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Gartner for Midsize Enterprise CIOs

Data and Analytics Strategy Template

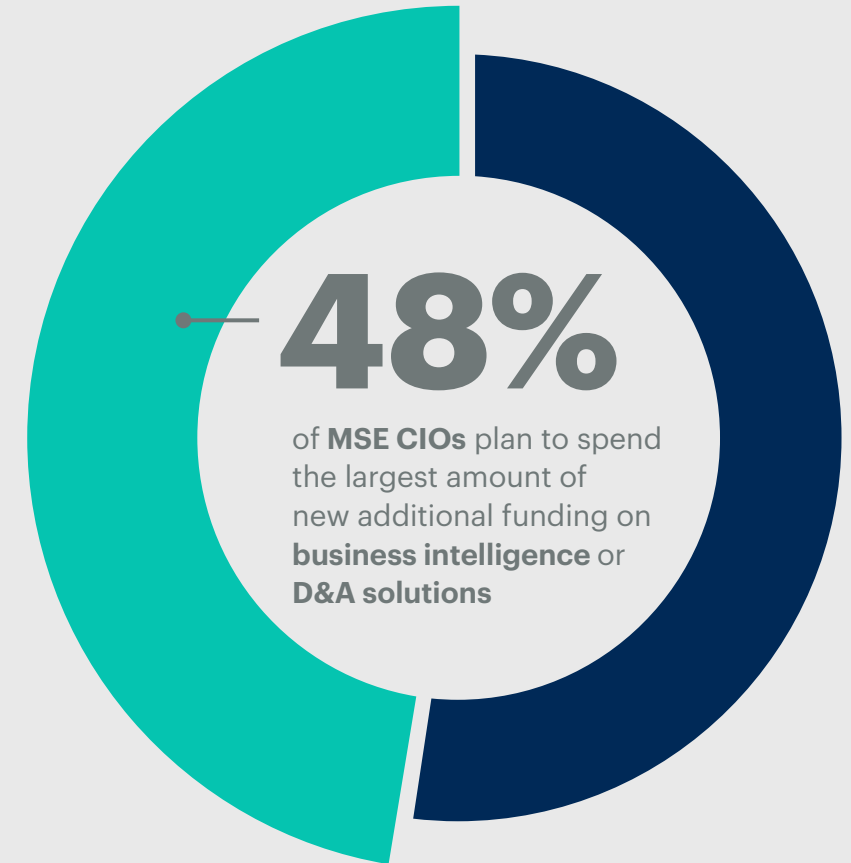Research Excerpt

Introduction

Forty-eight percent of midsize enterprise (MSE) CIOs plan to spend the largest amount of new additional funding on business intelligence or data and analytics (D&A) solutions. However, they struggle to clarify their role in D&A programs and create a strategy that maximizes business value.

Featuring four different D&A personas and a corresponding strategy on a page for each, the example template helps CIOs:

- Select the most critical enterprise D&A objective
- Identify goals and strategic imperatives supporting this objective
- Measure success through metrics

MSE CIOs and D&A leaders can create an effective D&A strategy to stimulate data-driven business opportunities and orchestrate enterprise action.

Get additional insights and recommendations using the full Data and Analytics Strategy template, available to Gartner clients.

48%

of **MSE CIOs** plan to spend the largest amount of new additional funding on **business intelligence** or **D&A solutions**

Four Data and Analytics Personas

CIOs fall into four distinct personas when managing enterprise D&A programs. Using this guidance, CIOs can build a one-page strategic plan with clear objectives and focus areas.

← **Efficiency** ——————— **Enterprise D&A Priority** ——————— **Growth** →

System Provider

Goal: Increase Data Quality
Create efficient and scalable D&A platforms to continuously improve data quality.

CIO Focus Areas
- Identify key stakeholders
- Create D&A foundations
- Identify talent gaps
- Scope D&A pilot opportunities
- Describe and organize data assets
- Establish enterprise integration governance practices

Service Optimizer

Goal: Enhance Operational Excellence
Improve consumer experience by optimizing data flows and increasing D&A adoption across the enterprise.

CIO Focus Areas
- Integrate data assets using user journey maps
- Monitor D&A portfolio health
- Facilitate reusability of common data assets
- Streamline D&A processes
- Offer enterprise data literacy programs

Business Enabler

Goal: Drive Business Growth
Facilitate enterprise growth and data-driven decisions by sharing ownership of D&A with business partners.

