# The Future Belongs To Those Who Monetize And Maximize Their Data

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# Executive Summary

The flood of digital data is revolutionizing businesses and business decision-making. One thing is for sure: the transformation toward a data-driven world offers business leaders opportunities in nearly every sector. The role of data analytics represents a shift from informed to more reliable insights, and its future is undeniably huge. Data analytics will help organizations better understand their customers, increase sales, make more informed decisions, and improve business processes like never before.

It's no surprise then that 40% of businesses surveyed are already using data analytics across key business functions where current use cases of data analytics have been to improve the customer experience and reduce operational costs. Sixty-nine percent of firms rated analytics as a top strategic priority, and over the next 12 months, businesses will focus on extending data analytics to more innovative and predictive use cases. If they do not, however, they're afraid of being left in the dust (65%).

The survey also revealed that organizations are still getting to grips with their data analytics tools and face constraints limiting their capabilities. Sixty-seven percent of organizations, a vast majority, are still maturing in this space. This begs the question, are analytics really being used or are organizations just using slightly more sophisticated methods of reporting? Understanding insights comes not just come from data alone but from across the organization. Unfortunately, the survey revealed a business-IT gap. Organizations must bridge this gap to ensure their data foundation is solid.

In October 2016, Atos commissioned Forrester Consulting to evaluate the data analytics strategy at organizations in Asia Pacific, Europe, and North America. The study was completed in December 2016. To further explore this trend, Forrester developed a hypothesis that tested the assertion that many organizations fail to take advantage of their vast amounts of data. And even though analytics exists in pockets, organizations are not getting a full view of their business.

In conducting an in-depth survey with 583 business and IT professionals, Forrester found that these companies realize the importance of data analytics to uncover critical insights from a growing arsenal of data to better serve customers, which will help them become competitive.

## KEY TAKEAWAYS

Forrester's study yielded three key findings:

› **Organizations must continue prioritizing and investing in data analytics now or perish.** Businesses will double the use of data analytics investments over the next 12 months, and it's important for your organization to do that, too.

› **Organizations must move from obtaining and collecting data to providing critical insights.** Although the adoption of data analytics is at 40% and set to grow, most organizations continue to struggle with some of the fundamental pieces to move from data to insights. Organizations that quickly build new processes such as embedded deep analytics models can predict outcomes that boost organizational operations. The most effective way to develop a new business process isn't through the data; in fact, it's through identifying how a model can improve performance first.

› **Technology partners have the experience, expertise, and understanding — work with them.** External partners may not only bring advanced solutions; they can also contribute valuable domain and industry expertise to help their customers be successful more quickly than they would be on their own. When evaluating partners' capabilities, organizations should take a special look at a business-driven analytic mindset, agility, security, and scalability; these are deemed critical components for the future.

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## Business Success Depends On Leveraging Your Data To Best Effect

With digital transformation analytics concepts now at the heart of business strategies, the ability to make the most of your data will be — and in some industries already is — not just *a* competitive differentiator but *the* key competitive differentiator. Whether you're selling to consumers or other businesses, your customers are increasingly demanding a complete digital life cycle around the products and services you offer. This includes doing product discovery, making a buying decision to meeting customers' expectations and their desires when using the goods or service, and receiving support if needed.

You may think that the pressure is greatest and most visible in industries where buyers can easily choose between different providers, such as consumer goods or retail. However, our results show it applies equally to makers of heavy machinery or industrial equipment, where customer choice is perhaps minimal or even nonexistent. Leveraging internal as well as external information not only allows such firms to achieve operational efficiencies but also increases customer engagement. It also allows them to potentially generate extra revenue by surrounding their products with data-driven services that would otherwise be provided by third parties.

Our research highlights that business priorities reflect these goals and pressures, with most organizations seeking to improve their ability to innovate, grow revenue, offer both a better customer experience and better products/services, and, of course, ensure regulatory compliance. Hand in hand with these priorities goes the desire to make more effective use of data and analytics technology (see Figure 1).

> Around 40% of organizations are already using analytics in key business functions across the enterprise. This is set to double within three years: By 2018, this rate should exceed 70%, and nearly 90% by 2020 (see Figure 3).

