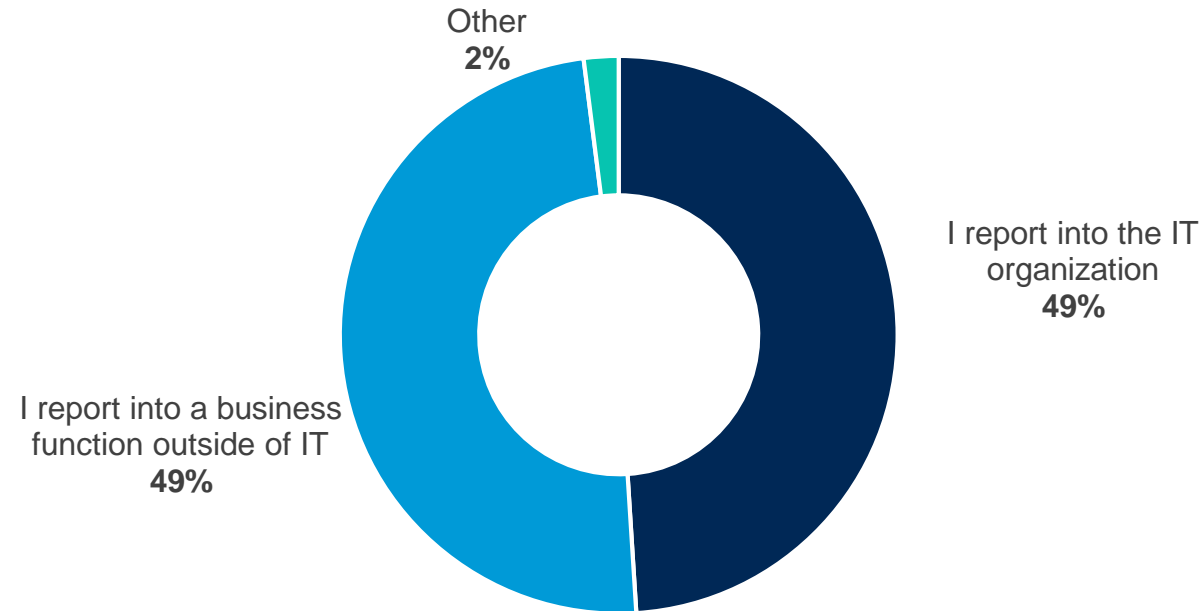
Source: 2022 Gartner CDO Survey

ID:



# Respondent Profile: Direct Reporting

## Reports to



n = 438 ; Total

Q. Which statement best describes where you directly report in your organization?

Source: 2022 Gartner CDO Survey

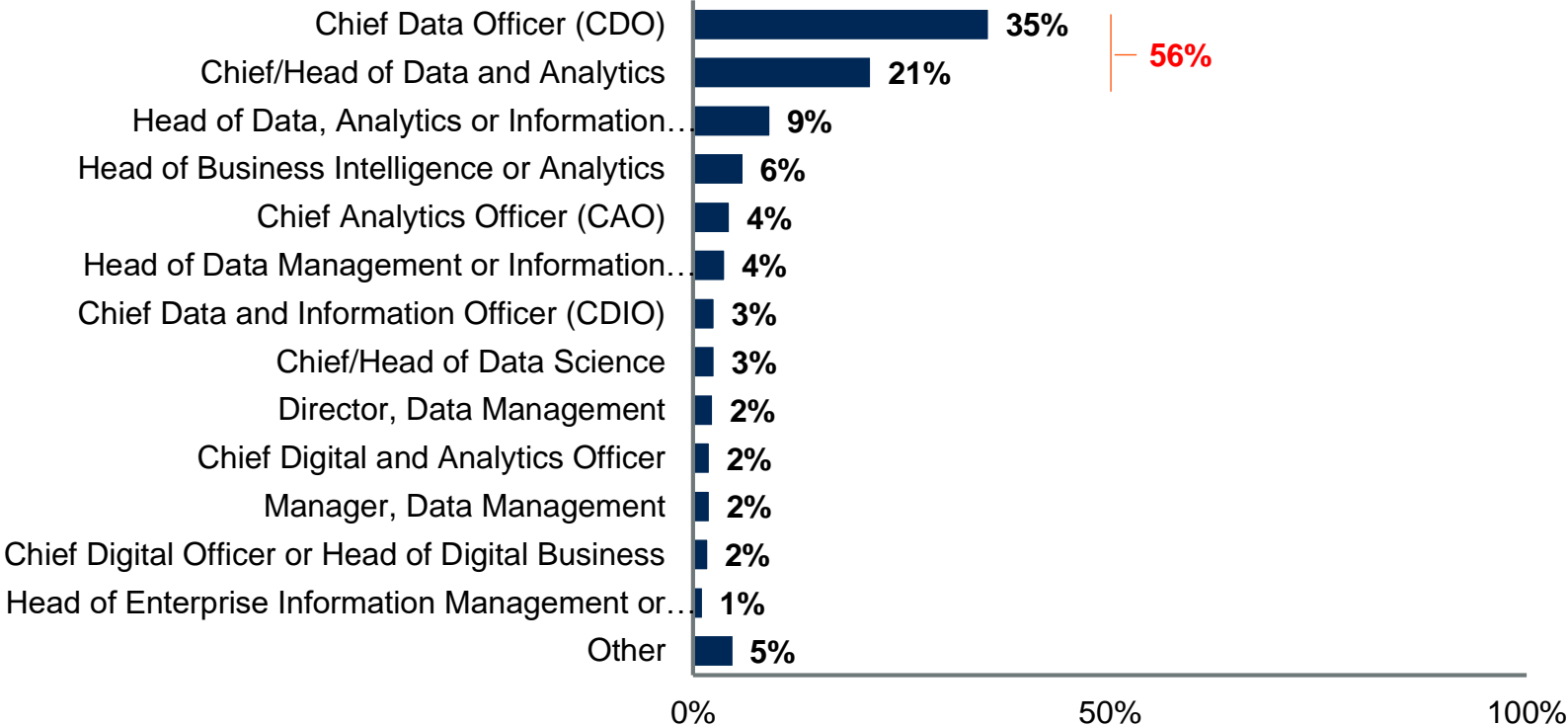
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# Respondent Profile: Role

## Job role



### Other mentions

- Chief Data and Research Officer (CDRO)
- VP of Data Insights and Tech
- Chief AI Officer
- Head of Business Improvement
- Senior Leader, Data planning and Reporting
- Sr Director Data Strategy
- CHRO

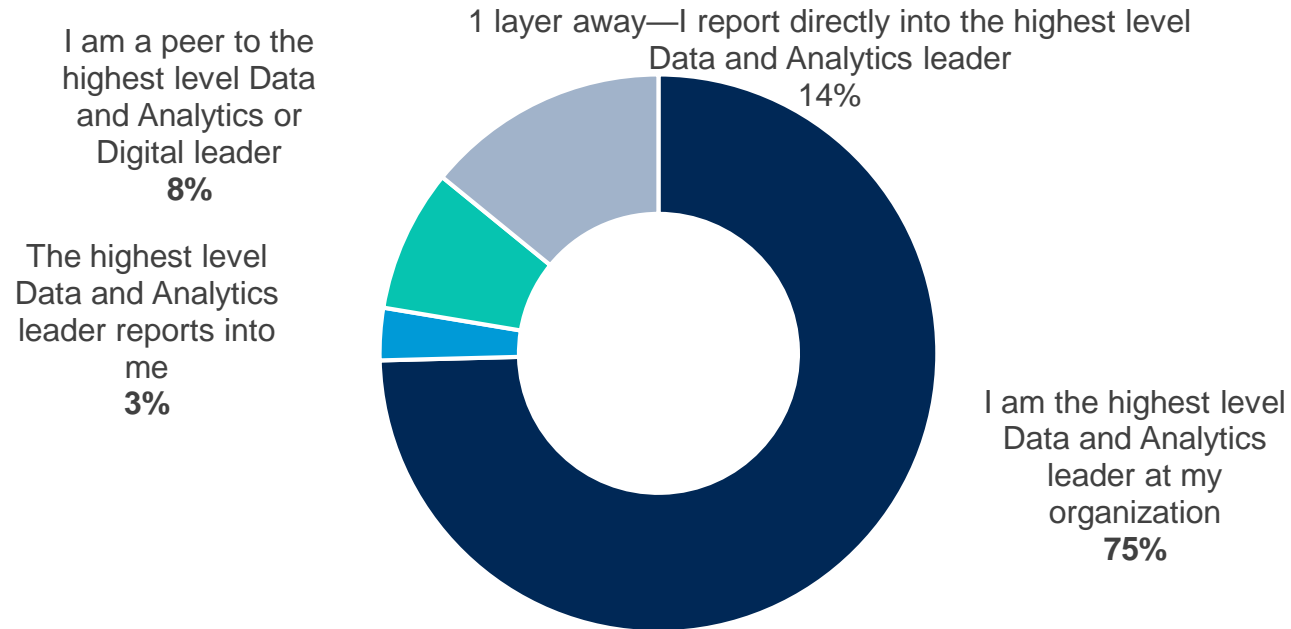
n = 496 ; Total  
 Q. Which of the following best describes your role in Data and Analytics at your organization?  
 Source: 2022 Gartner CDO Survey

ID:



# Respondent Profile: Proximity to the Top D&A Leader

## Proximity to the top D&A leader



n = 496 ; Total

Q. How close are you to the highest level Data and Analytics leader in your organization?

Source: 2022 Gartner CDO Survey

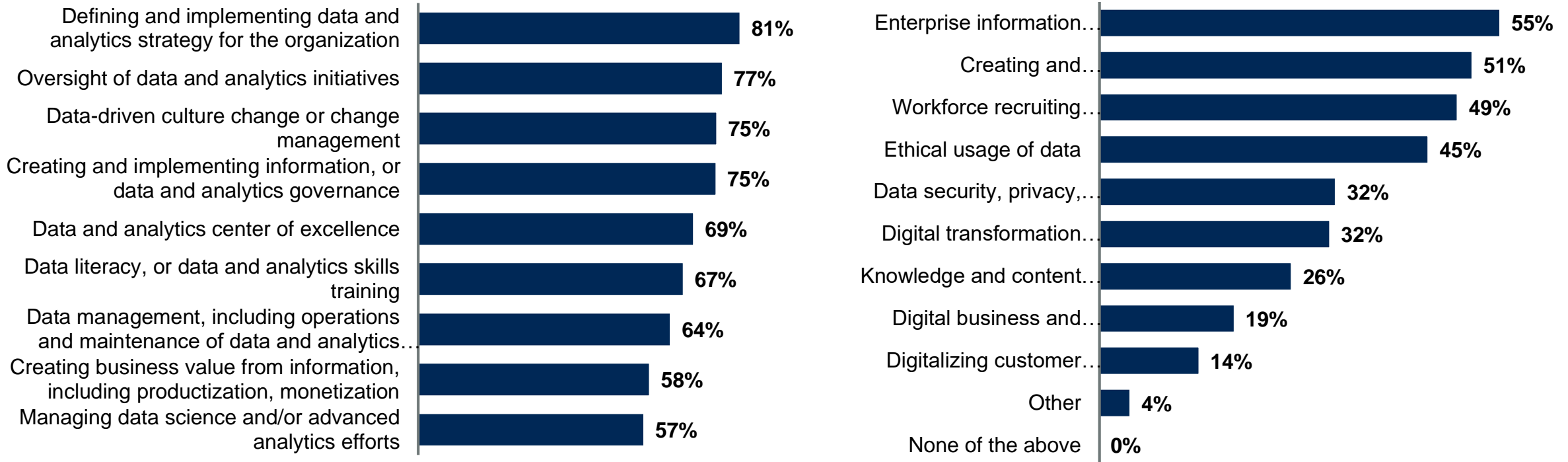
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# Respondent Profile: Area of Primary Responsibility

