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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.

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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.
Contents

1. Project Summary
   • Study Objectives
   • Methodology Record
   • Initial Findings

2. Respondent Profile

3. Survey Results

4. Demographics
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.
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
1. Project Summary
   • Study Objectives
   • Methodology Record
   • Key Findings

2. Respondent Profile

3. Survey Results

4. Demographics
Q. Where is your primary workplace located?
Source: 2022 Gartner CDO Survey

n = 496; Total

APAC 14% 
Europe/Middle East 38% 
North America 44% 
Latin America 3%
**Respondent Profile: Primary Area of Work**

**Primary working area**

- Office of the Chief Data Officer: 38%
- Business Intelligence or Analytics: 18%
- Data, Analytics or Information Governance, or…: 18%
- IT or Technology: 8%
- Innovation or Transformation Office: 4%
- Strategy Office: 3%
- Office of the Chief Technology Officer (CTO): 3%
- Knowledge, Content, or Information Management: 2%
- Operations: 1%
- Finance: 1%
- Product Development: 1%
- Human Resources: 1%
- Marketing: 0%
- Research and Development: 0%
- Sales: 0%
- Supply Chain: 0%
- Other: 3%

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

Source: 2022 Gartner CDO Survey

I report into the IT organization 49%
I report into a business function outside of IT 49%
Other 2%

n = 438 ; Total
### Respondent Profile: Role

**Job role**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Data Officer (CDO)</td>
<td>35%</td>
</tr>
<tr>
<td>Chief/Head of Data and Analytics</td>
<td>21%</td>
</tr>
<tr>
<td>Head of Data, Analytics or Information Management</td>
<td>9%</td>
</tr>
<tr>
<td>Head of Business Intelligence or Analytics</td>
<td>6%</td>
</tr>
<tr>
<td>Chief Analytics Officer (CAO)</td>
<td>4%</td>
</tr>
<tr>
<td>Head of Data Management or Information Management</td>
<td>4%</td>
</tr>
<tr>
<td>Chief Data and Information Officer (CDIO)</td>
<td>3%</td>
</tr>
<tr>
<td>Chief/Head of Data Science</td>
<td>3%</td>
</tr>
<tr>
<td>Director, Data Management</td>
<td>2%</td>
</tr>
<tr>
<td>Chief Digital and Analytics Officer</td>
<td>2%</td>
</tr>
<tr>
<td>Manager, Data Management</td>
<td>2%</td>
</tr>
<tr>
<td>Chief Digital Officer or Head of Digital Business</td>
<td>2%</td>
</tr>
<tr>
<td>Head of Enterprise Information Management or...</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
<tr>
<td>Other mentions</td>
<td></td>
</tr>
<tr>
<td>Chief Data and Research Officer (CDRO)</td>
<td></td>
</tr>
<tr>
<td>VP of Data Insights and Tech</td>
<td></td>
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<tr>
<td>Chief AI Officer</td>
<td></td>
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<tr>
<td>Head of Business Improvement</td>
<td></td>
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<tr>
<td>Senior Leader, Data planning and Reporting</td>
<td></td>
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<tr>
<td>Sr Director Data Strategy</td>
<td></td>
</tr>
<tr>
<td>CHRO</td>
<td></td>
</tr>
</tbody>
</table>

n = 496 ; Total

Q. Which of the following best describes your role in Data and Analytics at your organization?

Source: 2022 Gartner CDO Survey
Q. How close are you to the highest level Data and Analytics leader in your organization?

