Figure 4.5: Integrated Organisational Barriers to Big Data Adoption (TOE Framework)

Data Inaccuracy (62%)

Inventory Inaccuracies (60%)

Business Pessimism (80%)

Investment Gap (18%)

Legacy IT Systems (29%)

Skills / Analytics Gap (48%)

Unclear AI Use Cases (52%)

Staff Turnover (57%)

20% 40% 60% 80%

TOE Dimension

Technology Organisation Environment

Source: Secondary Data Extraction Matrix v2.3; ECR Retail Loss (2019); Gartner (2023); Accenture (2024); BearingPoint (2024); IoD (2025).
Note: Higher values indicate greater organisational constraint.