## Job responsibilities



n = 496 ; Total

Q. For which areas do you currently have primary responsibility?

Source: Gartner P-21016b CDO Survey 2021

Multiple responses allowed


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5. **Working with RDA**

# The Keys to CDO Success

**High performing CDOs are much more likely...**

**Medium to High performers are slightly more likely...**

**Low to Med performers are slightly less likely...**

**Low performing CDOs are much less likely...**

**... to do these things at an organizational level**

Attract and retain top talent

Translate customer or business needs into high-value products or services

Promote data sharing or increase access to the right data aligned to the business case

Be resilient and adapt quickly to changing business conditions

**... and to do these things at a team level**

Monetize data assets or creating data products

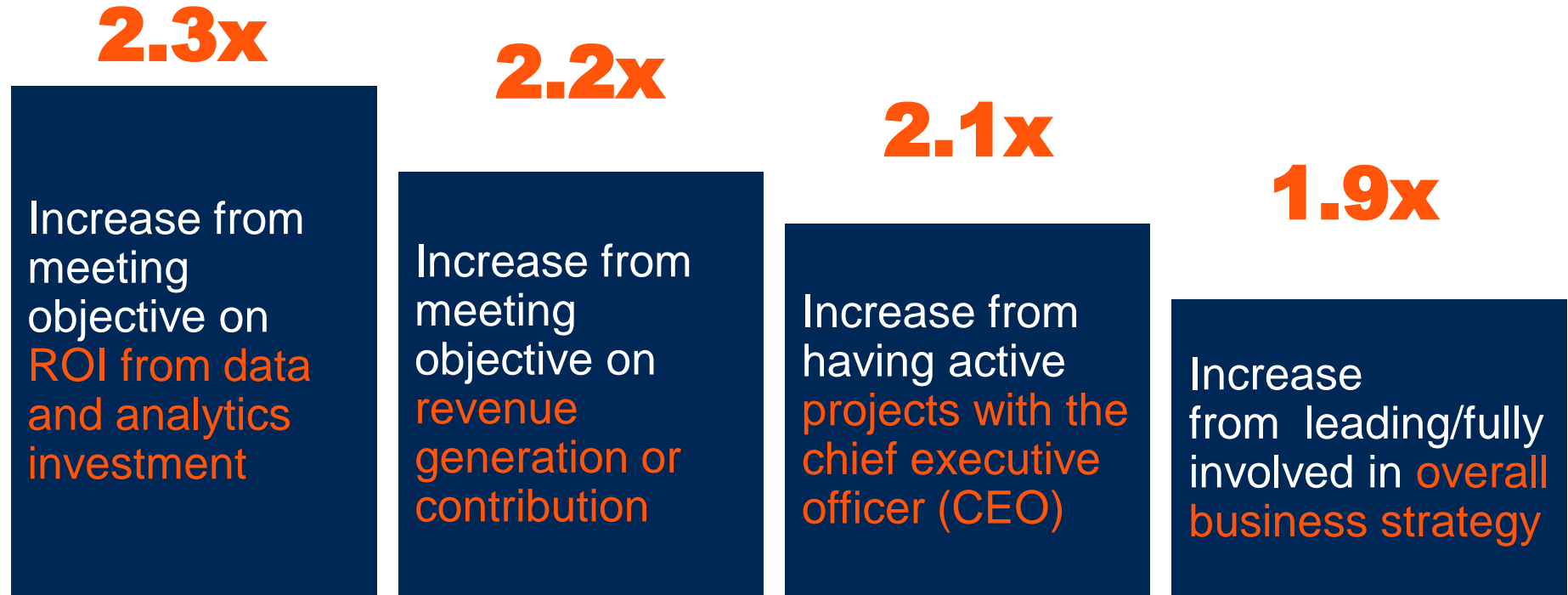
Provide **value** to the organization

Develop innovative products or services

Show demonstrable, verifiable value to D&A stakeholders

# D&A Teams More Efficient at Consistently Producing Clear Business Value for the Organization

If CDOs do the following, it is much more likely that their D&A teams **will increase consistent production of business value** by these multipliers...



Base: All respondents, excluding unsure, n = 493.

Dependent Variable Q02\_1. Now, thinking specifically about your D&A team in 2021, how effective have you been at ...? - Consistently producing clear business value for the organization Rating on a 7-point scale where 1 is 'not at all effective' and 7 is 'very effective' for each. Odds show increase in likelihood of achieving T2B rating v/s B5B rating. Independent Variables: Q04\_5. What is your level of participation in making the following decisions at your organization? - Overall business strategy. Q05\_4. Which of the following leaders have you done or currently have active projects with? - Chief Executive Officer (CEO) . Q09\_1. Which of the following objective(s) have you successfully met over the last fiscal year? - Revenue generation or contribution. Q09\_4. Which of the following objective(s) have you successfully met over the last fiscal year? - ROI from data and analytics investment.

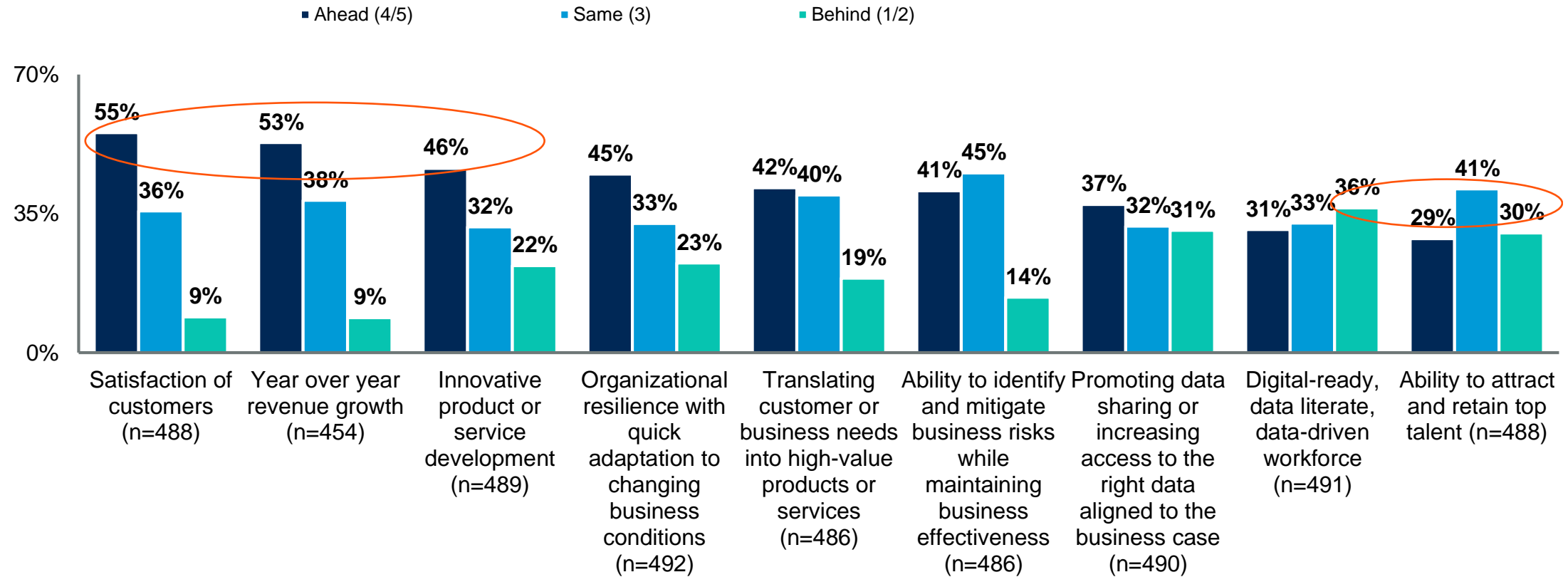
Source: 2022 Gartner CDO Survey

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# Organizational Performance Most Likely to Outpace Competitors on Customer Satisfaction, Revenue Growth, and Product Innovation

## Organization's Performance vs Competitors



n = 454-492 ;Base varies, Excludes Unsure

Q. Thinking about your company in general, how do you characterize your organization's overall performance relative to its competitors and peers on the following measures?

Source: 2022 Gartner CDO Survey

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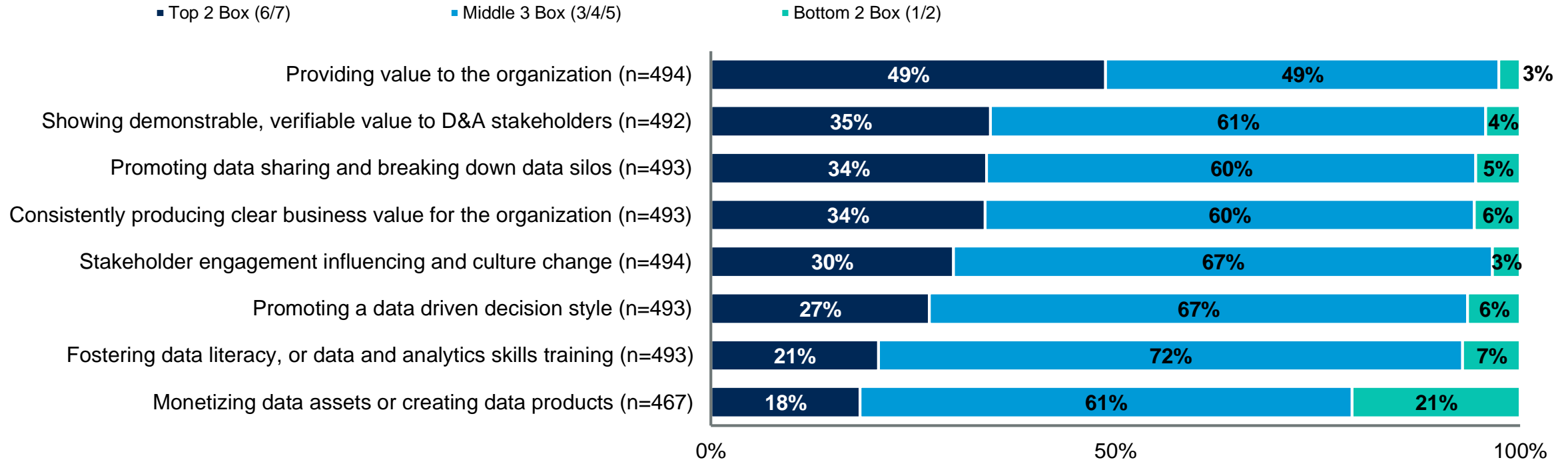
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# Team Effectiveness Most often Linked to Providing Value to the Organization and Stakeholders, Showing Demonstrable Value to Stakeholders, and Promoting Data Sharing

## D&A Team Effectiveness



n = 467-494 ;Base varies, Excludes Unsure

Q Now, thinking specifically about your D&A team in 2021, how effective have you been at ...?