Source: 2022 Gartner CDO Survey

**Proximity to the top D&A leader**

- I am the highest level Data and Analytics leader at my organization: 75%
- The highest level Data and Analytics leader reports into me: 3%
- I am a peer to the highest level Data and Analytics or Digital leader: 8%
- 1 layer away—I report directly into the highest level Data and Analytics leader: 14%
**Respondent Profile: Area of Primary Responsibility**

**Job responsibilities**

<table>
<thead>
<tr>
<th>Job Responsibilities</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defining and implementing data and analytics strategy for the organization</td>
<td>81%</td>
</tr>
<tr>
<td>Oversight of data and analytics initiatives</td>
<td>77%</td>
</tr>
<tr>
<td>Data-driven culture change or change management</td>
<td>75%</td>
</tr>
<tr>
<td>Creating and implementing information, or data and analytics governance</td>
<td>75%</td>
</tr>
<tr>
<td>Data and analytics center of excellence</td>
<td>69%</td>
</tr>
<tr>
<td>Data literacy, or data and analytics skills training</td>
<td>67%</td>
</tr>
<tr>
<td>Data management, including operations and maintenance of data and analytics</td>
<td>64%</td>
</tr>
<tr>
<td>Creating business value from information, including productization, monetization</td>
<td>58%</td>
</tr>
<tr>
<td>Managing data science and/or advanced analytics efforts</td>
<td>57%</td>
</tr>
<tr>
<td>Enterprise information management</td>
<td>55%</td>
</tr>
<tr>
<td>Creating and implementing information, or data and analytics governance</td>
<td>51%</td>
</tr>
<tr>
<td>Workforce recruiting and training</td>
<td>49%</td>
</tr>
<tr>
<td>Ethical usage of data</td>
<td>45%</td>
</tr>
<tr>
<td>Data security, privacy and compliance</td>
<td>32%</td>
</tr>
<tr>
<td>Digital transformation and initiatives</td>
<td>32%</td>
</tr>
<tr>
<td>Knowledge and content management</td>
<td>26%</td>
</tr>
<tr>
<td>Digital business and analysis</td>
<td>19%</td>
</tr>
<tr>
<td>Digitalizing customer experience</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
</tr>
<tr>
<td>None of the above</td>
<td>0%</td>
</tr>
</tbody>
</table>

*n = 496; Total

Q: For which areas do you currently have primary responsibility?
Source: Gartner P-21016b CDO Survey 2021
Multiple responses allowed
ID:
Contents

1. Project Summary
   • Study Objectives
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   • Key Findings

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3. Survey Highlights

4. Demographics

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…

- Increase from meeting objective on ROI from data and analytics investment: 2.3x
- Increase from meeting objective on revenue generation or contribution: 2.2x
- Increase from having active projects with the chief executive officer (CEO): 2.1x
- Increase from leading/fully involved in overall business strategy: 1.9x

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

Organization’s Performance vs Competitors

- Ahead (4/5)
- Same (3)
- Behind (1/2)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ahead</th>
<th>Same</th>
<th>Behind</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of customers (n=488)</td>
<td>55%</td>
<td>36%</td>
<td>9%</td>
</tr>
<tr>
<td>Year over year revenue growth (n=454)</td>
<td>53%</td>
<td>33%</td>
<td>9%</td>
</tr>
<tr>
<td>Innovative product or service development (n=489)</td>
<td>46%</td>
<td>32%</td>
<td>9%</td>
</tr>
<tr>
<td>Organizational resilience with quick adaptation to changing business conditions (n=492)</td>
<td>45%</td>
<td>33%</td>
<td>23%</td>
</tr>
<tr>
<td>Translating customer or business needs into high-value products or services (n=486)</td>
<td>42%</td>
<td>40%</td>
<td>19%</td>
</tr>
<tr>
<td>Ability to identify and mitigate risks while maintaining business effectiveness (n=486)</td>
<td>41%</td>
<td>45%</td>
<td>14%</td>
</tr>
<tr>
<td>Promoting data sharing or increasing access to the right data aligned to the business case (n=490)</td>
<td>37%</td>
<td>32%</td>
<td>14%</td>
</tr>
<tr>
<td>Digital-ready, data literate, data-driven workforce (n=491)</td>
<td>31%</td>
<td>33%</td>
<td>29%</td>
</tr>
<tr>
<td>Ability to attract and retain top talent (n=488)</td>
<td>41%</td>
<td>36%</td>
<td>30%</td>
</tr>
</tbody>
</table>

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

ID:
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

- Providing value to the organization (n=494)
  - Top 2 Box (6/7): 49%
  - Middle 3 Box (3/4/5): 49%
  - Bottom 2 Box (1/2): 3%

