TIME TO **ACCELERATE** YOUR DATA AND ANALYTICS JOURNEY IS **NOW**
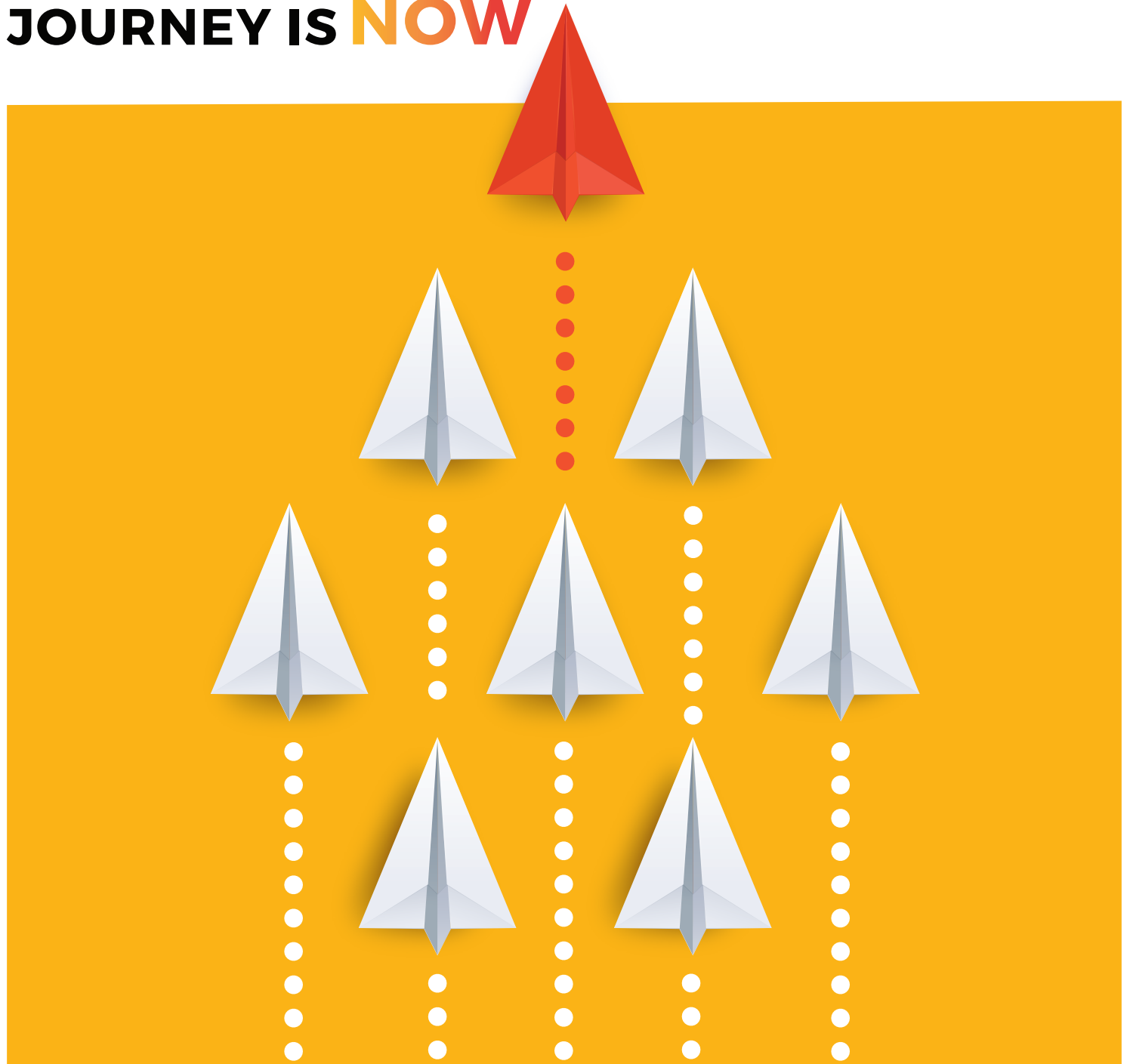
Foreword

Harvard Business Review had famously declared data science as the most sought-after jobs of the 21st century. A decade later, amid the shifting tides of the new normal, data and analytics have become indispensable tools for businesses to solve their most profound problems and identify the path to growth and resilience.

We are seeing a unanimous recognition of the strategic value that data and analytics bring. Most organizations have already embarked on their journey to becoming insights-driven and are being further bolstered by a significant rise in data and analytics spending. However, it is interesting to note the challenges that enterprises, placed at different maturity levels, are encountering in their pursuit of data and analytics excellence.

For example, many organizations with strategic milestones, resources and plans in place lack the required data and analytics capabilities for strategy execution. On the other hand, companies at the beginning of their data and analytics journey face the challenge of developing a clear strategy that articulates their goals.