Source: 2022 Gartner CDO Survey

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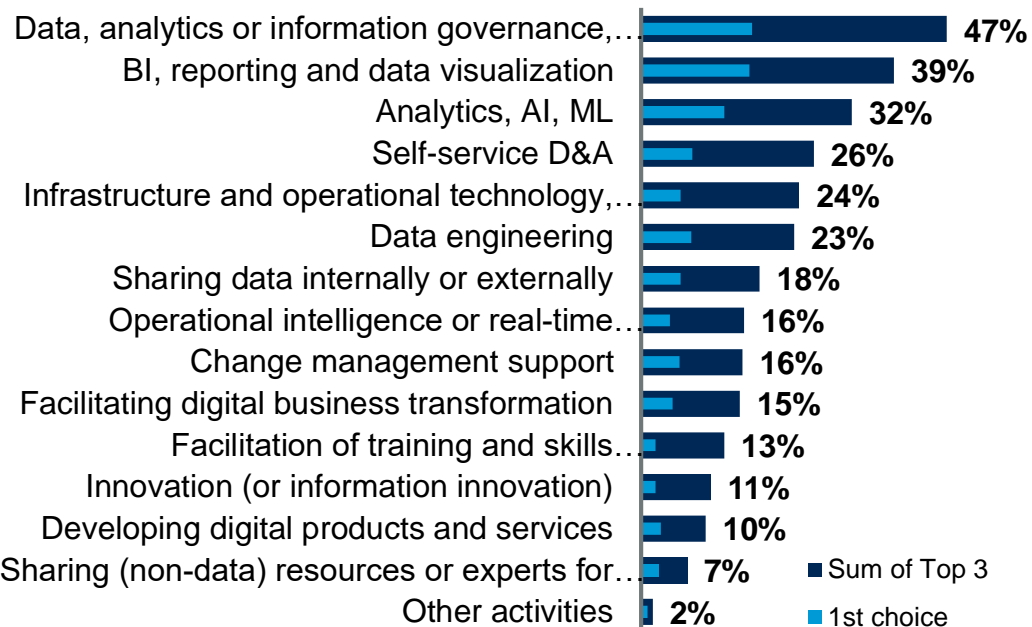
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# Data Governance, BI Reporting and Visualization, and Analytics, AI and ML Enable D&A Initiatives' Success

## Enablers of D&A Initiatives' success



n = 496 ;Total

Q. Which, if any, are enablers of success for your Data and Analytics initiatives?

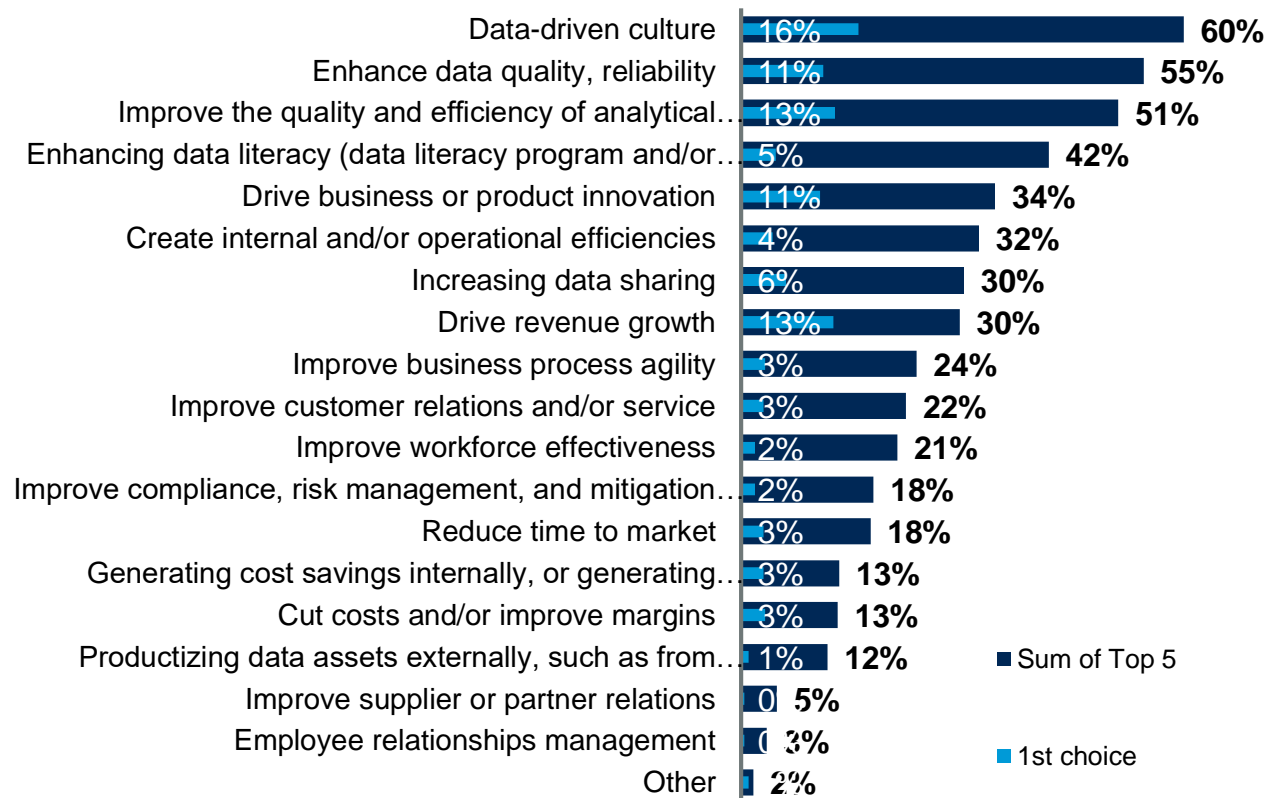
Source: 2022 Gartner CDO Survey

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## Priorities for D&A Initiatives – Top 5



n = 496 ;Total

Q. What are the 2021/22 priorities for your Data and Analytics initiatives?

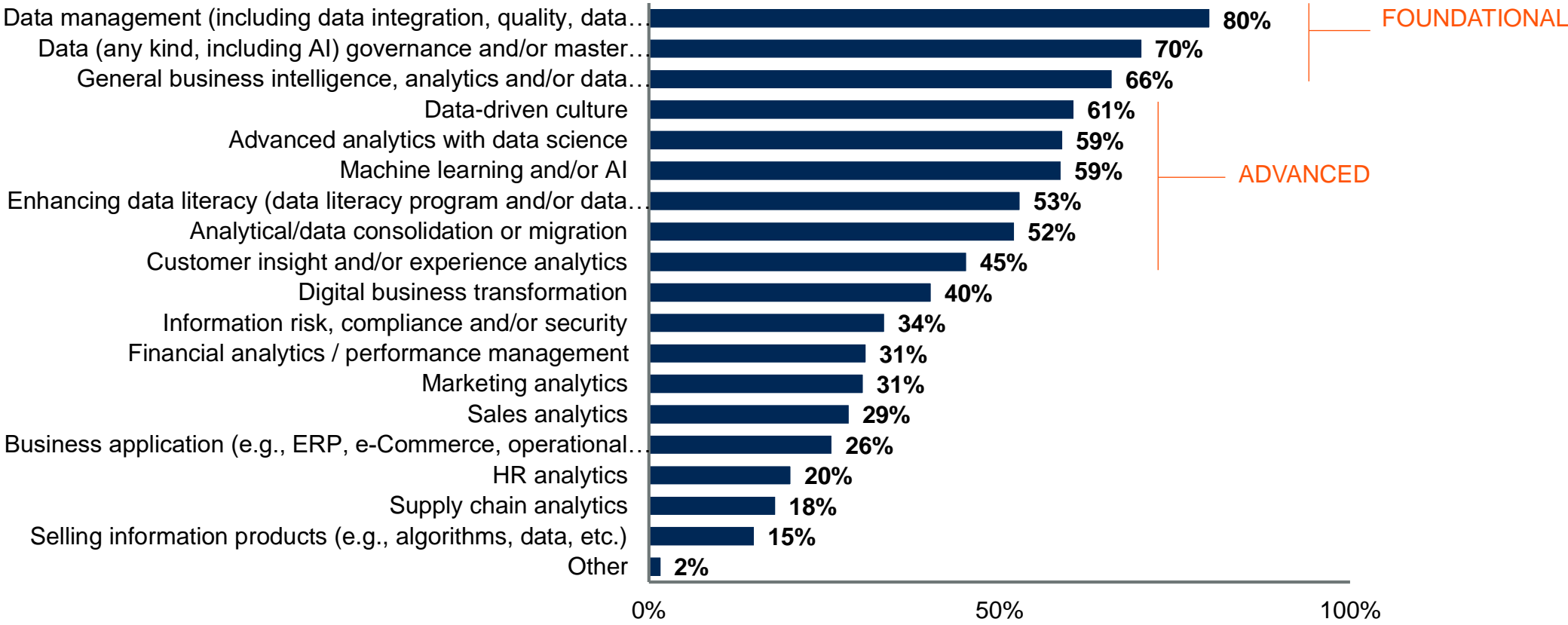
Source: 2022 Gartner CDO Survey

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# Data Management, Data Governance , BI, AI, and Data Driven Culture Top Investment Areas for 2021

## D&A team investing in 2021



n = 496 ; Total  
 Q. Which initiatives is your D&A team investing in 2021?  
 Source: 2022 Gartner CDO Survey  
 Multiple responses allowed  
 ID:

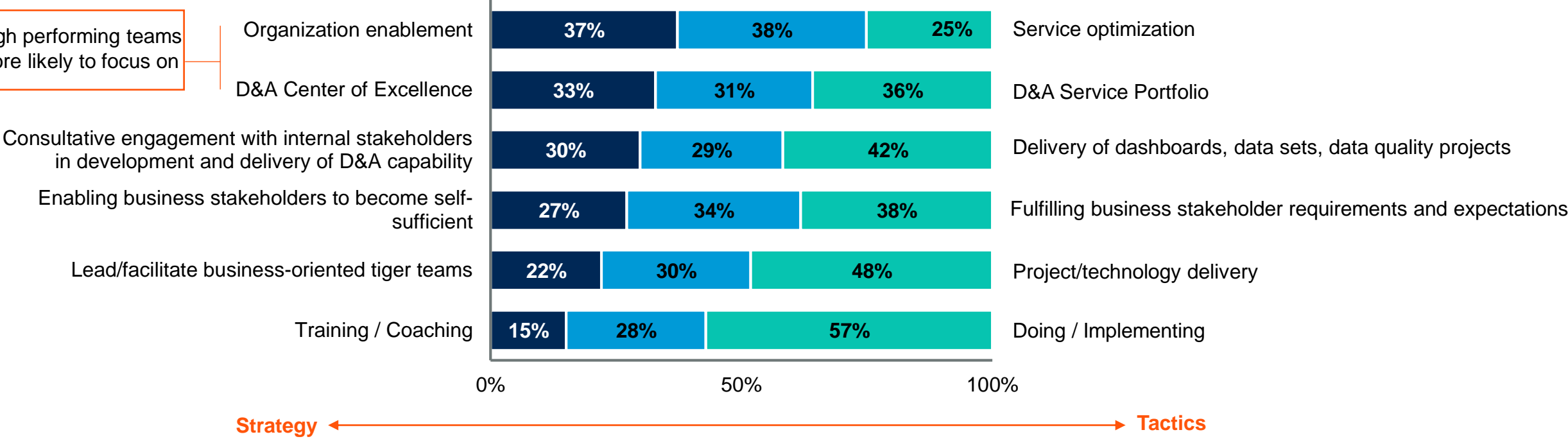


# Overall, D&A Teams More Often Focus on Tactics

## Focus of D&A team

■ More Strategic (4/5) ■ Equally oriented on both (3) ■ More tactical (1/2)

High performing teams more likely to focus on



n = 496 ; Total

Q. In aggregate, how would you describe the focus of your D&A team?

Source: 2022 Gartner CDO Survey

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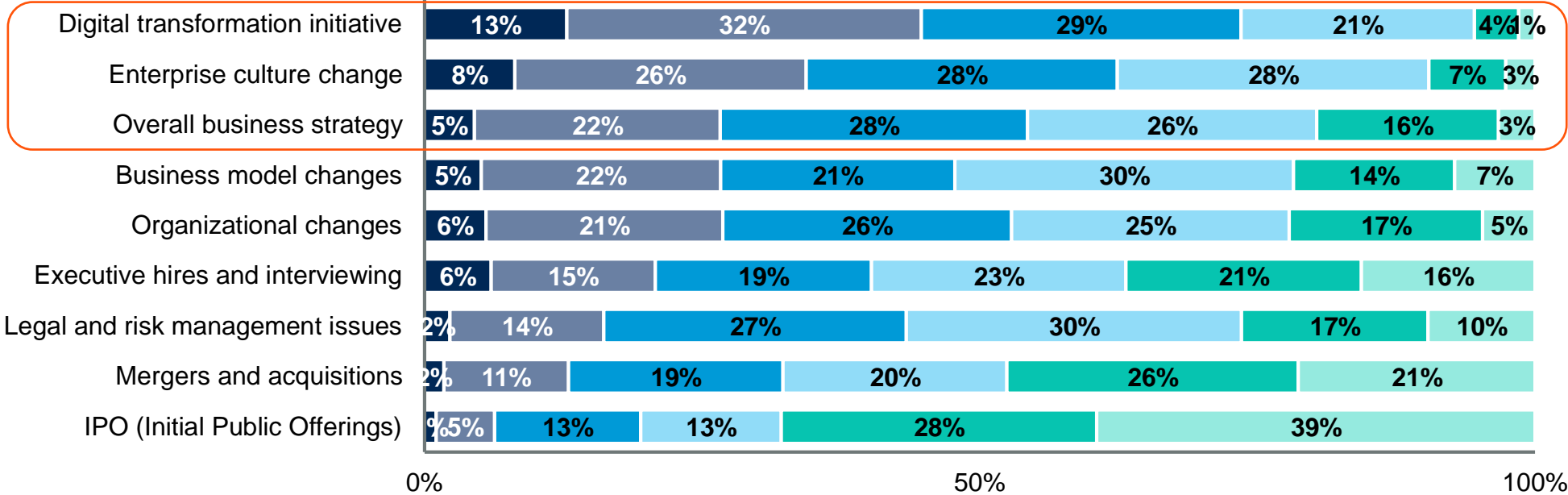




