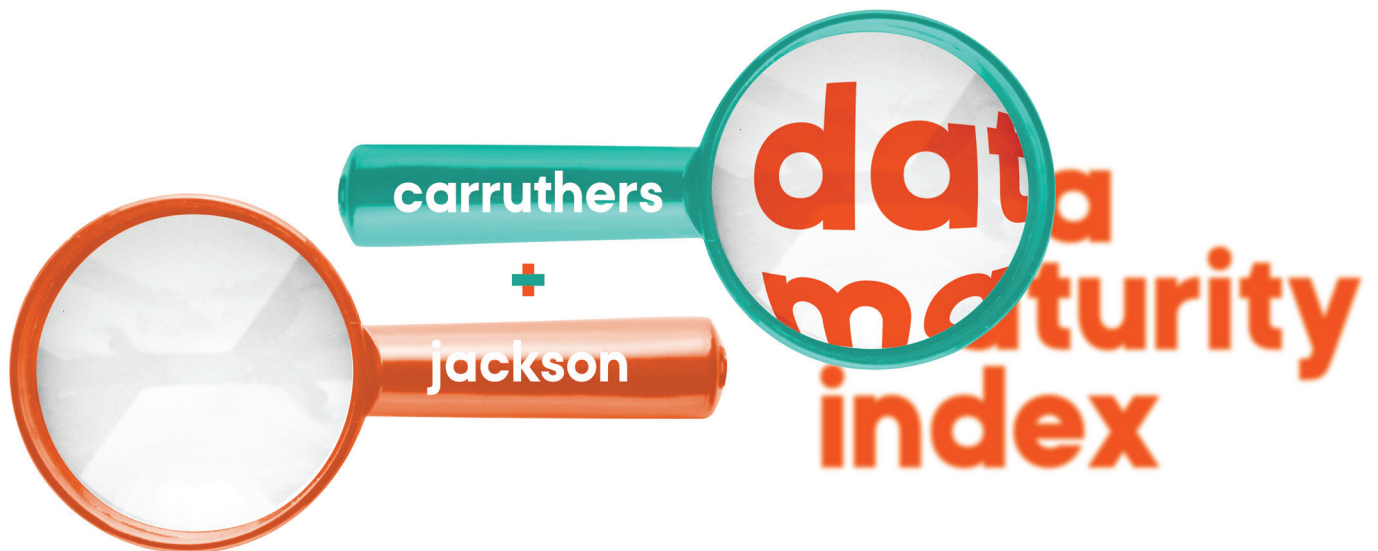


carruthers



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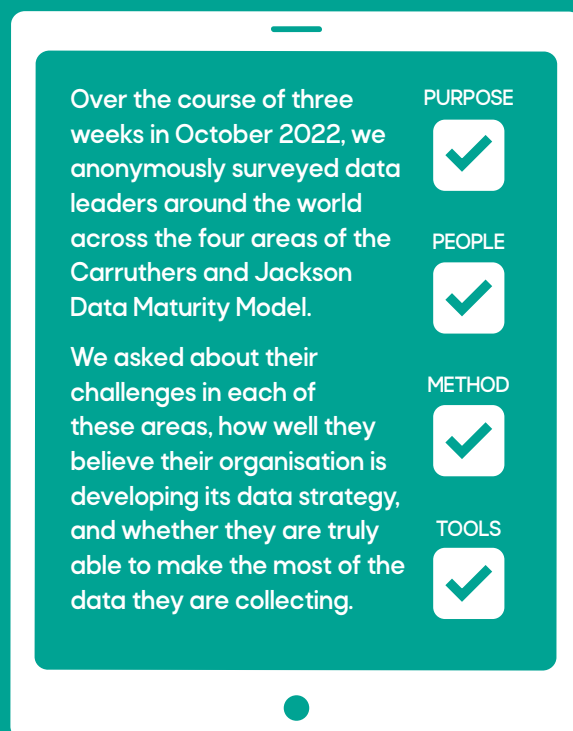


executive summary

It's a near universally acknowledged truth that to be a successful, modern organisation, businesses need to use their data effectively. Despite this growing recognition of the power of data, many organisations are still failing to use it properly. Almost all sectors talk the talk when it comes to data transformation, but just how mature are they in their use of data?

Data maturity, and by that, I mean, truly understanding the core elements that contribute to an organisation's data maturity, underpins almost everything we do at Carruthers and Jackson. Alongside Peter Jackson in 2018, we created the Carruthers and Jackson Data Maturity Model to understand data maturity through the lenses of Purpose, People, Method, and Tools (or Technology). Since then, we've taken hundreds, if not thousands of organisations in every sector through data maturity assessments that have contributed to the development of transformational data strategies. These strategies have improved engagement across all areas of the business and provided a deep understanding of where improvements in the approach to data can reduce business risk and deliver tangible business value.

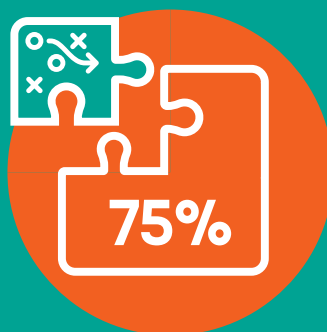
A by-product of this model, the introduction of the Carruthers and Jackson Data Maturity Index aims to shine a light on the true state of data maturity across every industry and sector. Our intention is to build on this first 'state of data', and establish a baseline index to understand changes over time. Speaking to hundreds of data leaders around the world, the Index will provide a regular snapshot into the heart of data strategies and operations, going beyond what businesses say publicly, and uncovering how data leaders really perceive the state of data maturity in their own businesses.