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**FIGURE 1**

**Business Priorities Reflect Competitive Pressures**

**"Which of the following initiatives are likely to be your organization's top business priorities over the next 12 months?"** (Top 10 shown)

| | Critical priority | High priority | Critical or high priority |
|---|---|---|---|
| Improve our ability to innovate | 27% | 48% | 75% |
| Grow revenue | 31% | 42% | 73% |
| Improve the experience of our customers | 34% | 39% | 73% |
| Improve our products/services | 29% | 42% | 71% |
| Better comply with regulations and requirements | 26% | 44% | 70% |
| Improve the use of data and analytics technology | 29% | 40% | 69% |
| Reduce costs | 28% | 40% | 68% |
| Address rising customer expectations | 28% | 39% | 67% |
| Better leverage big data and analytics in business decision making | 25% | 41% | 66% |
| Increase influence and brand reach in the market | 27% | 39% | 66% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

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Business and technology decision makers clearly understand the importance of data and the benefits analytics can bring, with the majority of organizations either already using various types of analytics or intending to do so within the next 12 months (see Figures 2 and 3). A majority of survey respondents also indicated that data and analytics is already helping them transform the experience they deliver to their customers as well as improve operational excellence. It is also beginning to support business reinvention (innovation) and trust and compliance. More than 90% have experienced benefits from these data strategies, and 50% have seen significant revenue and bottom-line improvements.[1] Looking at the other side of the coin, 65% of respondents stated that they're at risk of being left behind if they don't use data and analytics more effectively. In other words, there's a strong realization that digital transformation relies on a firm foundation of data and analytics.

**FIGURE 2**

**Analytics Can Bring A Wide Variety Of Benefits To An Organization**

**"Which of the following benefits are you experiencing or do you anticipate by using data and analytics to analyze your applications and services?"**
(Select all that apply; top 10 shown)

| Benefit | % |
|---|---|
| Reduced IT cost | 39% |
| Improved customer interaction and satisfaction | 37% |
| Better understand our existing customers and their needs | 36% |
| Develop new or better products or services | 36% |
| Deeper insights from available data | 36% |
| Access to valuable data that was not used before | 34% |
| More IT employees using data/data analytics | 33% |
| Make better-informed business decisions | 33% |
| Gain competitive advantage | 32% |
| Increased business agility | 32% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific
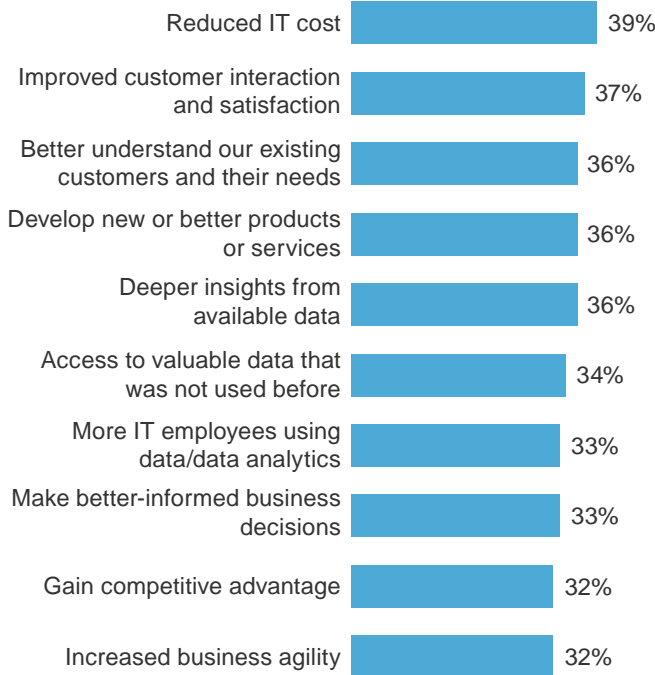
Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

**FIGURE 3**

**Organizations Leverage Analytics In Many Different Areas**

**"What are your firm's plans to use the following types of analytics?"**

- ■ Adopted and among our longest-used analytics types
- ■ Adopted and among our newest analytics types
- ■ Not yet adopted, but planning to within one year
- ■ Not yet adopted, but planning to in more than one year

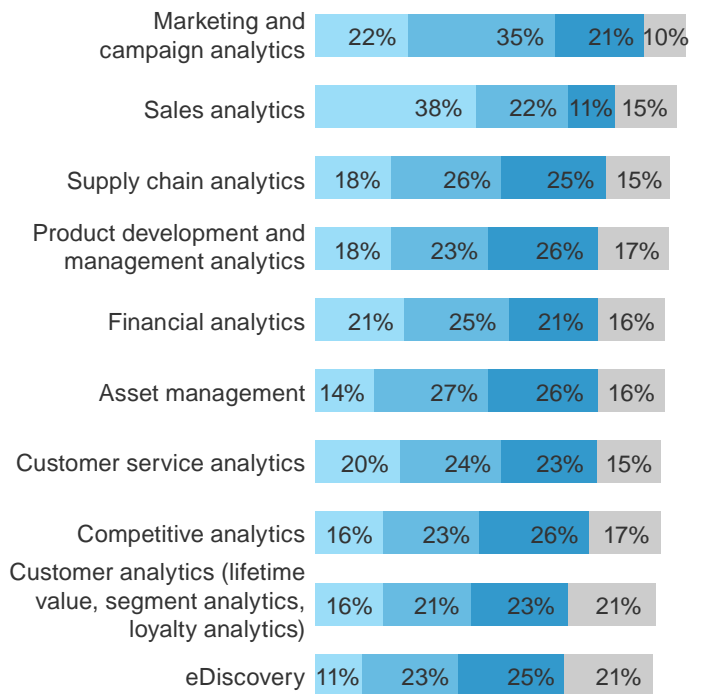| | Longest-used | Newest | Within one year | More than one year |
|---|---|---|---|---|
| Marketing and campaign analytics | 22% | 35% | 21% | 10% |
| Sales analytics | 38% | 22% | 11% | 15% |
| Supply chain analytics | 18% | 26% | 25% | 15% |
| Product development and management analytics | 18% | 23% | 26% | 17% |
| Financial analytics | 21% | 25% | 21% | 16% |
| Asset management | 14% | 27% | 26% | 16% |
| Customer service analytics | 20% | 24% | 23% | 15% |
| Competitive analytics | 16% | 23% | 26% | 17% |
| Customer analytics (lifetime value, segment analytics, loyalty analytics) | 16% | 21% | 23% | 21% |
| eDiscovery | 11% | 23% | 25% | 21% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

