



Gartner®

Roadmap

Drive Successful Business Outcomes With Data, Analytics and AI

Driving tangible business outcomes using data

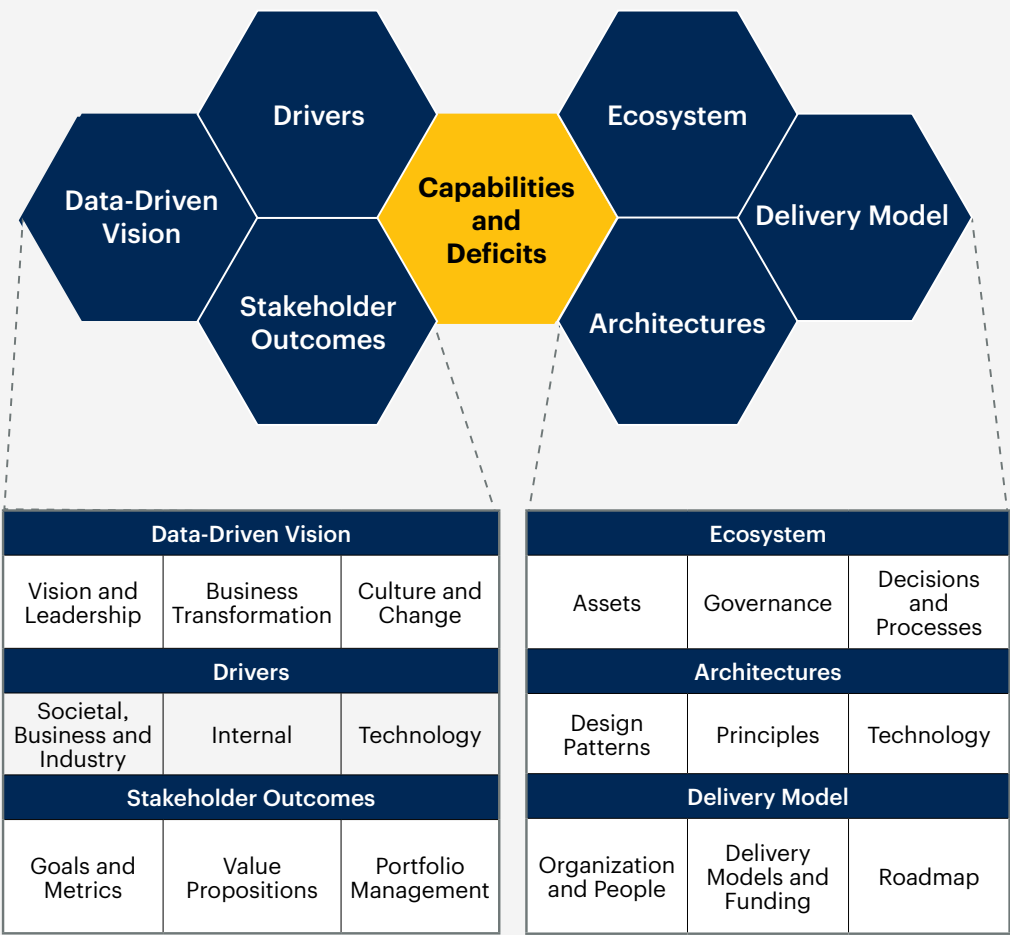
Data, analytics and AI strategies are critical to achieving and scaling business outcomes today. The acceleration of generative AI has heightened the need for chief data and analytics officers (CDAOs) to clearly articulate how data will deliver tangible value to the enterprise and its business strategy.

By 2026, the CDAO’s ability to deliver data and AI literacy, culture change and a skilled workforce will be a top 3 determining factor in supporting business strategy.

The findings of the **2024 Gartner Chief Data and Analytics Officer Survey** show that CDAOs need to increase collaboration with peer executives and the C-suite, communicating value stories, delivering impactful governance and learning through doing.

Delivering data and AI literacy, AI readiness, culture change and a skilled workforce will all be key to how D&A strategy supports business strategy.

Gartner Data and Analytics Strategy and Operating Model (DASOM) Framework



Source: Gartner

3 key questions as you phase the development of strategy for D&A and AI, and prioritize your initiatives

- 1 Is the scope of the initiative strategic, operational or governance?
- 2 What are the key stages and activities of a data, analytics and AI initiative?
- 3 Which leaders and teams need to be involved?

What are the key stages?

This roadmap shows the sequence of objectives and desired outcomes and is useful for aligning all stakeholders. It's distilled from interactions with clients who have successfully implemented data, analytics and AI initiatives.