Our findings reveal both significant progress in data maturity, but also clear areas for improvement. The headline results of the report paint a stark picture of the state of data maturity in businesses in 2022:



64% of data leaders believe most or almost all employees in their organisation are currently not data literate



75% of businesses either have a data strategy which sits outside of its operating model or do not have one at all



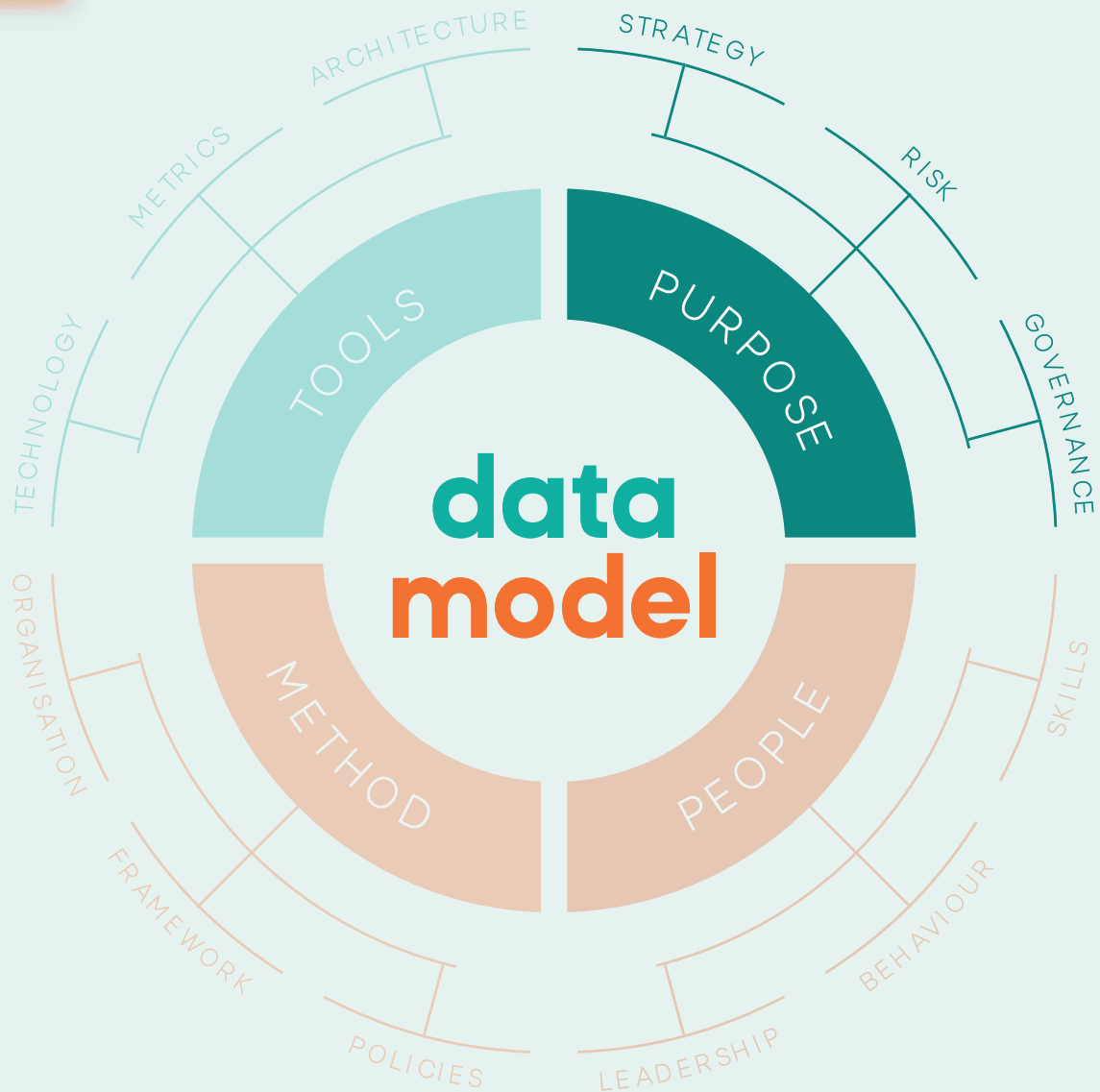
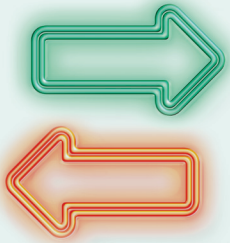
40% of data leaders report their organisation has little or no data governance framework

The first of its kind, the analysis in this report – gleaned from some of the industry's most prominent and influential data leaders, in addition to our own team of expert data consultants – tells the true story behind these figures.



Thank you to all those who contributed.

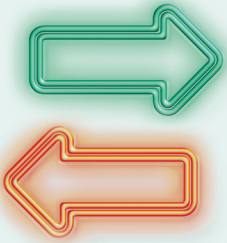
Caroline Carruthers,
CEO & Co-Founder,
Carruthers and Jackson



purpose:

Are your data and business goals on the same page?

Data can tell us where you've been, but it's even better at helping us understand where your business is going.



to be a successful modern organisation, you need to use your data

What many businesses fail to grasp, however, is that developing a data strategy isn't simply a tick-box exercise. You can't reach an 'end-point' when it comes to using data.

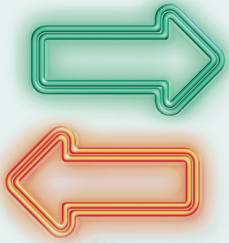
Understanding the real purpose of data, and how organisations can develop a strategy that enables them to go beyond the ordinary and really harness the potential of data-driven business transformation, is the important part.

Central to this is realising that the proper use of data isn't about following the same rules as everyone else. Many organisations see data governance as the need for a set of comprehensive rules that keep data within narrow and easily controllable confines. Instead, the proper use of data is really about being creative and recognising the greater business purpose of data.