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# Sectors Use Data And Analytics In Different Ways

The pressure to become more insight-driven and customer-centric applies to all the sectors Forrester surveyed for this report — all leverage data and analytics to varying degrees today. They also all share a general desire to improve their use of data and analytics, drive innovation, and deliver better products and services to customers and citizens. Most sectors already make extensive use of data to analyze market trends; aside from that, how organizations leverage their data is largely determined by immediate business pressures, as we'll show below in the Financial Services section. When it comes to plans for the next 12 months, there's a general trend toward becoming more real-time focused and forward-looking; again, we can see variances that reflect how the pressure to become increasingly digital affects the verticals that were surveyed.

## FINANCIAL SERVICES

Financial services' existing data and analytics efforts have predominantly been in the areas of understanding market trends (70%), forecasting demand (55%), and increasing

portfolio performance (49%), followed by a variety of initiatives aimed at improving the customer experience and, of course, regulatory compliance.[2] Intentions for the next 12 months reflect the increasing threats to financial institutions from criminals on one hand and challenges from financial technology (fintech) startups as well as major players from outside the banking industry on the other. Investments in all of the areas mentioned above are continuing, but fraud detection and prevention top the list for over half of respondents, and just under half want to move to a more real-time way of doing business (see Figure 8). Few financial services firms are currently leveraging data and analytics to automate digital interactions with chatbots (15%), for example, but 38% have expressed their intention of doing so in the next 12 months.

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**FIGURE 8**

**Finance Data And Analytics Use Cases**

**"For which purpose are you using or considering using data and analytics?"**
(Top 10 shown)



■ Yes, we plan to do this in the next 12 months    ■ Yes, we are already doing this

| | Plan to do this | Already doing this |
|---|---|---|
| Identify and prevent fraud | 54% | 30% |
| Acquire real-time visibility into financial transactions | 49% | 29% |
| Provide advanced sales and promotion management | 48% | 40% |
| Simplify and accelerate customer onboarding, satisfaction, and loyalty | 48% | 43% |
| Drive real-time contextual, targeted marketing across channels | 43% | 35% |
| Develop new business models around data monetization and resell | 42% | 21% |
| Support the development of new business models (insurance as a service, cash back) | 40% | 32% |
| Streamline, automate, and digitalize business processes | 40% | 31% |
| Optimize asset and transaction management | 40% | 36% |
| Do statistical modeling and forecasting | 40% | 35% |

Base: 84 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

# Where There's Opportunity, There Are Challenges

Approximately 90% of the world's data was created in the past two years, and it's clear that we have access to more data than ever. We store more, process more, and have access to an increasing variety of internal and external data sources. Equally, nobody needs reminding that the variety of data types has also multiplied. Where organizations would in the past only use well-structured data from a data warehouse for their analytics, they're now faced with all kinds of formats, including video and text. Hence, it's not surprising that this is the single most frequently cited challenge to organizations' efforts at translating their data and analytics strategy into reality (see Figure 10).

Other challenges range across a wide spectrum of technology, organizational, and people issues, including:

› **Data silos.** There are two aspects to this: 1) challenges with data silos created by technology implementation (36%) and 2) data silo challenges resulting from organizational structure (29%). The only surprise in these survey responses is that these percentages are not higher: anecdotal evidence suggests that data silos are an issue in the majority of organizations, hindering their efforts at getting a complete view of their customers or their business, let alone in real time.

