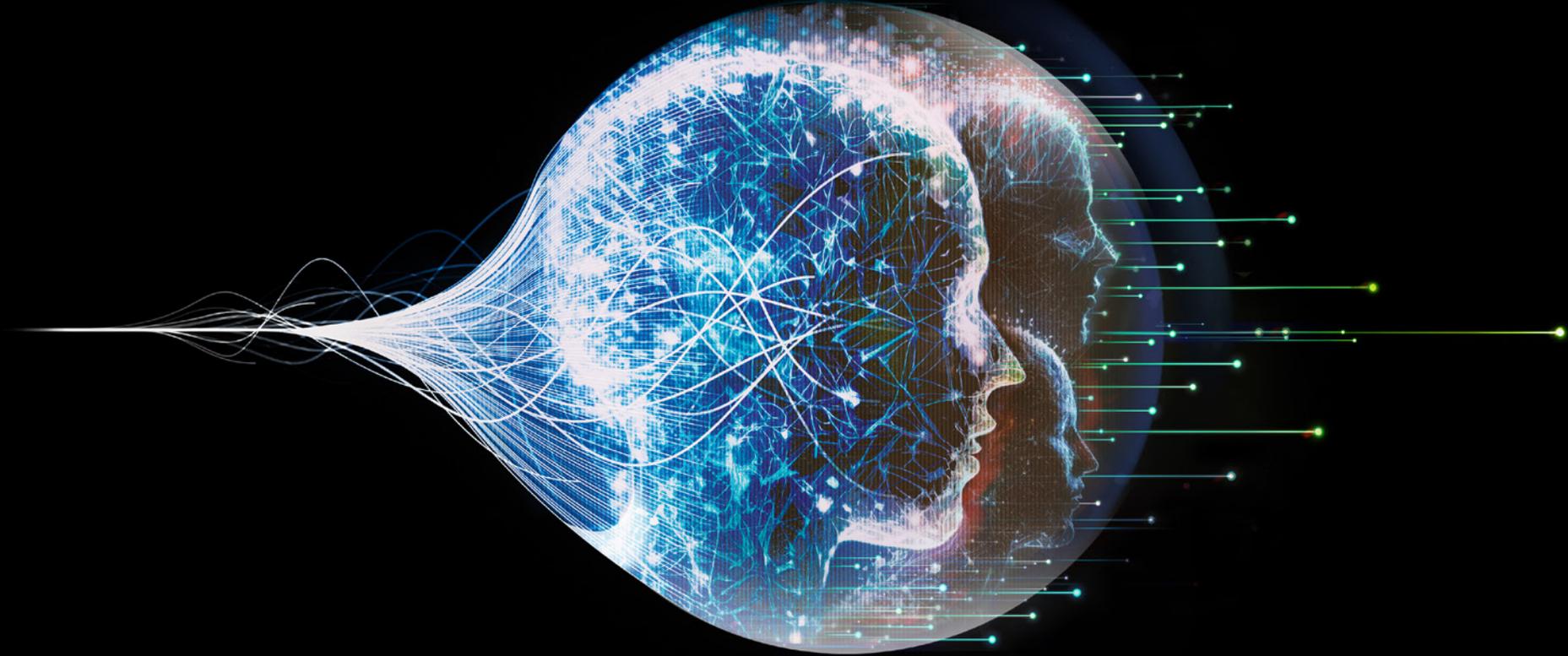


Deloitte.



Chief Data Officer survey 2023

October 2023

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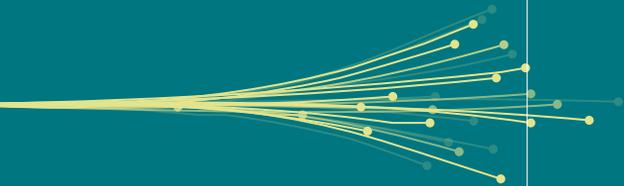
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01 Executive summary

Context

In recent years, there has been an explosive proliferation of new artificial intelligence (AI), analytics and data use cases globally. Digital transformation continues at pace, and the most highly data-enabled organisations continue to set new standards of performance.

The future of data is more exciting than ever with vast opportunities, however, these new use cases pose fresh risks and are stretching traditional governance approaches.

The role of the Chief Data Officer (CDO) is firmly on the agenda for most, perhaps all, organisations. Your organisation may already have appointed a CDO, may be considering doing so, or may not have explored this option yet. In any case, there is a need to understand how CDOs should contribute – by leading, catalysing, or supporting across data initiatives. Clearly, an organisation's success is not the sole responsibility of the CDO – but the CDO plays a key role, which is increasing in importance and scope.

Objectives

We are excited to present our second annual CDO survey following the launch of the inaugural report in 2022.

Our objective of the survey, and this report, is to identify insights into the CDO role, and enable data leaders to draw comparisons, for example, where CDOs spend their time and budget, and what their key priorities and challenges are.

New additions to the survey this year include data on the diversity of the CDO role, an initial look at developing trends over time, and additional details on pre-existing areas of insight, such as CDOs' budgets. We look forward to continuing to explore and investigate these trends in future years.

01 Executive summary

Key insight

We believe that a CDO's success at delivering a positive impact on business performance is driven by three key factors:

01. having a vision aligned to the business strategy
02. having significant control over how data is gathered, managed and delivered to the organisation
03. having a material influence over those data aspects they don't control, through relationships.

On the next page, we summarise the key observations related to these three elements. In the following sections, we will explore each area in more detail.



01 Executive summary

Conclusions

We believe that the evidence gathered from the survey points us at several important conclusions about the future of this developing C-suite role:

- the CDO role is not going away, with the remit and size of the CDO team continuing to grow at pace
- CDOs are increasing in seniority and leverage, with significant movement towards improved relationships with CxOs and greater presence on the executive board.

The survey reconfirms that CDOs benefit from reflecting on their:



Vision and goals: established and effective CDOs have a defined strategy that is aligned to the business and communicated with their wider organisation. A clear vision helps CDOs to achieve this successfully.



Control: established and effective CDOs are strengthening their control by building bigger teams or establishing better engagement through federated models, to cover a broader scope of data capabilities.



Influence: established and effective CDOs have influence over all other aspects of the organisation that impact on their purpose, ranging from C-suite to more junior employees.

Variations in the role and focus areas of the CDO across industry groups are important. For example, the relative weightings amongst the three identified core objectives vary dramatically: the data shows a focus on driving value in Corporates*, compliance in Government & Public Sector, and a balanced agenda in Financial Services.

*Note: Corporates refers to Private Sector companies including (but not limited to) the Consumer, Energy, Resources and Industrials (ER&I), Telecommunications, Media and Technology (TMT) and Life Sciences and Health Care (LSHC) industries.

01 Executive summary

Data continues to be a key topic for organisations across industry groups and geographies, making the role of the CDO ever more important.

We hope that this report supports you in your role as a senior data leader, to frame your thinking on the key opportunities and challenges of the role. Please contact a member of our team to discuss your organisation's needs.

Thank you for reading and supporting us with this research.



Tony King

Data, Privacy &
Analytics Partner



Andy Whitton

Data, Privacy &
Analytics Partner



Iris de Jongh

Responsible Data &
Analytics Partner

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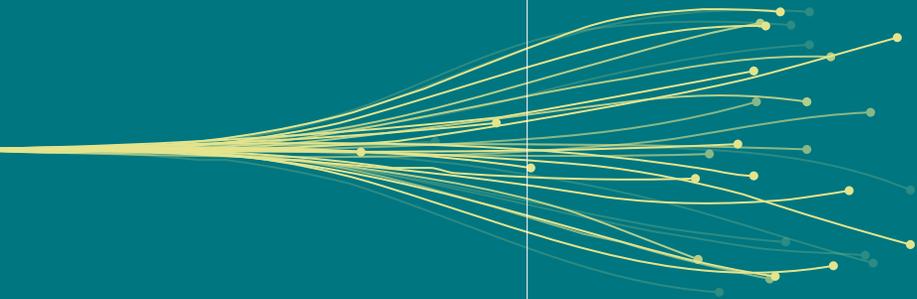
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02 Key observations: vision & goals

Vision & goals Our perspective

A clear data strategy is a critical enabler of a modern, data-driven organisation. Enterprises that have defined, shared, and aligned their data strategy with their organisational strategy will be able to drive value and extract insights from their data more effectively. Established and effective CDOs with a clear vision are more focused and successful at communicating this with the wider organisation.

We believe that strategy is a critical part of the CDO's role. A CDO who is focused on strategy and change, as well as technology and operations, is more likely to maximise their impact.



02 Key observations: vision & goals

Vision & goals

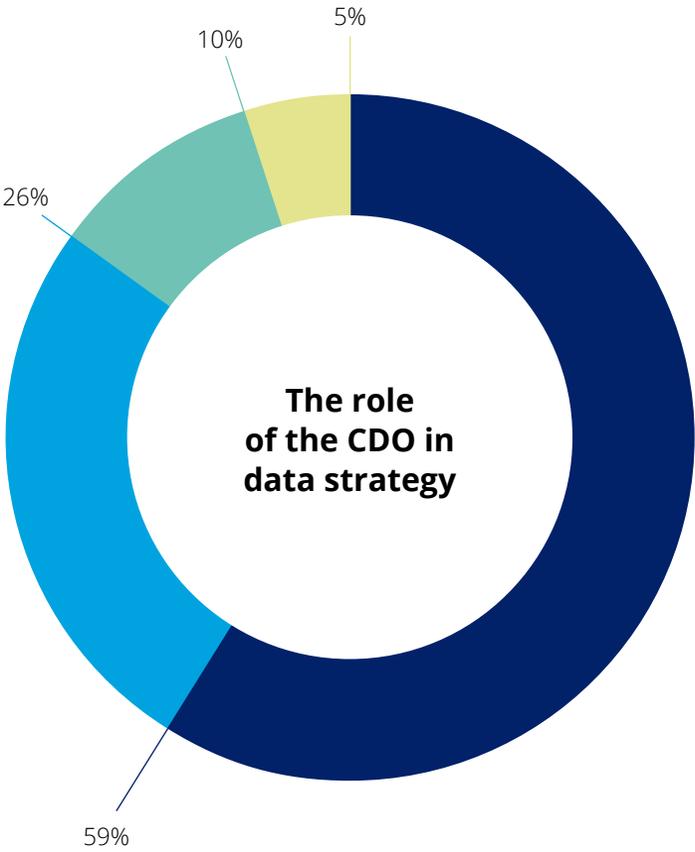
CDOs enable their organisations to become insight-driven through data strategy.

61% of CDOs said creating, updating, or implementing their data strategy was one of their top priorities over the next year.

59% of CDOs own both the creation and delivery of their organisation's data strategy.

CDOs whose remit extends across the whole organisation are **40%** more likely to have defined and implemented their own strategy.

69% of CDOs want to spend more of their time providing leadership for data activities and less time assessing and designing data technology platforms. See further details on **page 66**.



- % of CDOs that own both creation and delivery
- % of CDOs that own neither, contribute to both
- % of CDOs that own creation, contribute to delivery
- % of CDOs that own delivery, contribute to creation

*Note: The 'operator' role is a part of the four faces framework. More information on this can be found in the 'four faces of the CDO' section.

02 Key observations: vision & goals

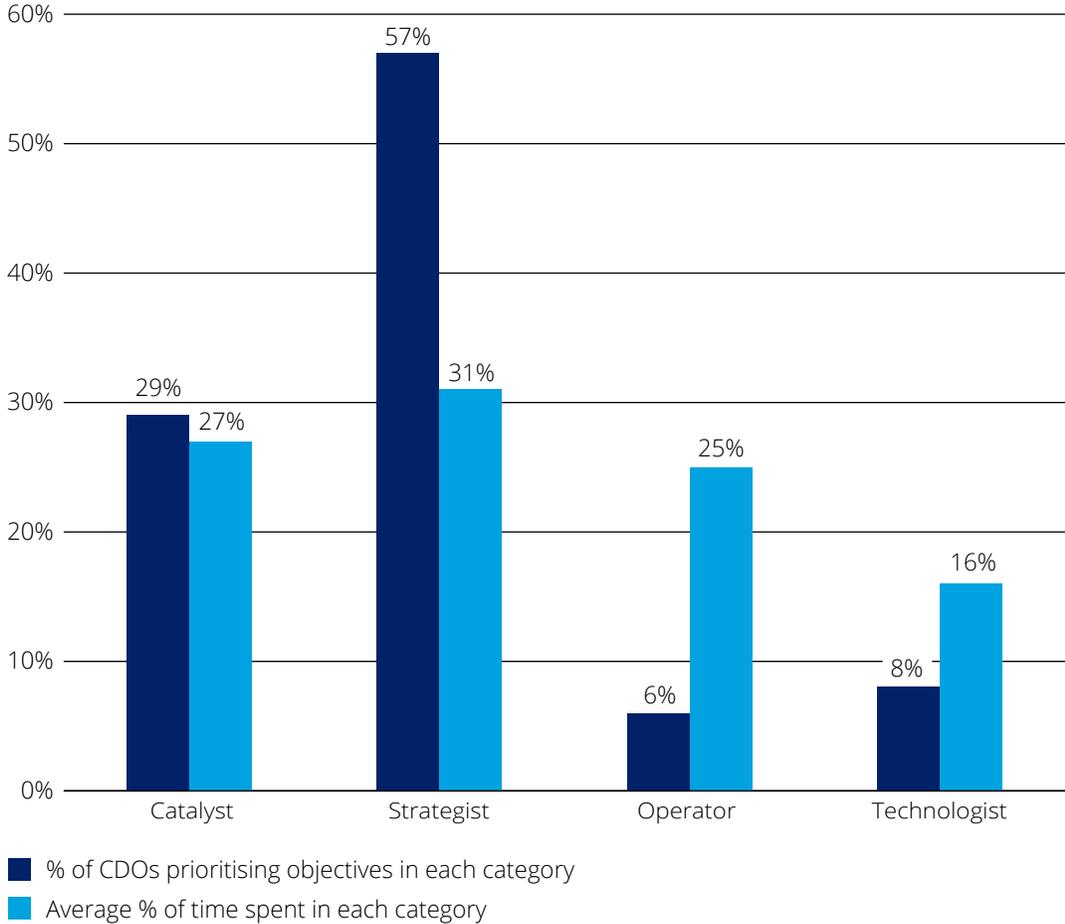
CDOs need to work to align their activities with their strategies.

CDOs spend **25%** of their time in the 'operator*' role. However, only 6% of CDOs state 'operator' type objectives as a priority.

CDOs generally spend more time in technologist and operational roles than in strategic ones, which have been identified as a priority for **57%** of CDOs.

CDOs spend a disproportionate amount of time in the operator and technologist roles (**25%** and **16%** respectively) and not enough time in the strategist role, when compared against their top objectives.

CDOs' time is not aligned to their top objectives



*Note: The 'operator' role is a part of the four faces framework. More information on this can be found on **page 60** onwards.

02 Key observations: vision & goals

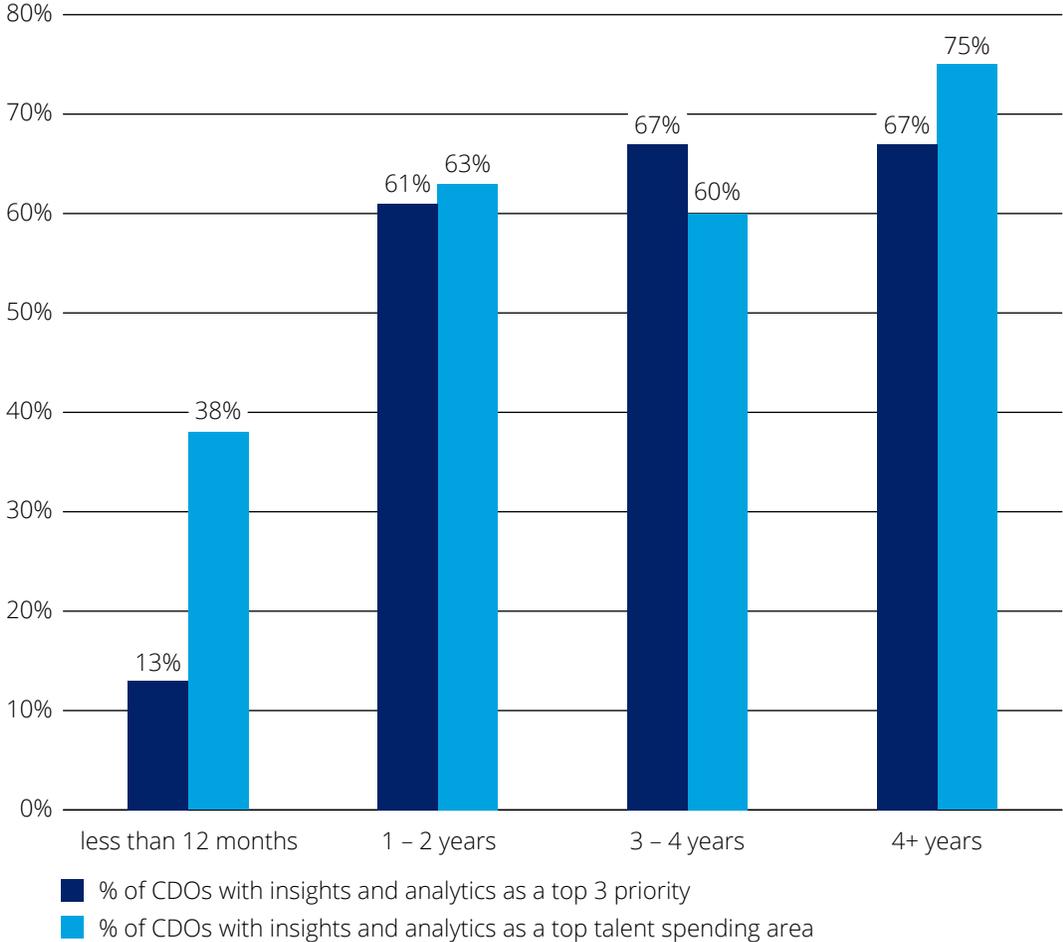
CDOs that are well established in their role are more likely to focus on insights and analytics.

67% of CDOs with a tenure of over three years flagged improving the usage and availability of insights and analytics as one of their priorities, compared to 53% of all CDOs.

67% of CDOs with a tenure of over three years have analytics and insights as one of their largest areas of talent spending, compared to 60% of all CDOs.

76% of Corporates are focusing on insights and analytics compared to 40% in Government & Public Sector and Financial Services.

CDOs' focus on insights and analytics



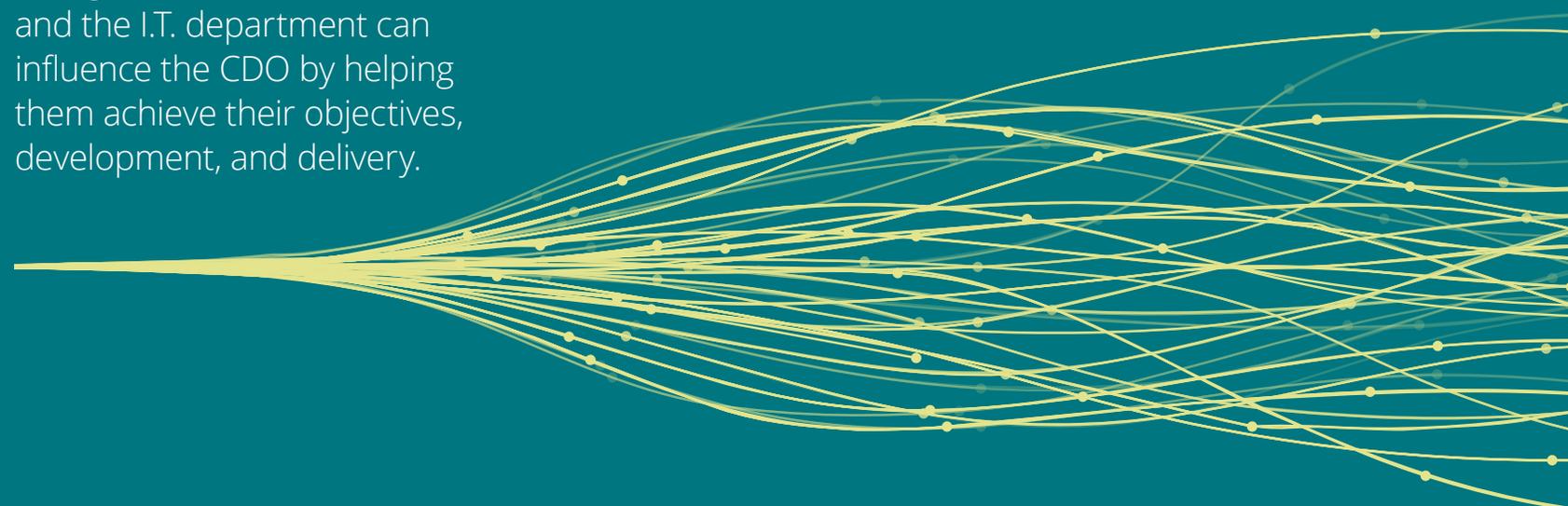
02 Key observations: control

Control Our perspective

We believe that CDOs must have control over the data function, or have a wide influence over the usage of data across the enterprise through a federated model. This will help CDOs to drive value for their organisation fully and effectively.

The CDO plays a key role in the I.T. systems' change process to ensure that infrastructure aligns with the business' ambitions and broader data objectives.

The bilateral relationship between the CDO and the I.T. team is extremely important. The CDO needs to influence I.T. activities to align with their ambitions, and the I.T. department can influence the CDO by helping them achieve their objectives, development, and delivery.