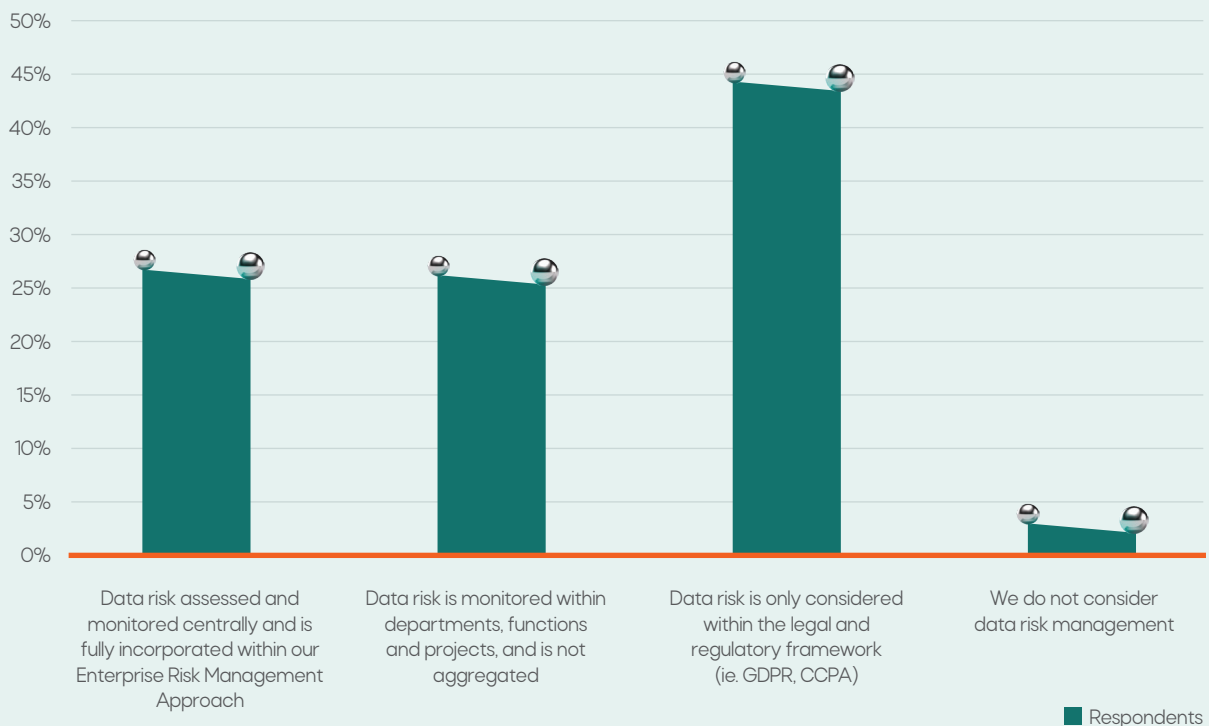
The first Carruthers and Jackson Data Maturity Index reveals that the current structure of data governance within organisations is proving a challenge for data leaders. Of those surveyed, 40% of data leaders reported that their organisation has established little or no data governance framework.



Of those surveyed, **40%** of data leaders reported that their organisation has established little or no data governance framework

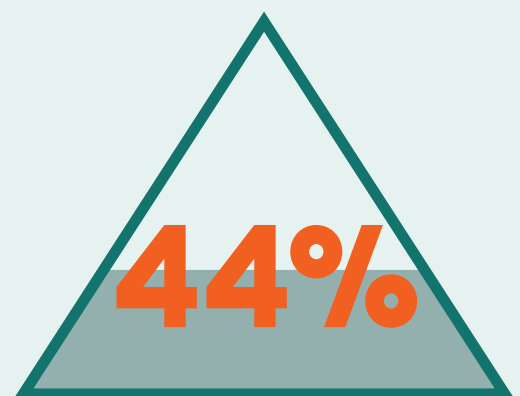


how do you assess and monitor your data risks?

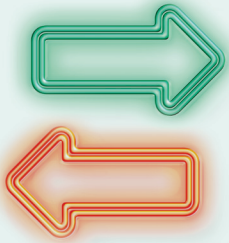


In addition, 44% of data leaders believe their organisation is only considering data risk within the confines of a regulatory framework, with just 27% reporting that their data risk is well managed and incorporated within their Enterprise Risk Management Approach. While its clearly important to adhere to rules and regulation, rigid data governance like this can have the unintended effect of doing more harm than good to data operations, stifling creativity in the name of compliance.

Organisations not considering data risk beyond regulatory compliance potentially leaves them open to holistic data risk. This means that while the impacts of poor-quality data, legal misuse of data, and data loss are all risks to an organisation's ongoing data operations, the data suggests that very few organisations are currently able to monitor for these issues.



...of data leaders believe their organisation is only considering data risk within the confines of a regulatory framework

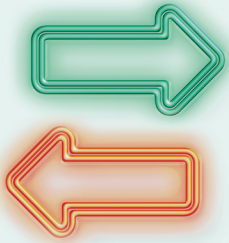


34% of data leaders also stated that there are multiple approaches and frameworks across different departments, highlighting further challenges associated with the implementation of an effective overarching data governance framework that works for their organisation.



which of the following best describes the structure of data governance in your organisation?





The results from the Index tell us two things about the overall maturity of Data Purpose. Firstly, many organisations currently don't understand the strategic importance of data governance beyond regulatory compliance. Secondly, most data leaders are struggling to implement an effective governance framework that would help them derive value from their data.

Left unchecked, there is a risk that organisations are leaving data assets unmanaged, opening themselves up to both legal and holistic data risks, and the associated reputational damage that this can do to a brand.

// the cdo view:

Data governance is critical to advancing a data strategy and driving data transformation forward. Robust governance and privacy capabilities help businesses thrive in a world where data can be overwhelming and pressures from consumers and regulators continue to grow. At its core, a data governance policy shapes protocols around data quality, privacy, and security and allows organizations to leverage AI and streamline efforts to comply with regulations.

