THE DATA-DRIVEN BUSINESS
A MATURITY PERSPECTIVE

FREEFORM DYNAMICS   in association with   FUJITSU

More than an abstract aspiration

Data-driven businesses take a multi-dimensional approach, addressing imperatives in 4 key areas

What is a data-driven business?

A data-driven business exploits data at every level to achieve both strategic and operational advantage. Advanced tools and technology are employed to make data and analytics an intrinsic and/or embedded part of activities, from strategy and planning in the boardroom, through decision-making on the front line, to powering digital engagement with customers, partners and suppliers.

Data Management

Culture & Mindset

Key Imperatives

Systems & Infrastructure

User Experience

Few have so far made the grade

When 400 organizations were objectively assessed during a recent study*, most were still on their 'data maturity' journey. A small minority qualified as being genuinely data-driven.
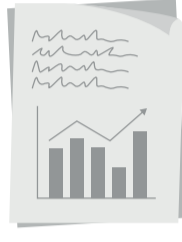
MATURITY JOURNEY

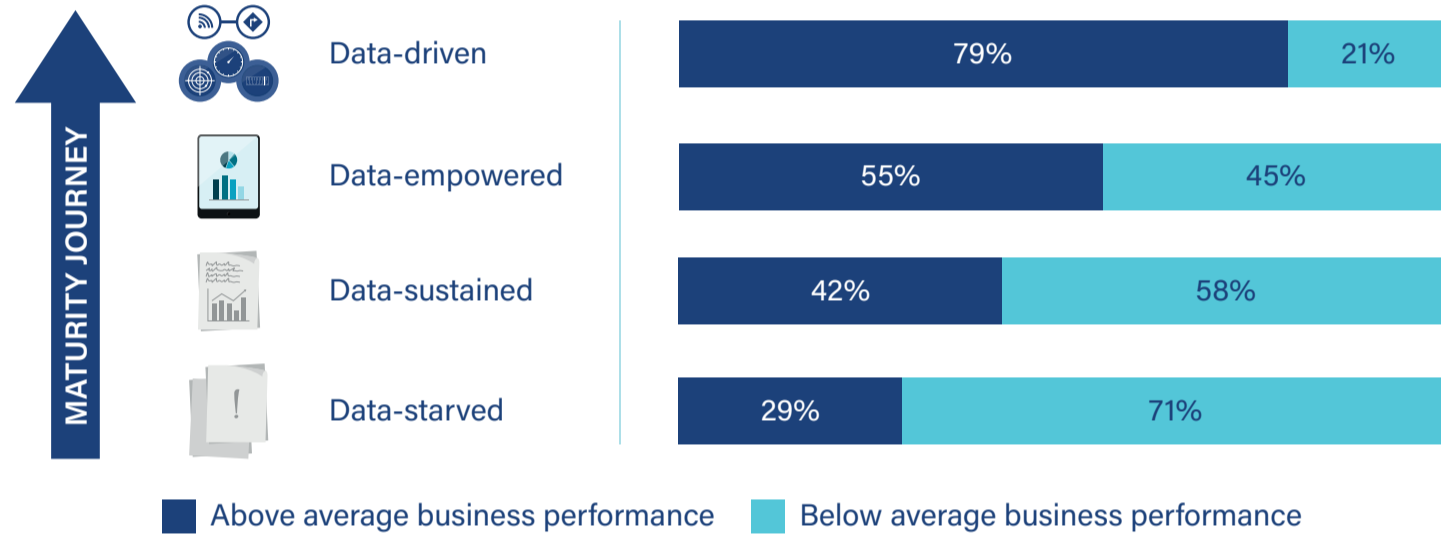| Data-starved	Data-sustained	Data-empowered	Data-driven
3.5%	**45.8%**	**46.0%**	**4.8%**
Relatively chaotic approach to handling data, leading to poor business visibility and higher data-related risk	Respectable level of basic competence, but patchy and often backward-looking business visibility	Good on-demand availability of consistent, complete, up-to-date and forward looking business insights	Continuous and often real-time insights, delivered proactively and in context across the entire business