- Showing demonstrable, verifiable value to D&A stakeholders (n=492)
  - Top 2 Box (6/7): 35%
  - Middle 3 Box (3/4/5): 61%
  - Bottom 2 Box (1/2): 4%

- Promoting data sharing and breaking down data silos (n=493)
  - Top 2 Box (6/7): 34%
  - Middle 3 Box (3/4/5): 60%
  - Bottom 2 Box (1/2): 5%

- Consistently producing clear business value for the organization (n=493)
  - Top 2 Box (6/7): 34%
  - Middle 3 Box (3/4/5): 60%
  - Bottom 2 Box (1/2): 6%

- Stakeholder engagement influencing and culture change (n=494)
  - Top 2 Box (6/7): 30%
  - Middle 3 Box (3/4/5): 67%
  - Bottom 2 Box (1/2): 3%

- Promoting a data driven decision style (n=493)
  - Top 2 Box (6/7): 27%
  - Middle 3 Box (3/4/5): 67%
  - Bottom 2 Box (1/2): 6%

- Fostering data literacy, or data and analytics skills training (n=493)
  - Top 2 Box (6/7): 21%
  - Middle 3 Box (3/4/5): 72%
  - Bottom 2 Box (1/2): 7%

- Monetizing data assets or creating data products (n=467)
  - Top 2 Box (6/7): 18%
  - Middle 3 Box (3/4/5): 61%
  - Bottom 2 Box (1/2): 21%

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
Priorities for D&A Initiatives – Top 5

- Data-driven culture: 60%
- Enhance data quality, reliability: 55%
- Improve the quality and efficiency of analytical: 51%
- Enhancing data literacy (data literacy program and/or): 42%
- Drive business or product innovation: 34%
- Create internal and/or operational efficiencies: 32%
- Increasing data sharing: 30%
- Drive revenue growth: 30%
- Improve business process agility: 24%
- Improve customer relations and/or service: 22%
- Improve workforce effectiveness: 21%
- Improve compliance, risk management, and mitigation: 18%
- Reduce time to market: 18%
- Generating cost savings internally, or generating: 13%
- Cut costs and/or improve margins: 13%
- Productizing data assets externally, such as from: 12%
- Improve supplier or partner relations: 5%
- Employee relationships management: 3%
- Other: 2%

Enablers of D&A Initiatives’ success

- Data, analytics or information governance: 47%
- BI, reporting and data visualization: 39%
- Analytics, AI, ML: 32%
- Self-service D&A: 26%
- Infrastructure and operational technology: 24%
- Data engineering: 23%
- Sharing data internally or externally: 18%
- Operational intelligence or real-time: 16%
- Change management support: 16%
- Facilitating digital business transformation: 15%
- Facilitation of training and skills: 13%
- Innovation (or information innovation): 11%
- Developing digital products and services: 10%
- Sharing (non-data) resources or experts for: 7%
- Other activities: 2%

n = 496 ;Total
Q. Which, if any, are enablers of success for your Data and Analytics initiatives?
Source: 2022 Gartner CDO Survey
Data Management, Data Governance, BI, AI, and Data Driven Culture Top Investment Areas for 2021

D&A team investing in 2021

- Data management (including data integration, quality, data access, etc.): 80%
- Data (any kind, including AI) governance and/or master data management: 70%
- General business intelligence, analytics and/or data monetization: 66%
- Data-driven culture: 61%
- Advanced analytics with data science: 59%
- Machine learning and/or AI: 59%
- Enhancing data literacy (data literacy program and/or data training and education): 53%
- Analytical/data consolidation or migration: 52%
- Customer insight and/or experience analytics: 45%
- Digital business transformation: 40%
- Information risk, compliance and/or security: 34%
- Financial analytics / performance management: 31%
- Marketing analytics: 31%
- Sales analytics: 29%
- Business application (e.g., ERP, e-Commerce, operational applications): 26%
- HR analytics: 20%
- Supply chain analytics: 18%
- Selling information products (e.g., algorithms, data, etc.): 15%
- Other: 12%
- Foundational
- Advanced