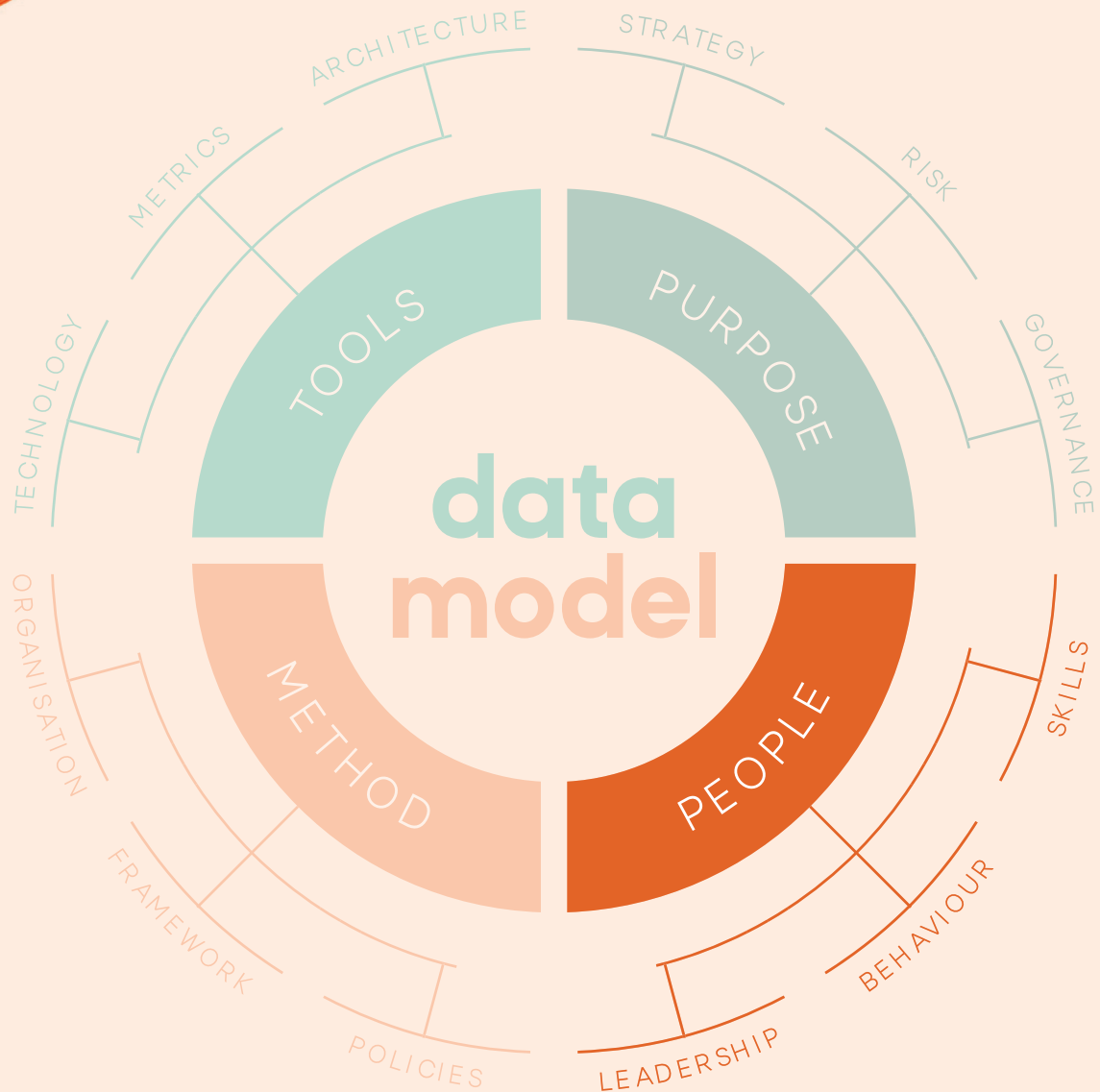
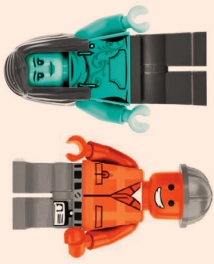
inderpal bhandari,
global chief data officer, IBM

// the c + j expert take:

Many organisations have a thirst for data and a real enthusiasm to use that data, but are stifled by a lack of understanding of the best places to find that data. This is compounded by a lack of responsibility for data within the organisation, leading to uncertainty about data quality. Fundamentally, there is a lack of understanding about the link between freedom to use data creatively and the quality of its management and governance.

Governance is seen as “too big a job,” which stems from the fact that many organisations think the aim of governance is to fix all of their data. Instead, governance should be well targeted and take a pragmatic approach to fixing real business problems. The other issue surrounding governing data risk specifically is that it has a habit of being seen as regulatory in nature, and whilst it recognises the legal implications of poor governance, often misses the business risks associated with poor governance. The business consequences of poor data governance needs to be better explained to ensure that it is no longer simply a regulatory exercise, but an exercise in improving business operations.

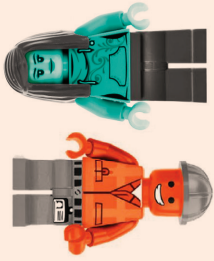
andy lunt, data management director, carruthers + jackson



people:

Is your team inspired to drive data forward?

No? It could be that they don't understand data or its potential. But data is simple, once you know how to use it.



data - only as good as the people in charge of it

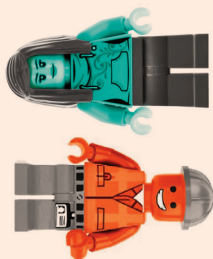
Data governance is a critical foundation for the effective use of data, but what really makes or breaks an organisation's data strategy is the people using it every day.

At times, data may feel like a very technical, dry, and automated side to a business. The truth is that an organisation's data can only ever be as good as the people in charge of it.

Despite the importance of clear data leadership roles, the Data Maturity Index found that, currently, while over half of organisations are in the process of formalising roles with responsibility for data, nearly a third of organisations (31%) have either unclear data roles and responsibilities, or no formalised data roles and responsibilities at all.



have either unclear data roles and responsibilities, or no formalised data roles and responsibilities at all



has your organisation formalised the roles and responsibilities around data?



These findings could speak to the fact that the relative immaturity of data governance within these organisations means that defining formalised data roles is challenging without a clear framework.

A more generous interpretation could be that data product processes are evolving and becoming more embedded, bringing new ways of working and organising teams and creating a state of flux whilst new data responsibilities are being carved out. Regardless, the Index paints a picture of an industry in transition from the perspective of People.

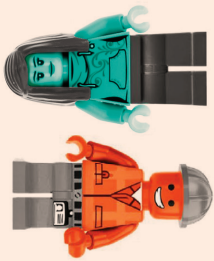
The lack of clear and formalised data roles is the tip of the iceberg when it comes the people-centred data challenges faced by organisations.

As has been documented, one of the biggest barriers to data transformation is poor data literacy.