02 Key observations: control

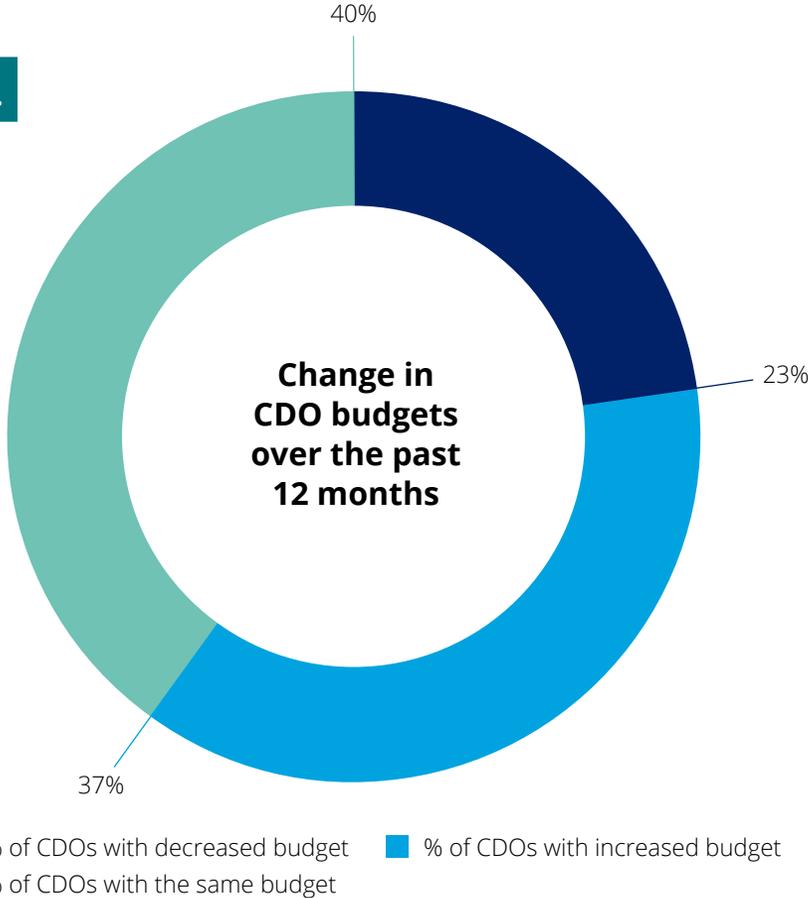
Control

CDOs do not control a significant proportion of data-related spend (yet).

Relative to the size of the I.T. budget*, spending controlled by CDOs is smaller than we would expect at **12%**. This is less than their desired percentage, which is **17%**.

37% of CDOs have seen an increase in their budgets in the past 12 months: we expect to see a continued upwards trend over the next 12 months, with CDO budgets increasing towards the desired 17% of overall I.T. budget.

The majority of CDOs are responsible for their own budgets. This trend can be seen across all industry groups: **86%** from Corporate, **77%** from Financial Services and **76%** from Government & Public Sector.



*I.T. is used here as a cross-industry comparator only. In this report, I.T. may refer to I.T., digital and technology teams.

02 Key observations: control

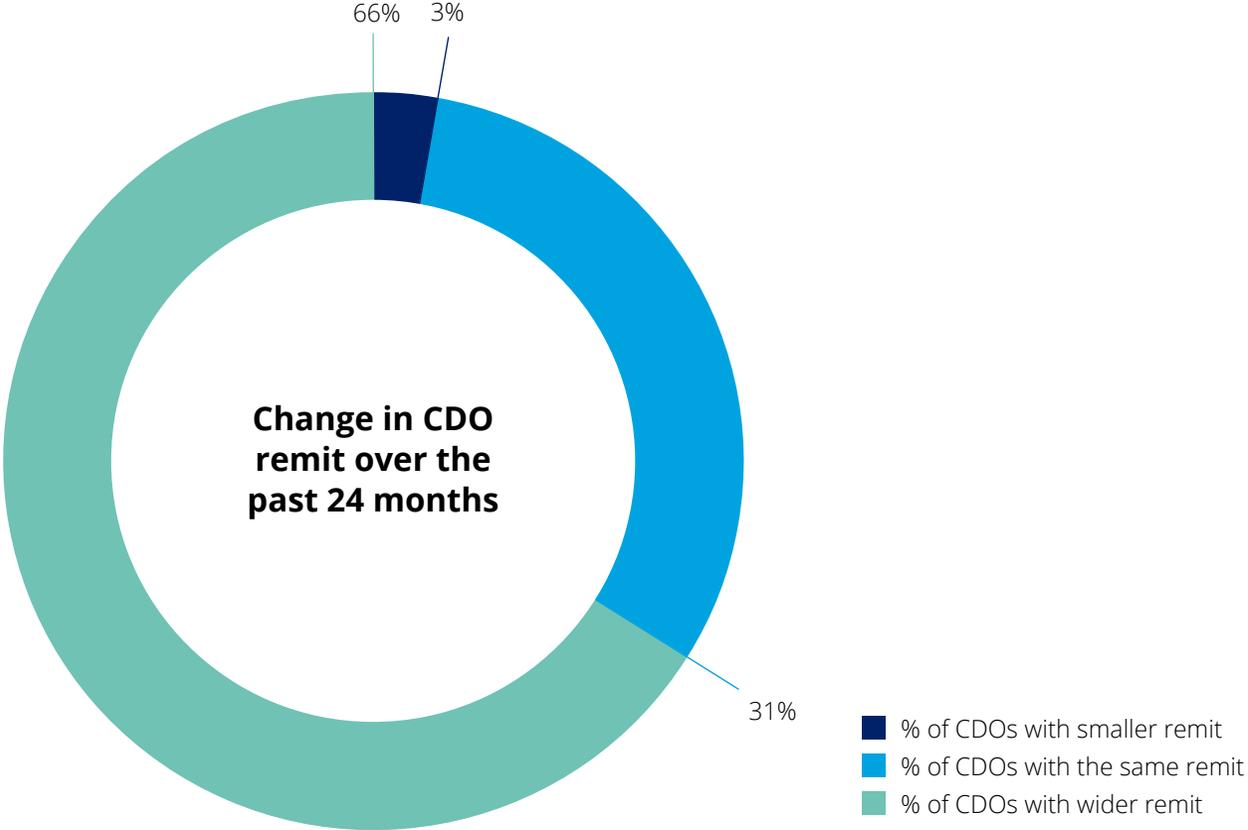
CDOs are expanding their teams and working across a wider remit.

39% of CDOs said that recruiting more staff into their data function is a key priority this year. This is consistent with the CDOs widening remit - **97%** noted their remit has increased or remained consistent in the past 24 months.

49% of CDOs are expecting the size of their team to increase more than **20%** in the next year.

The size of CDOs' domains (relative to the organisation) is also growing, with **1.6%** of an organisation's headcount now in a data function.

66% of CDOs reported that their remit has grown in the past 24 months.



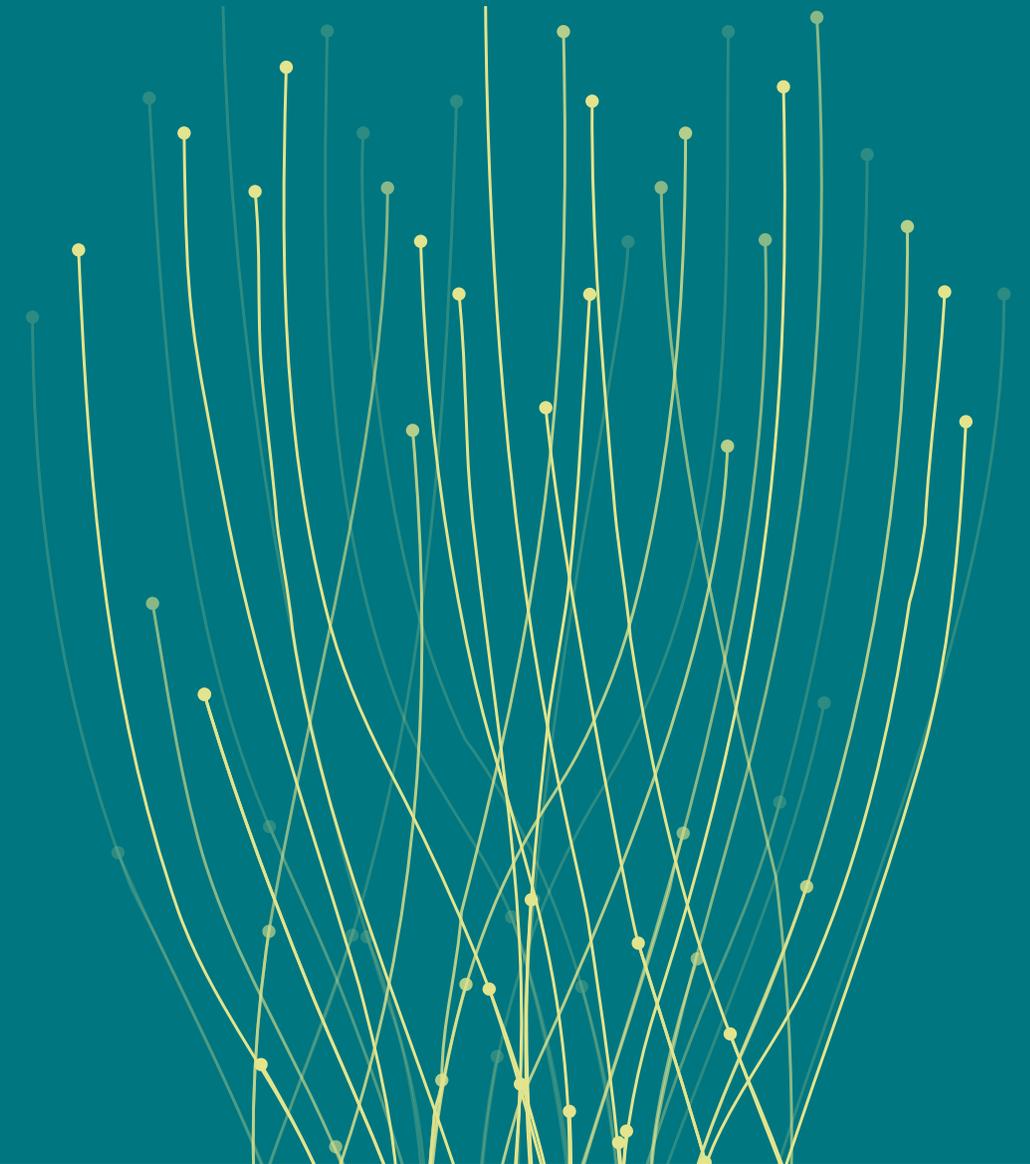
02 Key observations: influence

Influence Our perspective

A CDO can influence their organisation to become more insight-driven by driving awareness and engagement through personal connection, and building an internal network of professionals. Senior leaders will be able to learn and develop from the CDO's experiences, while the CDO can benefit from listening to different perspectives and feedback.

The CDO should ensure that their work is supporting CxOs' objectives and the overall business strategy, creating a unified approach. The CDO should also look to build a strong relationship with the CEO, as it will help to secure buy-in and funding for transformation change projects that help to unlock the benefits of data.

Ultimately, building stronger relationships helps to create a more collaborative environment, which results in higher potential value from data and an increased understanding of the benefits that can be delivered using data.



02 Key observations: influence

Influence

CDOs are becoming increasingly influential but need to continue to build their internal networks.

76% of CDOs have a remit across the whole enterprise, and 66% of CDOs reported that their remit has grown in the past 24 months.

The percentage of CDOs sitting on the executive committee, or board, has increased from 9% in 2022 to 17% in 2023. We would expect this to increase further over the next 12 months.

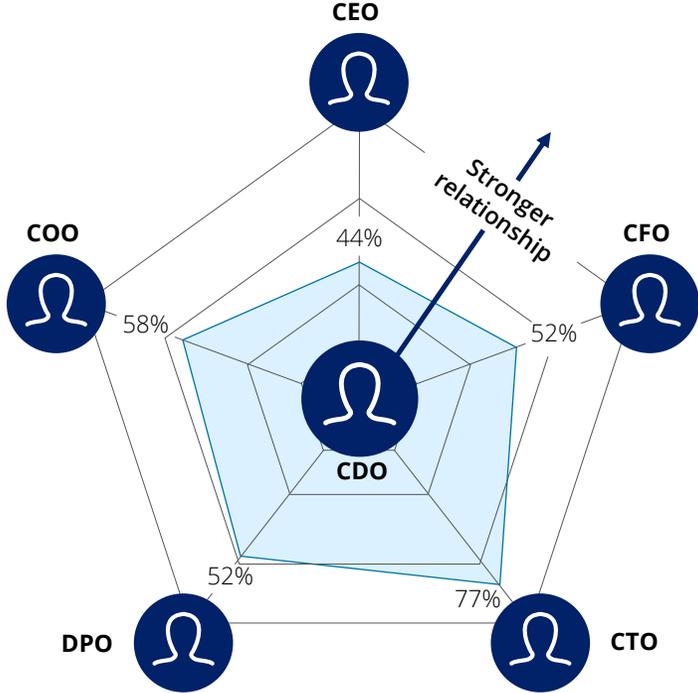
Whilst the CTO link is strong with 77% of CDOs, it is far less common with the other C-Suite members, and lowest of all with the CEO, at 44%.

23% of CDOs said they had no relationship with their CEO. Only 7% report directly into the CEO.

49% of CDOs are looking to improve their relationships with key data stakeholders as a priority.

CDOs across all industries are focusing on improving internal relationships. 53% of Corporates flagged it as a key area of focus, compared to 52% of Financial Services and 40% of Government & Public Sector.

CxO relationship with the CDO



02 Key observations: influence

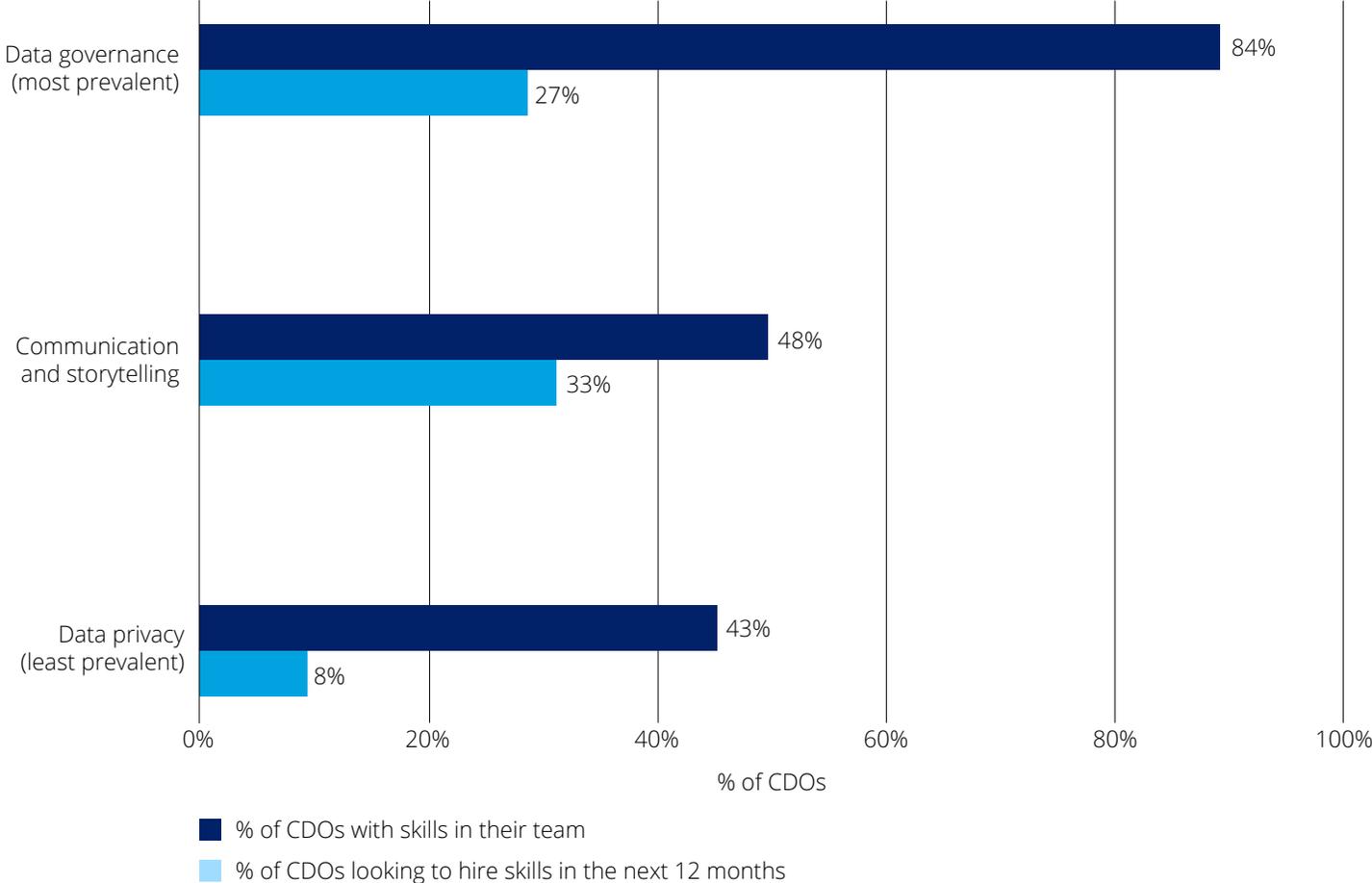
CDOs are conscious of the need to develop literacy and data storytelling skills.

75% of CDOs are looking to improve data literacy as a priority.

The biggest skill gap in this year’s survey was communication and storytelling. This suggests there is recognition that CDOs need to develop their influencing abilities. 40% of CDOs told us they are looking to hire these skills into their team in the next 12 months.

Data privacy was regarded as the least prevalent skill in CDOs’ teams and many remain so due to a slower recruitment drive - just 8% of CDOs are hoping to hire people with data privacy skills in the next 12 months.

Prevalence of key data skills and recruitment in CDOs’ teams



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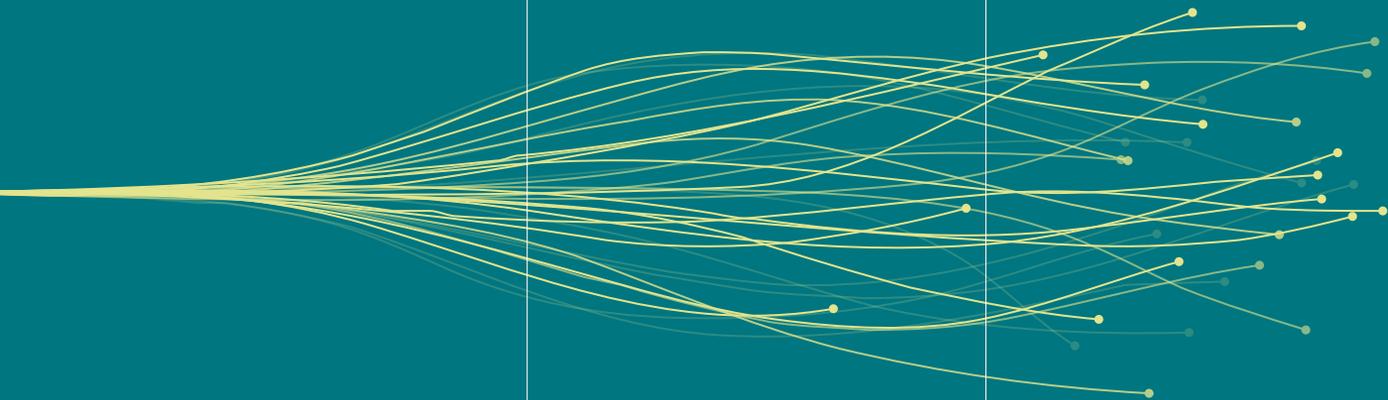
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03 Focus areas

Organisation & operations



03 Focus areas: organisation and operations

Variation in the CDO role

Since the CDO role first emerged, there have been variations of the role, from primarily compliance-focused, to operational, to having an increased focus on exploiting value from data.



Compliance CDO

The CDO role originated as a compliance-focused role.

Key areas of focus include:

- enabling the organisation with data management capabilities, to help manage compliance and mitigate data risk
- data governance responsibilities including people, process and technology.



Operational CDO

The 'operational CDO' starts to focus on the value that data can bring to business operations.

Key areas of focus include:

- enabling functions to optimise products, services, and quality
- embedding data culture and building the mindset of the team.



Strategic CDO

The 'strategic CDO' is focused on enabling business success through data.

Key areas of focus include:

- extracting value from data through enabling analytics and AI/ML to drive towards becoming an insight-driven organisation (IDO)
- developing new solutions to support decision-making processes (as outlined in our IDO playbook).

03 Focus areas: organisation and operations

Variability of the CDO role across industry

The focus of the CDO role varies across industry groups between an 'enabling' focus on customers, products and quality, and a controls focus on responsibilities around control, regulation, and risk.



The numbers below each industry represents the percentage of participants which indicated the balance of CDOs objectives fall into 'enabling' vs 'controlling'.

03 Focus areas: organisation and operations

The role and remit of the CDO

The CDO role is becoming more prominent within organisations. 66% of CDOs reported that their remit has grown in the past 24 months – a trend that has been seen across all industry groups.

Our perspective

A CDO is a senior individual in an organisation who is responsible for the management and impact of data across the enterprise. With elements of both strategy and technology in their role, the CDO makes an important contribution in guiding an organisation's strategy and performance.

While we have seen variability in the size, scope, and responsibilities of CDOs and their teams, the overall focus of a CDO remains the same: to maximise the value that data can bring to their organisation through improving data quality, data availability, data analysis, data management, and regulatory compliance. This allows organisations to act more competitively by enabling data-driven technologies such as artificial intelligence, and enabling business insights and decision-making.

Naturally, the scope of the CDO role is quite broad, covering all aspects of data, and we see a continued trend of the remit expanding, emphasising the variation of the CDO role (as shown on **page 20**).

The shifting remit and responsibilities of the CDO highlight the willingness of organisations to adapt to change within data. This flexible approach allows organisations to embrace digital transformation and technological developments, providing the foundations to succeed in the ever-evolving market.

