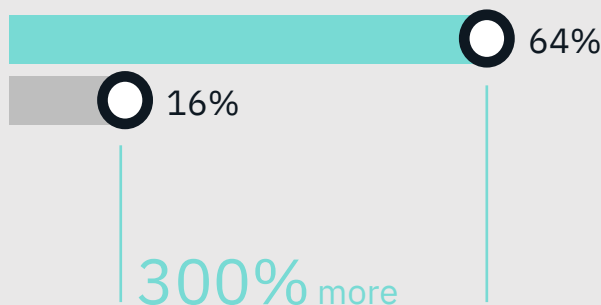# Insight: The cost of data siloes

To our surprise, many organizations have yet to do what's fundamental: fully share data across the enterprise. Just 16 percent of Aspirationals have broken down their data siloes, compared to 64 percent of Torchbearers.

Data is freely shared across other functional business areas

64%

16%

300% more

Torchbearers
Aspirationals

Organizations will be hard-pressed to meet their customers' expectations for transparency and trust if they aren't even sharing data within the enterprise. What's holding them back?

The Aspirationals are stuck in a culture where the full value of data is not being realized. Aspirationals may be caught in the "knowledge is power" mindset—or, rather, "my knowledge is my power." They do admit that their C-suites aren't very collaborative and that they don't pull together to craft an enterprise strategy.

Alarmingly, Aspirational CMOs aren't yet making enterprise-wide access to customer data a priority. We asked respondents to select and rank data-related priorities, and *easy access to marketing and customer data by other functions* came in second-to-last place. Worse yet, *ensuring that policies about customer data were clearly communicated and followed across the enterprise* came in last.

What has prevented some organizations from adopting a data mindset? Many of the C-suite executives we surveyed chalk it up to hubris. Those in the C-suite, they tell us, value the wisdom derived from decades of experience above insights gleaned from big data. The problem is particularly acute, says Michelle Anderson, Chief Digital Officer of The Warehouse Group in New Zealand, "when the output from data models tells an unexpected story."

It's the culture, most C-suite executives agree. What's more, even our Millennial-aged survey respondents are no more likely than older generations to trust in data to make decisions. Trust in data to formulate decisions doesn't appear to be a consequence of age, or even C-suite role, although CIOs rely slightly more on data for decisions than other executives do.

The Torchbearers' mindset is founded at least partly in experience. Their confidence in the quality of the data they turn to has been tested and won over time. They are true data believers.

The Aspirationals, by contrast, are short on trusted customer data. More to the point, just 16 percent of the Aspirationals are fully sharing data among their business units. Data siloes predominate. It's no wonder they have little trust in data to make decisions. (See sidebar, "The cost of data siloes.")

How do you get reluctant executives on board? A CIO from a telecommunications organization in Turkey opines that the best way to draw in senior leaders is to inspire them. "Find high-value use cases where predictive data models help make futuristic business decisions," this CIO recommends.

In other words, help leaders see what they're missing. Throwing a spotlight on what has never been possible or tried before can help bring recalcitrant executives to the table.

Embracing data-for-everyone
A culture of data believers isn't just about engaging an organization's leaders. Torchbearers make it a ground-up proposition. In fact, 73 percent of Torchbearers are empowering their workforces to fully participate in a data-rich environment, compared to just 29 percent of Aspirationals (see Figure 9).