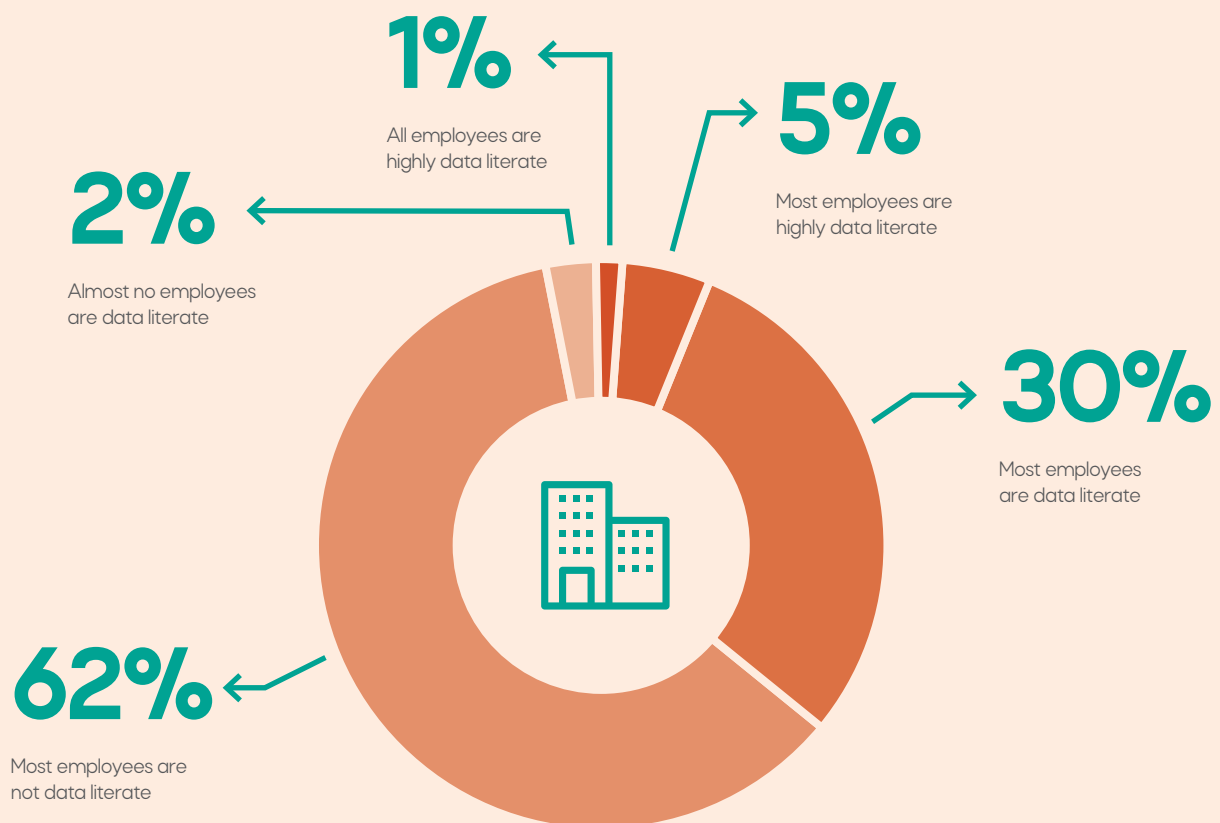
The Data Maturity Index exclusively reveals that 62% of data leaders believe most employees in their organisation are currently not data literate. When an organisation has more data literate employees, leadership starts to understand that data is no longer the preserve of specialist data teams. However, the Index finds that organisations are still struggling with driving data literacy and, in turn, building a data culture more generally.

64% of data leaders believe most or almost all employees in their organisation are currently not data literate





what would you say is the average level of data literacy within your organisation?



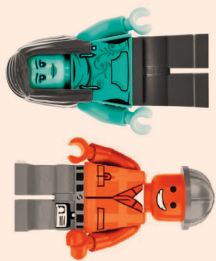
Data collected from respondents

Ensuring existing employees understand what data can do for them and their departments is critical before a data transformation can take place; team members at every level of an organisation must have the foundational ability to understand, work with, analyse, and communicate with data. The low levels of data literacy the Index has revealed, suggest that this remains perhaps the biggest challenge modern data leaders will have to overcome if their organisation is to reap the benefits of an effective data transformation.

To overcome this challenge, organisations need to create the right environment to train employees to become data literate, not only introducing staff to new terms and concepts but also reinforcing why

data knowledge is critical to helping them improve their own department's operations. By creating an environment where people are given the capacity to learn and fostering a culture that promotes the role of data, organisations can build confidence, and reduce feelings of fear or misgivings about data.

Equally importantly, the data skills of employees in an organisation are directly influenced by the behaviour and attitudes of the business's leadership. A corporate culture that treats data as a critical asset at the same level as technology, human resources, or finance, will go a long way towards normalising data best practice and improving data literacy levels.



// the cdo view:

The technology to process data has evolved massively, creating fantastic opportunities to provide insights across a business. The future looks bright and from a technology perspective the data industry is in a fantastic place. But, technology isn't the only part of the equation, and to make the most out of good tools, those using the tools need to have a good understanding of the power of data.

As data leaders, we need to drive a data led culture across the business by investing in our people and our processes to maximise the opportunity that data provides. Programmes that raise the confidence employees have in data encourages people to get on board with data-based skills. This is also creates an opportunity for data leaders to educate employees on the importance of governance and recognise that everyone has a responsibility to care for how data is used and shared. With access comes accountability.