03 Focus areas: organisation and operations

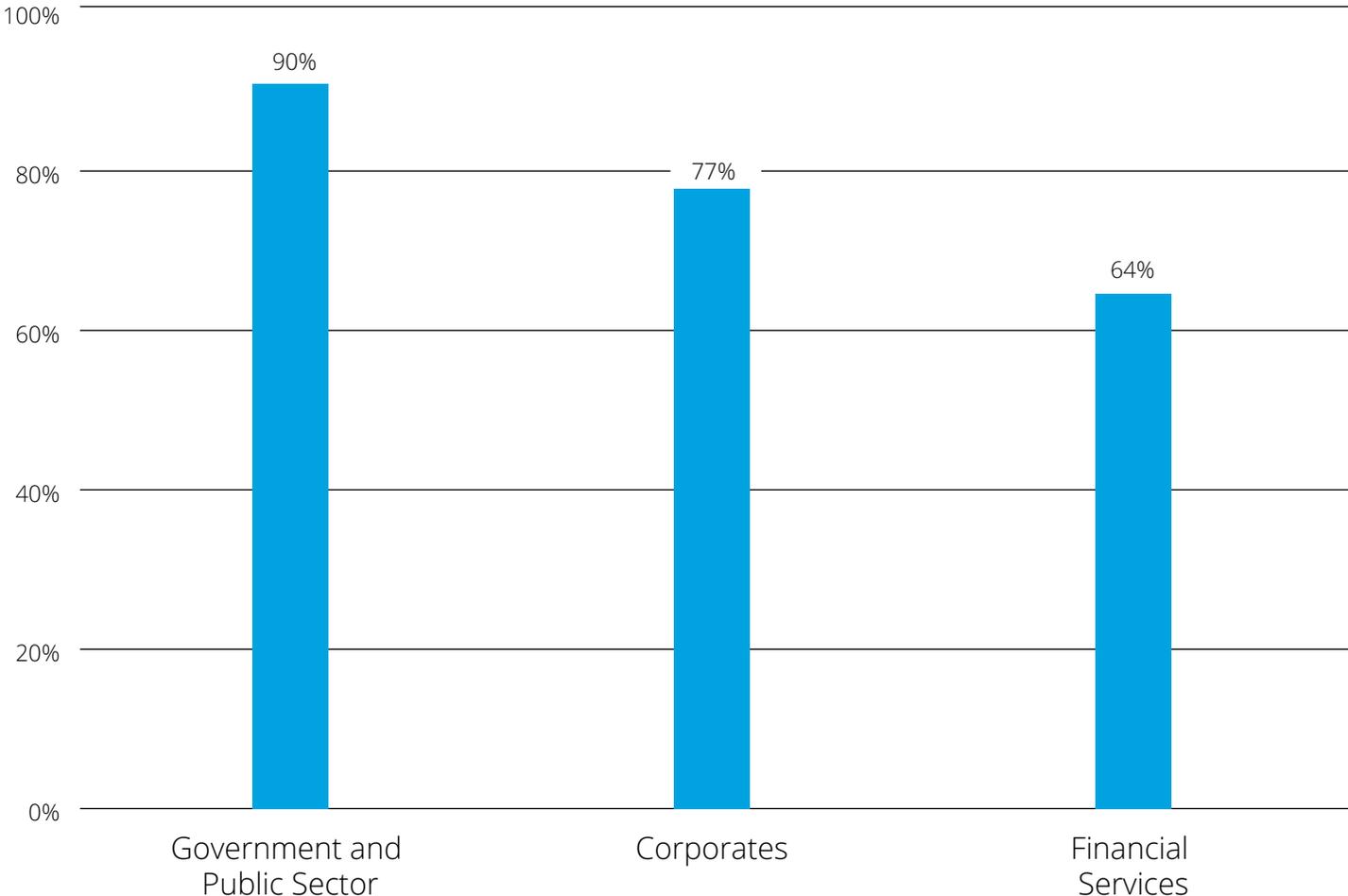
Remit of the CDO role

The CDO role is becoming more prominent within organisations, as 66% of CDOs said that their remit had grown in the past 2 years. This trend is consistent across all industry groups but more so in Government & Public Sector, where 80% of CDOs believe their remit had increased.

The scope of the role generally extends across the whole enterprise, most specifically with 90% of CDOs from Government & Public Sector confirming this.

In addition, we observed that CDOs from larger organisations are marginally more likely to have a broader remit that covers a wider range of data capabilities. This was 80% for the largest organisations but drops to 73% for organisations with less than 10,000 employees.

% of CDOs with enterprise wide remit



03 Focus areas: organisation and operations

Size of CDO teams

CDO teams are growing in absolute and relative size.

Direct reports (DRs)

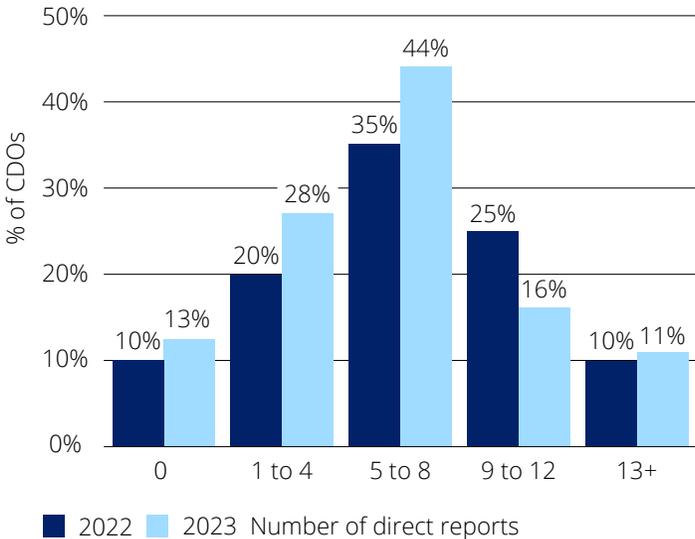
There are many CDOs with 5 to 8 DRs – in fact this is the most common range of direct reports – as it was last year. This year 44% of CDOs reported having 5 to 8 DRs, which has increased from 35% last year.

The average number of direct reports appears to be relatively consistent across industry groups. On average, CDOs in Financial Services have 10 DRs, compared to 8 in Government & Public Sector and 7 in Corporates.

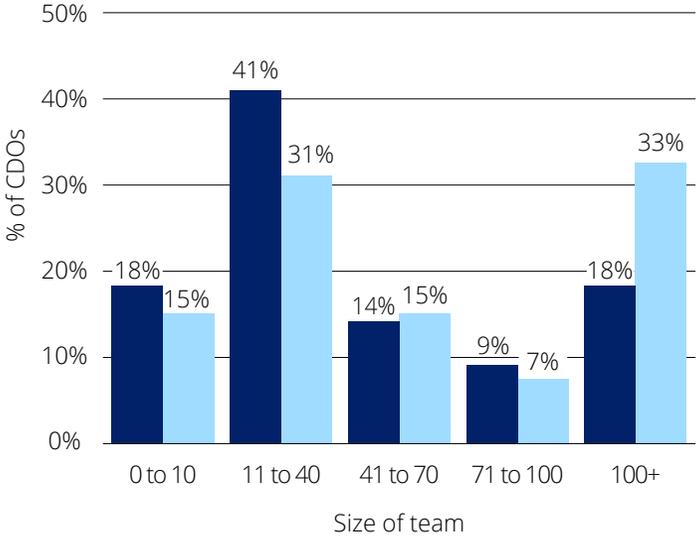
Absolute size of data team

Data team sizes have generally grown across participants with 33% of CDOs describing leading a data team with over 100 resources, compared to only 18% in last year’s survey.

Change in distribution of CDOs by number of direct reports



Change in distribution of CDOs by size of team



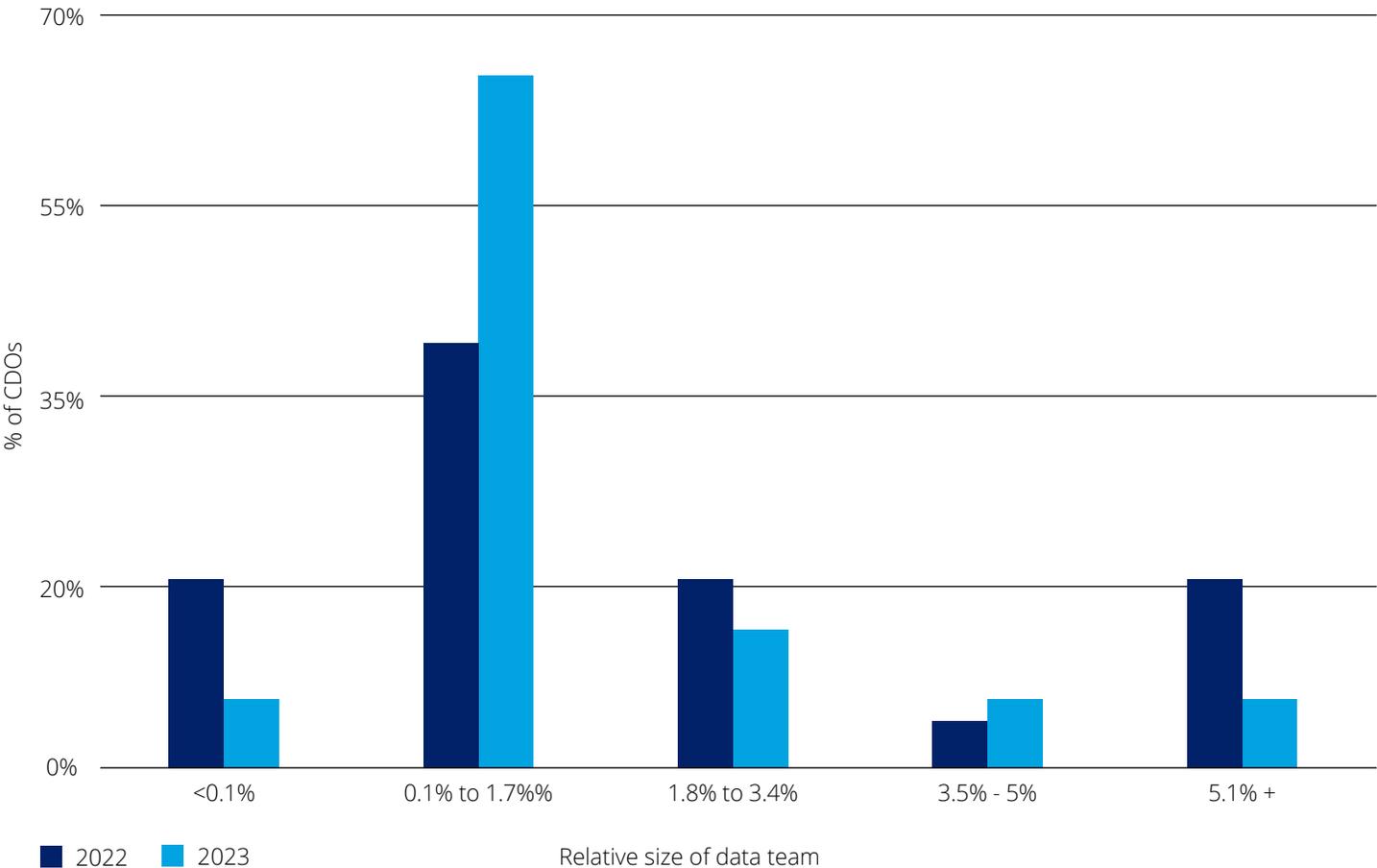
03 Focus areas: organisation and operations

The relative size of an organisation's data team against overall headcount

We have observed a significant increase in the relative size of data teams compared to last year. On average, data teams have increased in size to **1.6%** of overall headcount from **0.4%**, although we do see some variability across industry groups.

Financial Services report having the largest proportion of their workforce in data related roles at **2.1%** compared to **1.5%** for Corporates and **1.2%** for Government & Public Sector.

Change in distribution of CDOs by relative size of data team



03 Focus areas: organisation and operations

Scope of CDO teams

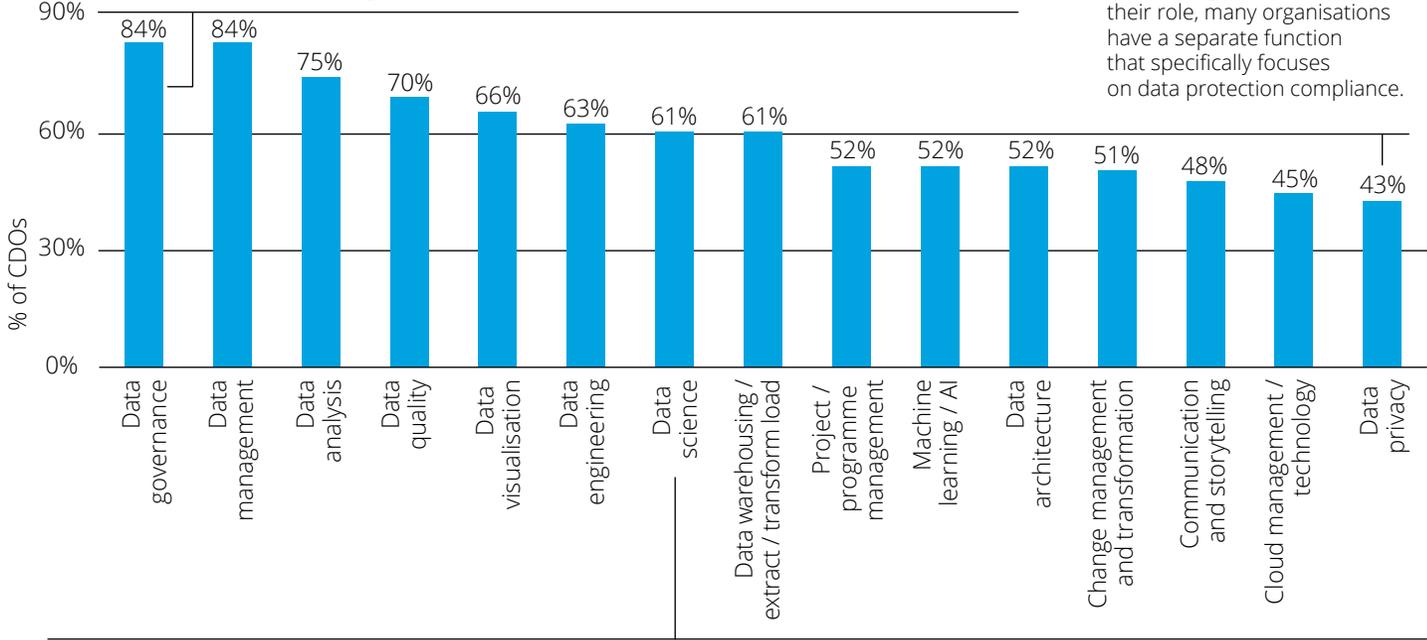
The majority of capabilities in CDO teams focus on data management and data governance skillsets.

The scope of the CDO team is varied across organisations. For example, 84% of CDOs focus on managing data but in sharp contrast 45% of CDOs also run their organisation’s cloud management function. The range of responses illustrates that there is no ‘typical’ CDO, and scope varies by organisation. However, with the scope of the CDO role expanding, as shown on **page 22-23**, we naturally expect to see greater data skills and capabilities within the CDO team.

CDOs’ time is not aligned to their top objectives

The most prominent skills were data governance and data management, with 84% of CDOs saying these skills exist within their teams. Data governance and data management are fundamental skills that enable a CDO to make better use of their data, which results in more informed decision-making, better compliance with regulations, stronger data quality and more efficient sharing practices.

A smaller proportion of CDOs told us they have data privacy expertise within their team. While we saw that CDOs are considering data privacy within their role, many organisations have a separate function that specifically focuses on data protection compliance.



We see variability in the extent to which CDO teams have technical capabilities. For example, 61% of CDOs said that they have data science skills within their team, and while we observed that CDOs run the analytics functions in some organisations, there are other cases where this capability resides elsewhere.

03 Focus areas: organisation and operations

Recruitment

39% of CDOs stated that recruiting more staff into their data function was one of their current core priorities.

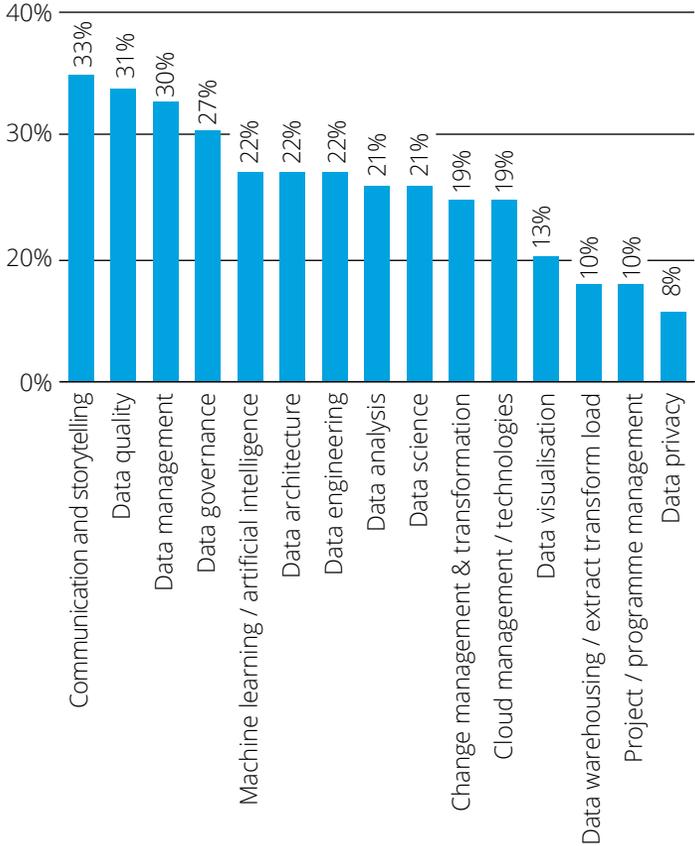
Our perspective

The prevalent skillset CDOs are looking to hire is storytelling and data quality skills. CDOs are looking to build out the capability to generate and communicate insights more effectively. Data quality skills allow organisations to improve reliability and build confidence in their data, while storytelling skills allow data teams to better communicate insights to others, especially those with lower levels of data literacy.

Some of the more technical skills, for example data engineering and data science, are ones that CDOs flagged as having the highest employee turnover. This aligns with the skill shortage of data engineers and data scientists seen in the labour market. Short supply of these skills has driven competitive labour markets, resulting in organisations offering high salaries and benefits to compete for the best talent.

A significant majority of CDOs are looking to increase the size of their data teams. 91% of CDOs expect to see an increase in headcount over the next 12 months, with half expecting the size of their team to increase by 20-35%. Corporates are expecting the highest average increase of headcount at 19%, followed by Financial Services at 18% and Government & Public Sector at 15%.

% of CDOs that are currently looking to hire these skills in their team



03 Focus areas: organisation and operations

Recruitment and off-shore resources

89% of CDOs said they are not looking to reduce their dependence on off-shore resources. In fact, 20% said they were looking to increase the number of off-shore resources over the next 12 months.

Our perspective

Finding the right data talent is proving to be a consistent and significant challenge for organisations. The three main challenges we see in attracting and retaining data talent are:

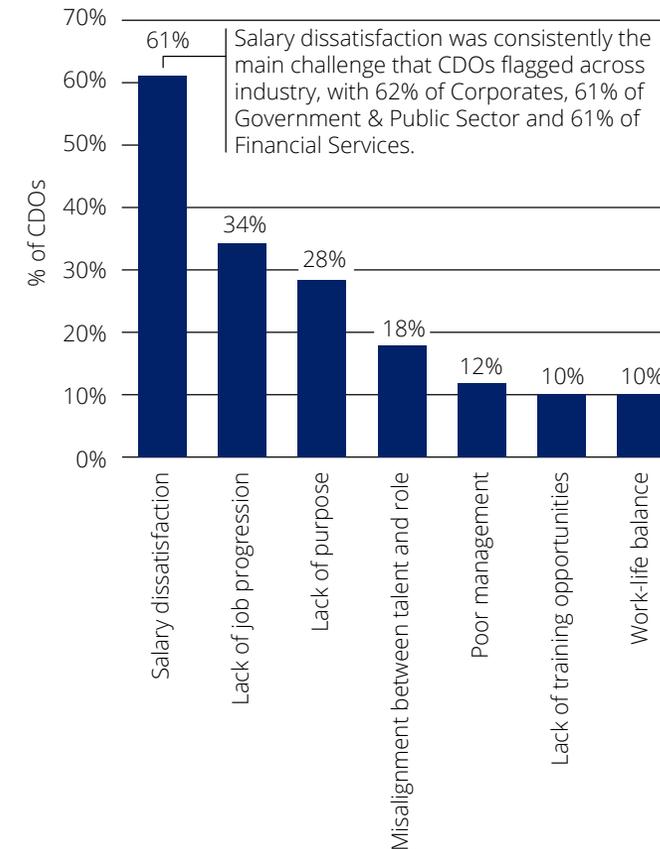
- competitive remuneration packages from competitors

- a lack of opportunities to develop talent in business skills to take on leadership positions and ensure career growth
- data not being used to make decisions or add business value and so an apparent lack of impact or purpose.

We believe there is an opportunity to mitigate these challenges and be more creative in talent management to retain staff with specific skillsets. This can be done by providing existing team members with the opportunity to take on broader and different responsibilities that align to their aspirations.

Recruitment and the use of off-shore resources should only be used to plug skills gaps where capabilities do not exist in organisations. It should not prevent existing teams from seeking opportunities to develop skills.

Challenges with attracting and retaining data talent



03 Focus areas: organisation and operations

Diversity of the CDO role

Limited diversity within senior leadership has historically been a challenge for many organisations.

Our perspective

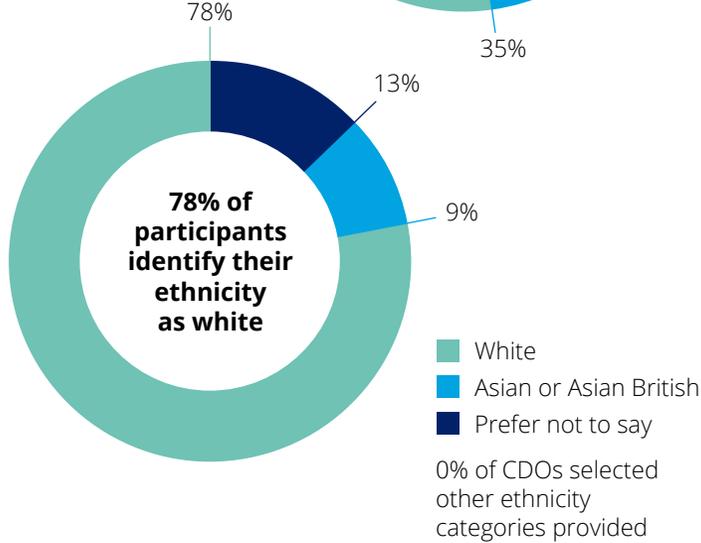
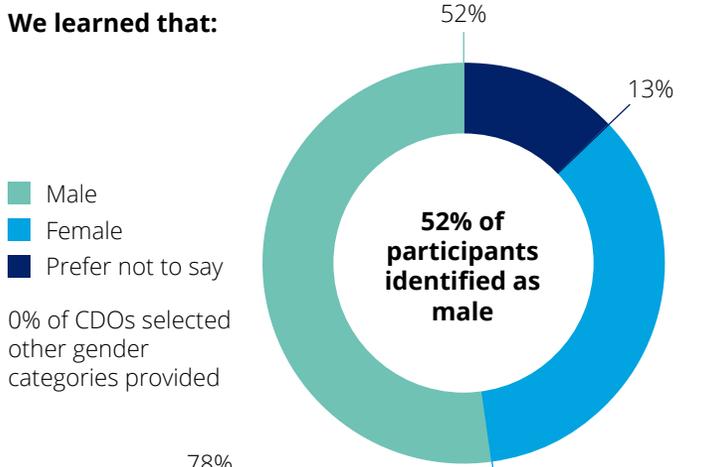
Improving inclusivity, as demonstrated by diverse representation at senior levels, continues to be a focus for many organisations. There are a variety of ways in which organisations can increase diversity in the workplace and CDOs play a key role in enabling this for data teams. CDOs must ensure that there is a strategy in place for exploring and expanding areas of opportunity to recruit, retain and advance diverse data talent. As part of the senior leadership team,

the CDO needs to understand their role and influence in driving this change. By partnering with talent management and acquisition leads within their organisation, CDOs can develop an understanding of what it takes to drive sustainable progress towards these ambitions. CDOs can be the advocate for using diversity data and metrics to track progress and create positive momentum.