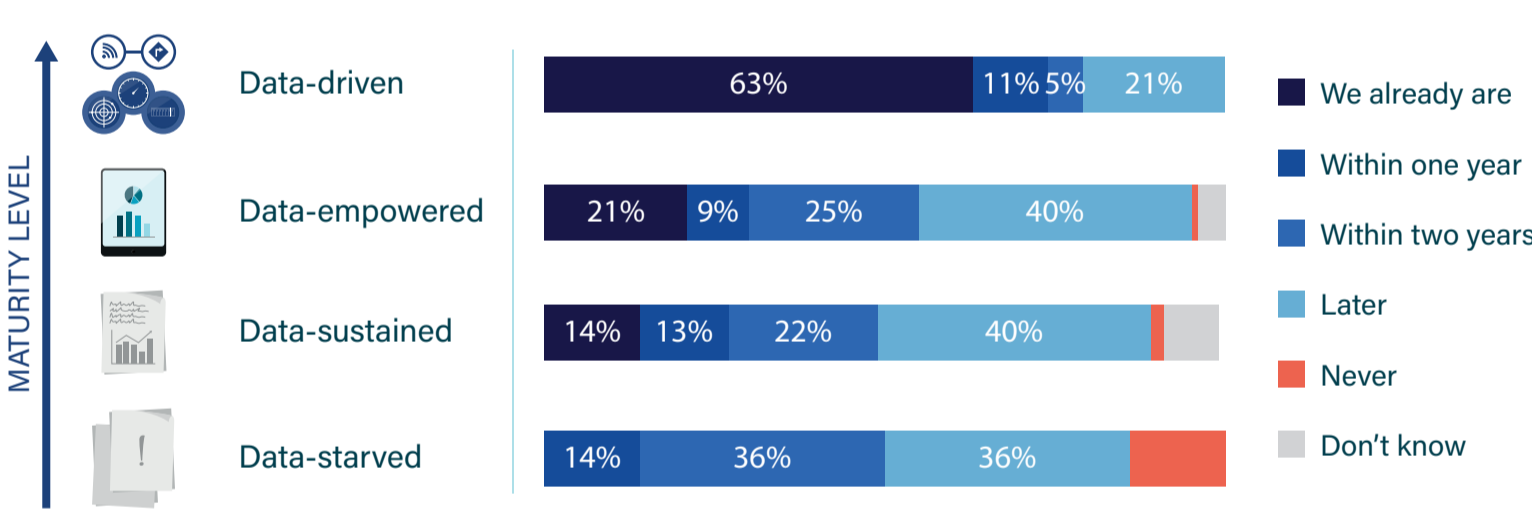## Data-driven businesses perform better

Using a scorecard based on nine indicators of business efficiency, effectiveness and success, aggregate performance consistently aligns with data maturity.

MATURITY JOURNEY

	Above average	Below average
Data-driven	79%	21%
Data-empowered	55%	45%
Data-sustained	42%	58%
Data-starved	29%	71%

■ Above average business performance   ■ Below average business performance

Are you doing as well as you think?