› **Security, privacy, and compliance.** With cyberattacks and data breaches becoming an all too frequent occurrence, it's important that organizations put in place strong defenses. And, of course, there's the need to comply with regulations as well. Unfortunately, the mechanisms put in place to handle data in a secure and compliant manner can get in the way of an organization's analytics ambitions, and it can be difficult to reconcile the wants and needs of business analysts and decision makers with the restriction placed on accessing and using data.

› **Data quality, data standards, and master data.** Twenty-nine percent of respondents see poor data quality as one of their biggest obstacles. Concerns about lack of data standards, master data, and not having a single view of the customer register lower on the scale, but taken together point to continuing difficulties with putting in place the solid data foundation that's needed to support analytics and deliver valuable insights to decision makers.

› **Skills, organization, and culture.** None of the following stumbling blocks were chosen by more than a quarter of survey respondents: lack of skills; adequate end user training and self-service capabilities; not enough access to data; insufficient executive support and change management programs; organizational challenges around data stewardship; and cultural issues. Both individually and in combination, these issues can easily derail analytics projects.

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**FIGURE 10**

**Organizations Face A Wide Variety Of Challenges On Their Data And Analytics Journey**

**"What are the biggest challenges when orchestrating or executing your vision for data and analytics?"**
(Select all that apply; top 10 shown)

| Challenge | % |
|---|---|
| Growth of data volume/variety | 44% |
| Data security and privacy | 36% |
| Data silos created by technology implementation | 35% |
| Lack of alignment between IT and business | 35% |
| Legal and regulatory compliance | 32% |
| Data silos resulting from organizational structure | 29% |
| Poor data quality | 29% |
| Fast-changing analytic and reporting requirements | 28% |
| Inadequate or missing relevant internal skills | 27% |
| Lack of adequate user training | 24% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

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**BUSINESS AND IT NEED TO FIND NEW WAYS OF WORKING TOGETHER**

There's one more key obstacle standing in the way of organizations' ability to leverage data for gaining — or retaining — competitive advantage: the way in which IT and other business areas work together. Thirty-four percent of survey respondents cited "lack of alignment between IT and business" as a key challenge to achieving their data and analytics vision, and 71% rated "improve IT's relationship with the business" as either a critical or high priority.

The current lack of alignment is also reflected in the fact that many business areas bypass their colleagues in IT when it comes to addressing their data and analytics needs. Less than a third work with their technology management colleagues from the beginning and work closely with them, while a quarter try and solve things entirely for themselves before going to IT. And just over a fifth go straight to an external services provider.

There are other indications that something needs to change if companies want to achieve their ambitions — or even just survive — in the digital economy. For example, just under a third of survey respondents are "very satisfied" with data and analytics in their company.

Last, but by no means least, leadership teams need to do more to enable IT to operate at the speed of business, because at the moment, it doesn't. Whether it's an account representative, a factory floor manager, or an executive in a board meeting, decision makers increasingly need to understand what's going on in real time or near real time in order to take the most appropriate action. More than that, their information needs often change rapidly.

And yet, in the majority of organizations, it still takes IT too long to respond to analytics requests. For example, just over a third of IT departments can turn around a request for a new report from existing data sources within days rather than weeks or even months, and a third of survey respondents reported that it still takes them over a year to support new BI or advanced analytics technologies (see Figure 11).

There are many reasons for this disconnect between the business and IT, and not all of them can be solved by IT alone. To be successful, business and technology leaders must be at the same table and focused on the same business goals.

Other best practices Forrester has identified for the successful delivery of analytics capabilities include:
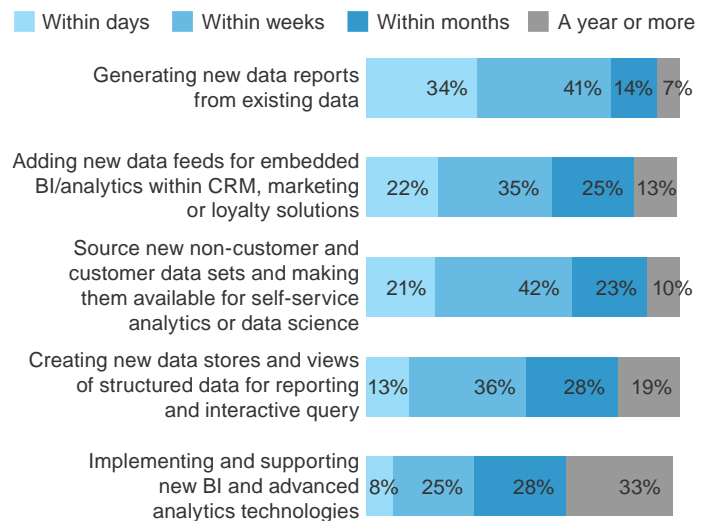
> Introducing new ways of working, centered on agility, collaboration, and short time-to-value.

> Establishing a solid, secure foundation for your data and analytics. Consider appointing a chief data officer.