# D&A Leaders are Most Involved or Provide Active Input on Digital Transformation, Enterprise Culture Changes, and Overall Business Strategy

## Participation in Decision Making

■ Leading (1) 
 ■ Fully involved (2) 
 ■ Active advisory input (3) 
 ■ Some consultative influence (4) 
 ■ Informed after-the-fact (5) 
 ■ No involvement or visibility (6)



n = 190-492 ;Base varies, Excludes NA

Q. What is your level of participation in making the following decisions at your organization?

Source: 2022 Gartner CDO Survey

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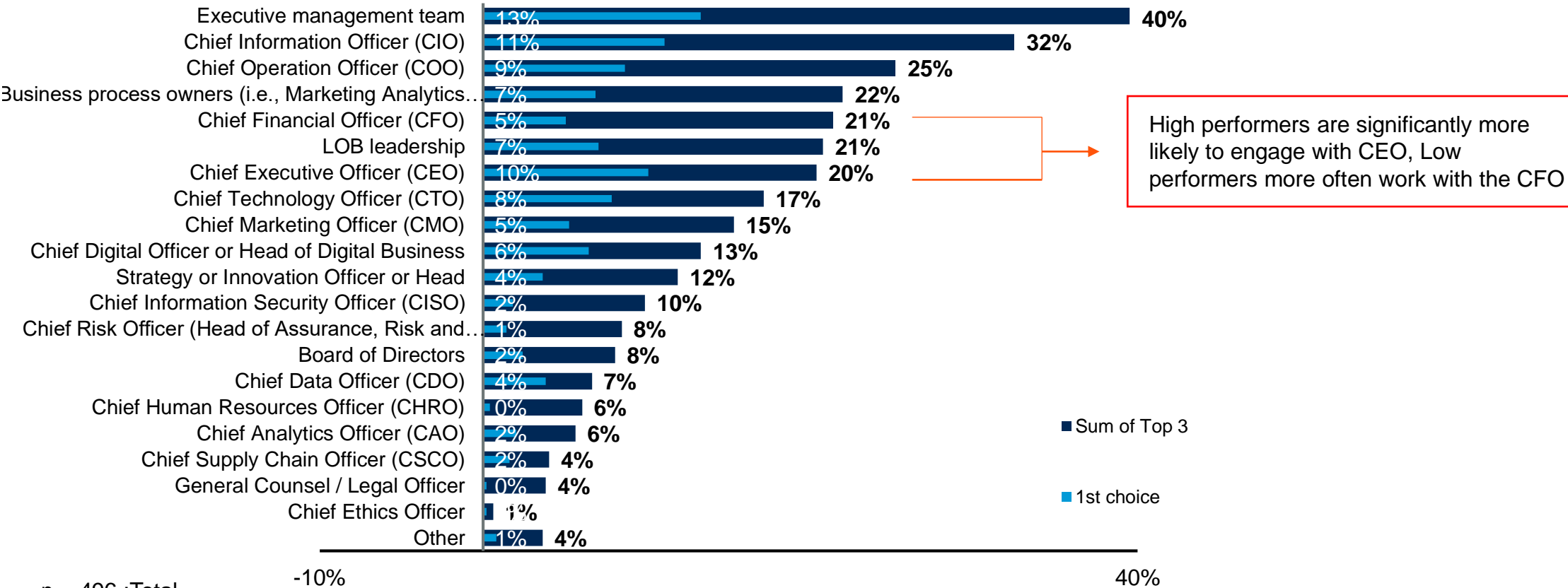
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# D&A Leaders Most Likely to Engage with the Executive Management Team and the CIO

## Leaders you work with most frequently

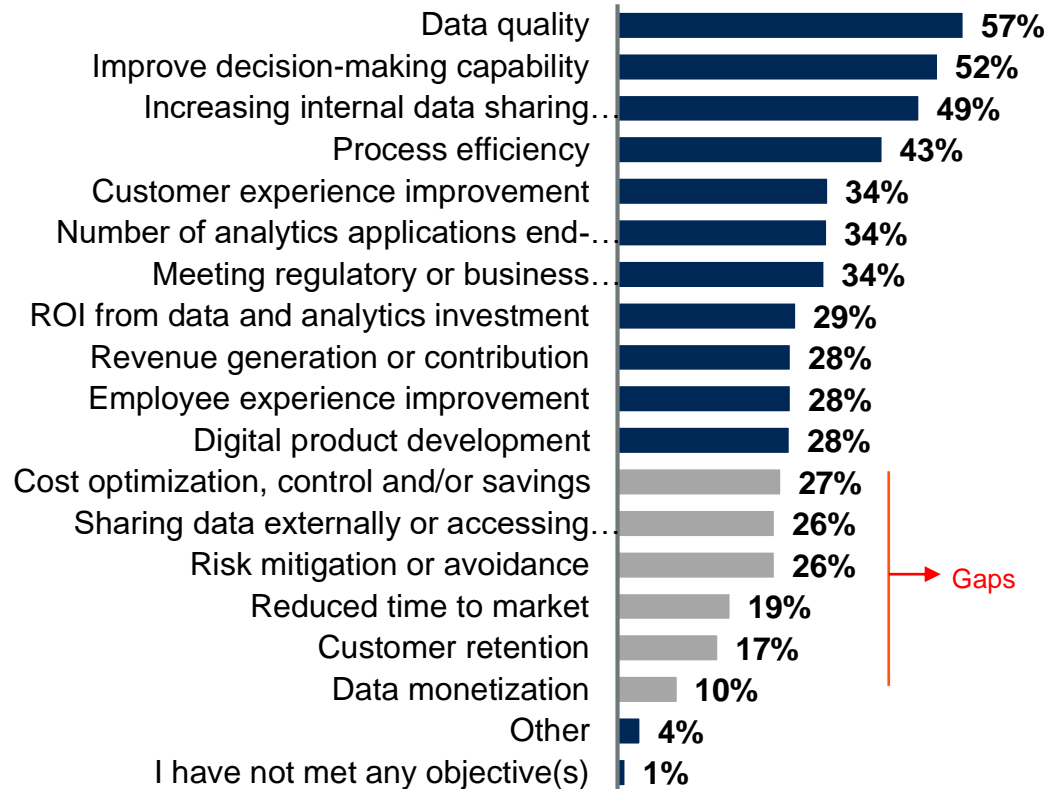


n = 496 ; Total

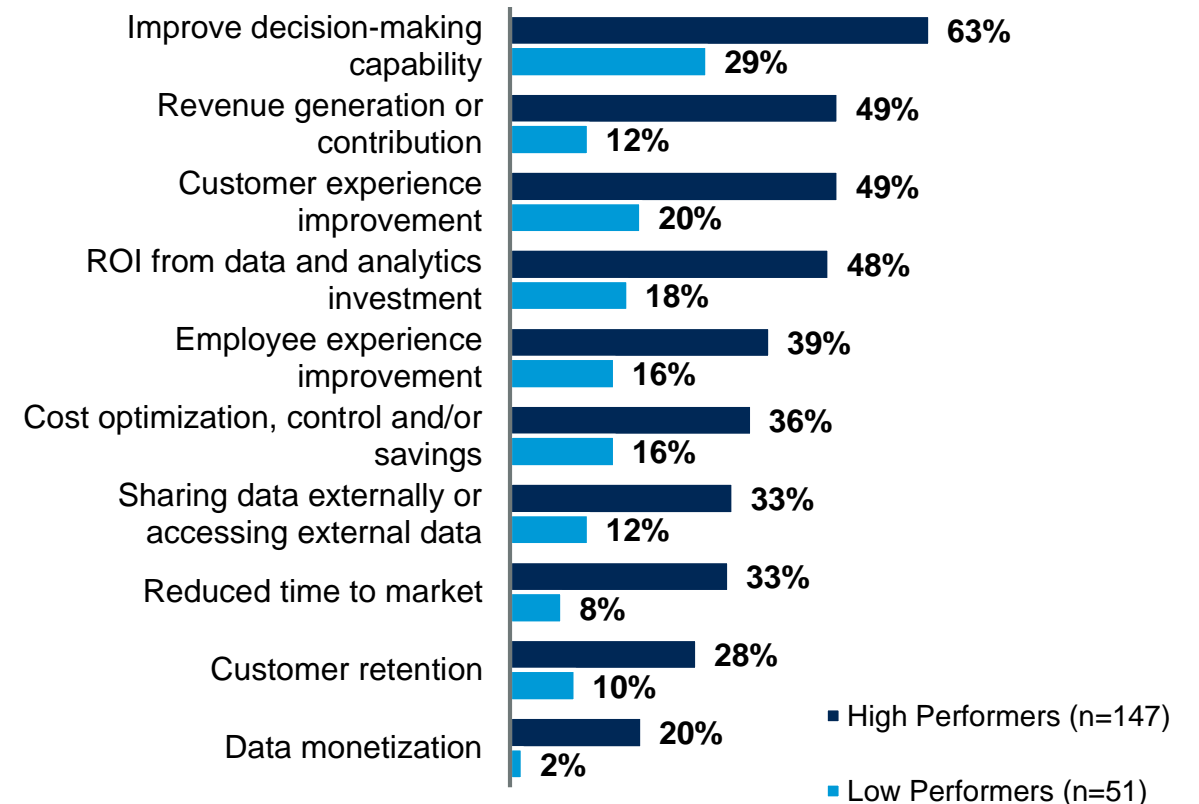
Q. Which of the following leaders have you done or currently have active projects with?  
Source: 2022 Gartner CDO Survey

# Data Quality, Improving Decision-making Capabilities, and Increasing Internal Data Sharing Most Widely Met Successfully: High Performers Engage About Value, not Enablement

## Objectives met last fiscal year



## High performing vs Low performing CDOs: objectives met



n = 496 ; Total

Q. Which of the following objective(s) have you successfully met over the last fiscal year?

Source: 2022 Gartner CDO Survey

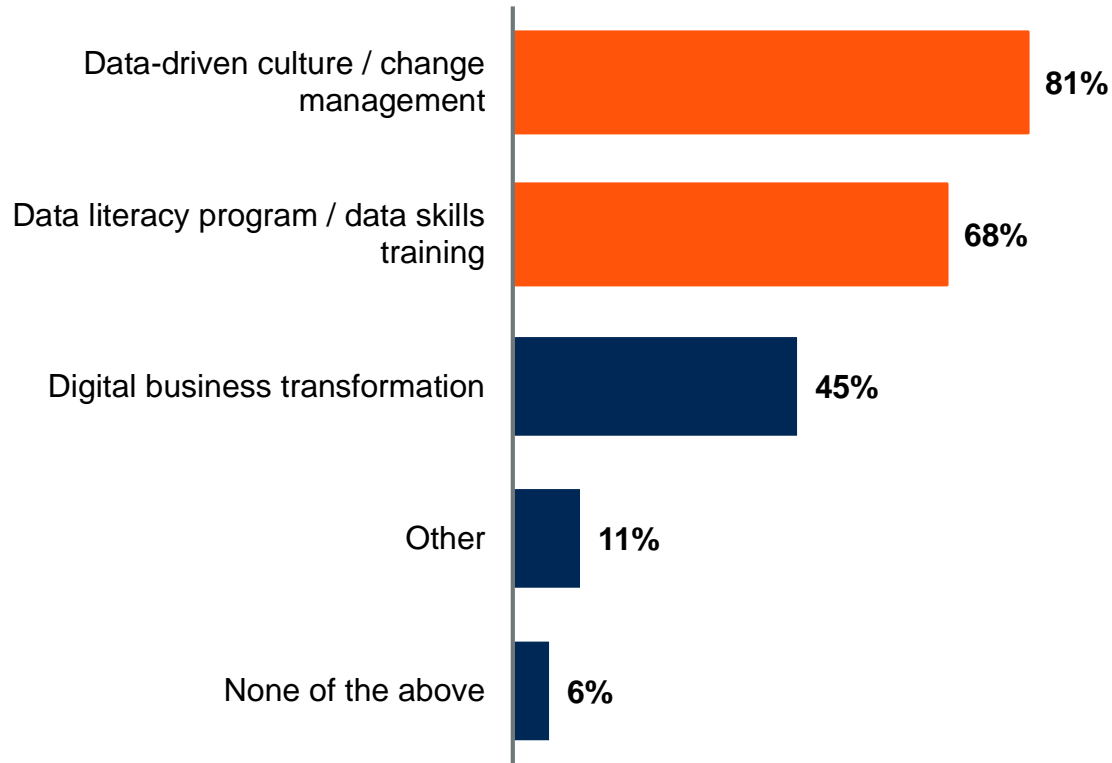
Multiple responses allowed

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# Organizations are Making a Deliberate Push to Build Data-driven Culture