CIO Focus Areas
- Identify potential for analytics democratization
- Empower citizen data scientists
- Improve interoperability of D&A tools
- Assess and deploy predictive analytics tools
- Co-create agile governance

Data Productizer

Goal: Support Digital Innovation
Promote product innovation and data monetization using advanced D&A.

CIO Focus Areas
- Identify use cases for AI tools
- Create data innovation opportunities
- Support use of real-time analytics
- Set up a D&A ethics committee
- Drive business model innovation

System Provider Strategy on a Page

Statement of Data and Analytics Strategy: Establish the foundations of an enterprise D&A program to improve data quality and support business objectives.

Desired Goals
- D&A foundational platforms implementation
- D&A training program rollout
- Enterprise data mapping
- Employee data literacy assessment
- Data quality improvement
- Enterprise D&A capability mapping
- Enterprise business intelligence support

Strategic Imperatives
- Stakeholder mapping and segmentation
- D&A governance board creation
- D&A business pilot facilitation
- D&A technology standards
- Enterprise data assets mapping
- D&A workforce training and development

Evaluation Metrics
- Percentage of employees with access to D&A tools
- Percentage increase in data quality
- Number of data literacy training hours offered
- Number of process inefficiencies identified and resolved
- Percentage of enterprise data mapped
- Percentage of enterprise data integrated

Assumptions
- D&A budget remains constant
- Limited access to D&A talent
- Standard process for change request observed
- Active participation from business leaders in D&A initiatives

Active Enterprise Projects
- Project Name <Project Owner> (Expected Timeline)
- HR Recruiting Analytics <CHRO> (Q2 20XX)
- Enterprise Data Mapping <CIO> (Q3 20XX)

Service Optimizer Strategy on a Page

Statement of Data and Analytics Strategy: Optimize D&A technology and process investments to improve customer experience.

Desired Goals

- D&A-driven cost-efficiency
- Customer experience improvement
- Data integration using customer journey maps
- D&A adoption across business teams
- D&A-driven process optimization

Strategic Imperatives

- Enterprise dashboard library
- D&A-driven enterprise portfolio assessments
- D&A-based opportunity identification
- Customer data journey mapping

Evaluation Metrics

- Percentage reduction in customer effort
- Percentage increase in customer satisfaction
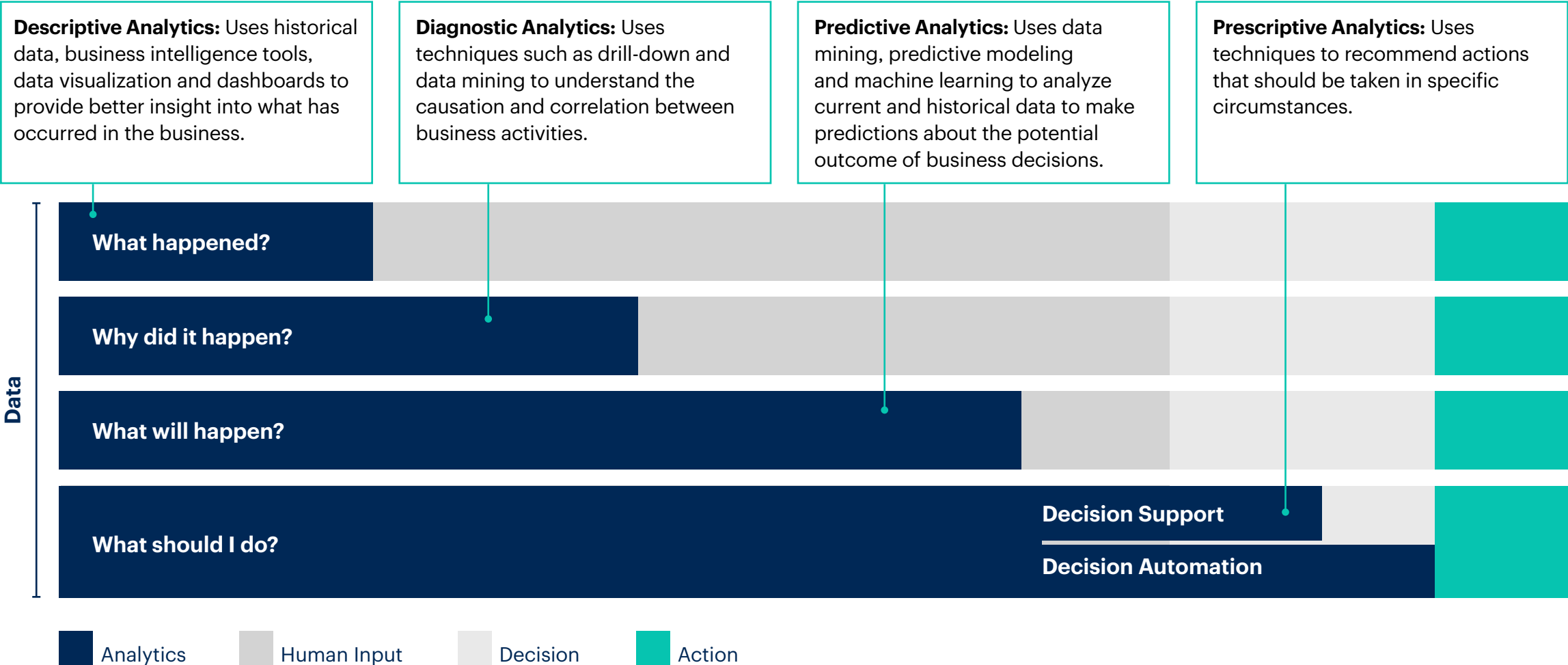- Percentage reduction in time to access data