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:

- Organization enablement: 37%
- D&A Center of Excellence: 33%
- Consultative engagement with internal stakeholders in development and delivery of D&A capability: 30%
- Enabling business stakeholders to become self-sufficient: 27%
- Lead/facilitate business-oriented tiger teams: 22%
- Training / Coaching: 15%

Service optimization: 38%
D&A Service Portfolio: 31%
Delivery of dashboards, data sets, data quality projects: 29%
Fulfilling business stakeholder requirements and expectations: 34%
Project/technology delivery: 30%
Doing / Implementing: 57%

Q. In aggregate, how would you describe the focus of your D&A team?
Source: 2022 Gartner CDO Survey

n = 496; Total
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)

**Digital transformation initiative**
- Fully involved: 32%
- Active advisory input: 29%
- Some consultative influence: 21%
- Informed after-the-fact: 4%

**Enterprise culture change**
- Fully involved: 26%
- Active advisory input: 28%
- Some consultative influence: 28%
- Informed after-the-fact: 7%
- No involvement or visibility: 3%

**Overall business strategy**
- Fully involved: 22%
- Active advisory input: 28%
- Some consultative influence: 26%
- Informed after-the-fact: 16%
- No involvement or visibility: 3%

**Business model changes**
- Fully involved: 22%
- Active advisory input: 21%
- Some consultative influence: 30%
- Informed after-the-fact: 14%
- No involvement or visibility: 7%

**Organizational changes**
- Fully involved: 21%
- Active advisory input: 26%
- Some consultative influence: 25%
- Informed after-the-fact: 17%
- No involvement or visibility: 5%

**Executive hires and interviewing**
- Fully involved: 15%
- Active advisory input: 19%
- Some consultative influence: 23%
- Informed after-the-fact: 21%
- No involvement or visibility: 16%

**Legal and risk management issues**
- Fully involved: 14%
- Active advisory input: 27%
- Some consultative influence: 30%
- Informed after-the-fact: 17%
- No involvement or visibility: 10%

**Mergers and acquisitions**
- Fully involved: 11%
- Active advisory input: 19%
- Some consultative influence: 20%
- Informed after-the-fact: 26%
- No involvement or visibility: 21%

**IPO (Initial Public Offerings)**
- Fully involved: 13%
- Active advisory input: 13%
- Some consultative influence: 28%
- Informed after-the-fact: 39%

**Note:**
- Participation levels are based on a sample size of 190-492 respondents, excluding NA.
- Source: 2022 Gartner CDO Survey

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

ID:
Leaders you work with most frequently

High performers are significantly more likely to engage with CEO, Low performers more often work with the CFO

Q. Which of the following leaders have you done or currently have active projects with?

Source: 2022 Gartner CDO Survey

ID: Gartner CDO Survey

Executive management team 32%
Chief Information Officer (CIO) 25%
Chief Operation Officer (COO) 21%
Business process owners (i.e., Marketing Analytics...): 21%
Chief Financial Officer (CFO) 17%
LOB leadership 15%
Chief Executive Officer (CEO) 13%
Chief Technology Officer (CTO) 12%
Chief Marketing Officer (CMO) 10%
Chief Digital Officer or Head of Digital Business 8%
Strategy or Innovation Officer or Head 8%
Chief Information Security Officer (CISO) 10%
Chief Risk Officer (Head of Assurance, Risk and...): 8%
Board of Directors 8%
Chief Data Officer (CDO) 7%
Chief Human Resources Officer (CHRO) 6%
Chief Analytics Officer (CAO) 6%
Chief Supply Chain Officer (CSCO) 4%
General Counsel / Legal Officer 4%
Chief Ethics Officer 4%
Other 1%

n = 496 ;Total 40%
-10%
Data Quality, Improving Decision-making Capabilities, and Increasing Internal Data Sharing Most Widely Met Successfully: High Performers Engage About Value, not Enablement

Q. Which of the following objective(s) have you successfully met over the last fiscal year?  
Source: 2022 Gartner CDO Survey  
Multiple responses allowed