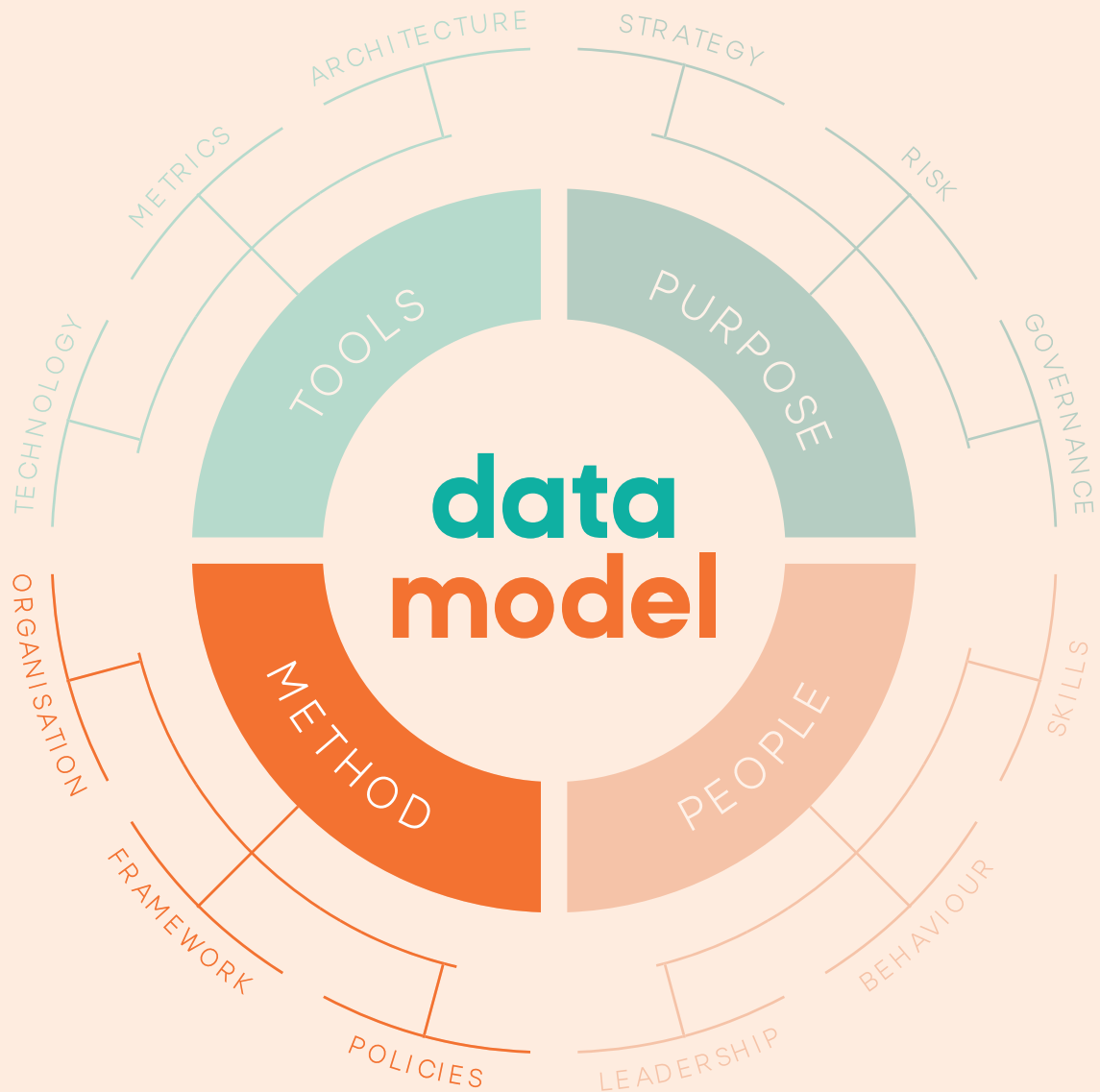
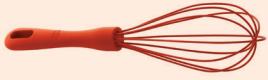
robert michael, head of data, dfs

// the c + j expert take:

Data Literacy is the ability to understand, read, analyse and communicate with data to inform and enable data led decisions. Whilst it is often linked with technology and data analytical maturity it is much more than that. It helps address those fundamental questions of why data is valuable, how to enquire and question it and also to establish what every individual's personal responsibility to data is. It fundamentally cuts across strategy, leadership, governance, organisation as well as technology and is intrinsically linked to them. For example in this survey, when respondents stated there was 'little or no data governance', the corresponding level of 'most or almost all employees are not data literate' rose to 79%.

On a positive note over two thirds of respondents stated that steps were being made towards 'formalising roles or that clear formalised data roles existed across the organisation' which is encouraging and builds a positive platform upon which to build data literacy. This is because positive and engaged people with good data literacy skills drive curiosity, value and business performance which creates strong advocates for data that will improve and mature the existing data culture. This can then encourage organisations to further define data roles and responsibilities, therefore promoting both a data organisational structure within which data can thrive and a positive approach to valuing it as an asset.

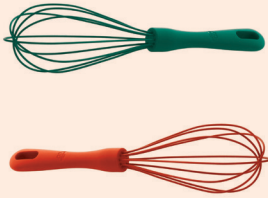
mark bates, senior consultant, carruthers + jackson



method:

Does your data have the right environment to reach its full potential?

Ensuring everybody understands what they need to do and how, when it comes to your business's data.



effective data strategy needs a method to unlock peak performance

Like any team sport, effective data strategy needs a method to unlock peak performance. Developing a method – essentially a way of working with data – helping employees understand why an organisation uses data is one of the biggest challenges for any data leader.

At its most basic, the way in which a business approaches and treats data should be determined by a clear set of best practices within an organised structure. That isn't to say that it needs to be a rigid structure that puts people into predefined boxes, but rather one where roles and responsibilities are clear and agreed.

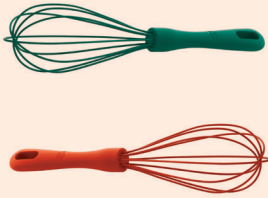
Organisations will typically have a data strategy that outlines how they'll use data which will maybe include a code of best practice, but this is simply not enough. Far from being a separate element in a business, data strategy should be closely aligned with, if not embedded into, the overall organisational framework that comprises the entire business.

Despite this, 46% of data leaders we spoke to report that their organisation's data strategy sits outside of their operating model, whilst a further 29% report

that their organisation has no data strategy at all. If organisations acknowledge that data will help them to gain a competitive edge, they simply cannot operate with a siloed and static data strategy, nor can they operate without one at all.



46% of data leaders we spoke to report that their organisation's data strategy sits outside of their operating model, whilst a further **29%** report that their organisation has no data strategy at all.

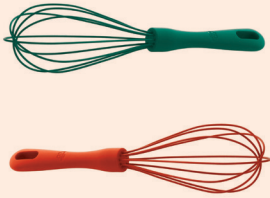


how embedded is your data strategy within your business processes?



