Data and analytics has a broader enterprise purpose and is more broadly integrated into the ways we work than ever before. This requires data and analytics leaders to establish a different approach to strategy that is deeply connected to business strategy, value and outcomes.

Overview

Data and analytics (D&A) leaders, such as chief data officers (CDOs), are increasingly focused on digital transformation and value-generating initiatives. They are pursuing business outcomes, increasing revenue, defining enterprise strategy and advising on how to become a digital business. D&A leaders need a new approach to D&A strategy to replace what has typically focused on gathering requirements and defining infrastructure.

A D&A strategy defines how an enterprise will succeed with its data-driven ambitions. Success is now increasingly determined by:

- How well leaders inspire the use of D&A across an enterprise
- How that fundamentally changes business outcomes
- Identification of an integrated set of operational D&A capabilities required to achieve data-driven goals

For every transformational initiative, D&A leaders must now be equipped to advise peers throughout their enterprise about the opportunities to maximize the value of D&A assets and the complexities of doing so. This mandates a fresh, modern approach to D&A strategy.
The Data and Analytics Strategy and Operating Model (DASOM) framework enables chief data officers and other D&A leaders to create a strategy that meets the needs of a modern and forward-looking organization (see Figure 1).

**Figure 1: Data and Analytics Strategy and Operating Model Framework**

This presentation is for D&A leaders who want to understand how to develop a modern, data-driven strategy and the elements needed to reinvigorate their approach. It consists of a Microsoft PowerPoint deck describing the framework and the intimate connection between a D&A strategy and an enterprise operating model. You’ll explore how to create a compelling vision and the four questions you must answer as you uncover stakeholder outcomes and value propositions. Finally, it illustrates how to identify capabilities to exploit, gaps to be filled and the definition of priorities to gain focus.

D&A leaders are encouraged to modernize their enterprise strategy and move away from simply gathering requirements in the manner of a service center. Instead, we recommend that they serve, in effect, as a value creation center by creating connections between data and analytics and helping ensure the overall success of their enterprise. The goal is to create a business strategy that is infused with data and analytics, not a data strategy or an analytics strategy.

**Recommended by the Authors**

*How to Craft a Modern, Actionable Data and Analytics Strategy That Delivers Business Outcomes*

*Toolkit: Creating a Modern Data and Analytics Strategy and Operating Model*
Evidence

2021 Gartner View From the Board of Directors Survey was conducted to understand how boards of directors view digital-business-driven business model evolution in their enterprises, and the role of the CIO and other executive leaders. These issues were also discussed specifically in the context of the COVID-19 crisis. The survey provides insights on boards’ expectations of executive leaders and how boards of directors translate their board focus into actual executive actions and overall corporate performance.

Gartner conducted this survey online from May through June 2020 among 265 respondents in the U.S., EMEA and APAC. Companies were screened to be midsize, large or global enterprises. Respondents were required to be a board director or a member of the corporate board of directors. If respondents served on multiple boards, they answered for the largest company, defined by its annual revenue, for which they were a board member. The study was developed collaboratively by Gartner analysts and the Research Data and Analytics team.

Respondents were asked: “What kind of impact do disruptions caused by COVID-19 have on your organization’s digital business initiatives?” Sixty-nine percent chose “Accelerate digital business initiatives” as the top impact. n = 260, All Respondents, Excluding “Don’t Know.”

Respondents were asked: “Which will be the top three game-changer technologies for your industry to emerge stronger from the COVID-19 crisis?” The sum of the top three choices for “Analytics” was 78%. n = 255, All Respondents, Excluding “Can’t Say.”
2020 Gartner Sixth Annual Chief Data Officer Survey presents data from a worldwide Gartner research project surveying individuals with the title and/or responsibilities of chief data officers in the U.S., EMEA and Asia/Pacific. The survey was conducted from September 2020 through November 2020, and includes responses from 469 respondents. The top five vertical industries represented were financial services (20%), government (16%), manufacturing (10%), healthcare 8% and IT (7%). Sixty-one percent of the firms represented have revenue over $1 billion.

Respondents were required to have the title of CDO or chief analytics officer (CAO), or to have the responsibilities of an executive-level data and analytics (D&A) leader in their organization (in the case of organizations without an official C-level D&A title). We also included chief digital officers in the sample, which is a change from last year. The survey sample was gleaned from a variety of sources (which included LinkedIn), with the greatest number coming from a Gartner-curated list of over 3,450 CDOs and other high-level data and analytics leaders.

The study was developed collaboratively by Gartner D&A analysts and the Research Data and Analytics team. Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed (see CDO Agenda 2021: Influence and Impact of Successful CDOs in the Sixth Annual CDO Survey).

2019 Gartner Fifth Annual Chief Data Officer Survey was conducted to explore the business impact of the chief data officer (CDO) role and the office of the CDO. The research was conducted online from September through November 2019 among 293 respondents from across the world.

Respondents were required to have the title of CDO or chief analytics officer (CAO), or to have the responsibilities of an executive-level D&A leader in their organization (in the case of organizations without an official C-level D&A title). The survey sample was gleaned from a variety of sources (including LinkedIn), with the greatest number coming from a Gartner-curated list of over 2,000 CDOs and other high-level D&A leaders.

The study was developed collaboratively by Gartner D&A analysts and the Primary Research team. Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed (see Survey Analysis: Fifth Annual CDO Survey — Growth Must Continue in Order to Achieve Real Impact).