How diverse is the CDO role?

To explore the diversity of the CDO role, we asked participants a selection of diversity related questions.

We learned that:



*Note: The insights on this page only use data of participants based in the UK. We have not compared diversity data across other participating countries as this data may not be available or may be classified differently.

03 Focus areas

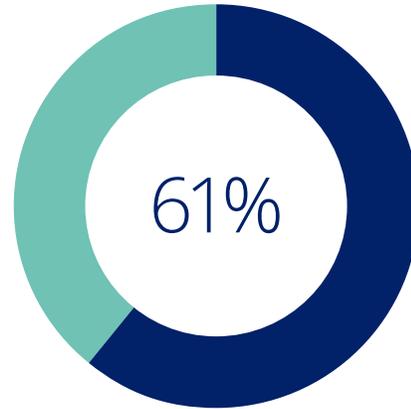
Value to enterprise



03 Focus areas: value to enterprise

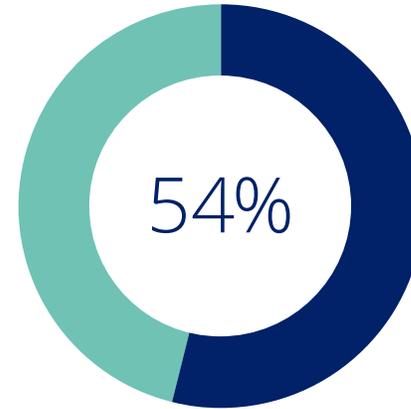
What are CDOs' core objectives?

We asked CDOs to select their top three priorities for the next 12 months. The most selected were:



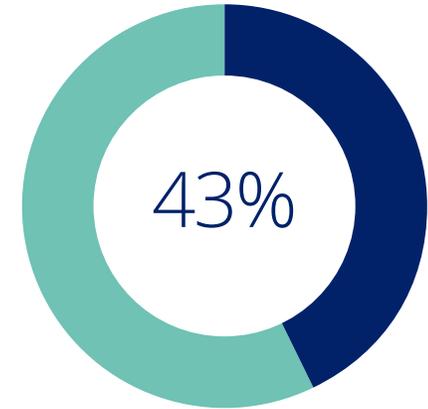
Creating, updating or implementing a data strategy

Find out more on page 34



Improving the usage and availability of insights and analytics

Find out more on page 38



Improving or providing a consistent approach to data governance

Find out more on page 42

03 Focus areas: value to enterprise

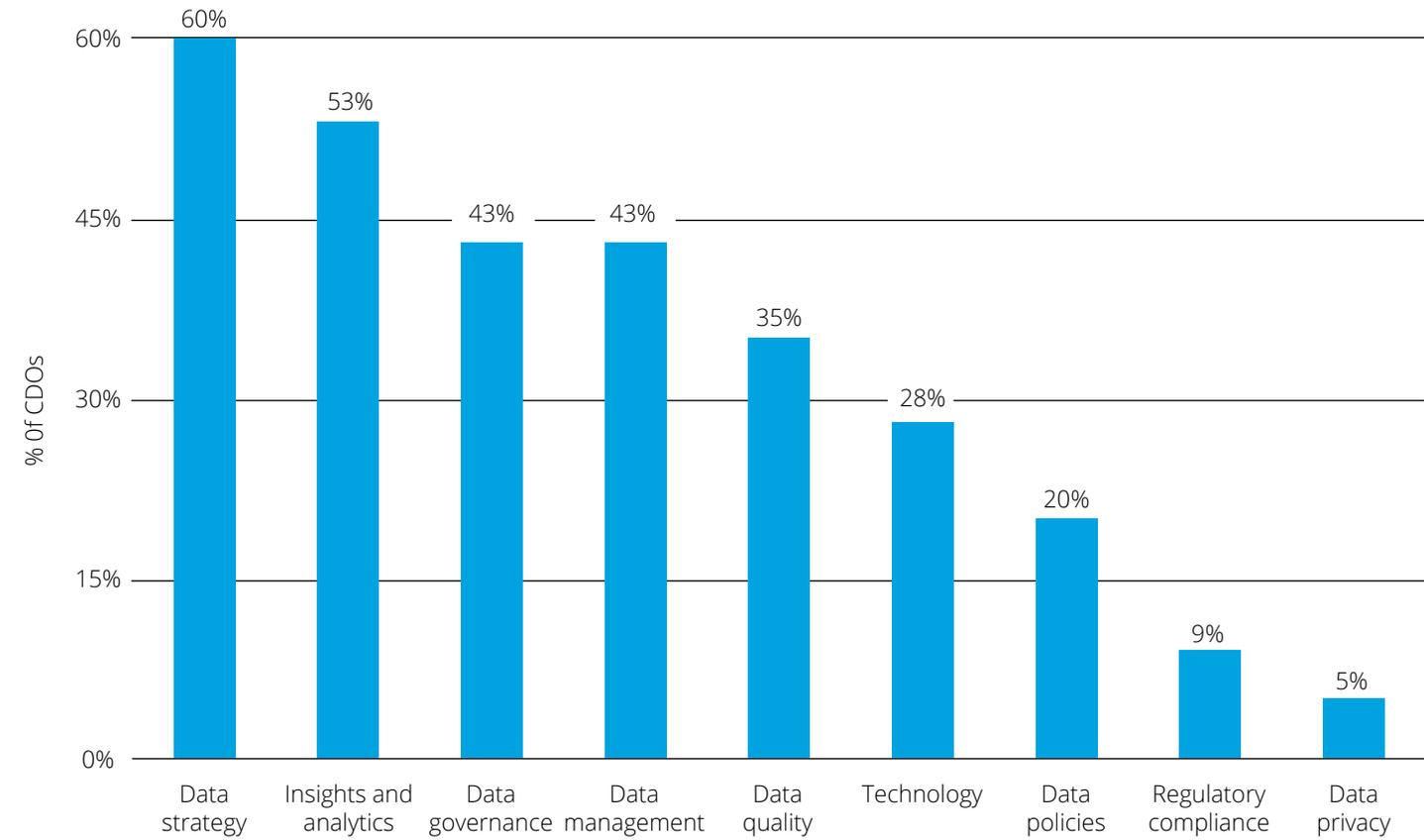
Core objectives: key observations

CDOs across all industry groups are focusing on a data strategy, which can help their organisation use data more effectively.

How do the core objectives compare to last year?

The core objectives outlined by CDOs broadly align with those that were selected last year. Insights and analytics, and data strategy were identified as the highest priority areas for two consecutive years, with an increased focus on data governance this year too.

Core priority for the next 12 months



03 Focus areas: value to enterprise

How do the core objectives compare across industry groups?

While data uses and requirements may vary across industry groups, the top three priority areas remain consistent. However, the relative weightings among these three industries vary. The data shows a balanced focus in Financial Services, a more resilience focus in Government & Public Sector, and a value focus in Corporates.

We have seen some variability across areas of focus within the different industry groups.

We specifically noted that:



Financial Services have greater focus on data quality at 44%, compared to 35% in Government & Public Sector and 28% in Corporates. They also have greater focus on regulatory compliance with 20% compared to less than 5% in the other industry groups.

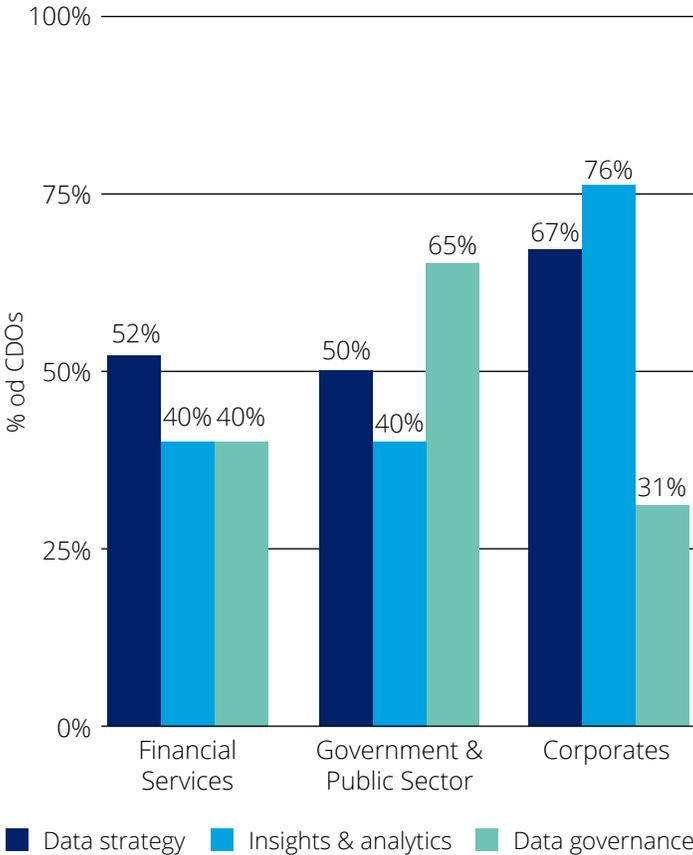


Government & Public Sector have greater focus on data governance compared to other industry groups at 65%, compared to 31% in Corporates and 40% in Financial Services.



Corporates have greater focus on insights and analytics when compared to other industry groups, at 76% compared to 40% in both Government & Public Sector and Financial Services.

Core objectives by industry group



03 Focus areas: value to enterprise

Core objectives: data strategy

61% of CDOs identified creating, updating or implementing a data strategy as one of their top three priorities.

Our perspective

A data strategy is a plan that outlines the data ambitions for an organisation. It is a central document used to communicate data objectives and drive the organisation towards a singular data vision.

An effective data strategy is beneficial for an organisation in multiple ways. It helps companies reflect on current data maturity, while identifying the best opportunities and tools to support future business objectives. A data strategy also looks at data from an enterprise-wide perspective to answer questions on how to better leverage data and support decision-making across the organisation.

A clear data strategy can help raise awareness of data usage and ambitions, which in turn promotes a data-driven culture and improves data practices.

03 Focus areas: value to enterprise

Core objectives: data strategy

Who is focusing on data strategy?

The proportion of CDOs focusing on data strategy is consistent with last year, where 61% of participants flagged data strategy as one of their priority areas.

CDOs across all industry groups are looking to develop their data strategy. This is noticeably higher in Corporates, possibly reflecting their increased focus on insights and analytics.

39% of CDOs who selected data strategy as a core objective put it as their top priority.

What data strategy insights did we observe?

Of the CDOs that said they were focusing on data strategy:

- 69% own the creation of the data strategy for their organisation
- 65% own the delivery of their data strategy
- 22% have a data strategy that is widely communicated across their organisation
- 16% said a head of data strategy role exists within the organisation
- 16% said their data strategy is periodically reviewed to ensure it is fit for purpose
- only 4% said a data strategy has been widely implemented across the organisation.

03 Focus areas: value to enterprise

Data strategy maturity

CDOs recognise the importance of communicating and aligning an organisation towards a shared vision through a data strategy.

Our perspective

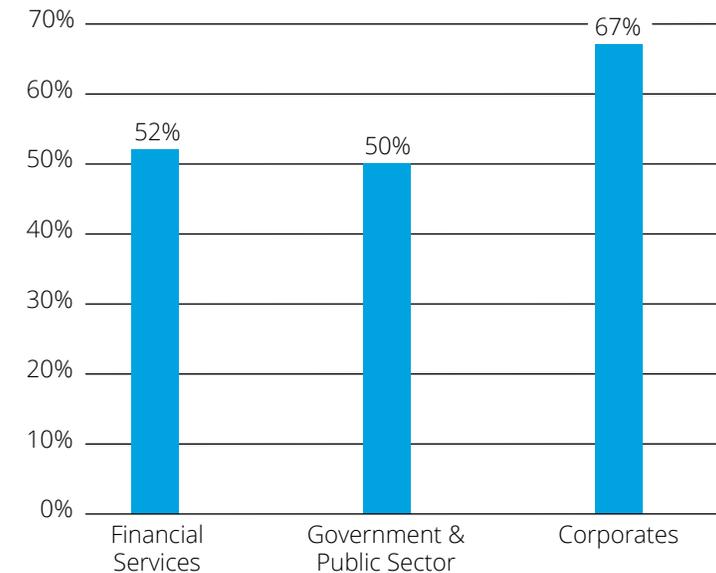
The CDO plays an integral role in creating and implementing the data strategy to define and influence how data is used within their organisation. The data strategy provides the CDO with the opportunity to articulate the vision for data. Regardless of the current state, CDOs should focus on driving maturity of their strategies.

We see many organisations with low maturity for data strategy. This is likely because it is difficult to implement a strategy and get buy-in from stakeholders across the organisation. CDOs should focus on defining strategies aligned to the wider organisational strategy, quantifying the benefit of data and producing tangible outputs that meet the requirements of the business. Having a strategy that is easy to understand will help drive progress in this area.

What participants said:

CDOs that have implemented a data strategy have flagged parts of the organisation **“that are not aware and involved in the data strategy”** as being a challenge.

% of CDOs focusing on data strategy - industry comparison



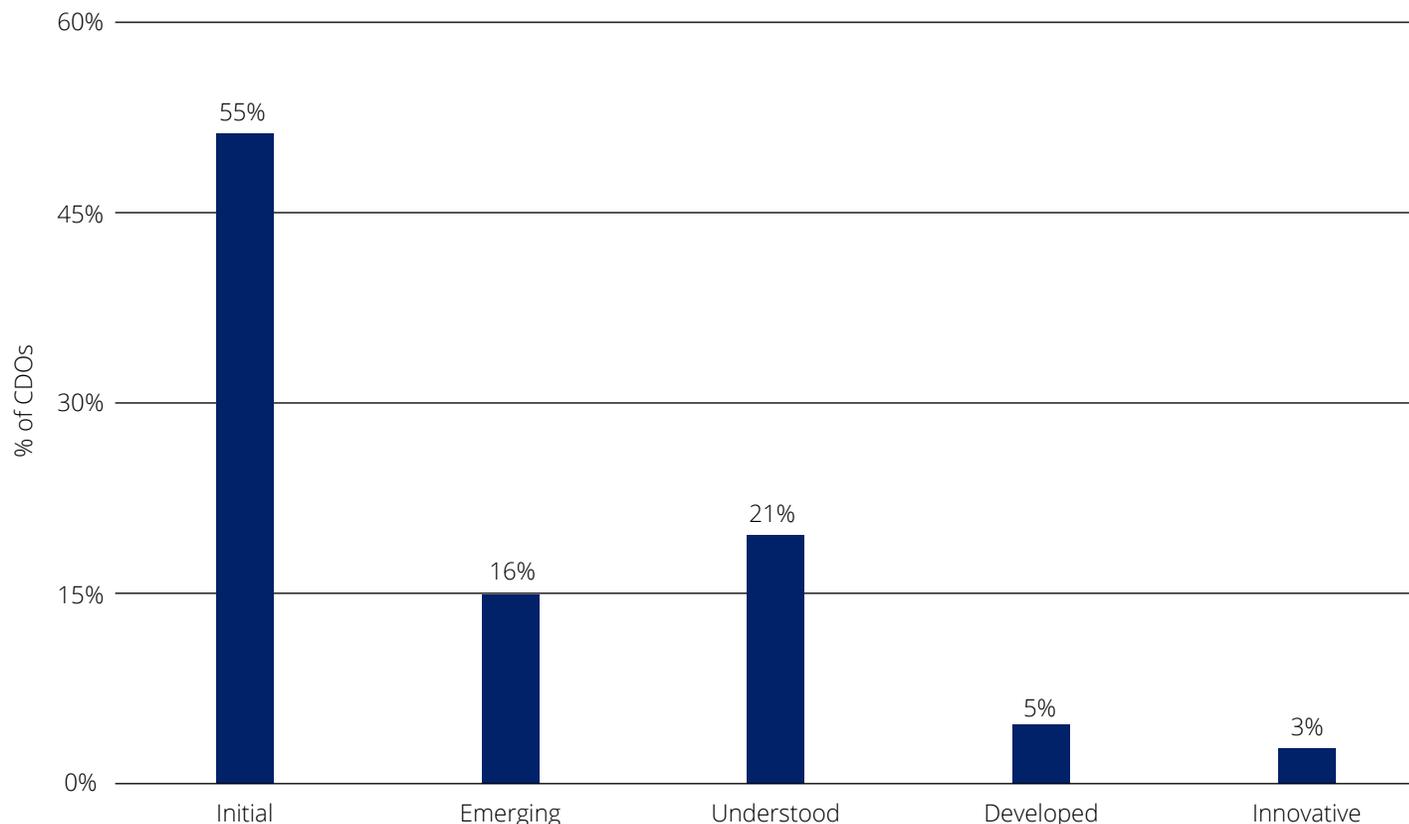
03 Focus areas: value to enterprise

We asked CDOs about their data strategies, including whether they have a data strategy in place, who has responsibilities and how it is communicated and reviewed, to gain insight into the current maturity in this area for those focusing on it.

Of the 61% of CDOs who selected data strategy as one of their top three priorities:

- 55% of them have an 'initial' maturity rating for their data strategy. This indicates they currently have low maturity in this area e.g., a data strategy does not exist, or if a data strategy does exist it is not socialised across the organisation
- very few CDOs' strategies are positioned at the higher end of the maturity scale. This shows that significant progress needs to be made to achieve leading practice in this area.

Data strategy maturity*



*More information about the maturity scale can be found on [page 73](#).

03 Focus areas: value to enterprise

Core objectives: insights and analytics

54% of CDOs identified improving the usage and availability of insights and analytics as being one of their top three priorities.

Our perspective

There are various barriers to improving the usage of insights and analytics, including data literacy levels and system complexities. This indicates why CDOs tend to focus on insights and analytics after one to two years in the role.

Newly appointed CDOs should understand how to tackle these barriers as quickly as possible to create an effective analytics team. This is consistent with insights seen specifically on data literacy.

Creating an analytics team that can generate output to support and enhance business objectives can help optimise business performance and improve efficiency. Organisations that are looking to focus in this area, will be able to provide the business with useful outputs that will support informed decision-making, while easily communicating the possibilities of data, and driving towards a data-driven culture.

Who is focusing on insights and analytics?

54% of CDOs said their core objectives include improving the usage and availability of insights and analytics.

Across industry groups, Corporates had the biggest focus on developing insights and analytics.

While insight and analytics is still one of the highest focus areas, this has decreased to 67% compared to the 2022 CDO survey where 68% flagged it as a core objective.

In early stages of their tenure, CDOs tended to not focus on analytics. Insights and analytics subsequently become - and remain - a high priority until addressed.

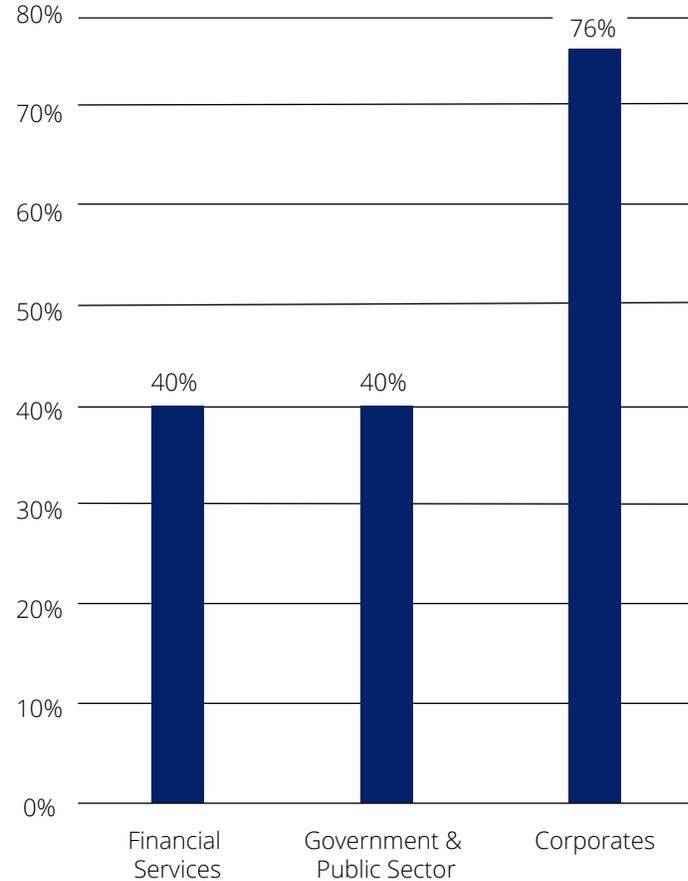
03 Focus areas: value to enterprise

What insights and analytics insights did we observe?

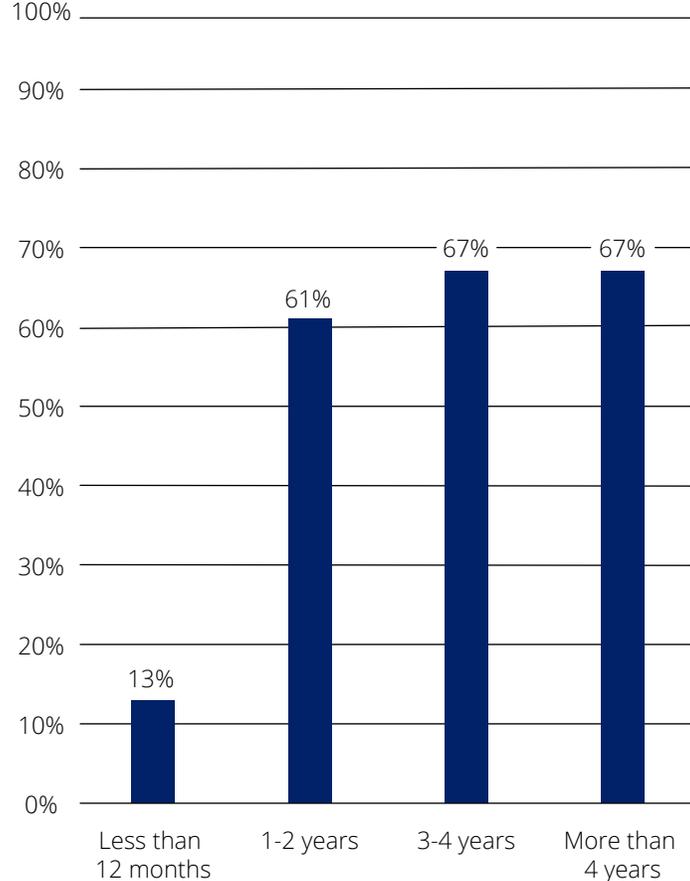
Of the CDOs that said they were focusing on insights and analytics:

- 65% have established a data analytics function
- 68% believe insights and analytics are being delivered in line with the business strategy
- 68% see insights and analytics being used to help make informed business decisions
- 65% believe analysts can deliver valuable insights that are used in decision-making across the organisation
- 67% have developed AI/ML products that have been deployed to the business
- 56% of CDOs outlined that their organisations are taking a centralised approach to developing analytics, while the remaining 44% are taking a distributed approach.