> Selecting the most appropriate tool set, taking into account current and future requirements.

> Leveraging external partners to make sure you have access to the widest possible set of capabilities.

**Decision makers are flying blind a lot of the time, given that the average time taken for IT to respond to business requests around analytics is still measured in weeks and months rather than days (or even less) and weeks (see Figure 11).**

**FIGURE 11**
**Most IT Departments Aren't Moving At Business Speed**

"In general, when business users are looking for help with analytics, how quickly does IT turn around the following requests?"

■ Within days  ■ Within weeks  ■ Within months  ■ A year or more



| | Within days | Within weeks | Within months | A year or more |
|---|---|---|---|---|
| Generating new data reports from existing data | 34% | 41% | 14% | 7% |
| Adding new data feeds for embedded BI/analytics within CRM, marketing or loyalty solutions | 22% | 35% | 25% | 13% |
| Source new non-customer and customer data sets and making them available for self-service analytics or data science | 21% | 42% | 23% | 10% |
| Creating new data stores and views of structured data for reporting and interactive query | 13% | 36% | 28% | 19% |
| Implementing and supporting new BI and advanced analytics technologies | 8% | 25% | 28% | 33% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific

(not all responses shown)

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

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# Becoming Insight-Driven Calls For A New Approach

For many organizations, it's early days when it comes to delivering on their data and analytics strategy. While fewer than one in 10 firms are still in the process of trying to formulate a data and analytics strategy, over half of survey respondents stated that they have a strategy and have made some progress against it.

Looking at IT organizations' priorities for the next 12 months, our survey reflects a clear recognition that something needs to be done about IT's relationship with the business, and that IT may need to be reorganized to achieve better alignment. This is a critical component to increasing the linkage between IT and the business if adoption of new technologies is going to succeed and not go to waste. Other priorities for the IT organization include greater use of innovative technologies, improvement of a number of processes, and a general increase in the role of the business when it comes to decisions around technology choices and investments (see Figure 12, below).

Our survey also shows that many organizations are following best practices in the actions they're planning to take in order to become more insight-driven. These include:

› **Creating a business-led data governance or stewardship program.** Only the business can decide what data is needed to support decisions, both at a strategic and tactical level. And while it's IT's responsibility to capture, store, and appropriately prepare the data for use in analytical applications, it's for the business to decide on the rules that apply to that data. Too many business leaders still expect IT to take sole responsibility for everything to do with data. For the 43% of respondents who stated that they were putting in place a business-led program for data stewardship or governance, this very much represents a step in the right direction.

› **Focusing on innovation, culture, and organization.** While an essential element, technology alone can't bridge the gap between data, insight, and action. Whether it's putting in place an innovation capability to inject fresh thinking and new approaches, changing management culture to become more data-driven, or adapting processes to promote data sharing — organizations are taking steps to address all of the elements that need to come together in an insight-driven business.

› **Investing in skills.** Data engineering in an environment that requires dealing with a greater amount of more diverse data and often faster data speeds requires advanced analytical skills that many organizations don't have in-house, or not in sufficient quantity. That's why there's a lot of focus on recruiting more people with the needed expertise; however, it's equally important to develop the skills of existing staff. Firstly, there isn't enough talent around; secondly, external recruits — even from the same industry — won't have the same level of domain expertise of the people already working in your organization (see Figure 12).
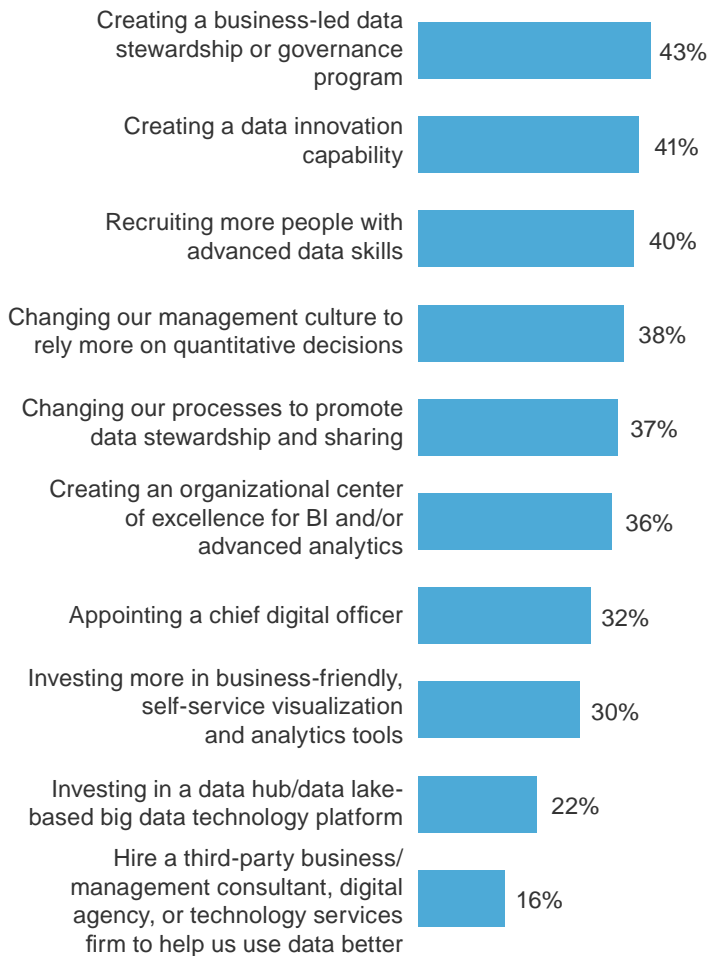
> Sixty-three percent of respondents declared that their firm is just maturing in its data and analytics strategy execution. This shows a strong need for improvement for firms to succeed. Sixty-nine percent rated it as a top business priority to improve the use of data and analytics technology in the next 12 months.