## D&A team strategy components



n = 496 ; Total

Q. Which of these activities if any are explicitly included in your D&A team's strategy?

Source: 2022 Gartner CDO Survey

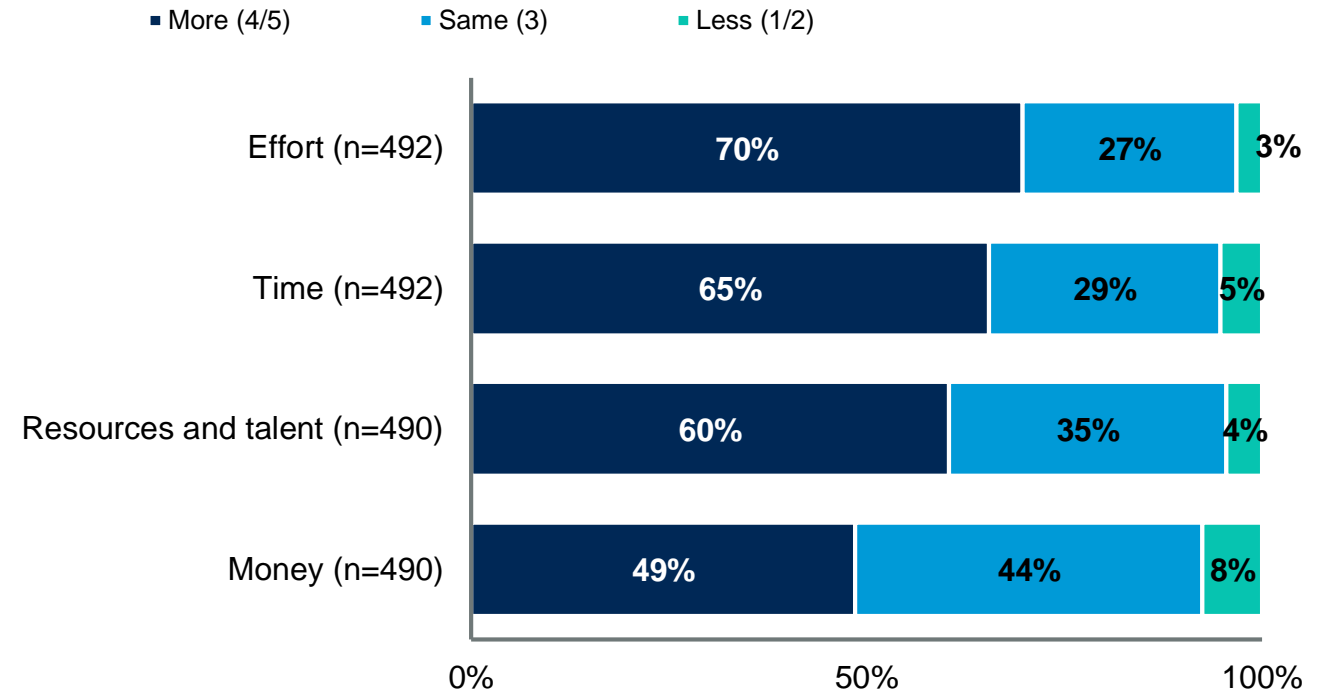
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## Change in Data Literacy/Data-driven Culture Investment in 2021



n = 490-492 ; Base varies, Excludes Don't know

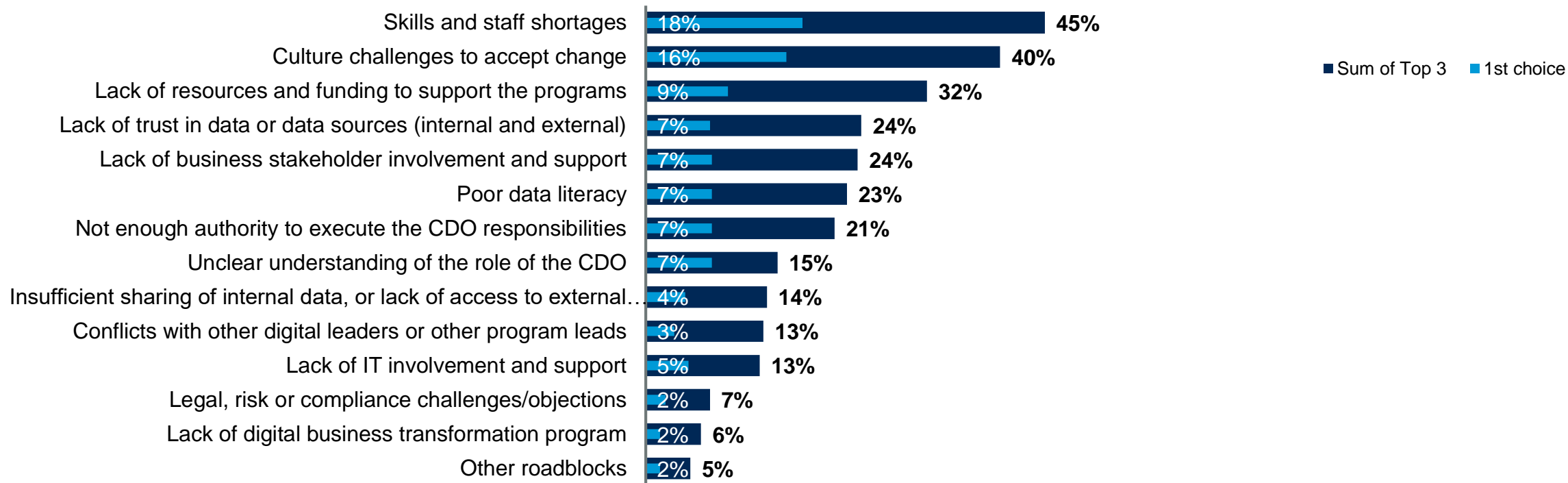
Q. Compared to 2020, how much of the following is the D&A team investing in 2021 in data literacy and data-driven culture?

Source: 2022 Gartner CDO Survey

ID:

# Talent Shortages, Culture Challenges, and Lack of Resources/Funding Hinder Success

## Roadblocks to success



n = 496 ;Total

Q. Which of the following are the most important roadblocks to the success of your Data and Analytics initiatives?

Source: 2022 Gartner CDO Survey

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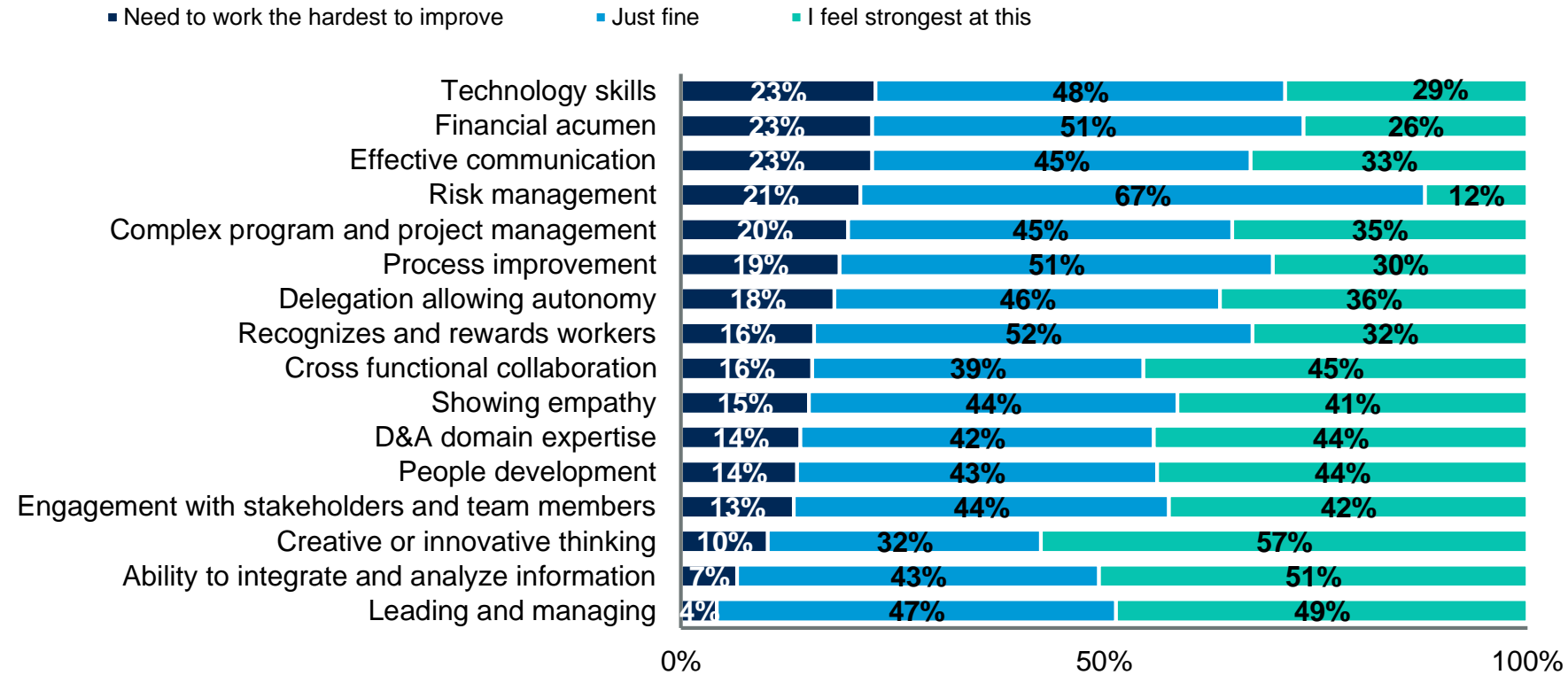
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# Technology Skills, Financial Acumen, Effective Communication, and Risk Management are the Most Often Cited Skills to Improve