% of CDO focusing on insights - industry comparison



% of CDO focusing on insights - tenure comparison



03 Focus areas: value to enterprise

Insights and analytics maturity

Insights and analytics can help an organisation utilise data more effectively to achieve business goals. Despite this, 32% of CDOs ranked their maturity in this regard as initial or emerging.

Our perspective

Some CDOs will look to establish foundations for analytics to increase efficiency within their organisations, others seek to develop their capabilities to be more competitive in the market. In both instances, focusing on developing insights and analytics, through better exploitation of data, is crucial to improve outcomes for an organisation's customers, citizens and staff.

The CDO should set the direction for how insights and analytics are used. Therefore they play a critical role in driving progress forward.

What participants said:

Some of the key issues identified in the adoption of insights and analytics include **“analytics is not part of CDO function/accountability”**, legacy technology, siloed data assets, resource or skill constraints, and data availability/data quality.

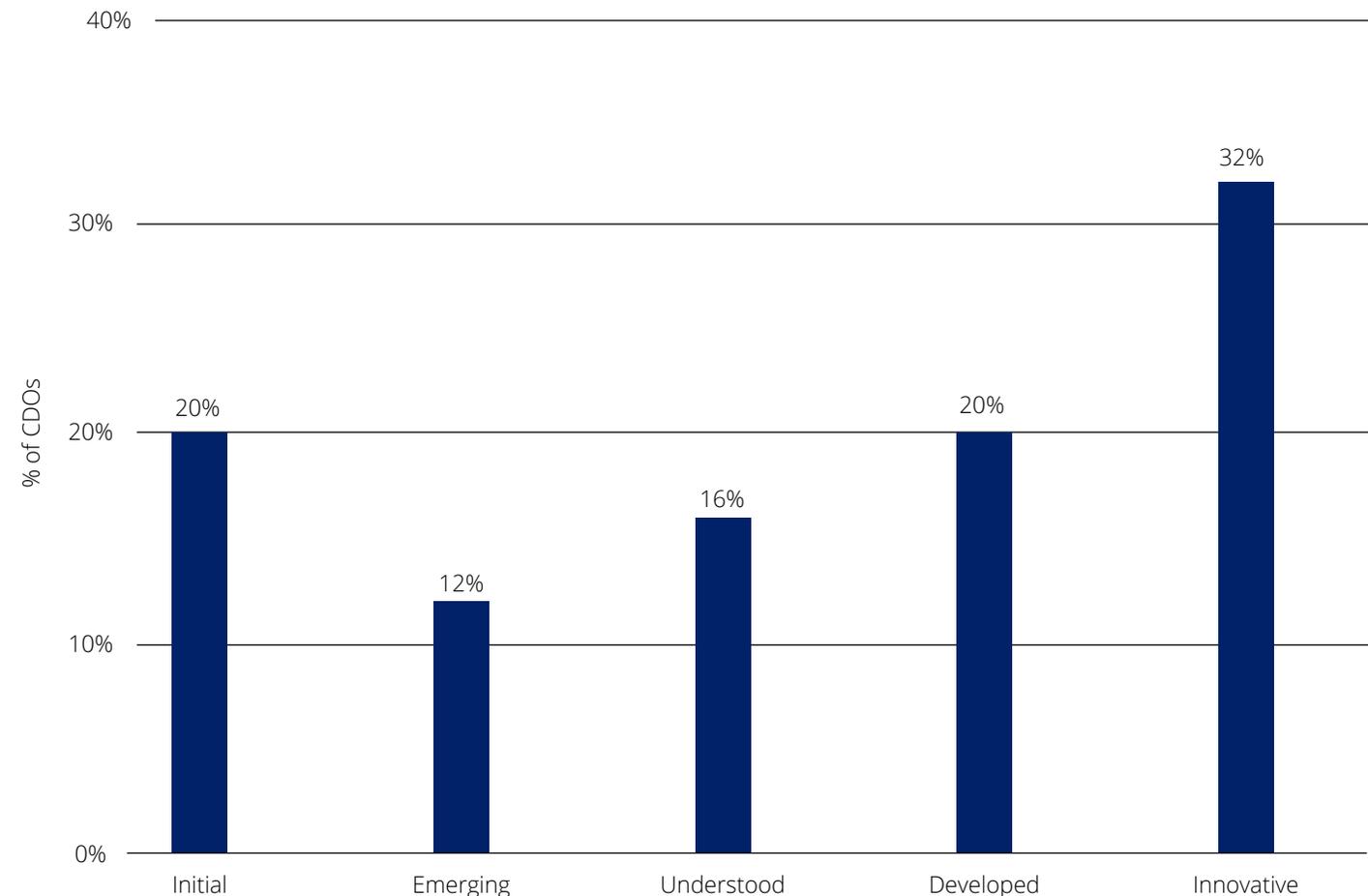
03 Focus areas: value to enterprise

We asked CDOs to tell us about their analytics function, including how insights and analytics link to business strategies and technical products, so we could gain an understanding of their current maturity in this area.

Of the 54% of CDOs who selected insights and analytics as one of their top three priorities, we observed that:

- many CDOs fall into the higher end of the maturity scale. 32% of CDOs rank as innovative, the highest category on the maturity scale, which indicates these CDOs are already using data to develop insights and become more competitive within their industries
- 20% rank as initial, the lowest category on the maturity scale, which indicates that one fifth of organisations can be doing significantly more to further utilise available data.

Insights and analytics maturity



03 Focus areas: value to enterprise

Core objectives: data governance

43% of CDOs identified improving or providing a consistent approach to data governance as one of their top three priorities.

Our perspective

We believe that combining people, process, and technology, helps data governance to lay the foundations for improving usage management and protection of data. Data governance is an essential part of helping CDOs and the organisation gain the most value from their data – establishing the right roles and responsibilities is key in achieving this.

Roles and responsibilities should be appropriately defined and embedded across the organisation, so that a consistent standard of data can be rolled out across the enterprise. One of the key tools that can drive data governance improvements is assigning a data governance executive sponsor. A data governance executive sponsor is a senior colleague within an organisation who acts as a champion for data governance within the business. They can drive change and improvements in data governance and acquire senior buy-in where necessary - providing a business voice to that of the CDO.

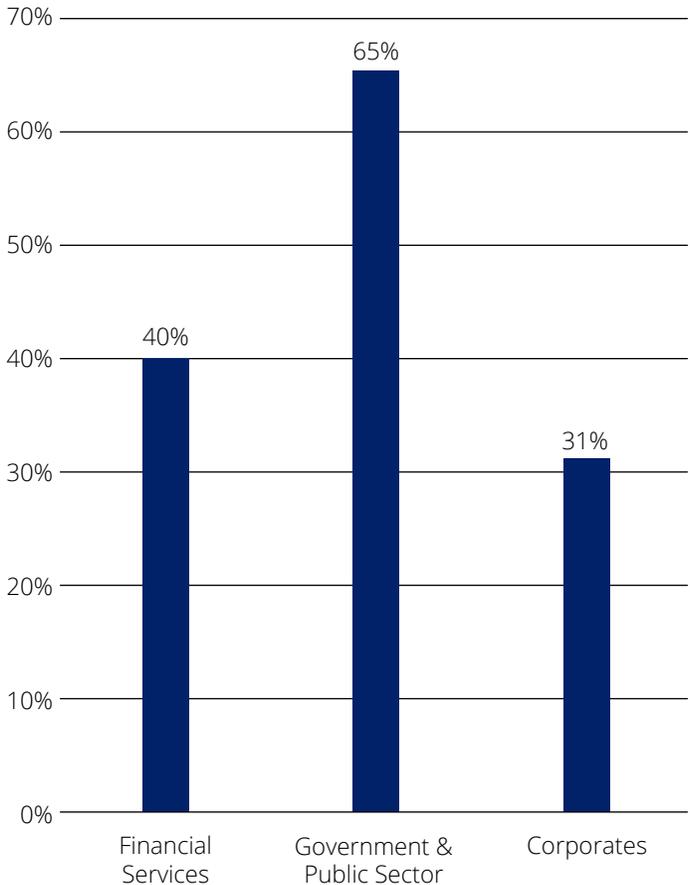
03 Focus areas: value to enterprise

Who is focusing on data governance?

43% of CDOs said their core objectives include improving or providing a consistent approach to data governance.

Data governance is a key area of focus for all industry groups, with Government & Public Sector CDOs most frequently ranking it as a top three priority.

% of CDOs focusing on data governance industry comparison



What data governance insights did we observe?

Of the CDOs that said they were focusing on data governance:

- 57% said they have a data governance lead to drive data governance initiatives
- 21% have appointed a data governance executive sponsor
- 64% have a data governance function that provides guidance and training to the wider business
- 21% say that data governance roles and responsibilities have been clearly defined, assigned, and communicated
- 36% say that processes have been designed and implemented across the organisation that drive data improvement and manage data issues.

03 Focus areas: value to enterprise

Data governance maturity

A mature and consistent data governance capability improves data use and management, advancing the value of insights.

Our perspective

Many organisations are looking to develop their data governance capabilities to improve their outcomes. To build stronger foundations for data, CDOs should focus on driving the implementation of data governance roles and responsibilities across their organisation, as they are a vital component for what a successful data governance programme looks like.

Engagement is required with the organisation and non-data leaders to show them that data governance is about enabling teams to do tasks more efficiently to deliver better data. A lack of knowledge or uncertainties creates the risk of data being used inappropriately or unethically.

What participants said:

Some of the key data governance challenges that have been flagged by CDOs include lack of interest or engagement, lack of resources, literacy or education constraints, and legacy systems. With one participant telling us they were prioritising, **“ensuring alignment with business value”** and didn’t want governance to become **“merely an operational task”**.

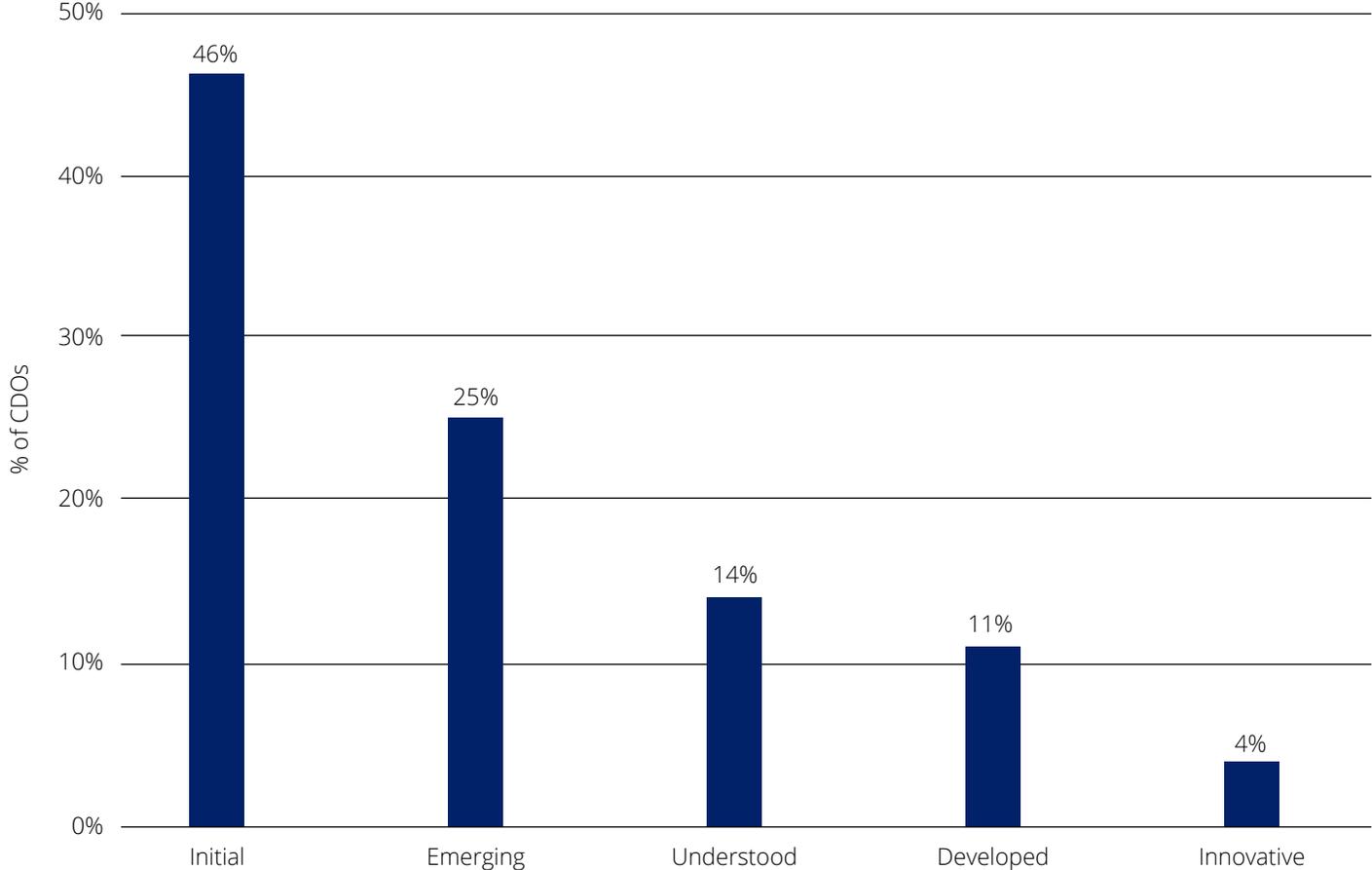
03 Focus areas: value to enterprise

We asked CDOs about their data governance function, including defined roles, responsibilities, and processes, to gain insight into the current maturity in this area for those focusing on it.

Of the 43% of CDOs who selected data governance as one of their top three priorities:

- 46% have an 'initial' data governance maturity ranking. This indicates data governance roles do not exist, or data governance processes have not been defined and implemented
- 4% have an 'innovative' data governance maturity ranking. This indicates some are pushing the boundaries or have well established data governance structures.

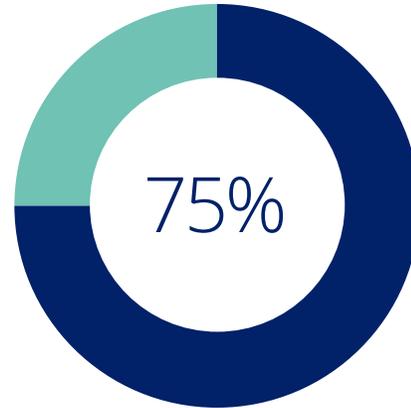
Data governance maturity



03 Focus areas: value to enterprise

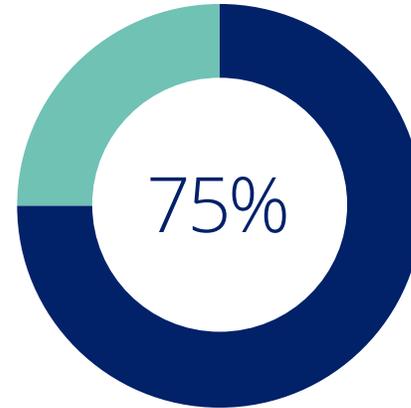
What are CDOs' key enablers?

After asking CDOs to select their top three priorities, we asked them what enablers would they benefit from. The most selected were:



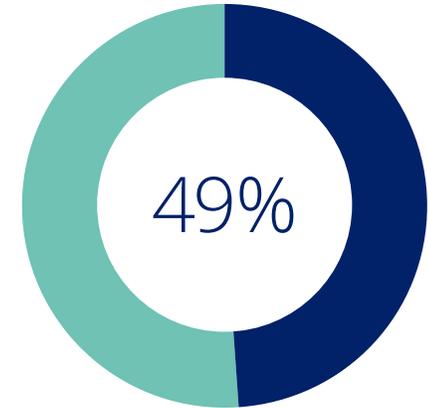
Improving data culture

[Find out more on page 47](#)



Improving data literacy across the organisation

[Find out more on page 48](#)



Improving relationships with key data stakeholders

[Find out more on page 50](#)

03 Focus areas: value to enterprise

Enablers overview: data culture

75% of CDOs identified improving data culture as one of their top areas of focus over the next 12 months.

Our perspective

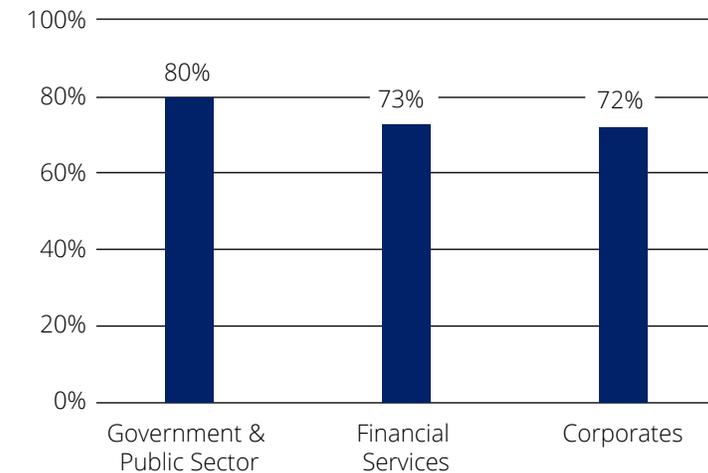
A data culture refers to the collective behaviours, values and beliefs of people who practice and encourage the use of data-driven decision-making and see data as a strategic asset throughout the data lifecycle and across an organisation. Embedding a data culture can be challenging and time consuming. Organisations are often faced with resistance to change and may find that they are not prepared to become fully data-driven.

For example, limited data literacy skills and poor quality data can delay or hamper the process of shifting mindsets. Organisations need to focus on identifying and prioritising the behaviours specific to their teams that will enable better data-driven decision-making, and articulate the benefits of this (e.g., reduced duplication, faster decision-making processes) to key stakeholders for buy-in.

Who is focusing on data culture?

- data culture is a key area of focus for all industry groups, with Government & Public Sector ranking highest
- we see significant growth in the focus on data culture compared to last year, where only 50% of CDOs reported it as one of their top three priorities.

% of CDOs focusing on data culture by industry group



What participants said:

Multiple participants have flagged that it was part of their defined responsibilities to consider how to “promote a data- driven culture”.

03 Focus areas: value to enterprise

Enablers overview: data literacy

75% of CDOs identified improving data literacy across the organisation as one of their top areas of focus over the next 12 months.

Our perspective

Data literacy refers to the ability to read, explore, interrogate and communicate data, numbers, and facts in a meaningful way to audiences from different backgrounds.

Many organisations are currently struggling with low data literacy skills across teams and departments – especially those in non-technical roles.

Data literacy has an important role to play in supporting organisations embed a data culture – as you can't utilise insights in your decision-making process if you don't understand what you are seeing. As the adoption of digital solutions expands, the market is asking for people who can straddle the realms between technical expertise and business acumen. Thus, it's more important than ever to support staff's development to ensure that decisions are being made better, smarter and faster.

What participants said:

Many CDOs highlight that it is part of their defined responsibilities to improve data literacy across their organisation. CDOs flagged that the biggest challenge for data improvement (e.g., deploy analytics and improve data quality) is the **“lack of data literacy outside specialist area”**.

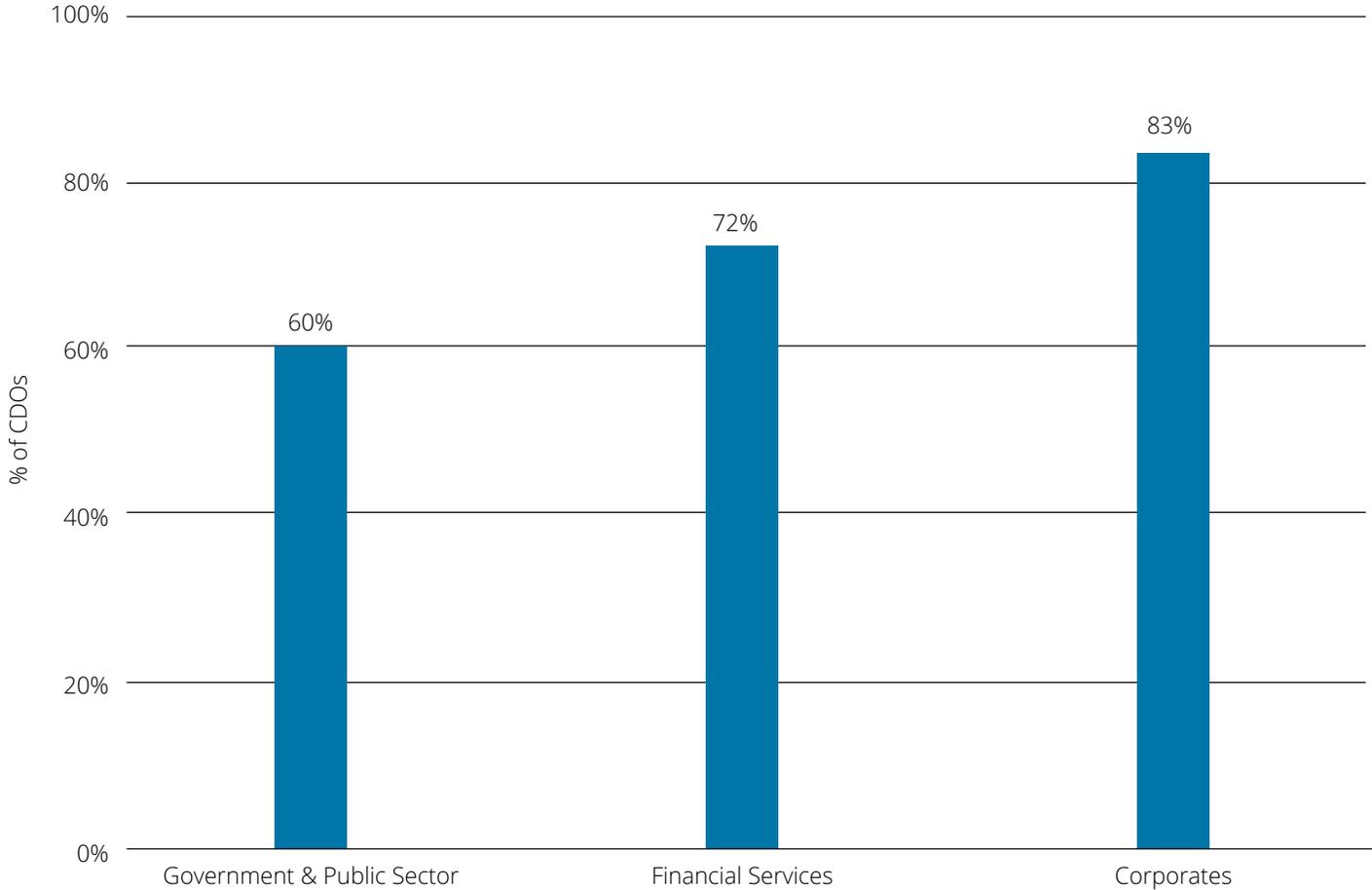
03 Focus areas: value to enterprise

Who is focusing on data literacy?