Perception and reality can be different. You might 'feel' that your organization is data-driven, but is it really by today's standards? It's easy to overestimate your capability, or overlook how much technology and best practices have moved on. Don't miss the opportunity.
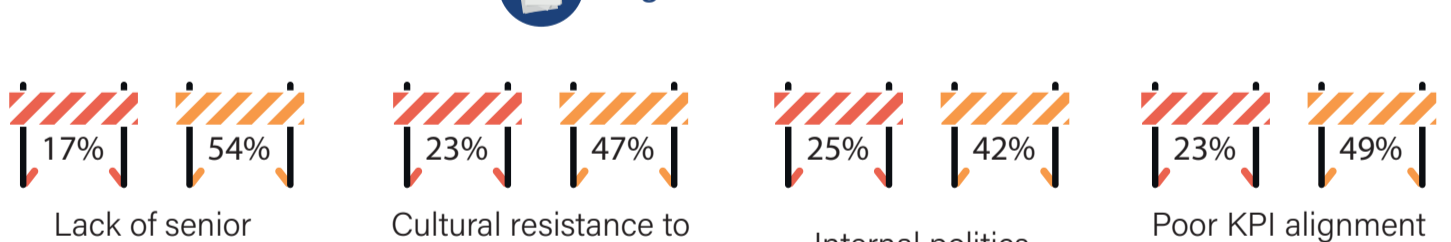
When will you become data-driven?

MATURITY LEVEL

	We already are	Within one year	Within two years	Later	Never	Don't know
Data-driven	63%		11%	5%		21%
Data-empowered	21%	9%	25%	40%		
Data-sustained	14%	13%	22%	40%		
Data-starved	14%		36%	36%		

■ We already are ■ Within one year ■ Within two years ■ Later ■ Never ■ Don't know

Planning and preparation

Forewarned is forearmed. Take note of the hurdles that can stand in the way of progress.

Organizational issues

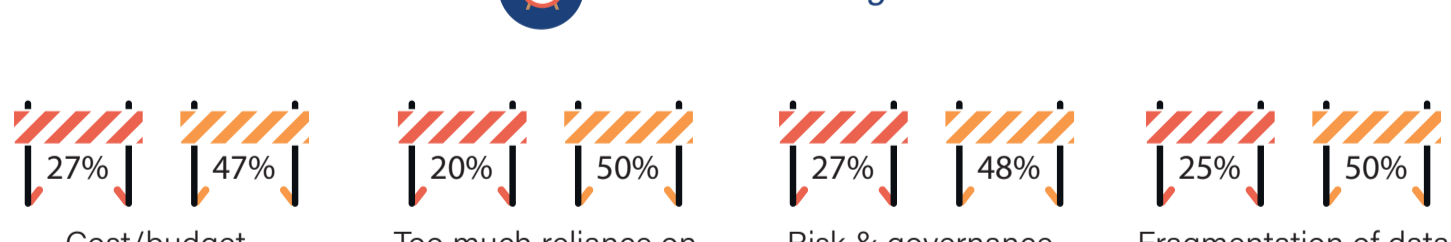| 17% | 54% | Lack of senior managerial support |
23%	47%	Cultural resistance to change and transformation
25%	42%	Internal politics
23%	49%	Poor KPI alignment across the organization

Skills and empowerment

| 20% | 48% | Lack of knowledge and skills within business units |
| 16% | 49% | Too much reliance on central analytics group |