<table>
<thead>
<tr>
<th>Objective</th>
<th>High Performers (n=147)</th>
<th>Low Performers (n=51)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data quality</td>
<td>63%</td>
<td>29%</td>
</tr>
<tr>
<td>Improve decision-making capability</td>
<td>57%</td>
<td>29%</td>
</tr>
<tr>
<td>Increasing internal data sharing</td>
<td>52%</td>
<td>28%</td>
</tr>
<tr>
<td>Process efficiency</td>
<td>49%</td>
<td>29%</td>
</tr>
<tr>
<td>Customer experience improvement</td>
<td>43%</td>
<td>28%</td>
</tr>
<tr>
<td>Number of analytics applications end-organisation</td>
<td>34%</td>
<td>28%</td>
</tr>
<tr>
<td>Meeting regulatory or business</td>
<td>34%</td>
<td>28%</td>
</tr>
<tr>
<td>ROI from data and analytics investment</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Revenue generation or contribution</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>Employee experience improvement</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>Digital product development</td>
<td>28%</td>
<td>16%</td>
</tr>
<tr>
<td>Cost optimization, control and/or savings</td>
<td>27%</td>
<td>16%</td>
</tr>
<tr>
<td>Sharing data externally or accessing external data</td>
<td>26%</td>
<td>16%</td>
</tr>
<tr>
<td>Risk mitigation or avoidance</td>
<td>26%</td>
<td>12%</td>
</tr>
<tr>
<td>Reduced time to market</td>
<td>19%</td>
<td>8%</td>
</tr>
<tr>
<td>Customer retention</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>Data monetization</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>I have not met any objective(s)</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Gaps

n = 496 ; Total

ID: RESTRICTED DISTRIBUTION

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

### D&A team strategy components

- **Data-driven culture / change management**: 81%
- **Data literacy program / data skills training**: 68%
- **Digital business transformation**: 45%
- **Other**: 11%
- **None of the above**: 6%

**Source:** 2022 Gartner CDO Survey

**Multiple responses allowed**

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

- **Effort (n=492)**
  - More (4/5): 70%
  - Same (3): 27%
  - Less (1/2): 3%

- **Time (n=492)**
  - More (4/5): 65%
  - Same (3): 29%
  - Less (1/2): 5%

- **Resources and talent (n=490)**
  - More (4/5): 60%
  - Same (3): 35%
  - Less (1/2): 4%

- **Money (n=490)**
  - More (4/5): 49%
  - Same (3): 44%
  - Less (1/2): 8%

**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

**Multiple responses allowed**

**ID:**

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

Roadblocks to success

- Skills and staff shortages: 45%
- Culture challenges to accept change: 40%
- Lack of resources and funding to support the programs: 32%
- Lack of trust in data or data sources (internal and external): 24%
- Lack of business stakeholder involvement and support: 24%
- Poor data literacy: 23%
- Not enough authority to execute the CDO responsibilities: 21%
- Unclear understanding of the role of the CDO: 15%
- Insufficient sharing of internal data, or lack of access to external: 14%
- Conflicts with other digital leaders or other program leads: 13%
- Lack of IT involvement and support: 13%
- Legal, risk or compliance challenges/objections: 7%
- Lack of digital business transformation program: 6%
- Other roadblocks: 5%