The full roadmap details actions, milestones and resources for each stage of your initiatives (see examples by phase).



Create D&A and AI
Vision Strategy

Establish Operating
Framework

Cultivate Culture and
Establish Governance

D&A Value
Management

Refine and
Progress



Create vision and strategy

Key outcome: Stakeholder buy-in for data, analytics and AI program

Actions to take



Understand key business priorities, and how data, analytics and AI assets deliver business value.



Position data as a key enterprise asset, and evangelize how it can be monetized for digital transformation.



Optimize and select an optimal portfolio of D&A and AI investments assessing risk, opportunity, appetite and return (ROAR).

Sample of associated Gartner resources

- **Research:** How to Craft a Modern, Actionable Data and Analytics Strategy That Delivers Business Outcomes
- **Expert inquiry:** Engage with an expert on IT Score feedback and planning.
- **Phone consultation:** Draft an action plan and agree on engagement steps.

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Establish operating framework

Key outcome: Balanced operating model

Actions to take



Identify the roles and competencies, and target the operating model needed to create a data-driven and AI-ready organization.



Cultivate data and AI literacy across business and IT stakeholders.



Develop data science and advanced analytics capabilities.

Leverage innovations like AI and machine learning (ML) to create and sustain business value.

Sample of associated Gartner resources

- **Research:** A Generative AI Playbook for CDAOs
- **Expert inquiry:** Discuss the operating model.
- **Phone consultation:** Discuss methods, tools and characteristics of a modern operating model.
- **Conference:** Attend Gartner Data & Analytics Summit or join Gartner Peer Community™.

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**Cultivate Culture and
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Cultivate culture and establish governance

Key outcome: Data-driven culture and business-oriented practices for adaptive D&A governance

Actions to take



Assess current data and AI literacy levels, devise curriculum and identify project opportunities to develop staff.



Set up governance initiatives with associated structure, roles, process and practices driven by outcomes.



Identify trends, assess impact on enterprise, and harness their value to accelerate initiatives like AI legislation and ethics.

Sample of associated Gartner resources

- **Research:**
 - Quick Answer: How Are AI Literacy and Data Literacy Related?
 - 7 Must-Have Foundations to Build a Modern Data and Analytics Governance Program
- **Expert inquiry:** Apply adaptive D&A governance and implement outcome-based governance best practices.
- **Phone consultation:** Discuss progress and suggested next steps.

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Management**

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D&A Value Management

Key outcome: Demonstrable value from D&A investments and products

Actions to take



Integrate D&A and AI capabilities of digital business platforms and ecosystems to support enterprise growth, speed and agility.



Create a prioritized portfolio of D&A and AI investments and track the value delivered.



Evaluate D&A and AI portfolio value contribution, refine priorities and communicate value to stakeholders.

Sample of associated Gartner resources

- **Expert inquiry:** Create a narrative linking data, analytics and AI initiatives to business outcomes and goals; present to leadership to get stakeholder buy-in and necessary resources backing.
- **Phone consultation:** Discuss removal of the most critical roadblocks by delivering exceptional business outcomes.
- **Conference:** Attend Gartner Data & Analytics Summit and CDO Circle.
- **Research:** How to Communicate Value in the Languages of Data and Analytics, Finance and Business Outcomes

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D&A Value
Management

**Refine and
Progress**



Refine and progress

Key outcome: Enhanced data, analytics and AI maturity + continuous improvements

Actions to take



Track metrics and seek feedback to assess and improve program effectiveness.



Reassess D&A and AI strategy in light of emerging trends like data fabric and mesh, IoT, GenAI, ML, etc.



Devise new enterprise processes, roles and skills; plan informed maturity, culture and risk appetite.

Sample of associated Gartner resources

- **Research:** Repeat self-assessment of maturity from IT Score for Data & Analytics.
- **Expert inquiry:** Revisit IT Score feedback and planning.
- **Phone consultation:** Review progress and discuss next steps.
- **Facilitated networking:** Explore peer network for an understanding of frameworks and trends important for D&A leaders.

Who needs to be involved?

The most successful companies establish cross-functional teams for their data, analytics and AI initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.



Mission-critical team members

CDAO & Team

Build the foundation for the management, measurement and monetization of D&A assets to create a data-driven and data-literate culture, and champion business-led governance and risk by co-chairing the D&A governance steering group and to facilitate D&A governance decision rights.

CFO

Works with the CDAO to modernize D&A budget processes to ensure optimal allocation of resources, track and report D&A cloud spend at the workload level, link specific workloads or projects to budget line items, and introduce financial operations as an interactive discipline.