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**FIGURE 12**

**Organizations Plan To Take A Variety Of Actions To Improve Data-Driven Decision-Making**

**"What actions is your firm currently taking or planning to take to improve the use of data and analytics to support business decision making?"**
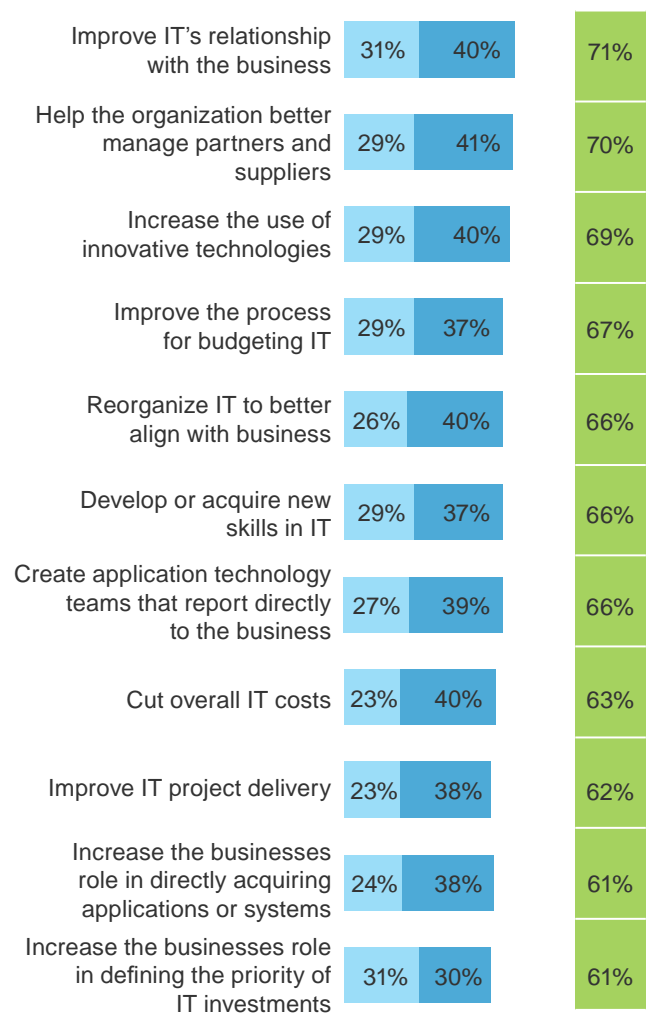(Select all that apply)

| Action | % |
|---|---|
| Creating a business-led data stewardship or governance program | 43% |
| Creating a data innovation capability | 41% |
| Recruiting more people with advanced data skills | 40% |
| Changing our management culture to rely more on quantitative decisions | 38% |
| Changing our processes to promote data stewardship and sharing | 37% |
| Creating an organizational center of excellence for BI and/or advanced analytics | 36% |
| Appointing a chief digital officer | 32% |
| Investing more in business-friendly, self-service visualization and analytics tools | 30% |
| Investing in a data hub/data lake-based big data technology platform | 22% |
| Hire a third-party business/management consultant, digital agency, or technology services firm to help us use data better | 16% |

**"Which of the following initiatives is your IT organization prioritizing over the next 12 months?"**

Legend: ▢ Critical priority  ▢ High priority  |  **Critical and high priority**

| Initiative | Critical priority | High priority | Critical and high priority |
|---|---|---|---|
| Improve IT's relationship with the business | 31% | 40% | 71% |
| Help the organization better manage partners and suppliers | 29% | 41% | 70% |
| Increase the use of innovative technologies | 29% | 40% | 69% |
| Improve the process for budgeting IT | 29% | 37% | 67% |
| Reorganize IT to better align with business | 26% | 40% | 66% |
| Develop or acquire new skills in IT | 29% | 37% | 66% |
| Create application technology teams that report directly to the business | 27% | 39% | 66% |
| Cut overall IT costs | 23% | 40% | 63% |
| Improve IT project delivery | 23% | 38% | 62% |
| Increase the businesses role in directly acquiring applications or systems | 24% | 38% | 61% |
| Increase the businesses role in defining the priority of IT investments | 31% | 30% | 61% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