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

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

### Strength & weakness

<table>
<thead>
<tr>
<th>Skill</th>
<th>Need to work the hardest to improve</th>
<th>Just fine</th>
<th>I feel strongest at this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology skills</td>
<td>23%</td>
<td>48%</td>
<td>29%</td>
</tr>
<tr>
<td>Financial acumen</td>
<td>23%</td>
<td>51%</td>
<td>26%</td>
</tr>
<tr>
<td>Effective communication</td>
<td>23%</td>
<td>45%</td>
<td>33%</td>
</tr>
<tr>
<td>Risk management</td>
<td>21%</td>
<td>67%</td>
<td>12%</td>
</tr>
<tr>
<td>Complex program and project management</td>
<td>24%</td>
<td>45%</td>
<td>35%</td>
</tr>
<tr>
<td>Process improvement</td>
<td>23%</td>
<td>51%</td>
<td>30%</td>
</tr>
<tr>
<td>Delegation allowing autonomy</td>
<td>19%</td>
<td>46%</td>
<td>36%</td>
</tr>
<tr>
<td>Recognizes and rewards workers</td>
<td>16%</td>
<td>52%</td>
<td>32%</td>
</tr>
<tr>
<td>Cross functional collaboration</td>
<td>16%</td>
<td>39%</td>
<td>45%</td>
</tr>
<tr>
<td>Showing empathy</td>
<td>15%</td>
<td>44%</td>
<td>41%</td>
</tr>
<tr>
<td>D&amp;A domain expertise</td>
<td>14%</td>
<td>42%</td>
<td>44%</td>
</tr>
<tr>
<td>People development</td>
<td>14%</td>
<td>43%</td>
<td>44%</td>
</tr>
<tr>
<td>Engagement with stakeholders and team members</td>
<td>14%</td>
<td>44%</td>
<td>42%</td>
</tr>
<tr>
<td>Creative or innovative thinking</td>
<td>10%</td>
<td>32%</td>
<td>57%</td>
</tr>
<tr>
<td>Ability to integrate and analyze information</td>
<td>8%</td>
<td>43%</td>
<td>51%</td>
</tr>
<tr>
<td>Leading and managing</td>
<td>9%</td>
<td>47%</td>
<td>49%</td>
</tr>
</tbody>
</table>

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
Contents

1. Project Summary
   • Study Objectives
   • Methodology Record
   • Key Findings

2. Respondent Profile

3. Survey Results

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

Role the CDO reports directly into

- Chief Information Officer (CIO) / Highest Level IT (25%)
- Chief Executive Officer (CEO) (17%)
- Chief Operations Officer (COO) (11%)
- Chief Technology Officer (CTO) (8%)
- Chief Financial Officer (CFO) (6%)
- Chief Digital Officer or Head of Digital Business (6%)
- Chief Data Officer (CDO) (5%)
- Chief Strategy Officer (or equivalent) (3%)
- Line of Business Leadership (manager in a division of the… (3%)
- Chief Analytics Officer (CAO) (3%)
- IT Department Leader (2%)
- Chief Risk Officer (CRO) (1%)
- Head of Data Management (1%)
- Other CxO (1%)
- Chief Marketing Officer (CMO) (1%)
- Chief/Head of Data Science (1%)
- Global Data Officer (1%)
- Chief Innovation Officer (or equivalent) (1%)
- Other (5%)

n = 496; Total

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

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

Tenure in current role

- Less than a year: 19%
- 1 to less than 3 years: 40%
- 3 to less than 5 years: 24%
- 5 years and more: 17%

MEAN: 2.8

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

Source: 2022 Gartner CDO Survey

Statistics are approximations calculated from range mid-points.

n = 496 ; Total
## Organization Profile: Primary Industry

### Primary Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services &amp; Banking</td>
<td>19%</td>
</tr>
<tr>
<td>Government</td>
<td>10%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>9%</td>
</tr>
<tr>
<td>Information Technology (IT Hardware, IT Software, IT Services)</td>
<td>8%</td>
</tr>
<tr>
<td>Manufacturing (include Pharmaceuticals, Biotechnology &amp;...</td>
<td>7%</td>
</tr>
<tr>
<td>Insurance (exclude Health Insurance)</td>
<td>7%</td>
</tr>
<tr>
<td>Retail</td>
<td>6%</td>
</tr>
<tr>
<td>Services (Business Services, Consumer Services &amp; Real Estate)</td>
<td>5%</td>
</tr>
<tr>
<td>Education Provider</td>
<td>3%</td>
</tr>
<tr>
<td>Transportation</td>
<td>3%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>2%</td>
</tr>
<tr>
<td>Health Payer (i.e., Health Insurance)</td>
<td>2%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2%</td>
</tr>
<tr>
<td>Media</td>
<td>2%</td>
</tr>
<tr>
<td>Energy — Oil &amp; Gas, Coal &amp; Consumable Fuels</td>
<td>1%</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>0%</td>
</tr>
<tr>
<td>Wholesale</td>
<td>0%</td>
</tr>
<tr>
<td>All other</td>
<td>13%</td>
</tr>
</tbody>
</table>

**n = 496 ; Total**

Q. What is your organization’s primary industry?

Source: 2022 Gartner CDO Survey
Organization Profile: Number of Employees Worldwide

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

n = 496 ; Total
MEAN: 16560
Q. What was your organization’s worldwide annual revenue in 2020 in US Dollars—USD?