Software Engineering Leaders & Team

Design, develop and implement data services, data pipelines and event-based data storage. They work closely with the CDAO and their teams to deliver data-driven applications.

CIO

Creates a collaborative working structure with the CDAO with clear responsibilities for each. The CIO needs to partner on technology trends, architecture, infrastructure, platforms and tools. CIOs need to work with D&A governance leaders on data transformation and quality, business rules, and D&A policies and standards.

Enterprise Architecture & Technology Innovation Leader

Demonstrates business impact by investing in a modern D&A landscape to capture enterprisewide D&A requirements and identify data-driven innovation opportunities.

Sourcing Procurement & Vendor Management Leader

Works with CDAOs to identify, assess and select technology vendors and external service providers.

CISO & Team

Engage with the CDAO and governance leaders to ensure that risk management and information security implications are understood and addressed in the governance initiative. The CISO also guides planning activities for data asset management and governance, and risk and compliance activities.

Enterprise Application Leaders

Collaborate with the CDAO and enterprise architect to implement modern data management, analytical applications and composable solutions. They support and manage applications to achieve D&A strategy and governance objectives.

Technical Domain Architects

Plan the D&A technical roadmap; design and implement master data management policies, data pipelines and data stores; select D&A tools and vendors; architect and implement D&A solutions that span application, infrastructure and security; and architect and deploy data governance tools and procedures.

Client Story:

Driving Growth Through Data-Driven Decisions and Innovation

Mission-critical priority

AstraZeneca was aiming to harness data, digital and AI to transform the way it discovers and develops new medicines, and to achieve scientific breakthroughs. Central to this was AI application and shaping of an innovative and responsible environment, in which AI could thrive. It was not just about the technology powering the innovation but about empowering the people who deliver it to ensure they put principles to practice, and that both people and machine embody AstraZeneca values.



How Gartner helped

Gartner collaborated with AstraZeneca to formulate its Data and Artificial Intelligence Ethics Vision, Guiding Principles and Governance Framework using Gartner external perspective and expert guidance. Gartner experts helped formulate each of AstraZeneca's data strategies, visions and roadmaps for maturing its capabilities. Gartner also supported AstraZeneca to invest in capabilities and collaborate across the business to ensure that every decision is data-driven.



Mission accomplished

With the support of Gartner for IT Leaders, the client was able to:

- Provide its scientists with unprecedented access to connected analytics-ready data
- Uncover new insights to deliver life-changing medicines
- Speed up the discovery, development and delivery of potential new medicines to patients

Join us at an upcoming **D&A Summit** to benchmark your own strategies with peers.



Gartner Priorities Navigator™ for CDAOs

Create an Actionable D&A Strategy

The Gartner Priorities Navigator represents mission-critical areas where Gartner provides supportive expert advice and tools to CDAOs and their teams.

This roadmap aligns with the priority: **Lead a World-Class D&A Organization.**

Visit [Gartner for Data & Analytics](#) page to learn more about how Gartner supports all the priorities that fall under the four key needs of CDAOs:

- **Lead** a world-class D&A organization.
- **Drive** quantifiable value with D&A solutions for the business.
- **Build** trust and mature D&A culture.
- **Evolve** technology and process capabilities to support D&A.

By 2028, 25% of CDAO vision statements will become “decision-centric,” surpassing “data-driven” slogans, as human decision-making behaviors are modeled to improve D&A value.

Source: Gartner

Questions clients are asking Gartner

- What is the optimal D&A and AI operating model for my organization for close alignment to stakeholders and goals?
- How do I develop a D&A and AI roadmap?
- How do I identify and plug into D&A and AI communities?



Actionable, objective insight

Explore these additional complimentary resources and tools on data and analytics for CDAO and other D&A leaders:

Guide

[Get AI Ready — What IT Leaders Need to Know and Do](#)

Ready your enterprise to capture AI opportunities and bolster your cybersecurity.

eBook

[Essential Guide to Data and Analytics Skills and Capabilities](#)

Design a D&A operating model that deploys the right D&A skills and work in the right places.

Webinar

[The Foundation of a Modern Data and Analytics Strategy](#)

Delve into a D&A strategy that enables organizations to thrive in dynamic business environments.

Webinar

[Data and Analytics Governance: Foundations and Future](#)

Establish good governance practices to enable key business outcomes.

Access other insight from Gartner:

- [Get Stakeholder Buy-in on Your Next Initiative](#)
- [Essential Guide to Prioritizing Data and Analytics Around Value](#)
- [Drive Business Outcomes by Measuring the Value of Data Literacy](#)
- [Understand the Role of Data Fabric](#)

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Get actionable, objective insight that drives smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

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