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# Key Recommendations

Whatever your business, this is the time to accelerate investment in analytics if you don't want to be left behind. Your competitors plan to double their use of analytics by 2020. Businesses that aren't making the most of the data they have access to sooner or later won't be able to compete. If you don't have the data you need in order to make better decisions, improve the way in which you develop and sell products or services, provide a good customer experience, and stay compliant and secure while keeping costs under control, then you must move fast to figure out how to obtain it. Internal data is not the only key to success — external data, which is found in a variety of sources outside of the organization, presents a real opportunity for organizations in every sector to help boost new opportunities and achieve improvements in the loss ratio. Be prepared to make required changes to your organization, processes, and technology; otherwise, you'll most likely put your business at risk sooner or later. Aim to:

› **Start with clear business goals and objectives.** Just like the best car in the world won't get you to your destination if you don't know where you want to go, you won't be able to get the most out of your data without business context and a strong focus on what the organization is trying to achieve. Whether it's a strategic goal like "increase margins" or a tactical objective like shortening the time it takes for a customer to make a purchase, start with what you're trying to achieve and work backwards from that. Not having this focus is a key cause of analytics project failures.

› **Break down internal silos, and adopt Agile and collaborative processes.** Decision makers need access to the right data at the right time, regardless of where in the organization it resides. Equally important is a new approach to the relationship between business and IT, centered on working toward common objectives and putting in place processes that support getting there as fast as possible. Replace traditional rigid approaches to collecting requirements as much as possible, with an Agile approach that supports colleagues from the business and IT — and in manufacturing, also from operational technology (OT) — working together, often literally side by side. DataLabs are one of the ways to implement this.

› **Get ready now for the data deluge and security challenges of tomorrow.** The move toward keeping more and more diverse data brings with it the need for new approaches to the all-important area of secure data governance and high-performance data management. In a nutshell: make sure your data foundation is solid. Neglecting this area will not only increase the risk of making wrong decisions or creating other exposures in the current environment. It will also make it impossible to create meaningful predictive models, let alone leverage emerging technologies like artificial intelligence that are increasingly becoming part of everyday environments.

› **Deliver insight to the point of decision, and review in a continuous cycle.** The best data and analytics don't matter if nobody acts on the insight. This isn't about giving everybody access to analytics tools — it's about embedding insight into all systems and processes and surfacing them at the moment a decision is made. Equally important is a continuous review cycle: Unless you analyze the results of decisions, you won't be able to refine them; this applies equally to decisions made by humans and actions initiated by automated processes.

› **Work with technology partners.** Most organizations have neither the time nor the expertise and resources to put in place all the systems that are needed to really make their data work for them. And it's not just about buying rather than building software, or leveraging cloud deployments rather than running everything in-house. External partners may not only bring advanced solutions, but they may also contribute valuable domain and industry expertise to help their customers be successful more quickly than they would be on their own. When evaluating partners' capabilities, take a special look at business-driven analytic mindset, agility, security, and scalability. This will be key for the future.

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## Appendix A: Methodology

In this study, Forrester conducted an online survey of 583 business and IT leaders from enterprises in North America, Europe, and Asia Pacific to evaluate their organizations' strategy and management of data analytics. Eleven industries were covered, including energy and utilities, financial services and insurance, telco, retail, government, and manufacturing. The manufacturing sector included high-tech and engineering, automotive, consumer products manufacturing, pharmaceuticals, chemicals and metals, and process. Survey participants included director, VP, and C-level decision makers. Respondents were offered a small incentive as a thank you for time spent on the survey. The study began in October 2016 and was completed in December 2016.
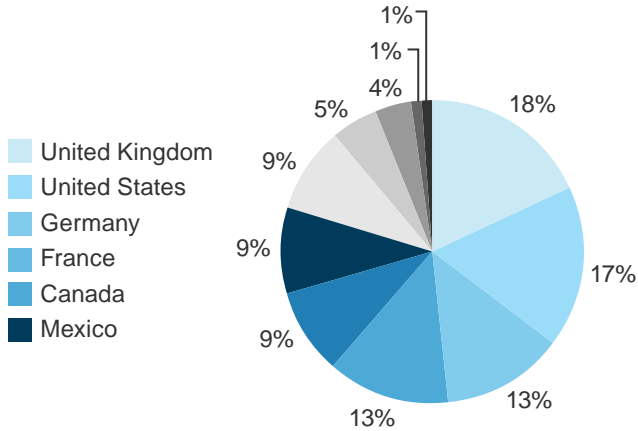
## Appendix B: Supplemental Material