Data literacy is a key area of focus for all industry groups, with Corporates ranking highest.

We see significant growth in the focus on data literacy compared to last year, where only 54% of CDOs reported it as one of their top three priorities.

Focus on data literacy per industry group



03 Focus areas: value to enterprise

Enablers overview: improving relationships

49% of CDOs identified improving relationships with key data stakeholders as one of their top areas of focus over the next 12 months.

Our perspective

A CDO looking to develop relationships with senior data stakeholders across their organisation will have highly beneficial results for both parties.

We believe that CDOs are able to build their network of data professionals and business stakeholders in the organisation, while sharing their data vision and objectives more broadly to get feedback from new and different perspectives. Senior data leaders will be able to learn from the CDO's broad experiences that can further develop and replicate best practices from other areas.

Ultimately, building stronger relationships helps non-technical senior leaders to see the potential value of data and thus securing sponsorship, creating a more collaborative environment and increasing funding.

What participants said:

CDOs mentioned that managing, engaging, and partnering with business stakeholders was a core element of their role, particularly where **“different phases of maturity”** exist across the organisation.

03 Focus areas: value to enterprise

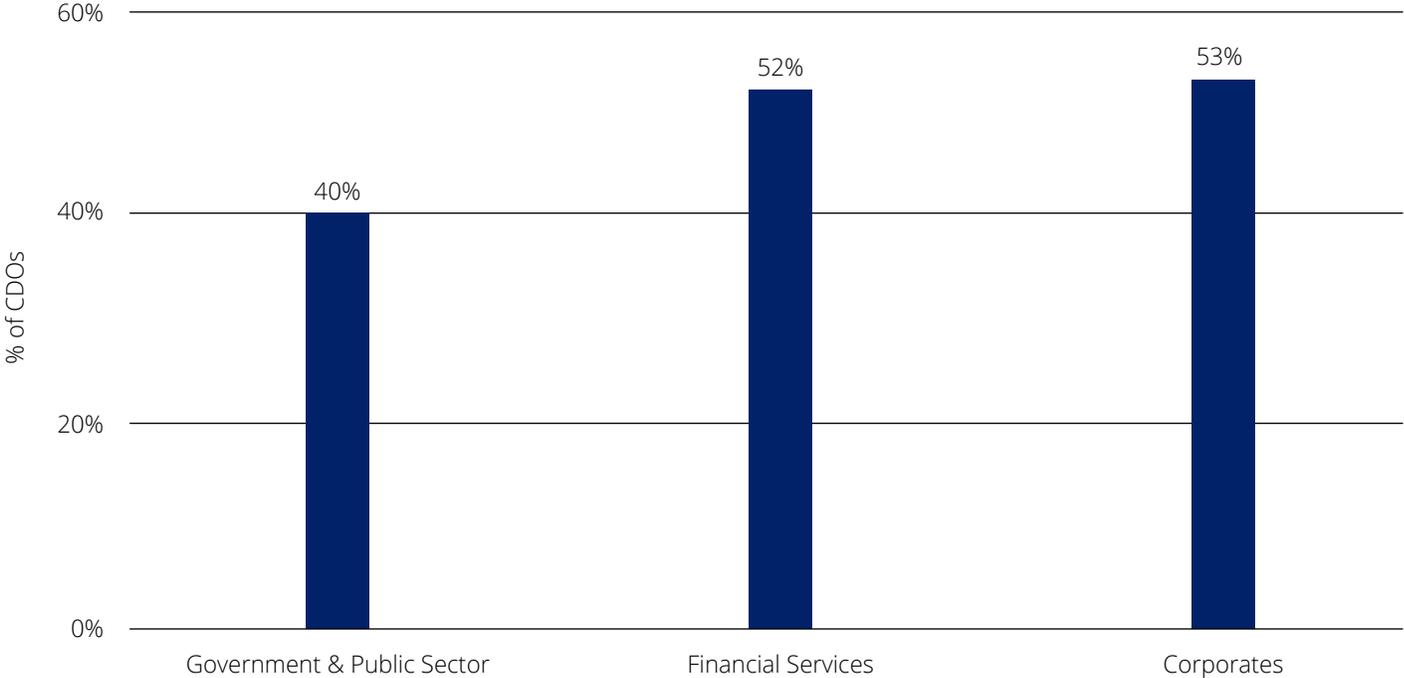
Who is focusing on building relationships with key stakeholders?

53% and 52% of CDOs in Corporates and Financial Services respectively are looking to focus on building relationships with key stakeholders. This was 40% of CDOs in Government & Public Sector.

The focus on building relationships is consistent with those focusing on insights and analytics and data literacy. Building relationships between senior leaders and the CDO is very beneficial to both parties: senior leaders can use insights and analytics for data-driven decision making and CDOs improve relationships, and their impact, by adding value to their organisation.

We see these two aspects coupled together in Corporates who focus strongly on both insights and analytics and improving relationships.

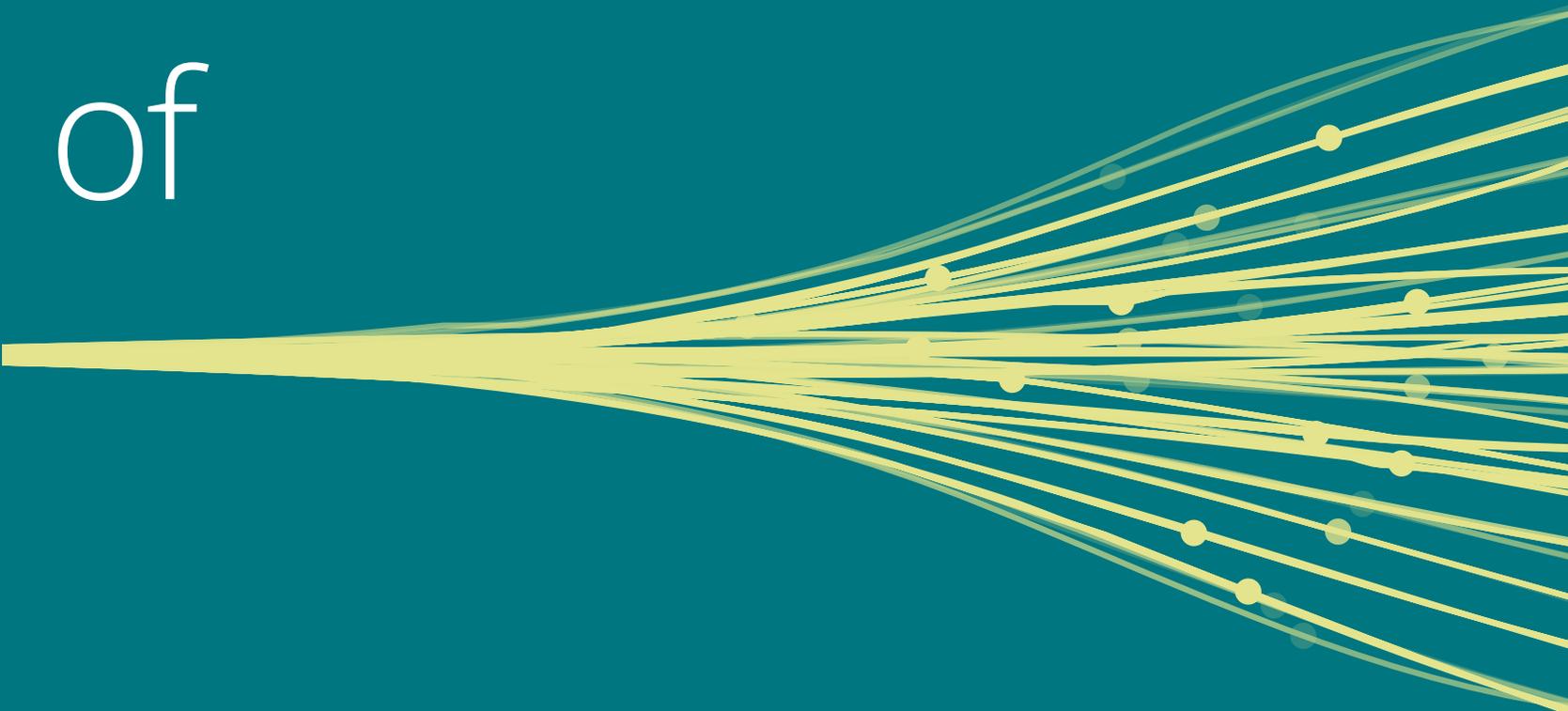
Improving relationships by industry group



Our survey shows that CDOs have limited engagement with some senior stakeholders in their organisation. This is further explored on **page 55**.

03 Focus areas

Influence of the CDO



03 Focus areas: influence of the CDO

Where do CDOs report into?

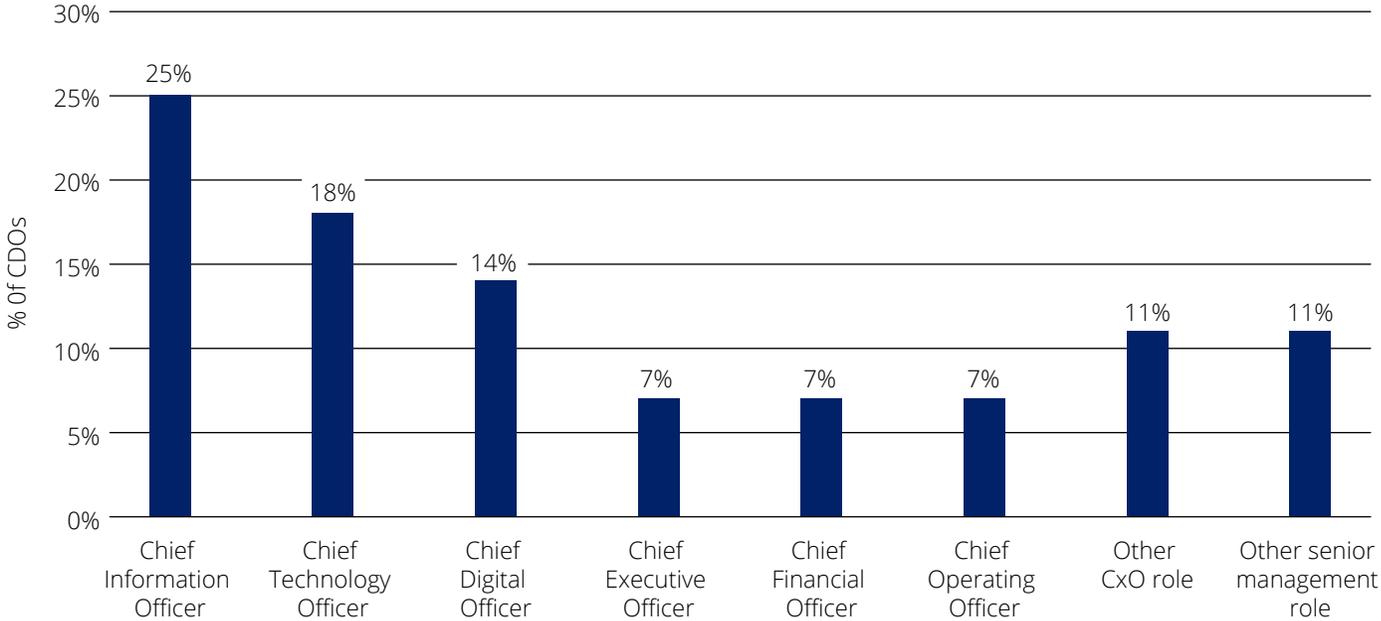
91% of CDOs said they reported into a CxO position, but we see variability in the role CDOs report into.

Our perspective

CDOs should build strong relationships with their CEO. This can help them secure buy-in and funding on transformation projects that help to implement large-scale change to benefit the use of data. It also helps to ensure that the CDO is working to support the CEO’s business objectives and overall business strategy, creating a more unified approach.

Only 7% of CDOs said they report directly into their CEO. In the 2022 CDO survey, we reported that 8% of CDOs reported into the CEO.

Where do CDOs report to?*



The percentage of CDOs sitting on their board has increased. In the 2022 CDO survey, 9% of CDOs sat on their board – this has increased to 17% in 2023.

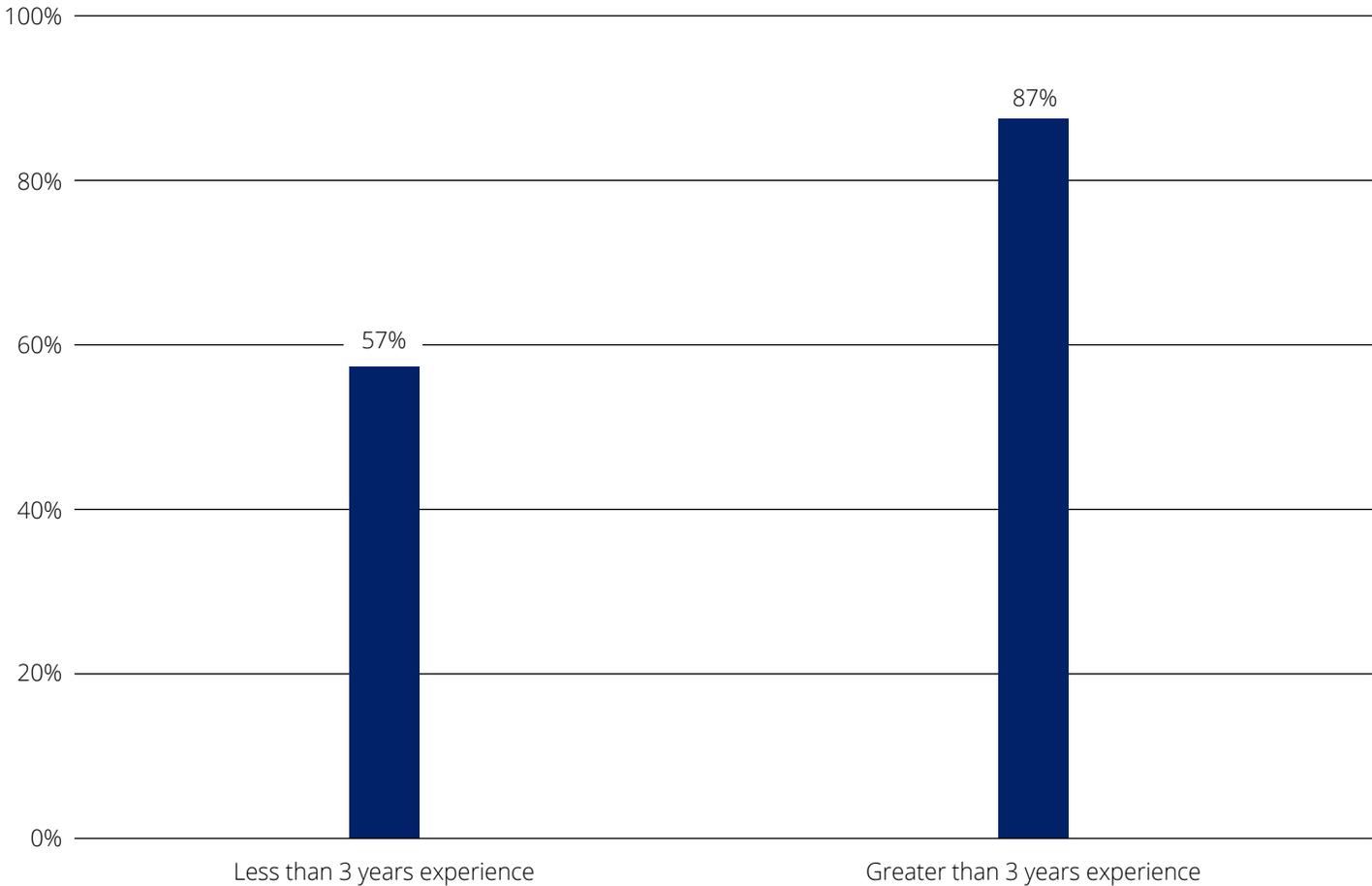
*The 2023 CDO survey has been open to CDOs and senior data leaders. For the analysis completed in this section, we have worked with a subset of participants that have said they are the most senior data leaders within their organisation.

03 Focus areas: influence of the CDO

Across industry groups, we saw a similar trend in the proportion of CDOs reporting into CxO level. Financial Services had the highest proportion with 88% of CDOs reporting directly into a CxO compared to 81% in Corporates and 78% in Government & Public Sector.

When comparing against tenure, we noticed that CDOs with longer tenures are more likely to report into a CxO. 87% of CDOs with more than three years in their role reported into a CxO, compared to only 57% of CDOs with less than three years.

% CDOs who report into CxO



03 Focus areas: influence of the CDO

CxO engagement: relationship

44% of CDOs believe that they have a good relationship with the CEO.

Our perspective

The relationship between the CxO and CDO is vital to rolling out data improvement programmes, adopting analytics and AI functions in decision-making and ultimately becoming a data-driven organisation.

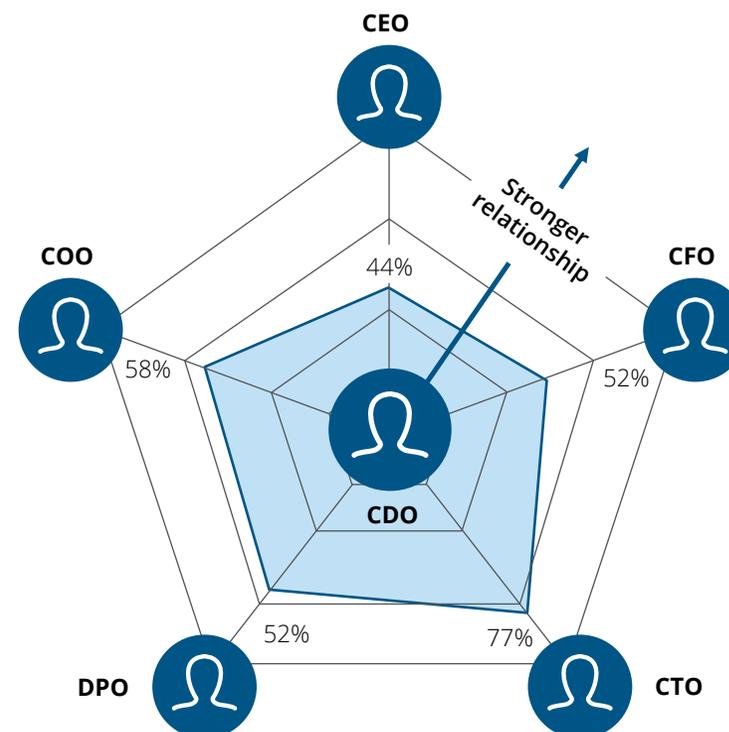
The CDO must engage effectively with key executive stakeholders and their own business areas to embed data-related changes and drive data improvement across the organisation. Lack of understanding and ownership across leadership is a key barrier to adoption.

How do CDOs engage with other CxO stakeholders?

When looking into the relationships CDOs have with senior stakeholders across the organisation, we can see that CDOs have good working relationships with those who have more technical roles, especially the CTO.

CDOs have outlined that they have weaker relationships with business focused C-suite colleagues, including CEOs, COOs and CFOs. Just 44% of CDOs believe they have a good relationship with their CEO. Identifying the key colleague relationships and prioritising engagements should be viewed as an important consideration to benefit the CDOs strategies.

CxO relationship with CDO



03 Focus areas: influence of the CDO

CxO engagement: understanding

Only 38% of CDOs believe that the CEO has a good understanding of their current work.

Our perspective

As expected, we see the strongest understanding with senior stakeholders already in a technical or technology focused roles.

CDOs have a great opportunity to educate other business stakeholders on their role, as well as the role that data plays. This helps to build awareness of the opportunity that data brings, through identifying specific problems relevant to each stakeholder, and how data can be used to resolve them.

CxOs with a stronger understanding of the CDO's role can drive data integration, adoption, and a cultural shift which can help the organisation build on their data capabilities and improve performance.

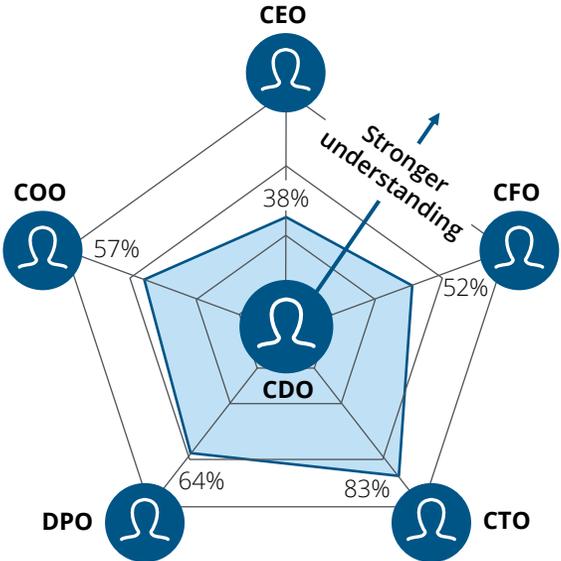
How well do CxO roles understand the CDO role?

The DPO and CTO have the strongest understanding of the CDO role, compared with other C-suite. This is consistent with the relationship levels outlined on **page 55**.

However, as with relationship levels, CDOs should focus on building awareness and understanding of the data function with C-suite colleagues such as CEOs, COOs and CFOs.

We found that only 38% of CDOs believed their CEO has a good understanding of their role. Increasing awareness and understanding across CxO roles should be seen as a key enabler to improving business performance.

CxO understanding of CDO role



03 Focus areas: influence of the CDO

Budgets and spend

79% of CDOs are responsible for their own budgets.