Creating a data policy which is easy to access and comprehend is just as important as embedding it within an organisation's business plans. When asked to describe their data policies, 57% of data leaders said that these were either clunky and difficult to understand, or that they didn't have a data framework at all. If data leaders are to successfully create a data culture within their organisation, they must create policies which are designed to help employees work with data rather than get in their way.



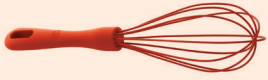


how would you describe your data policies?



Data policies and strategies are a critical part of the data toolkit, helping to drive behaviours and positive engagement.

Unless these strategies are clearly defined and recognised as an important part of the overall business strategy, data leaders will continue to struggle to improve data adoption and create the positive engagement they need for a successful data transformation.



// the cdo view:

Data analytics is exciting right now, but challenges abound, so empowering your teams and fostering innovation are key elements. A data-driven culture and employee empowerment go hand-in-hand – while companies must provide the governance and tools to enable employees to act upon data, employees must be empowered to go ahead and make informed decisions. You not only need a data management system that allows employees to access the data, you also need to create a culture where employees can make decisions and not be afraid to make mistakes. Always start with the outcomes in mind – knowing what these are up-front and ensuring everyone is on the same page is key.

inderpal bhandari, global chief data officer, IBM

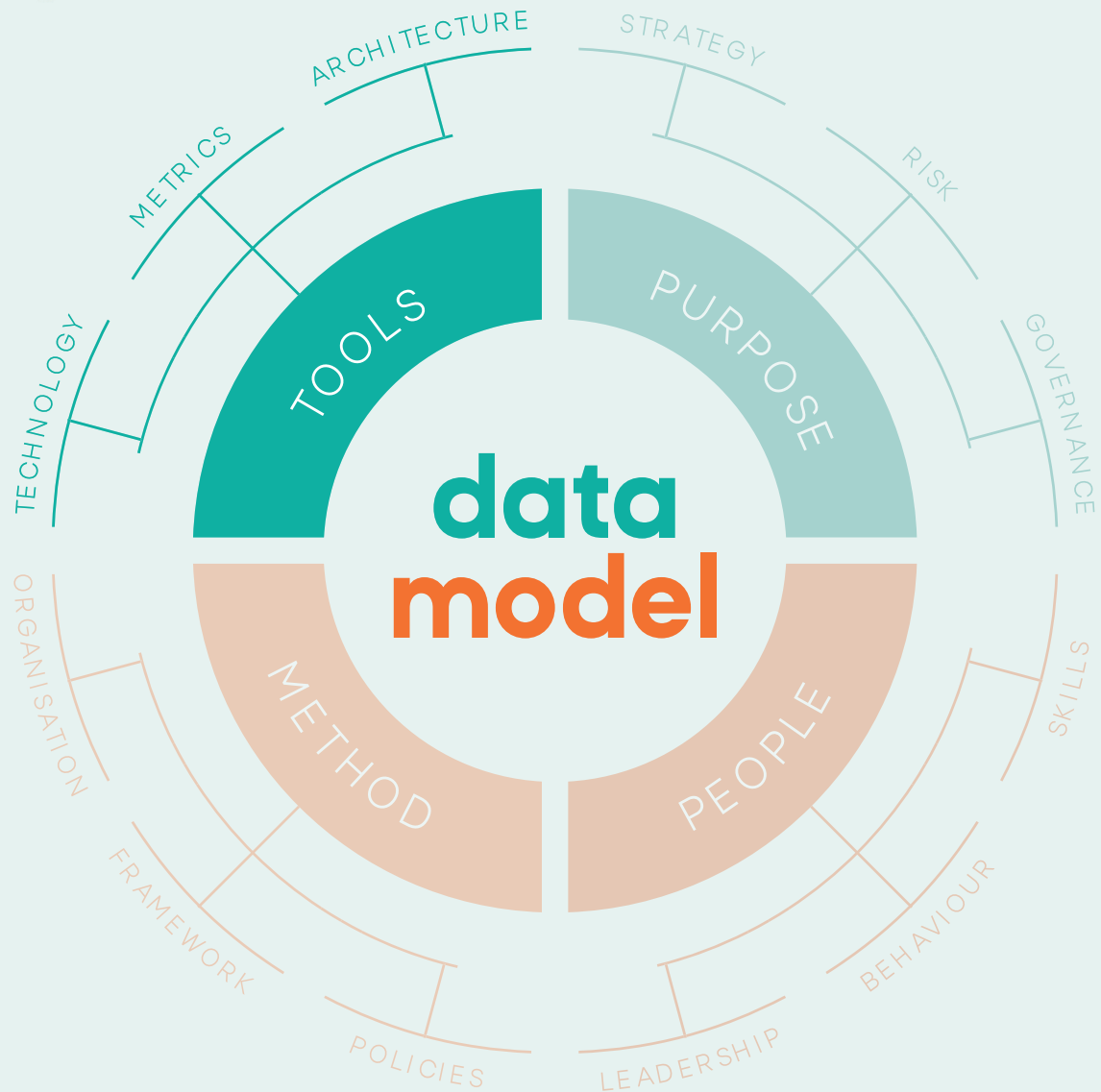
// the c + j expert take:

A hallmark of an effective data strategy is that it provides a clear mechanism for how data embeds into your overall organisational framework. Data cannot exist on the side lines as a siloed activity. It has the potential to power outcomes throughout your organisation, so must be truly ingrained in ways of working, organisational structures, and decision-making processes.

The fact so many data leaders report that their data strategy is bolted on to the side of their organisation's operating model is something we see reflected across sectors. It is a reality that frustrates the effective management and use of data. It is little surprise that a focus for many data leaders is on devising approaches such as data as a product, built around people, technology, and processes, that truly bring data and the business closer together.

Data policies are fundamental to smooth data operations. They provide the guidance people need to understand what they can do with data and to act with confidence and agility. They are an oft overlooked part of the data leaders tool kit, but we know that they can make all the difference to business engagement. Our advice is to ensure data policies form a key area of your data strategy, but make sure they are short, clear, accessible, and action oriented.

**james miller, product and strategy director,
carruthers + jackson**



tools:

Do you have the technology and structures in place to nurture your data and use it effectively?