**RELATED FORRESTER RESEARCH**

"Want To Drive Actionable Insights? Refuel Your Data Management Engine Today," Forrester Research, Inc., May 25, 2016
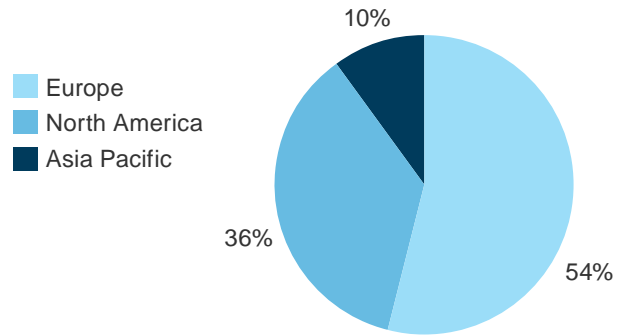
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# Appendix C: Demographics/Data
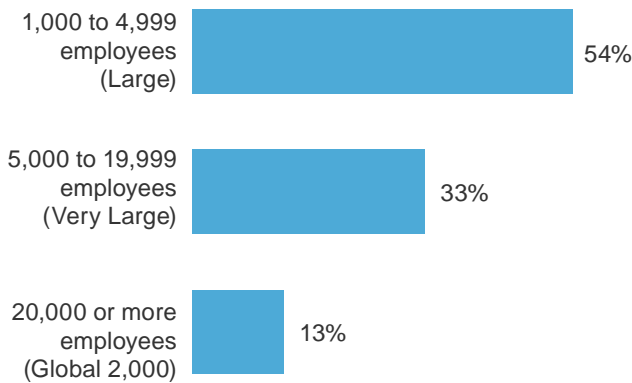
**FIGURE 13**

**Survey Demographics**

### "In which country are you located in?"

1%
1%
4%
5%
9%
18%
17%
13%
9%
9%
13%

- United Kingdom
- United States
- Germany
- France
- Canada
- Mexico

### "In which region are you located?"

10%
36%
54%

- Europe
- North America
- Asia Pacific

### "Using your best estimate, how many employees work for your firm/organization worldwide?"

| | |
|---|---|
| 1,000 to 4,999 employees (Large) | 54% |
| 5,000 to 19,999 employees (Very Large) | 33% |
| 20,000 or more employees (Global 2,000) | 13% |

### "Which of the following best describes the industry to which your company belongs?"
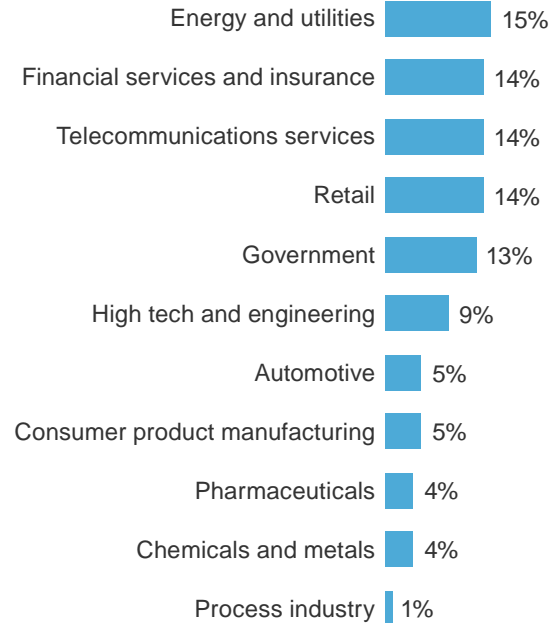
| | |
|---|---|
| Energy and utilities | 15% |
| Financial services and insurance | 14% |
| Telecommunications services | 14% |
| Retail | 14% |
| Government | 13% |
| High tech and engineering | 9% |
| Automotive | 5% |
| Consumer product manufacturing | 5% |
| Pharmaceuticals | 4% |
| Chemicals and metals | 4% |
| Process industry | 1% |

Base: 583 business and IT decision makers with involvement in management of BI, data analytics, and data management in EU, NA, and Asia Pacific (percentages may not total 100 because of rounding)

Source: A commissioned study conducted by Forrester Consulting on behalf of Atos, December 2016

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# Appendix D: Endnotes

[1] Seventy-two percent of survey respondents either agree or somewhat agree with the statement that "data and analytics is reinventing the overall experience." Sixty-seven percent of survey respondents either agree or somewhat agree with the statement that "we are using data and analytics to reinvent what our company does."

[2] Eighty-percent of survey respondents plan to improve regulatory compliance.