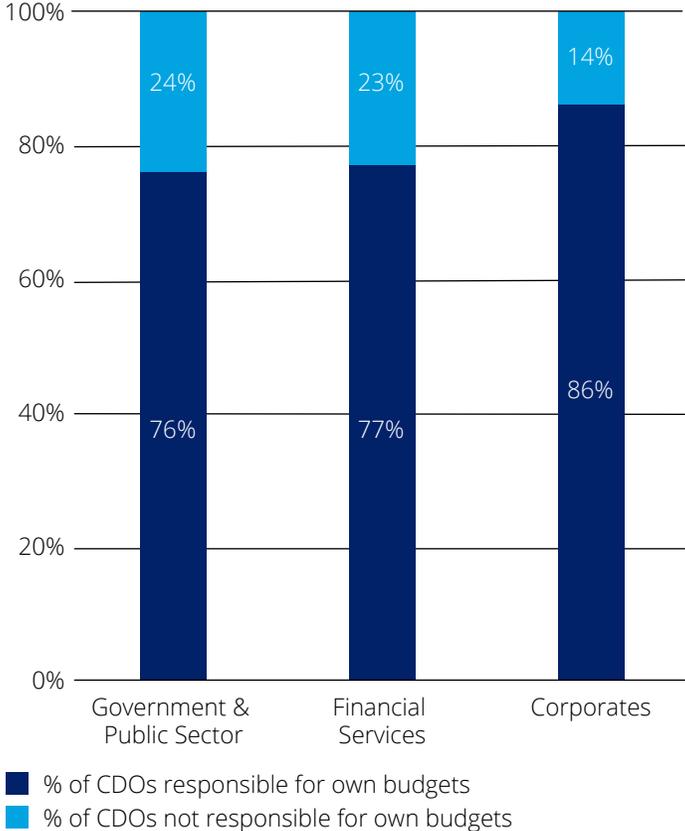
Our perspective

Funding is a crucial enabler for CDOs to be able to drive value from their data. CDOs that are responsible for change budgets will have a more effective influence across their organisation and can manage costs associated with change programmes, talent and BAU. Where CDOs are not responsible for change budgets, they will need to rely upon, quantitatively and qualitatively, demonstrating the value of data to influence change programmes across the organisation.

When we think about the labour market for data specialist skills, it comes as no surprise that budgets are stretched. CDOs cited that talent was accountable for the largest proportion of their budget and that salary dissatisfaction was the main challenge to attract and retain data talent.

Broadly speaking, relative to the size of the I.T. budget, spending controlled by CDOs is smaller than we would expect at 12%. CDOs expressed that they would like to see this increase to 17%. In some instances, other functions and lines of business will have data spend as well.

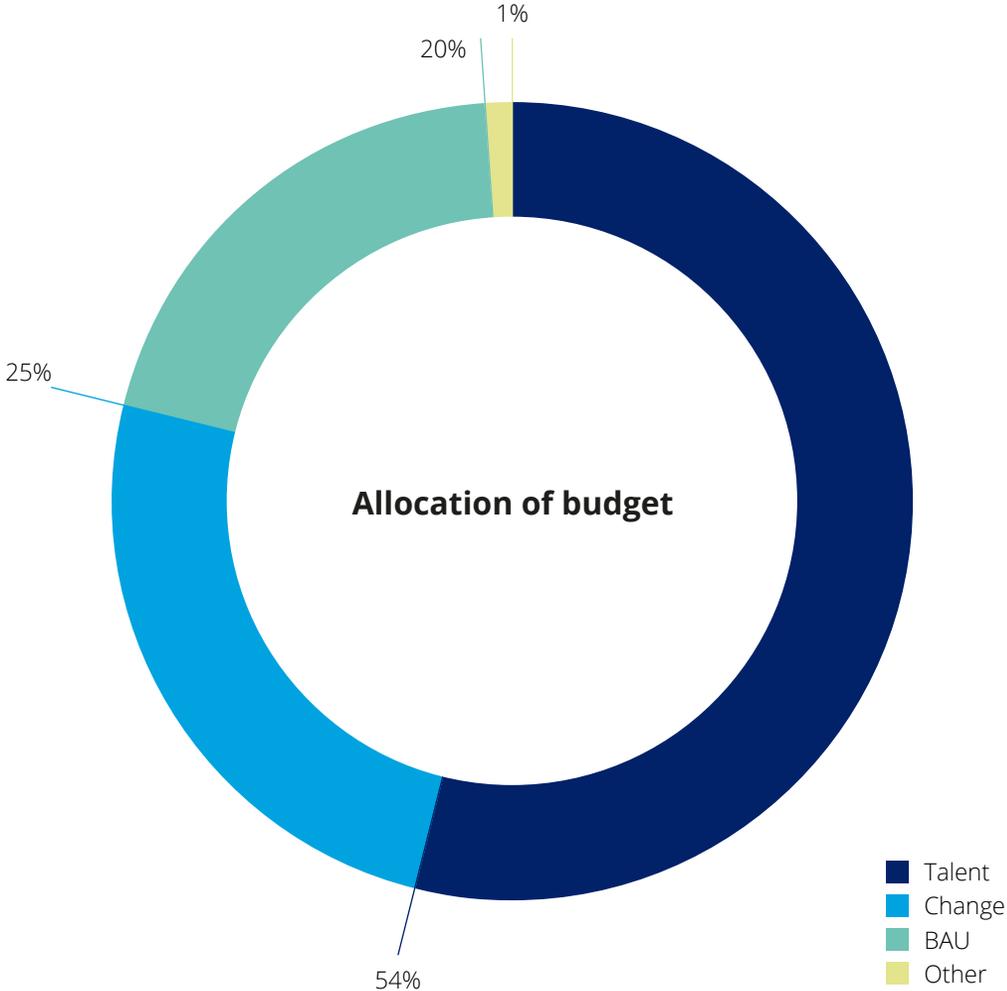
Budget responsibility by industry group



03 Focus areas: influence of the CDO

We asked CDOs to explain their allocation of budgets between talent, change and business-as-usual (BAU) activities. 54% of CDOs said that talent accounted for the largest proportion of their budget followed by change projects (25%) and BAU costs (20%). This was relatively similar across industry groups: Government & Public Sector estimated spending 60% of their budget on talent, compared to 55% for Financial Services and 54% for Corporates.

The limited level of the change budgets means CDOs will have to rely more heavily on influence, to ensure data strategy considerations are included in projects funded by other parts of the organisation.



03 Focus areas: influence of the CDO

Relationship between CDO and I.T.

49% of CDOs have to rely upon influence alone to be involved in I.T. change processes.

Our perspective

As the driver for data value within an organisation, the CDO plays a key role in the I.T. systems change process to ensure that I.T. infrastructure aligns with business ambitions and the broader data objectives set out in the data strategy.

The relationship between the CDO and the I.T. team is extremely important. It is worth noting that this relationship is bilateral, as CDOs can help to deliver the full benefit from technology, and I.T. can be an enablers for the CDO, if they support with ensuring data needs are factored into design decisions.

The relationship between CDO and I.T.*

Participants were asked to define how they work with I.T. to deliver against the CDOs objectives. We observe variability in the involvement that CDOs have with their I.T. teams and their ability to influence them.

- 15% said I.T. change governance requires CDO approval for systems changes
- 15% hold the budget that is incorporated into change projects
- 30% said I.T. change governance requires CDO consultation for systems changes
- 36% hold material budget and commission explicit projects

- 39% act as an SME to the engineering and development teams when developing system changes
- 49% seek to influence I.T. change processes to involve CDOs in systems changes.

*I.T. is used here as a cross-industry comparator only. In this report, I.T. may refer to I.T., digital and technology teams.

03 Focus areas

The four faces of the CDO framework



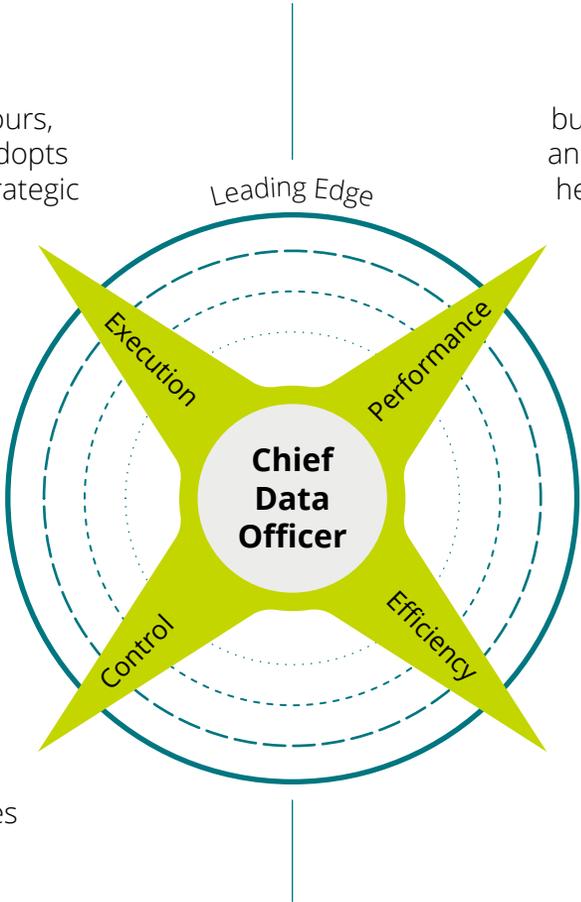
03 Focus areas: The four faces of the CDO

The four faces of the CDO framework

Using our four faces of the CDO framework, we asked our participants where they currently spend their time and budget, and how different it is to where they want to spend their time and budget.

Catalyst
Championing the benefits of data, including analytics, for the organisation, influencing behaviours, and establishing a culture that adopts an insight-driven approach to strategic business decision-making.

Strategist
Providing leadership for data activities, and partners with the business to enable the use of data and insights as a strategic asset, to help achieve corporate objectives.



Technologist
Assessing new data platform technologies and designing data technology platform architectures to increase business agility and manage complexity.

Operator
Operating and delivering efficient data services and solutions to support the business, while managing risk and protecting core assets.

03 Focus areas: The four faces of the CDO

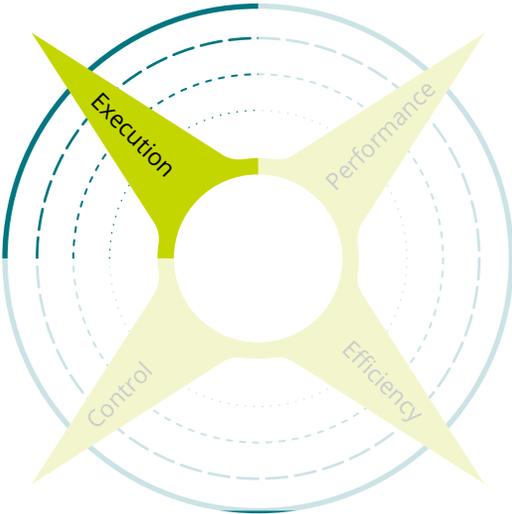
The four faces of the CDO: catalyst

The catalyst aims to champion the benefits of data, including analytics, for the organisation, to influence behaviours and establish a culture that adopts an insight-driven approach to strategic business decision-making.

Key focus:	Key roles:
<ul style="list-style-type: none"> • leading the data and analytics innovation agenda for the organisation • changing organisational behaviour and establishing a value attitude. 	<ul style="list-style-type: none"> • acting as the champion for data and analytics of the organisation to internal and external stakeholders • aligning strategic objectives and business benefits from an analytics perspective to enable better cultural adoption • nurturing ways of working with data and tech across the organisation.
Competencies:	Critical issues:
<ul style="list-style-type: none"> • confidence adapting to disruptive technologies and suggesting new ideas • business perspective, conflict management, organisational agility, and facilitation • strong communication and change management skills • understanding of key performance measurements to measure success of strategic initiatives • strong leadership skills. 	<ul style="list-style-type: none"> • establishing a structure of enterprise-wide accountability for results and driving execution • gaining buy-in from business management for utilising data and analytics innovation • maintaining the enterprise-wide momentum for innovation and staying updated on the latest data and technology trends • implementing strategic initiatives while business models continue to change through extended business relationships, delivery models, and global expansion.

What CDOs told us:

- they currently spend 27% of their time (up from 15% last year) and 14% of their budget in the catalyst role
- they are looking to increase the amount of time and budget spent in the role to 31% and 25% respectively.



03 Focus areas: The four faces of the CDO

The four faces of the CDO: strategist

The strategist aims to provide leadership for the data activities, and partner with the business to enable the use of data and insights as a strategic asset, to help achieve corporate objectives.

Key focus:

- helping set the future direction of the organisation to enhance business performance and shareholder value
- establishing focus on the right analytics opportunities that generate business value.

Key roles:

- gaining business alignment to successfully identify, evaluate, and execute strategies
- being a business partner with other CxOs and business unit leaders to educate on the value of data and analytics
- generating cross-organisational value through data and analytics
- creating an analytics and AI lens to support the effective execution of the organisation's strategic initiatives.

Competencies:

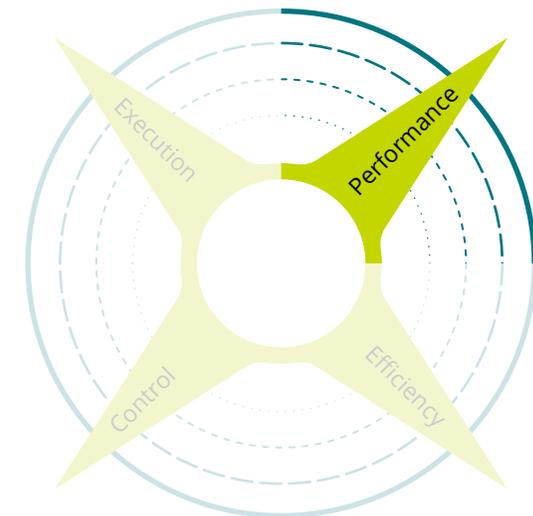
- critical thinking, analysis, and presentation of data
- global perspective, strategic agility, and dealing with ambiguity
- data and analytics experience
- strong business partnering skills
- strong leadership skills.

Critical issues:

- silos and varying levels of analytics understanding/maturity or buy-in across the organisation's departments
- providing an analytical perspective on innovation, profitable business growth, and translating external trends into internal business imperatives
- providing necessary analytics-related information and tools for the organisation to make sound business decisions.

What CDOs told us:

- they currently spend 31% of their time, up from 16% last year, and 16% of their budget in the strategist role
- they are looking to increase the amount of time and budget spent in the role to 41% and 28% respectively.



03 Focus areas: The four faces of the CDO

The four faces of the CDO: operator

The operator aims to run and deliver efficient data services and solutions that support the business while managing risk and protecting core assets.

Key focus:

- ensuring the efficiency and effectiveness of the operations of the data and analytics function
- adding value to the organisation and keep a clear business case for data and analytics
- industrialising analytics for the business.

Competencies:

- confidence adapting to disruptive technologies and suggesting new ideas
- business perspective, change and conflict management, organisational agility, and facilitation
- strong communication and change management skills
- understanding of key performance indicators to measure success of strategic initiatives
- strong leadership skills.

Key roles:

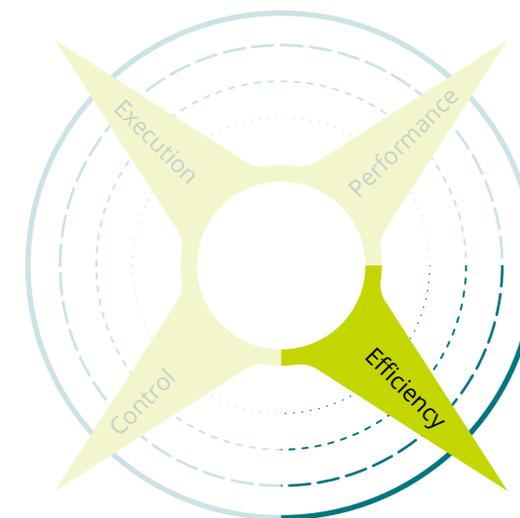
- dynamically balancing cost, risk, and service levels in delivering on the data and analytics function's responsibilities
- developing and managing a clear service catalogue
- defining and adapting the analytics operating model to deliver for the organisation at scale, integrated with the enterprise-wide data architectural direction
- developing data and analytics talent
- establishing and leading on data and analytics benefits tracking.

Critical issues:

- establishing a structure of enterprise-wide accountability for results and driving execution
- gaining buy-in from business management for utilising data and analytics innovation
- maintaining the enterprise-wide momentum for innovation and staying updated on the latest data and technology trends
- implementing strategic initiatives while business models continue to change through extended business relationships, delivery models and global expansion.

What CDOs told us:

- they currently spend 25% of their time, down from 37% last year, and 39% of their budget in the operator role
- they are looking to decrease the amount of time and budget spent in the role to 14% and 25% respectively.



03 Focus areas: The four faces of the CDO

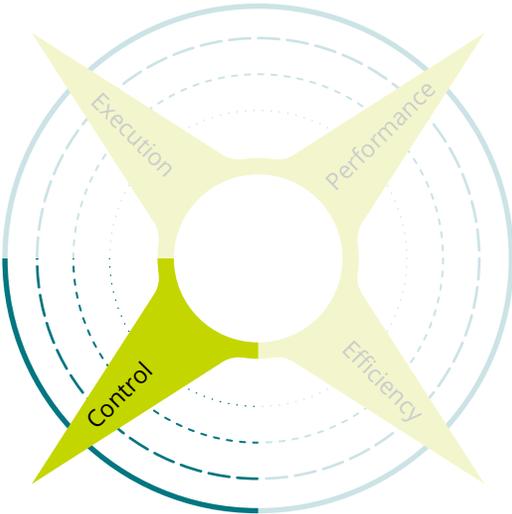
The four faces of the CDO: technologist

The technologist aims to assess new data platform technologies and design data technology platform architectures to increase business agility and manage complexity.

<p>Key focus:</p> <ul style="list-style-type: none"> • leading the data technology innovation agenda for the organisation • leading the data disruption agenda for the organisation • changing organisational behaviour to use data and systems differently. 	<p>Key roles:</p> <ul style="list-style-type: none"> • acting as the champion for data technologies across the organisation to internal and external stakeholders • aligning strategic objectives and business benefits from an analytics perspective to enable better cultural adoption • defining and adapting the technology operating model so that it delivers for the organisation at scale and integrates with the enterprise-wide data architectural direction.
<p>Competencies:</p> <ul style="list-style-type: none"> • confidence adapting to disruptive technologies and suggesting new ideas • business perspective, change and conflict management, organisational agility, and facilitation • strong communication and change management skills • strong leadership skills. 	<p>Critical issues:</p> <ul style="list-style-type: none"> • gaining buy-in from I.T. and the business for utilising analytics and innovative technologies • maintaining the enterprise-wide momentum for innovation and staying ahead of the latest data and technology trends.

What CDOs told us:

- they currently spend 16% of their time, down from 32% last year, and 31% of their budget in the technologist role
- they are looking to decrease the amount of time and budget spent in the role to 14% and 23% respectively.



03 Focus areas: The four faces of the CDO

The four faces framework: time

CDOs want to spend the most of their time as a strategist.

How do these results compare to last year?

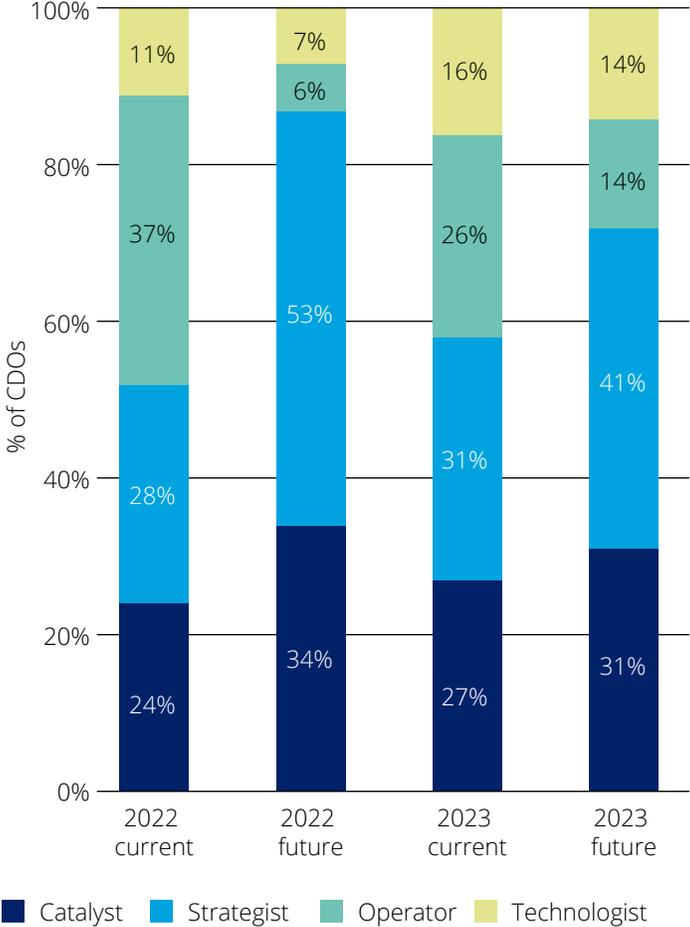
We observed that, in line with what CDOs said last year, on average CDOs want to spend the most of their time as a strategist and move towards spending more time as a catalyst. In addition to this, CDOs told us that they want to spend less time as an operator and the least time as a technologist.

Across the four faces, we see CDOs have made some progress to focus their time in each role. However, further progress is required to progress towards their desired allocations, where strategist and catalyst are their primary roles:

- 70% of CDOs that want to spend less time in the **operator** role than they currently are
- 69% CDOs that want to spend more time in the **strategist** role than they currently are
- 55% of CDOs that want to spend more time in the **catalyst** role than they currently are
- 44% CDOs that want to spend less time in the **technologist** role than they currently are.

By far the biggest issues for CDO time allocation is the operator role. In 2022 they wanted to spend 6% of time as an operator. In 2023 the actual has been 26%.