Assumptions

- Processes are known and documented
- Customer personas are classified
- Adoption of D&A tools increases
- D&A staff comfortable working with different data types

Active Enterprise Projects

- Project Name <Project Owner> (Expected Timeline)
- Sales Pipeline process documentation <VP of Sales> (Q2 20XX)
- Finance D&A customer journey maps <CFO> (Q2 20XX)

Four Flavors of Analytics

Descriptive Analytics: Uses historical data, business intelligence tools, data visualization and dashboards to provide better insight into what has occurred in the business.

Diagnostic Analytics: Uses techniques such as drill-down and data mining to understand the causation and correlation between business activities.

Predictive Analytics: Uses data mining, predictive modeling and machine learning to analyze current and historical data to make predictions about the potential outcome of business decisions.

Prescriptive Analytics: Uses techniques to recommend actions that should be taken in specific circumstances.

Data

What happened?

Why did it happen?

What will happen?

What should I do?

Decision Support

Decision Automation

■ Analytics   ■ Human Input   ■ Decision   ■ Action

Data and Analytics Use Cases for Midsize Enterprises

Use these real examples from MSEs as inspiration for D&A innovation within your organization.

← **Efficiency** →   ← **Growth** →

Goals	Data Quality Enhance data quality and management practices	Operational Excellence Optimize enterprisewide processes and operations	Business Growth Drive customer experience and business growth	Digital Innovation Promote product innovation and data monetization
Use-Case Examples	• Analyze support desk data to identify porfolio rationalization opportunities • Automate data tagging and onboarding of new data to reduce data duplication • Use content and data management to improve integration of structured data	• Customize business intelligence platforms for end users to discover relevant data and reduce user effort • Replace manual data-matching processes using algorithms that detect anomalies and fraud • Deploy an automated workload management tool to improve task allocation and project management	• Analyze customer feedback using natural language processing to improve the sales team's communication tactics • Examine discrete data such as support call patterns and late payments to address concerns only • Use machine learning platforms to classify and predict customer behavior	• Use analytical processing to facilitate profitable data-driven decisions • Use predictive modeling to detect problems and improve product features • Employ behavioral analytics to target new customers and improve productization
Metrics to Measure Success	• Data accuracy • Data mapping • Data interoperability	• Delivery speed • Employee productivity • Risk reduction	• Customer satisfaction • Customer retention • Sales conversion rate	• New products and services • Revenue • Speed of product innovation

Actionable, objective insight

Explore these additional complimentary resources and tools for midsize enterprise CIOs:

eBook

5 Key Actions for IT Leaders for Effective Decision Making in Midsize Enterprises

Turn decision making into a competitive advantage.

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eBook

2022 Leadership Vision for Midsize Enterprises

Identify the top 3 priorities for CIOs and plan strategic actions.

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Research

A Practical Data and Analytics Strategy and Operating Model for Midsize Enterprises

Derive measurable business value from your D&A strategy and operating model.

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Tool

IT Score for Midsize Enterprise CIOs

Use this maturity assessment to benchmark key processes and activities.

View Tool

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