## Strength & weakness



- Other Traits
- Creating awareness & sensitivity for D&A*
  - Entrepreneurship*
  - Storytelling*
  - Managing expectations*
  - Internal marketing*
  - Selling the importance of data*
  - Influence without direct authority*
  - Influencing peers on complex change*

n = 496 ; Total

Q. Taking an honest look at yourself as a D&A leader, what are your strengths and weaknesses?

Source: 2022 Gartner CDO Survey

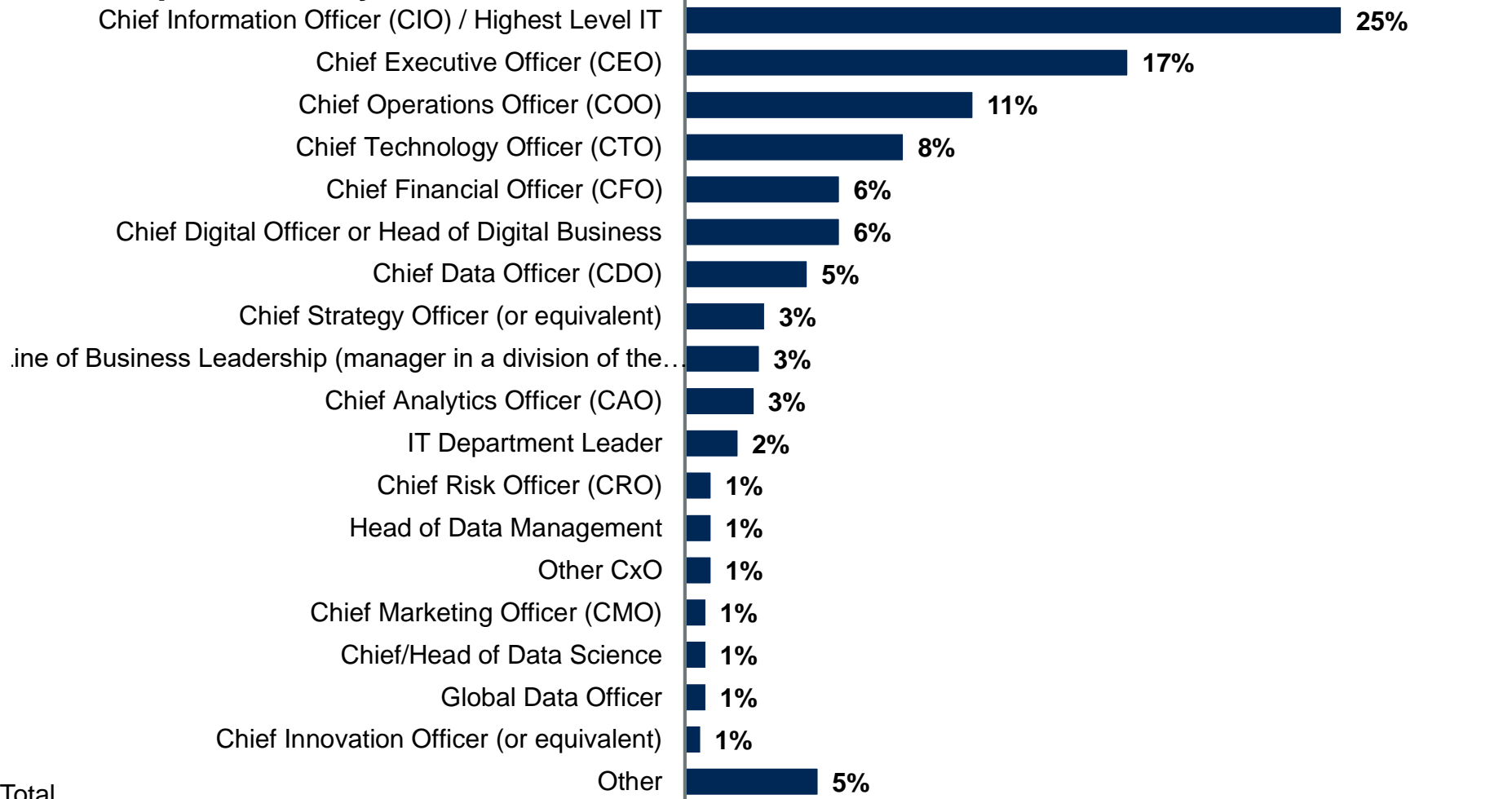
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# 1 in 4 D&A Leaders Report to the CIO: Top Five Reporting Relationships Unchanged

## Role the CDO reports directly into



n = 496 ; Total

Q. To whom do you report?  
Source: 2022 Gartner CDO Survey

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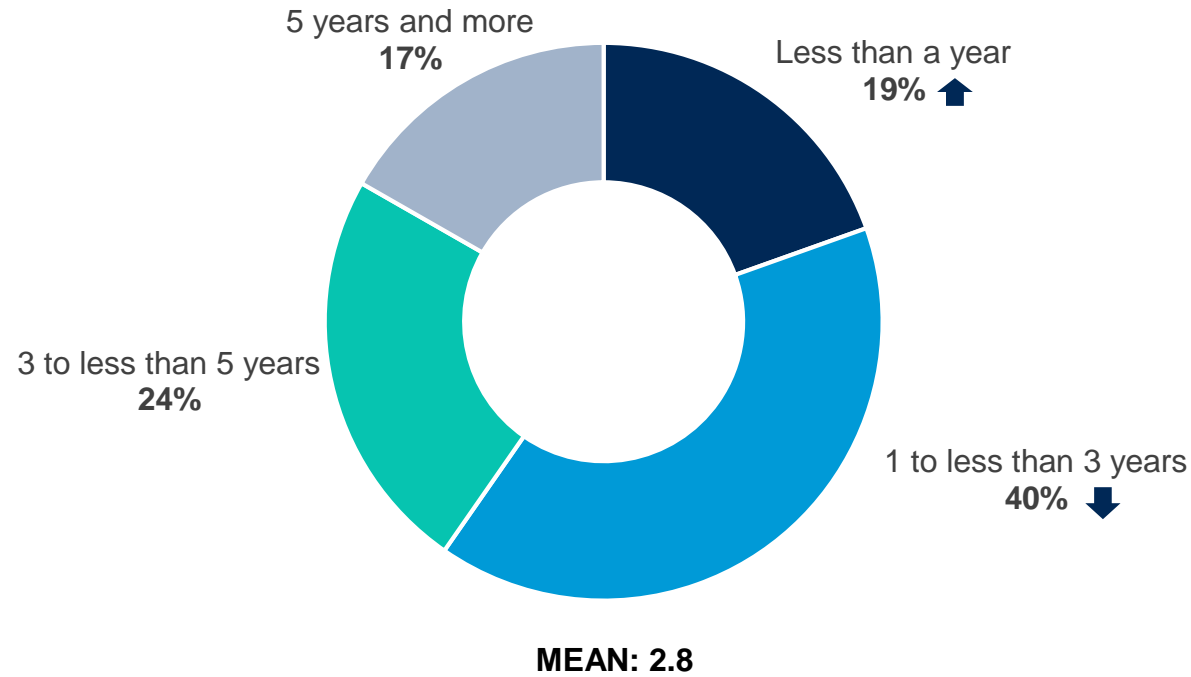
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# 3 out of 5 of the CDOs Have Been in This Role less than 3 Years

## Tenure in current role



n = 496 ; Total

Q. How long have you been in your current role?

Source: 2022 Gartner CDO Survey

Statistics are approximations calculated from range mid-points

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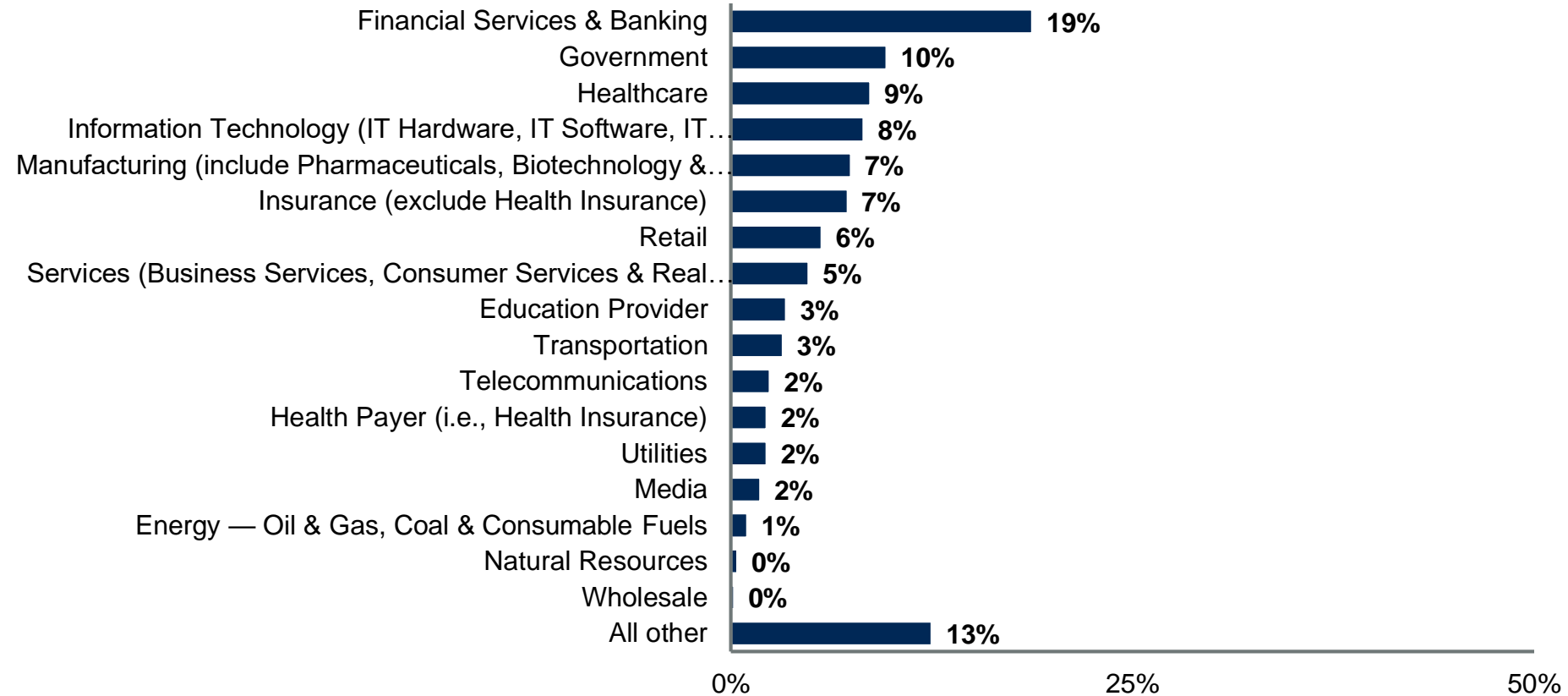
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# Organization Profile: Primary industry

## Primary Industry



n = 496 ; Total

Q. What is your organization's primary industry?

Source: 2022 Gartner CDO Survey

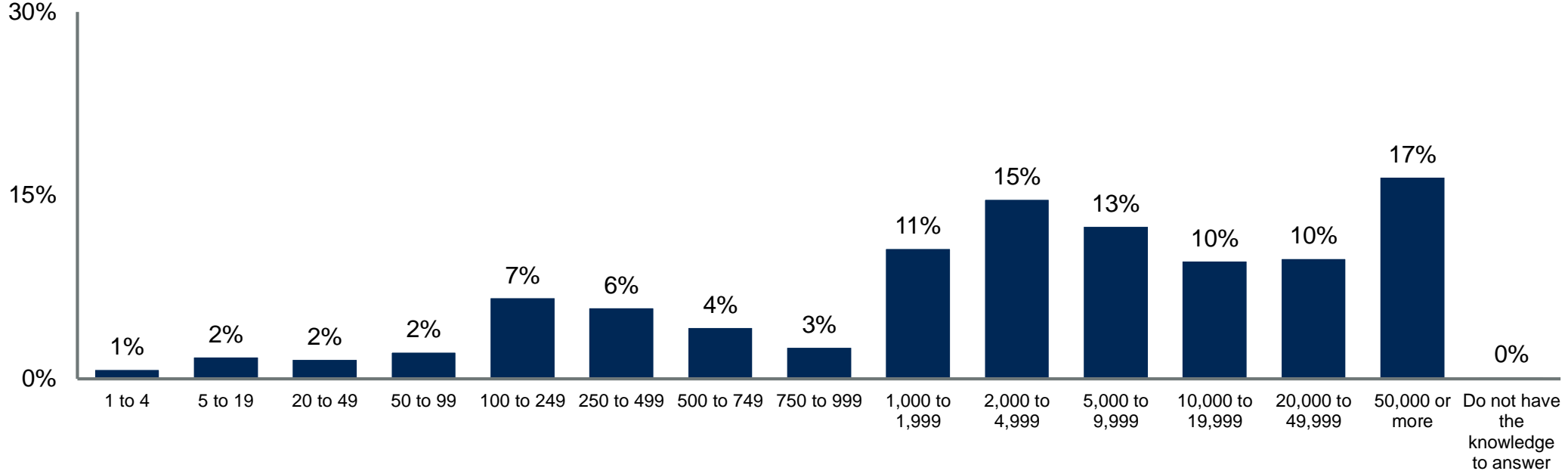
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# Organization Profile: Number of Employees Worldwide