Statistics are approximations calculated from range midpoints.

n = 452; Total, Excludes Don’t Know

Source: 2022 Gartner CDO Survey

ID: Annual revenue

MEAN (in Billions): 4.1

Annual revenue

- Global ($5B+)
  - 31%
- Large ($1B to $5B)
  - 27%
- Midsize (less than $1B)
  - 29%
- Small (Under $50M)
  - 13%

- Less than $10 million USD
  - 6%
- $10 million to less than $50 million USD
  - 7%
- $50 million to less than $100 million USD
  - 4%
- $100 million to less than $250 million USD
  - 8%
- $250 million to less than $500 million USD
  - 9%
- $500 million to less than $1 billion USD
  - 8%
- $1 billion to less than $3 billion USD
  - 6%
- $3 billion to less than $5 billion USD
  - 8%
- $5 billion to less than $10 billion USD
  - 20%
- $10 billion USD or more
  - 23%
**D&A Team Staff over Time**

**FTE in D&A team**

- 1 (yourself) 4%
- 2 to 5 22%
- 6 to 9 15%
- 10 to 19 19%
- 20 to 29 10%
- 30 to 39 4%
- 40 to 49 4%
- 50 to 59 4%
- 60 to 69 3%
- 70 to 79 2%
- 80 to 89 2%
- 90 to 99 2%
- 100 or more 8%

**Mean: 30**

- Increased 52%
- Decreased 4%
- Stayed the same 40%
- Prefer not to answer 4%

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

- I have a D&A budget for which I am the budget owner: 67%
- I have access to funds from a D&A budget, but I am not the budget owner: 18%
- I have a Profit and Loss accountability: 15%
- I have access to funds from a non-D&A budget, but I am not the budget owner: 12%
- I do not have a D&A budget nor access to any other budgets: 5%

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

Mean (in Millions$): 6.6

- 9% Less than $300,000 USD
- 8% $300,000 to less than $500,000 USD
- 10% $500,000 to less than $1 million USD
- 31% $1 million to less than $5 million USD
- 11% $5 million to less than $10 million USD
- 9% $10 million to less than $20 million USD
- 3% $20 million to less than $30 million USD
- 5% $30 million USD or more
- 3% No budget at this point
- 11% Prefer not to answer

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.

ID:
Q. Which range best captures the size of your P&L in terms of forecasted revenues—for 2021?

\[ n = 75 \text{; Base: Have Profit and Loss accountability (D08)} \]

**Revenue forecast 2021**

- Less than $500,000 USD: 17%
- $500,000 to less than $1 million USD: 8%
- $1 million to less than $3 million USD: 13%
- $3 million to less than $5 million USD: 9%
- $5 million to less than $10 million USD: 12%
- $10 million to less than $20 million USD: 8%
- $20 million USD or more: 13%
- Prefer not to answer: 19%

**Expense forecast 2021**

- Less than $500,000 USD: 12%
- $500,000 to less than $1 million USD: 11%
- $1 million to less than $3 million USD: 11%
- $3 million to less than $5 million USD: 17%
- $5 million to less than $10 million USD: 12%
- $10 million to less than $20 million USD: 9%
- $20 million USD or more: 7%
- Prefer not to answer: 21%
Q. How does the D&A budget authority (including staffing) for 2021 compare to last year (2020)?

Source: 2022 Gartner CDO Survey

- Increased: 46%
- Stayed the same: 43%
- Decreased: 3%
- Prefer not to answer: 8%

n = 467; Total, Excludes Unsure
Thank you