Let's make sure everyone in your business has what they need to do their jobs effectively.



it's all about having the right tools for the job

When organisations seek to build an effective data strategy, they need to have the right framework and the right people for the job; but it's also crucial businesses understand that, to get the most out of their data, they need the right tools and processes in place.

The Data Maturity Index shows that 63% of data leaders believe the technology available to the organisation “mostly helps” use of data, suggesting that there has been a strong emphasis on tooling in past years, such as moving to cloud data storage and the implementation of data and analytics technology.

Whilst these tools are a nice addition to have for an organisation, they too rely on solid data foundations.



of data leaders believe the technology available to the organisation “mostly helps” use of data

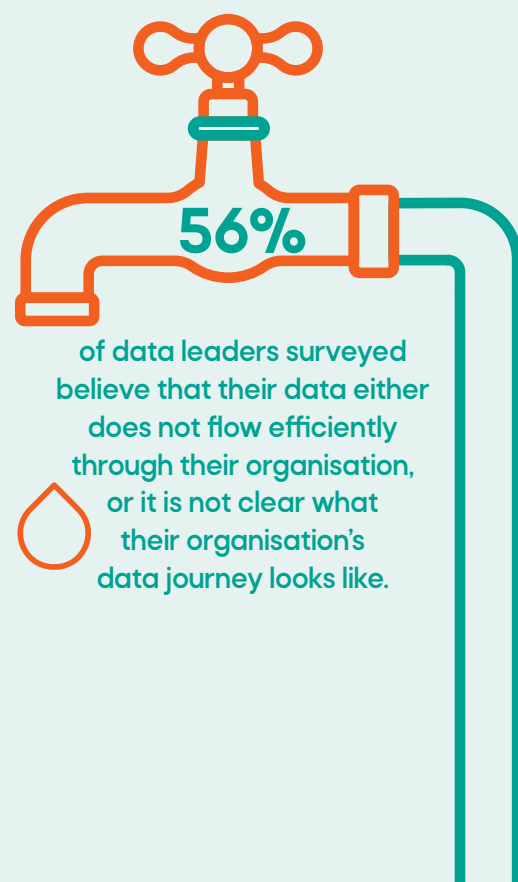


does the technology available at your organisation help or hinder your use of data?



Establishing the right data architecture is instrumental to data success, ensuring information powers and transforms business practices. At its simplest, data architecture is a collection of data guidelines, best practice, business culture and, of course, data infrastructure all rolled into one.

Good data architecture draws on best practice strategies and analytics methods to ensure that any data being collected is being used as efficiently as possible. However, 56% of data leaders surveyed believe that their data either does not flow efficiently through their organisation, or it is not clear what their organisation's data journey looks like.





Does data flow through your organisation in the way you need it to?



The data gathered for the Index suggests that data leaders presently have not been able to establish an effective data architecture, which will frustrate decision-making and value creation.

As well as a source of risk, poor data architecture creates inefficiencies within an organisation's data operations; like data governance, data architecture is a critical foundation upon which a data-enabled organisation is built. Whilst many data leaders have been focussed on data mesh and data fabric, the Index shows that organisations are still struggling with the basic foundations of a good data operation.



// the cdo view:

While it is something of a relief to see that for most organisations technology is more of a help than a hindrance when it comes to the use of data, the results don't amount to a huge vote of confidence. It's even more concerning to see that most data leaders don't see their data flowing smoothly through their organisations. Despite ongoing investments in data architecture and tools, we clearly have more work to do to help our colleagues have easy access to high quality data that can drive better decisions. Going forward, I hope we will see more teams investing not just in tools, but in time working with colleagues inside and outside technology to understand business purpose and data requirements, and to build data architecture which is driven by business need as well as technology opportunity.

mary o'callaghan, director of technology engagement, British Heart Foundation

// the c + j expert take:

There are a significant number of organisations reporting that technology hinders their use of data which would imply that investments in technology have not delivered the required results or that there has been an under-investment in the right technology.

It is concerning that 41% of organisations feel that data does not flow efficiently through their organisation. This indicates that there is still much work to be done to truly understand 'data architecture' and bring it to life. Often the problem is caused by flow of data being delivered by technology implementations and upgrades with little direction being provided by either the data users or the data professionals. For organisations to properly democratise data and unleash its value this needs to be addressed. We will see increasing discussion and delivery of data architectures like data mesh, data fabric and modern data stacks (MDS) which will be a response to poor and limited flows of data from source to end user.

peter jackson, co-founder, carruthers + jackson



identifying and overcoming data maturity challenges

The first Carruthers and Jackson Data Maturity Index highlights several critical challenges faced by data leaders, who themselves recognise that there is a mountain to climb if they are to implement a successful data transformation in their organisation.

Achieving data maturity is not an end goal in itself, but rather a set of principles upon which to base a data journey. By first understanding the challenges highlighted in this Index, and then creating a plan to tackle them, data leaders can take the first step to achieving true data driven business transformation.



Carruthers and Jackson Data Maturity Assessment

Put simply, the Carruthers and Jackson Data Maturity Assessment identifies a plan of action for harnessing and managing an organisations data.

At the heart of the Data Maturity Assessment is the Carruthers and Jackson Data Model which covers the four core areas which contribute to an organisation's data maturity: Purpose, People, Method, Tools.

Through a series of interactive workshops, the Carruthers and Jackson team gets right under the skin of an organisation by focusing on the 12

elements from our Data Model. From this, our consultants develop a deeper understanding of the current data landscape and most importantly, how improvements to this can increase value throughout a business.

For more information about our Data Maturity Assessments please visit: <https://carruthersandjackson.com/data-maturity/>

About Carruthers and Jackson

Carruthers and Jackson is the world's leading data consultancy, bringing together experts in data driven transformation to help organisations across the world to get the most out of their data.

In addition to transforming data operations and data literacy within some of the world's biggest businesses, Carruthers and Jackson is a focal point for the global data community, combining data leaders from around the world for a series of free to

attend events, including the Data Leader's Summer School and a new LinkedIn webinar series, Coffee and Cake.

For more information please visit: <https://carruthersandjackson.com/>

**the answer's
in the data.
simple.**

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