## Employees WW



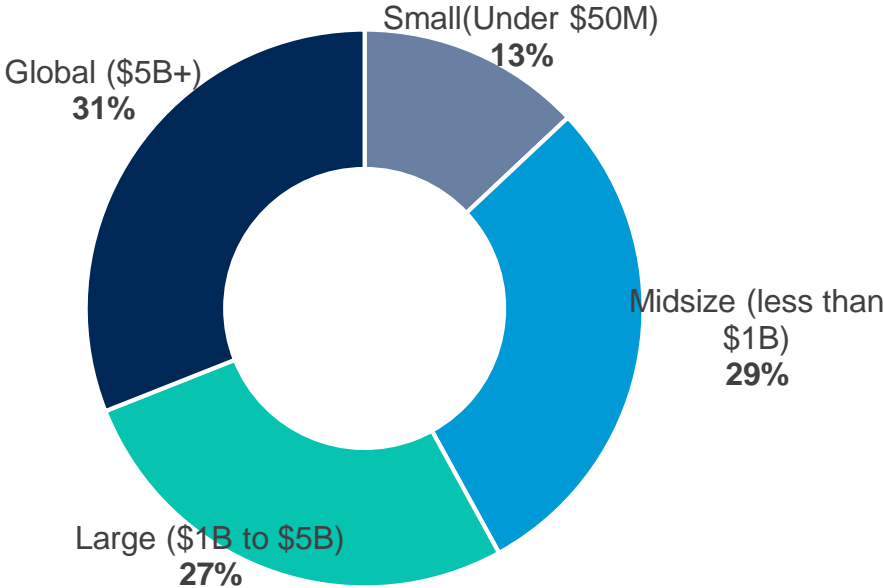
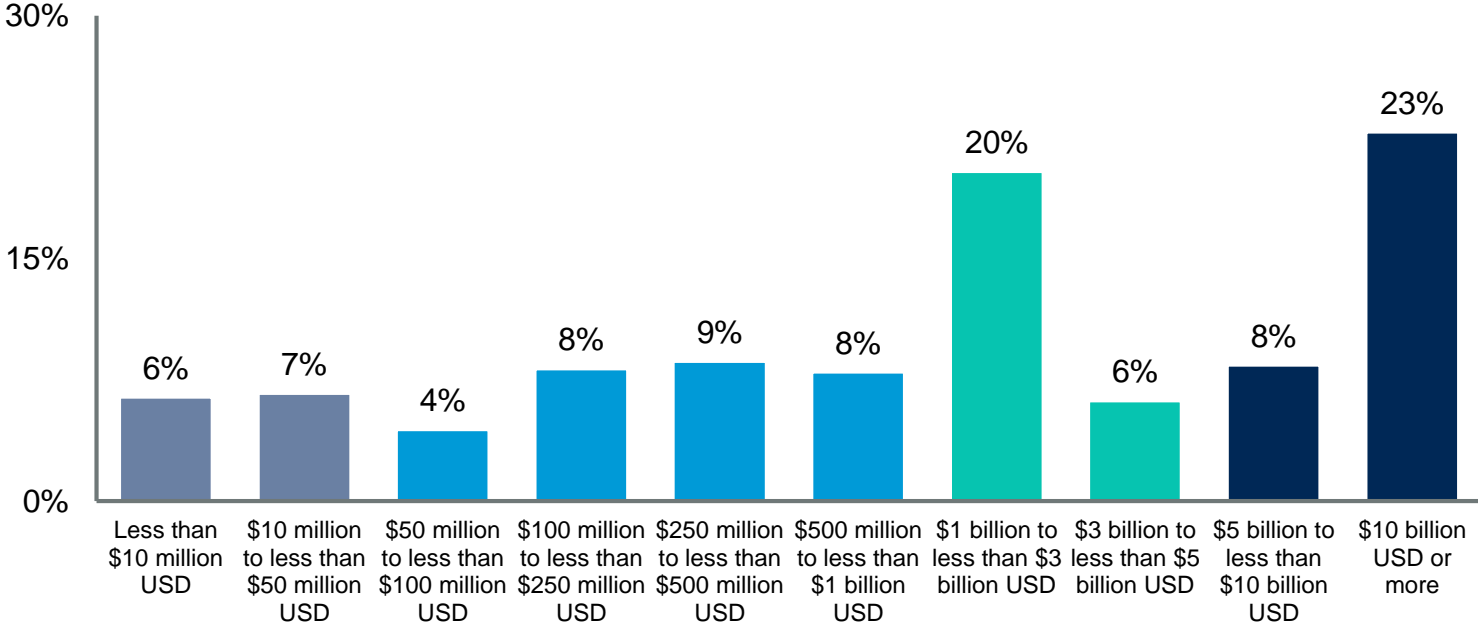
**MEAN: 16560**

n = 496 ; Total  
Q. How many employees work at your organization worldwide?  
Source: 2022 Gartner CDO Survey  
Statistics are approximations calculated from range mid-points  
ID:



# Organization Profile: Annual Worldwide Revenue

## Annual revenue



**MEAN (in Billions): 4.1**

n = 452 ; Total, Excludes Don't know

Q. What was your [organization's worldwide annual revenue]/[government entity's total operating budget] in 2020 in US Dollars—USD?

Source: 2022 Gartner CDO Survey

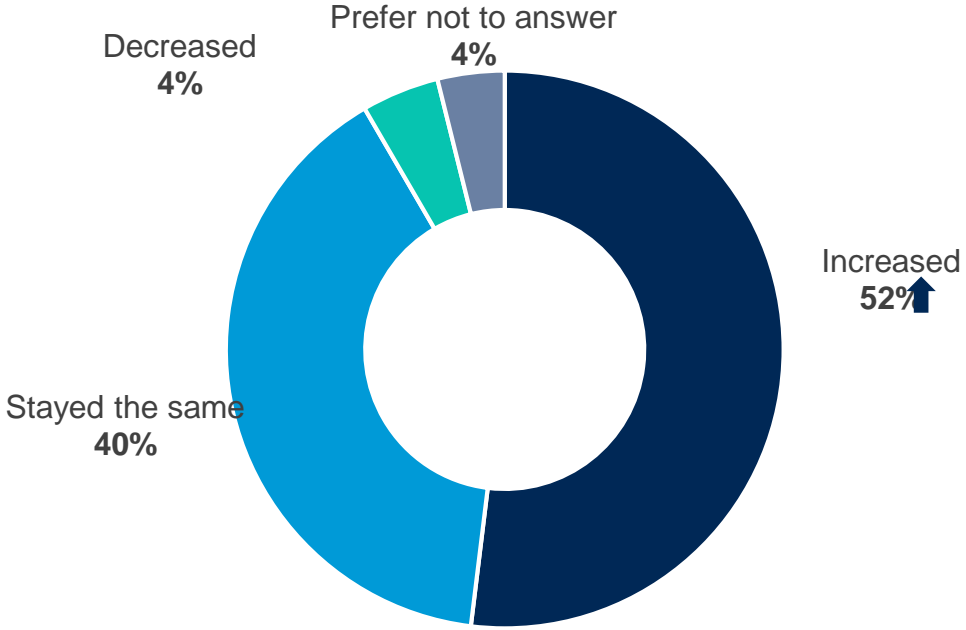
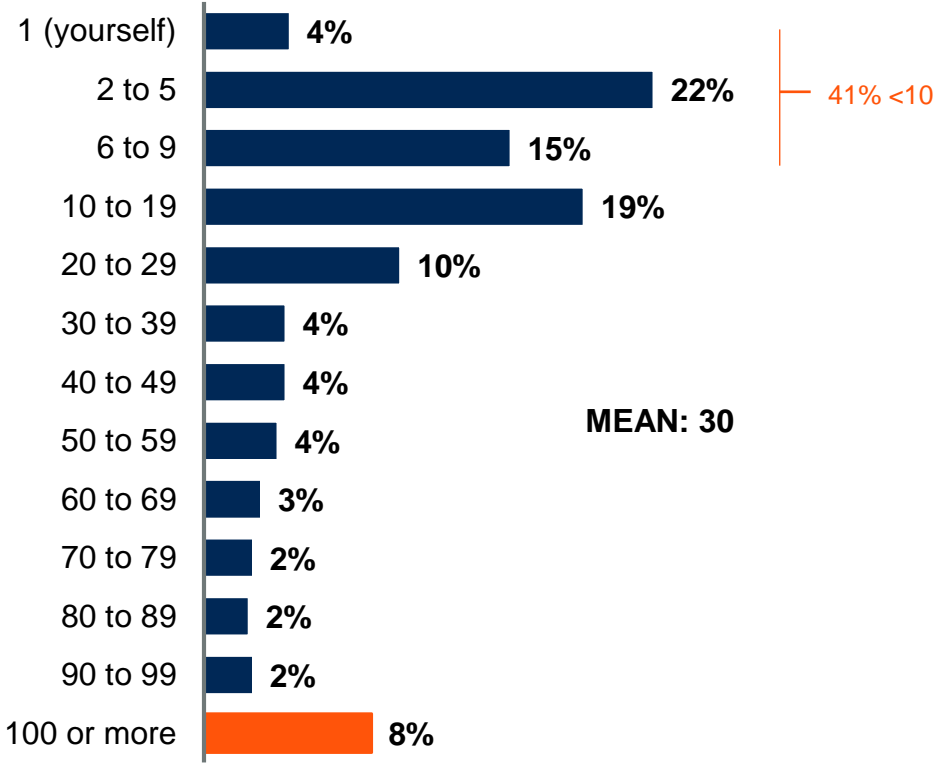
Statistics are approximations calculated from range mid-points

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# D&A Team Staff over Time

## FTE in D&A team



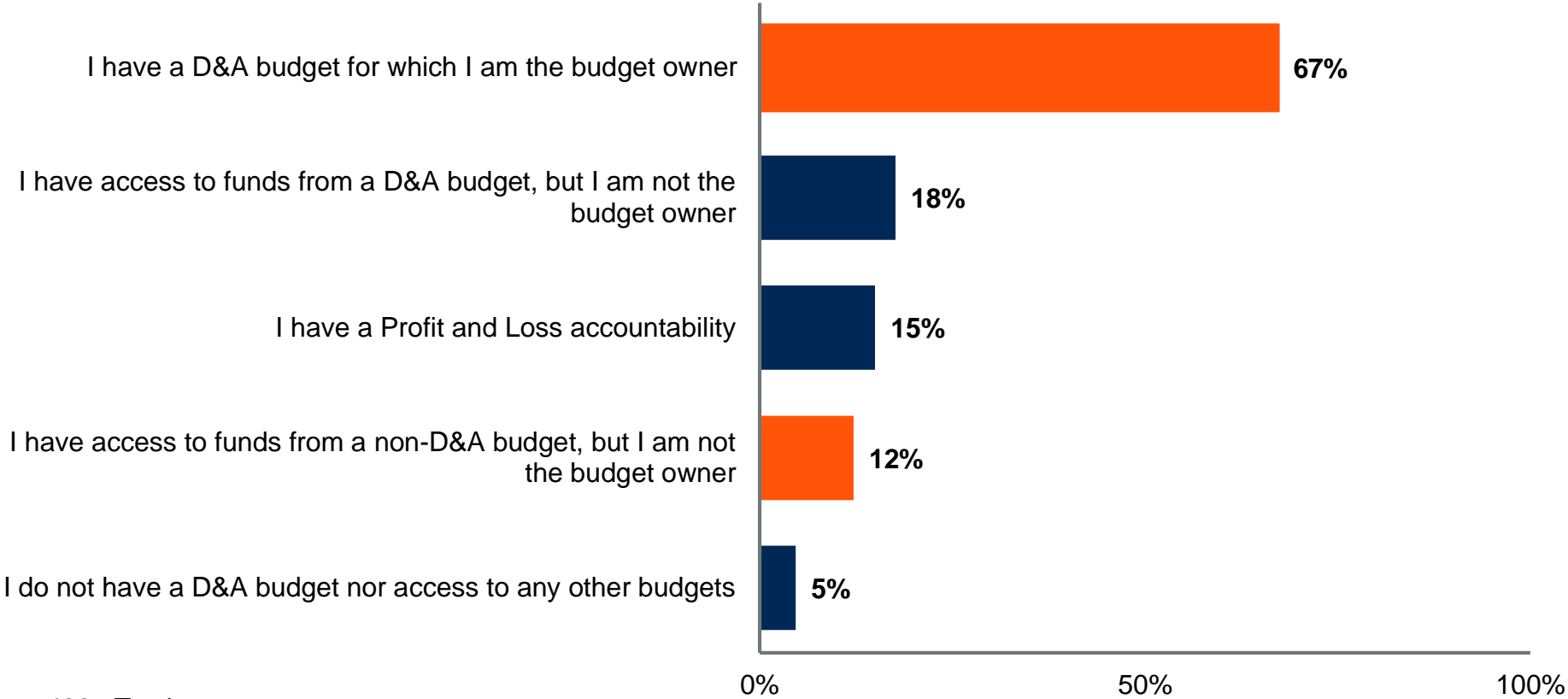
n = 496 ; Total, Excludes Unsure

Q. How many full-time employees staff your D&A team?  
 Q. Has the number of employees directly reporting into your D&A team changed since 2020?  
 Source: 2022 Gartner CDO Survey  
 Statistics are approximations calculated from range mid-points  
 ID:



# D&A Budget Ownership

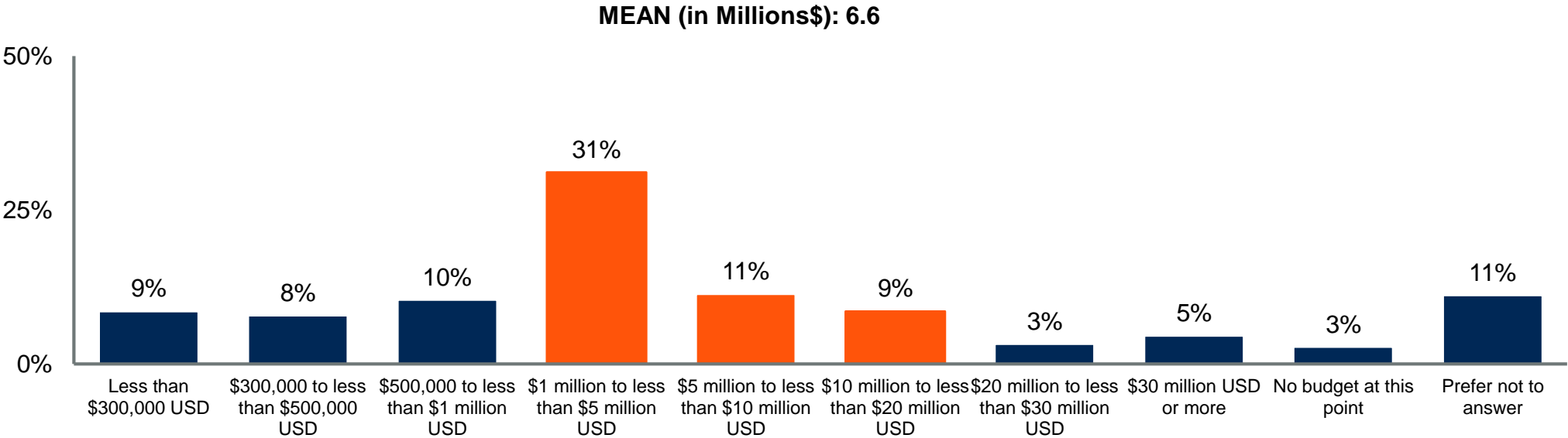
## D&A Budget ownership



n = 496 ; Total  
Q. Which best describes your D&A budget authority?  
Source: 2022 Gartner CDO Survey  
Multiple responses allowed  
ID:

# More than Half have a D&A Budget Authority of between \$1M and \$20M

Annual D&A budget authority (incl. staffing) 2021



n = 430 ; Base: D&A budget authority (D08), Excludes Unsure

Q. What is your annual D&A budget authority (including staffing) for 2021?

Source: 2022 Gartner CDO Survey

Statistics are approximations calculated from range mid-points

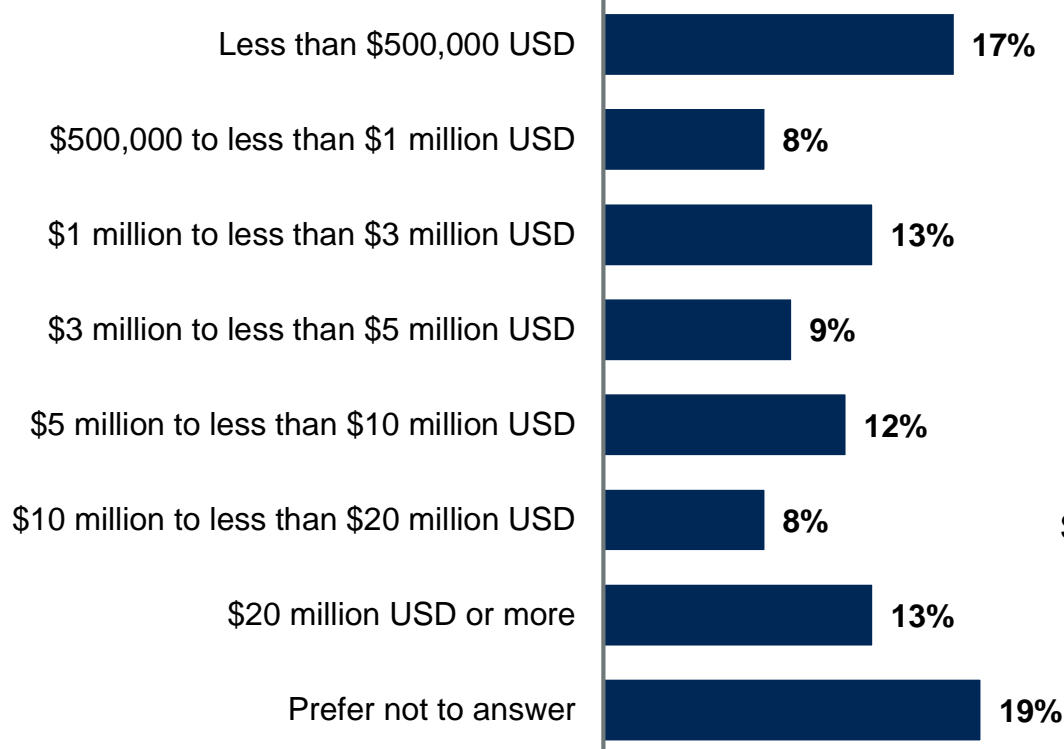
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# D&A Budget Authority: P&L

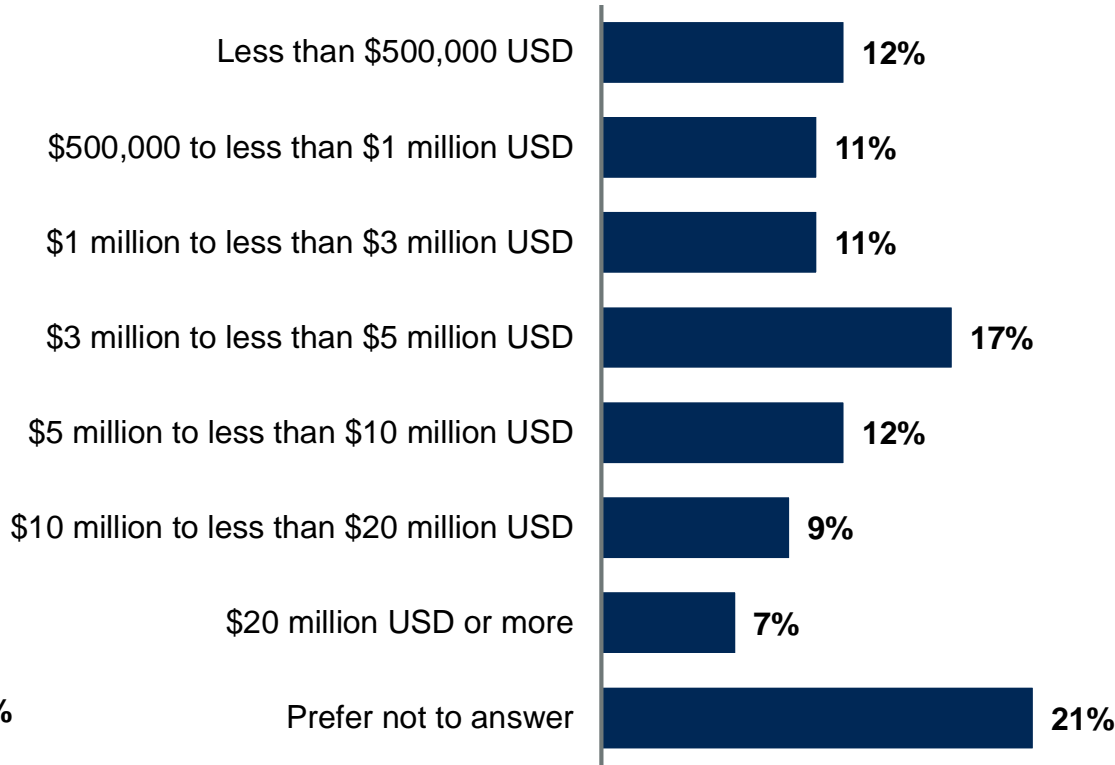
## Revenue forecast 2021

MEAN (in Millions\$): 7.8



## Expense forecast 2021

MEAN (in Millions\$): 7.3



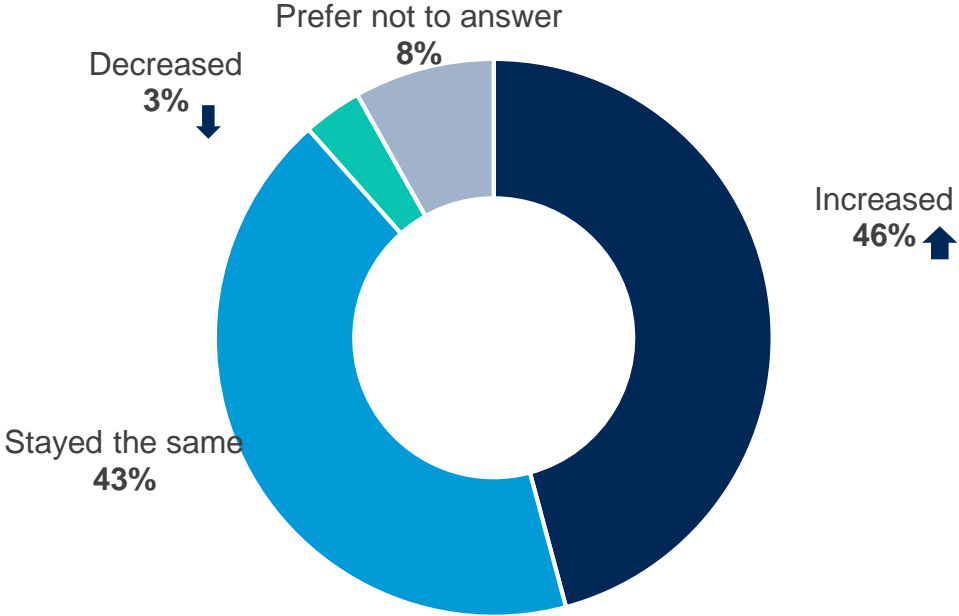
n = 75 ; Base: Have Profit and Loss accountability (D08)  
 Q. Which range best captures the size of your P&L in terms of forecasted revenues—for 2021?  
 Source: 2022 Gartner CDO Survey  
 Statistics are approximations calculated from range mid-points  
 ID:





# D&A Budget Authority over Time

## D&A budget 2020 vs 2021



n = 467 ; Total, Excludes Unsure

Q. How does the D&A budget authority (including staffing) for 2021 compare to last year (2020)?

Source: 2022 Gartner CDO Survey

ID:

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**Thank you**