Four faces: time



03 Focus areas: The four faces of the CDO

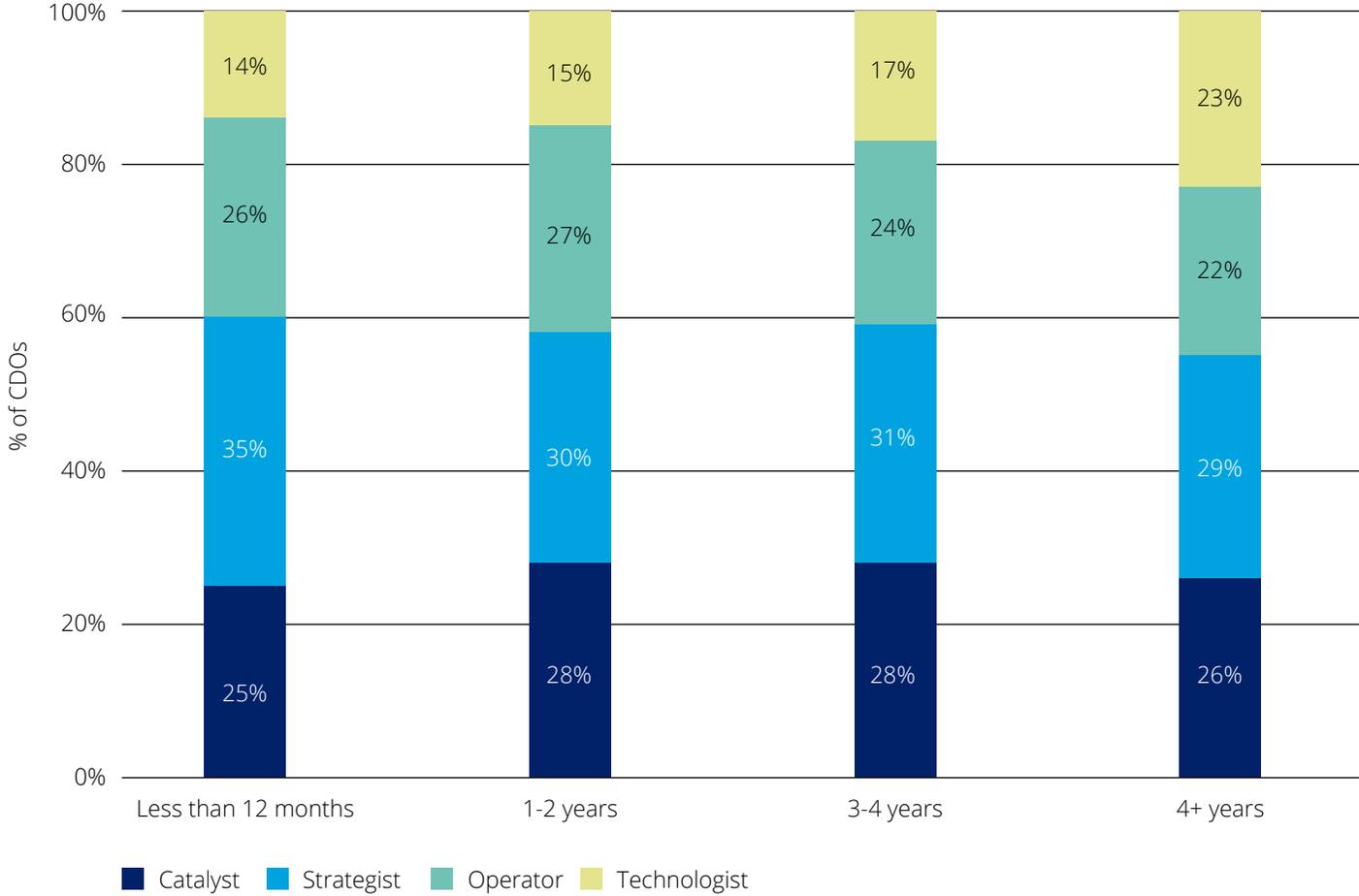
CDOs have differing opinions on how their time should be spent across the four faces.

When comparing industry groups, we saw a very similar pattern in where CDOs are currently spending their time and where they would like to do so in the future. We do see some variation however, when looking at the same data based on the longevity of CDOs' tenure.

On average, newer CDOs spend more time in a strategist role, which reduces steadily as their tenure increases.

Interestingly, CDOs with longer tenures (over four years) spend more time in a technologist role, despite indications that they want to move away from this. This suggests they may have to deal with technical issues, that potentially impedes progress.

Four faces: current allocations by tenure



03 Focus areas: The four faces of the CDO

The four faces framework: budget

CDOs want to allocate their budget more evenly across the four faces framework.

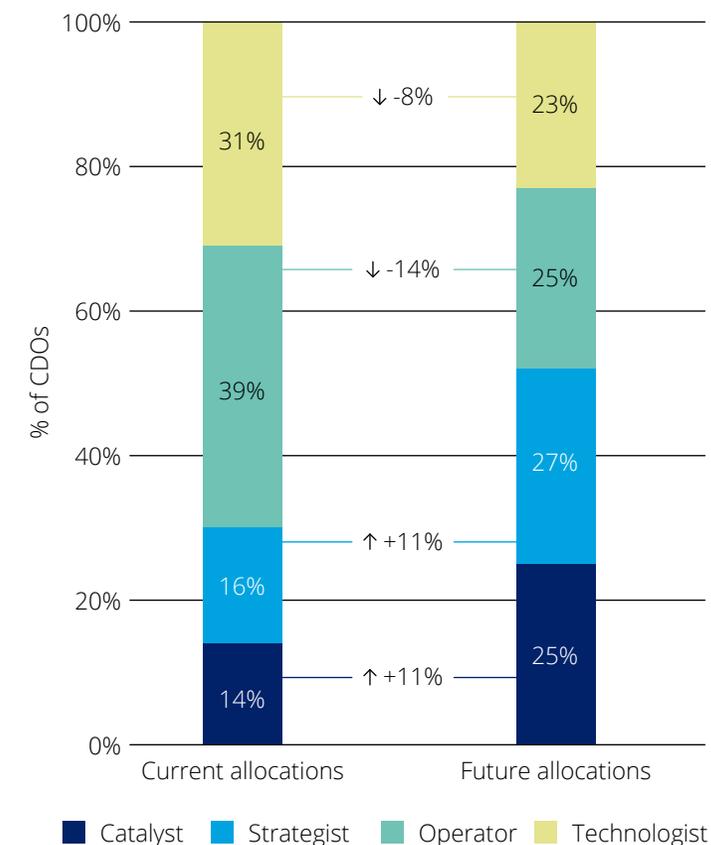
We see that, similarly to the trend in four faces time allocations, CDOs want to spend more budget as catalysts and strategists to enable their organisation to get the most out of data. Allocating more budget here will help organisations achieve corporate objectives and deliver efficient services.

CDOs also told us that they want to spend less budget in operator and technologist roles. The component in four faces with the biggest difference is the operator. Here our findings showed that, on average, CDOs want to spend 14% less of their budget in this space:

- 70% of CDOs want to spend more budget in the **strategist** role than they currently are
- 63% of CDOs want to spend more budget in the **catalyst** role than they currently are
- 61% of CDOs want to spend less budget in the **technologist** role than they currently are
- 67% of CDOs want to spend less budget in the **operator** role than they currently are.

Given that much of the operator spend is on core BAU activities, the solution must be some form of investment in efficiency and optimisation.

Four faces: budget



03 Focus areas: The four faces of the CDO

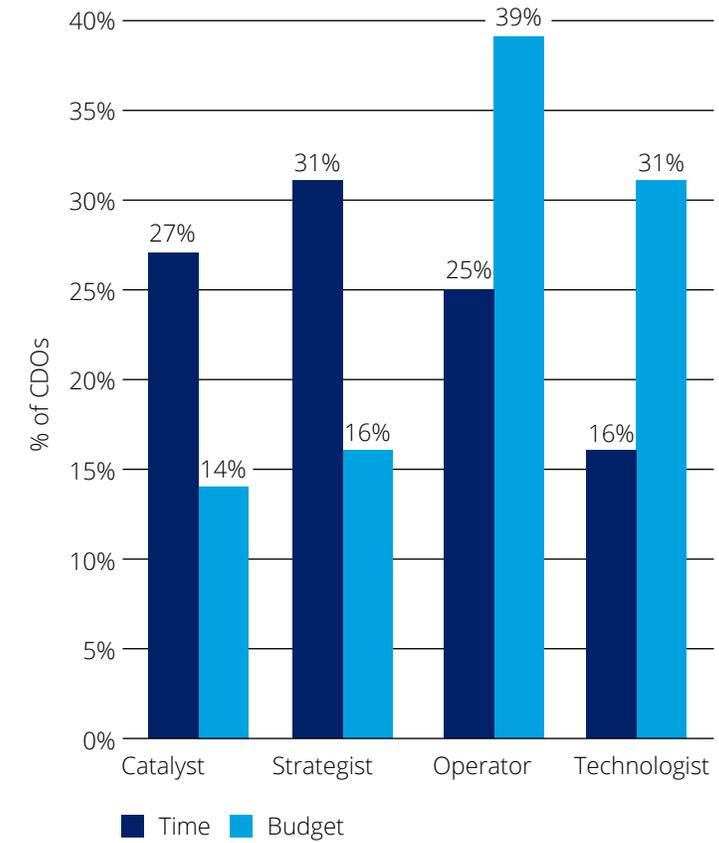
The four faces framework: current time vs budget

CDOs current time allocations are not aligned to their budget allocations across any of the four faces.

Proportionately CDOs spend, on average, significantly more time than budget in catalyst and strategist roles. We know CDOs want to spend more time in these roles to help organisations change the data culture, but we see they have little budget that allows them to do this. Ultimately, we found that they spend twice as much of their time allocation, than their team's budget allocation on these two areas.

We also found that CDOs spend significantly more budget than time in operator and technologist roles. We also see CDOs want to spend less time and budget in these roles, however, we continue to see high spend in these areas. This raises the thought-provoking question: why are CDOs spending so much money in this area when they want to reduce the amount of their time spent on related activities?

Current allocations: time vs budget



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Control
Influence

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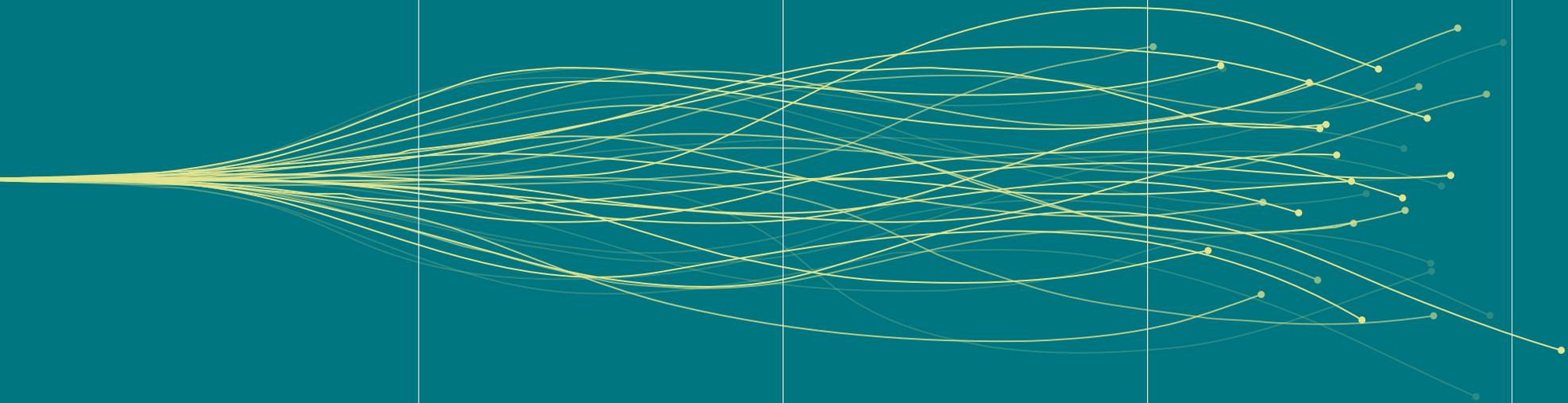
Organisation & operations
Value to enterprise
Influence of the CDO
The four faces of the CDO

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Approach

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CDO programme

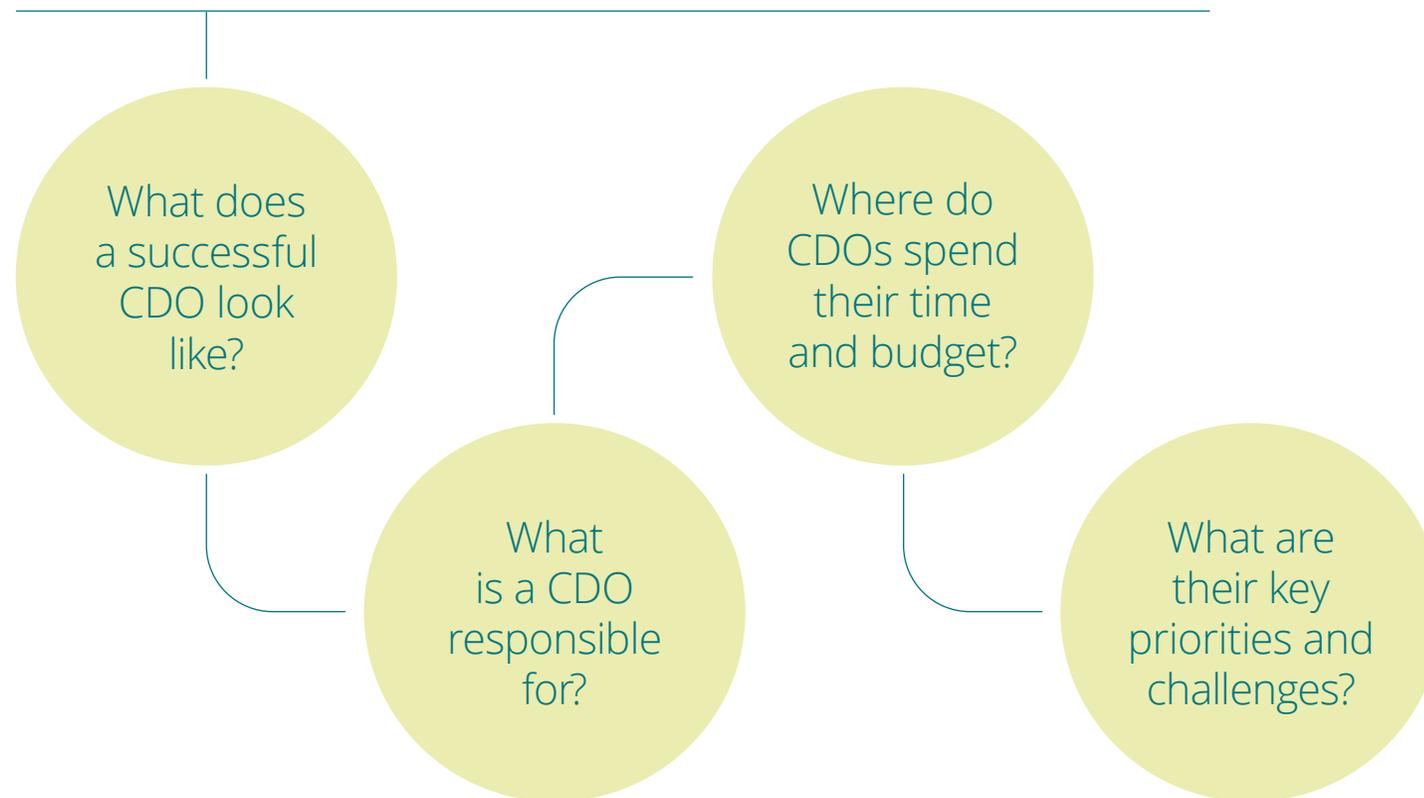


04 Approach

Following the release of Deloitte's 2022 Chief Data Officer survey, we launched our second CDO survey in Spring 2023.

In this edition, we have moved to a digital survey to gather a more diverse range of opinions from a wider, international audience, and invited perspectives from a larger set of CDOs and data leaders.

Key questions that the 2023 CDO report seeks to answer are:



04 Approach

Survey methodology

We identified a range of CDOs to participate in this research, representing all major industry groups across Financial Services, Government & Public Sector and Corporates. A total of 75 participants completed the survey from eight countries.

After the survey closed, we analysed the responses: the survey data was used to identify the trends, observations, and insights shared in this report.

Note: throughout this report the term “CDO” is used to represent all participants – noting that we surveyed individuals with the title of CDO and senior data leaders with similar responsibilities, but different role titles such as “Director of Data” and “Head of Data.”

Australia



Belgium



Germany



Netherlands



New Zealand



Saudi Arabia



Sweden



United Kingdom



04 Approach

Maturity assessment

Maturity assessment methodology

In some areas of this report, you will see reference to our maturity assessment.

The following steps outline the methodology for our maturity assessment:

01. In the 2023 CDO survey, we asked participants to identify their core objectives, that they are currently focusing on.
02. After selecting their core objects, we asked some specific follow-on questions asking participants to select criteria which describe their activities for each of these objectives.
03. By analysing the criteria that was selected, we have evaluated the maturity trends across organisations.
04. We have grouped participants into 5 categories across the maturity scale based on their responses.

The maturity scale:

Initial

Responses indicate no or limited evidence to suggest the capability has been established within an organisation.

Emerging

Responses indicate some evidence to suggest the foundations of the capability have been established but scope to develop further.

Understood

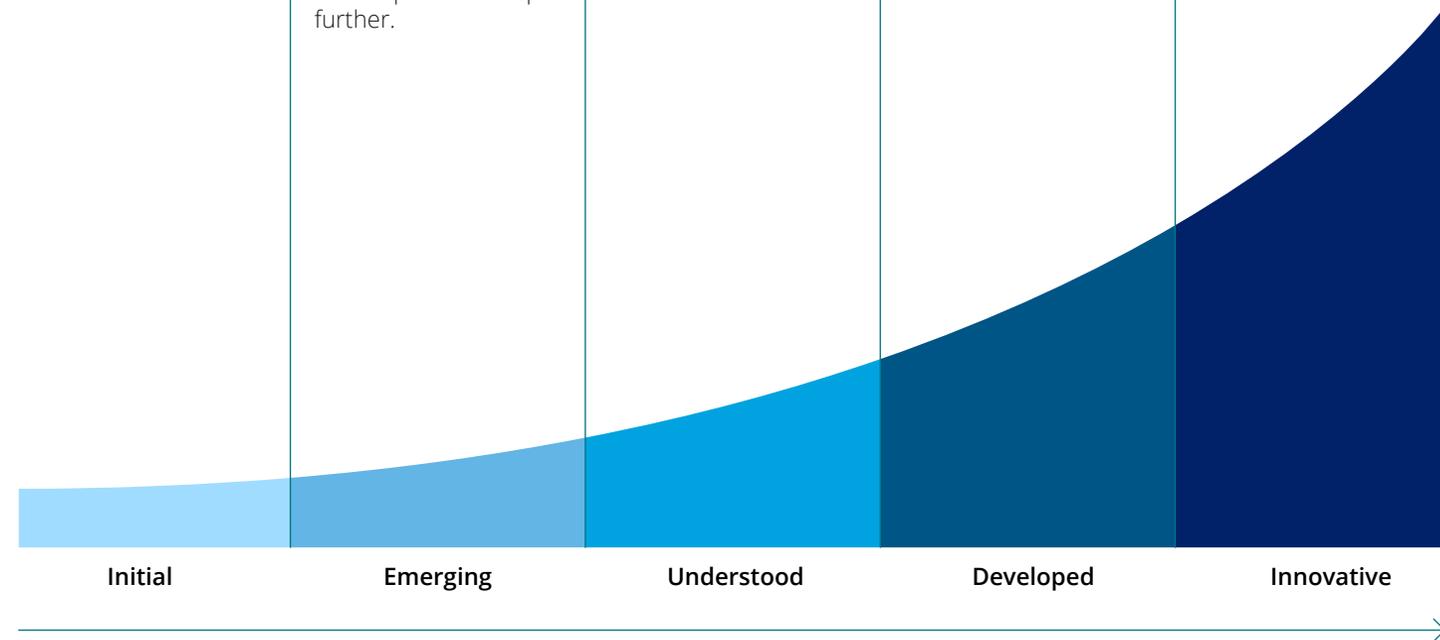
Responses indicate that elements of good practice were identified within the capability area.

Developed

Responses indicate no or limited evidence to suggest the capability has been established within an organisation.

Innovative

Responses indicate a well-established capability that is performing above average.



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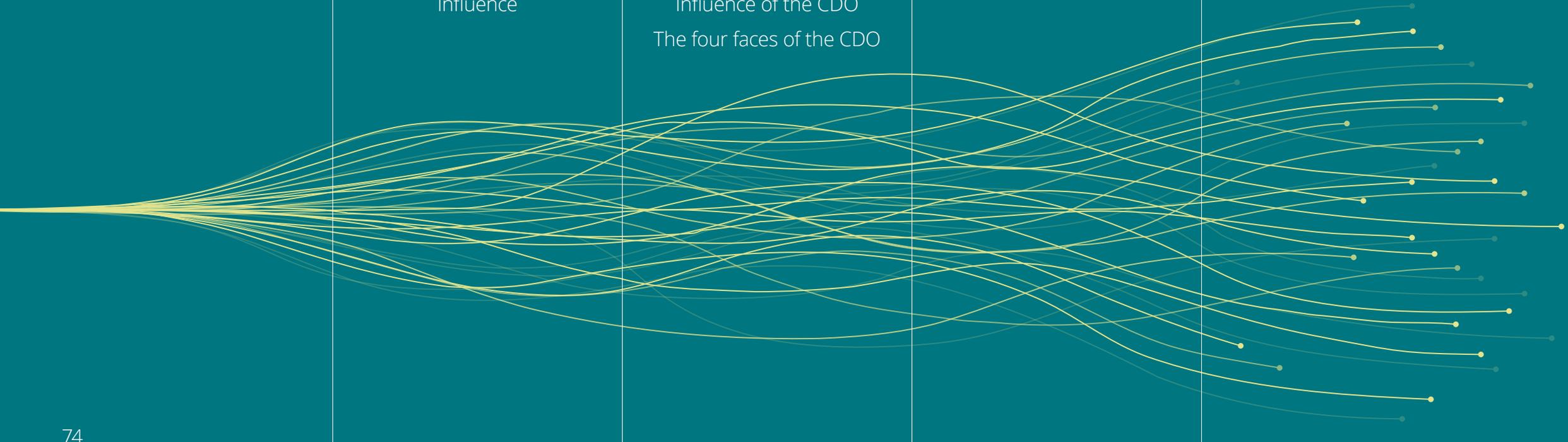
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CDO programme



04 CDO programme

Deloitte CDO programme

Our CDO programme focuses on supporting CDOs to grow and develop in their roles.

We have developed a programme of activities to support data leaders in overcoming current challenges they are facing, and defining/embedding the CDO role into organisations.

The programme will help senior data leaders to leverage Deloitte's expertise and network with other leaders across industry groups.

The programme is intended to be driven by CDOs for CDOs – with topics of focus chosen by the group – and facilitation from Deloitte. Discussions will always be held under the Chatham House rules. There will be no direct attribution of any discussion outside of events. This will help foster supportive and open discussions to benefit participants.

To achieve this ambition, we have categorised the CDO programme into four areas of activity:



Roundtable discussions

You will gain exclusive access to themed and industry-focused discussions that offer opportunities to network, gather insights, and hear from industry experts.



Insight papers and articles

Staying current has never been so important. These insights focus on you, your leadership, and your career path, with topics that help you keep up-to-date on current trends and ways of working.



Bespoke labs and workshops

We facilitate unique transition labs, next-generation, strategic thinking workshops, and problem-solving greenhouses to support you and help you develop in your role.



Peer-to-peer network

This programme provides a unique opportunity to establish new connections and relationships with peers across industry groups and a variety of experience levels and countries.

If you have any feedback or would like to get in contact with the team, please contact ukcdocommunity@deloitte.co.uk. If you are based outside of the UK, we can also put you in contact with your local Deloitte member firm.

04 CDO programme

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