Practical challenges

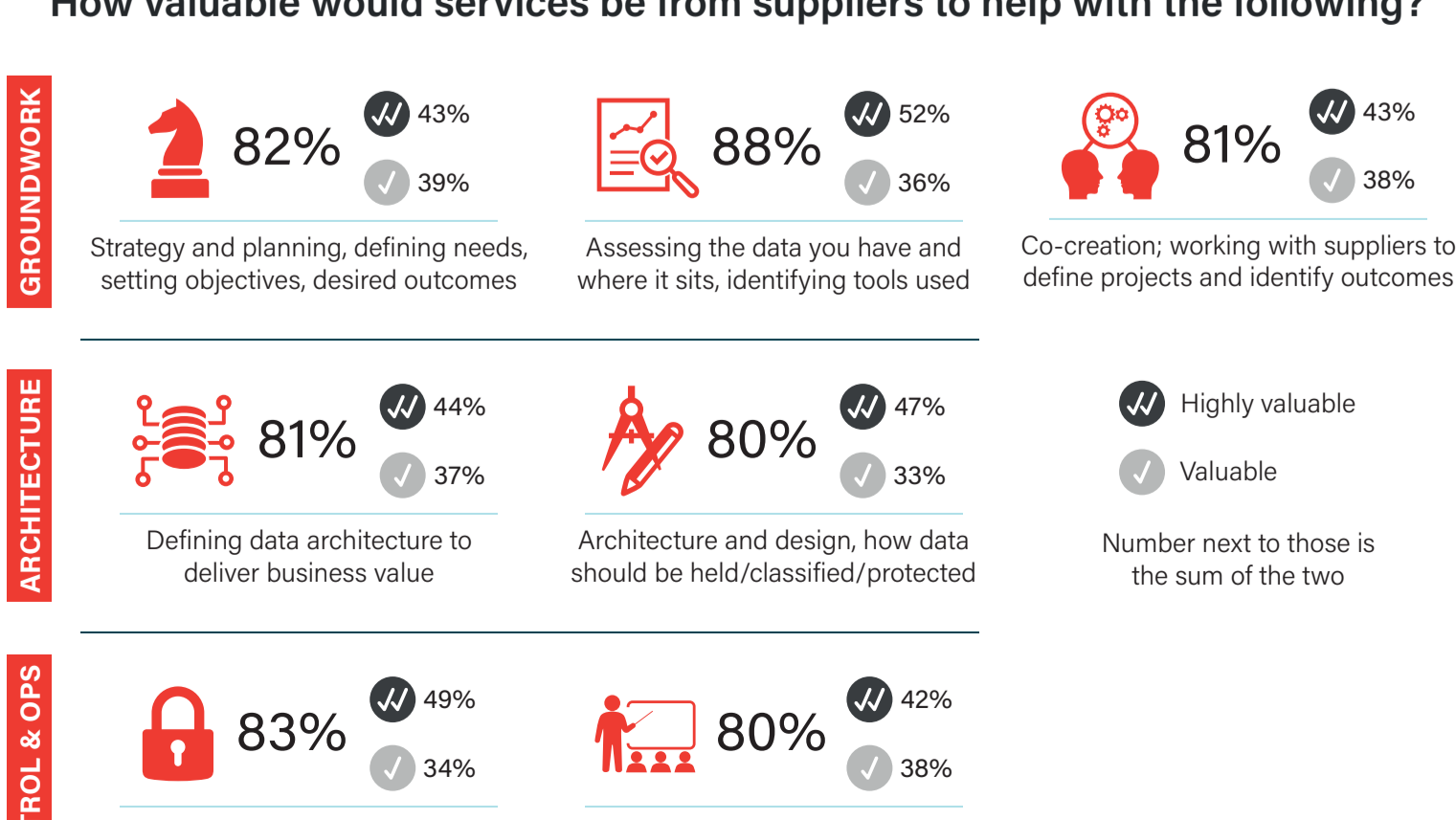| 27% | 47% | Cost/budget-related issues |
20%	50%	Too much reliance on legacy infrastructure
27%	48%	Risk & governance-related concerns
25%	50%	Fragmentation of data (e.g. too many silos)

Major impediment   Challenging but manageable

You don't have to go it alone

How valuable would services be from suppliers to help with the following?

GROUNDWORK

82%	43% / 39%	Strategy and planning, defining needs, setting objectives, desired outcomes
88%	52% / 36%	Assessing the data you have and where it sits, identifying tools used
81%	43% / 38%	Co-creation; working with suppliers to define projects and identify outcomes

ARCHITECTURE

| 81% | 44% / 37% | Defining data architecture to deliver business value |
| 80% | 47% / 33% | Architecture and design, how data should be held/classified/protected |

✓ Highly valuable
✓ Valuable

Number next to those is the sum of the two

CONTROL & OPS

| 83% | 49% / 34% | Defining security and data governance |
| 80% | 42% / 38% | Defining operational processes and training requirements |