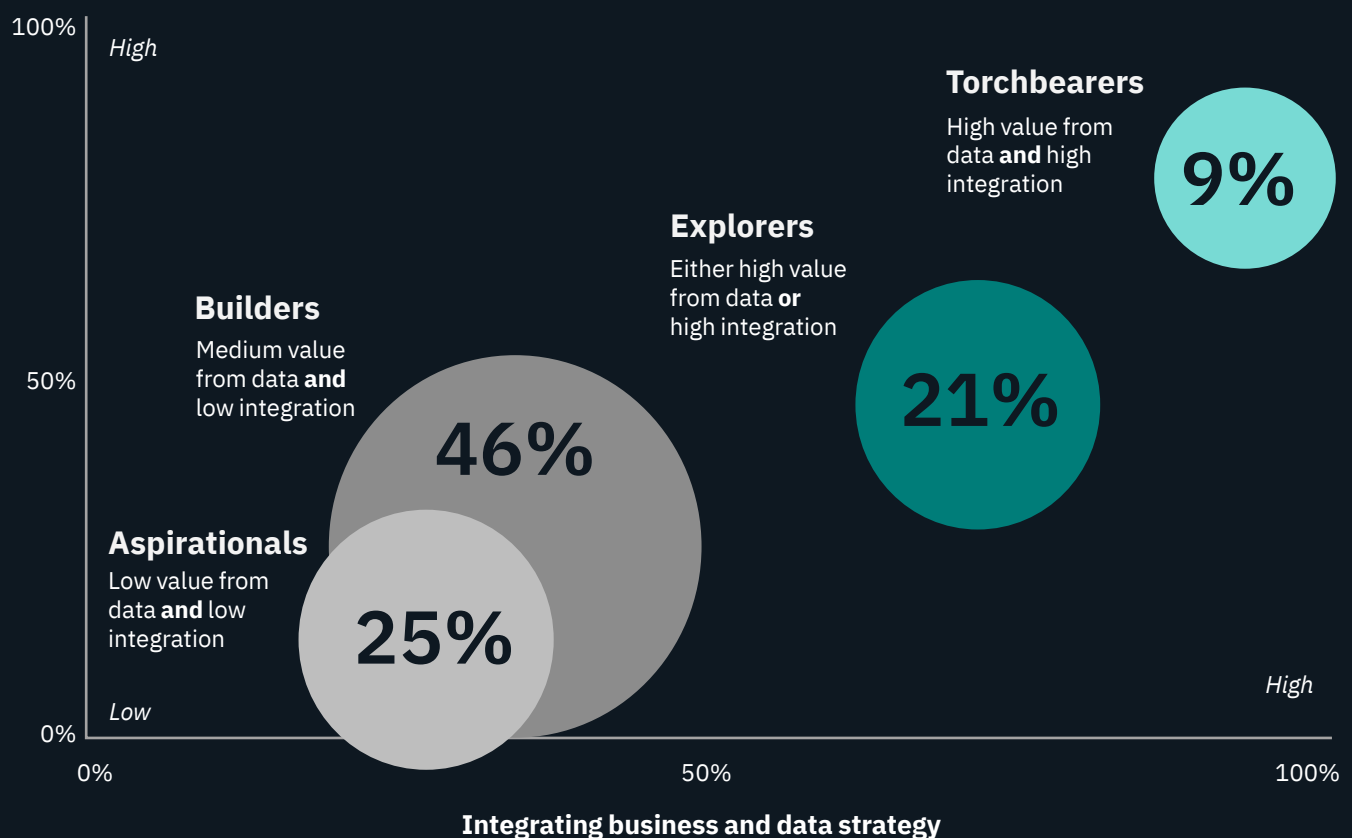


Figure 1

The data advantage

Torchbearers have established a new path to value, by integrating data into their strategy, operations, and culture

Creating value from data



The four stages of data leadership

We classified every participant into one of four stages. The horizontal axis measures qualitative readiness: the extent to which data and business strategy are integrated, with a C-suite that recognizes data as a strategic asset and with an enterprise-wide data culture. The vertical axis measures quantitative aspects, including the abilities to: create value from data; access, extract, and link data together; and create insights from that data (see page 44 for research methodology details).

Torchbearers represent a unique group that consists of just 9 percent of surveyed organizations. They have fused data strategy to business strategy, with trust as the plumb line. Operating in a data-rich culture, they generate higher revenue growth and profitability than their peers.

Explorers are experimenting with ways to integrate their business and data strategies, as well as with new ways to extract value from data. They don't consistently realize its highest possible value but see the trust economy as a path to achieving outstanding mutual benefit.

Builders are making progress in aligning their business and data strategies and growing a data culture. They are applying data to objectives but are not yet achieving their expected returns. They recognize that trust needs to be high on the C-suite agenda and are working toward their goals.

Aspirational are beginning to integrate enterprise-wide business and data strategies and do not have a data-driven culture in place. They have had only limited success in extracting value from data and cementing trust as a foundation.