While there is no doubt that the time is ripe for enterprises to accelerate their data and analytics journeys, they need to be mindful of the larger trends at play in this space. For instance, with COVID-19 making past trends, behaviors and patterns irrelevant, traditional and rule-based Artificial Intelligence (AI) techniques that have relied on historical data are making way for advanced, futuristic and scalable AI and Machine Learning (ML) models. Similarly, cloud-based analytics, owing to its agility and scalability, is gaining increased traction.

Data and analytics are paramount to managing disruptive change, but success will be an outcome of a careful orchestration driven by the right strategy, practices, talent and technology.

Keshav R. Murugesh

Group CEO, WNS Global Services

Past Chairman, Nasscom*

**National Association of Software
and Service Companies*

Foreword

Enterprises today need the agility and precision of a martial artist to match pace with the rapid shifts in customer behavior while standing rock solid against the barrage of marketplace upheavals. I firmly believe that data, analytics, and Artificial Intelligence (AI) are the sixth sense for businesses that power transformation with bold, winning moves in this digital-first world.

The Forrester survey, commissioned by WNS, polled C-Suite, Chief Data & Analytics Officers and key business leaders to assess their current maturity and analyzed their future strategies and roadmaps for data and analytics implementations. Focused on different areas within the data analytics and AI ecosystem such as Intelligent cloud, data platform architectures and advanced analytics amongst others, the survey reveals the challenges, concerns, and opportunities facing enterprises and the solutions and growth plans on their radar.

Insights from the survey affirmed that companies with robust data and analytics systems emerged stronger amid the pandemic crisis. Eighty-two percent of organizations with advanced data and analytics maturity saw positive YoY revenue growth over the past three years.

Although data and analytics were largely recognized as key strategic enablers, investments in building these capabilities are yet to catch up. Most firms are still at a nascent stage of adopting AI, with 70 percent relying largely on rule-based AI for specific functions. Similarly, while cloud-based analytics is a need of the hour for agility and scalability, only 8 percent have implemented it internally.

There are also technological and operational challenges to the digital evolution of organizations. This is particularly seen in sectors with large legacy systems. Our survey found that specialized data and analytics service providers are stepping in to provide necessary support to implement data and analytics-driven initiatives. In fact, over two-thirds of the respondents are foreseeing a rise in spending on data and analytics over the next 12 months, with a significant increase expected in the engagement of third-party specialists.

The most significant takeaway is the need for companies to maintain a strategic focus on their data and analytics evolution. How can this be achieved? At WNS Triange (WNS' Research and Analytics Practice), we recommend assessing your data and analytics maturity first to understand key gaps across competency, implementation and governance. Second, leverage specialized industry domain led data analytics service providers to access high-end tech solutions and accelerate your analytics journey. Last but not the least, it is critical to take a top down approach and ensure the involvement of C-suite and other key business leaders in the business strategy for data usage, monetization and outcomes.

Akhilesh Ayer
Head, WNS Triange

A Forrester Consulting Thought Leadership Spotlight
Commissioned By WNS
February 2022

FORRESTER®

The Time To Accelerate Your Data And Analytics Journey Is Now

Data is often referred to as the new oil of the digital economy. However, its real value lies not in its raw, unrefined form, but in the insights that come from distilling it for analytics-driven decision-making. While business leaders recognize the importance of data and analytics, organizations' journeys towards enhancing their data and analytics capabilities have largely been slow and tepid over the last decade.

WNS Analytics commissioned Forrester Consulting to evaluate the data and analytics maturity of organizations in the following industries: banking and financial services, consumer packaged goods, insurance, life sciences, manufacturing and materials, retail, and digital-only businesses. Forrester conducted an online survey with 450 C-suite leaders and senior decision-makers responsible for their organizations' data and analytics strategy in business functions, analytics, and IT roles across the US, Europe, Australia, and New Zealand (ANZ) to explore this topic.

Forrester's findings indicate that now is the time for data and analytics acceleration and for companies to realize the benefits of analytics-driven decision-making at scale. While 63% of decision-makers recognize data and analytics as a key strategic enabler, only 37% prioritize investments into these capabilities, highlighting the potential to act further on business intent. The survey revealed that banking, financial services, and digital-only businesses have higher data and analytics maturity than other industries.

Significant opportunities lie ahead for data and analytics-driven businesses to flourish. This is thanks to the increasing diversity and sophistication of data and analytics processes that rely on emerging AI and machine learning technologies.

KEY FINDINGS

The value that data and analytics offers is indisputable, yet many organizations have yet to invest effectively in its capabilities.
For organizations with higher levels of maturity, the COVID-19 pandemic has proven the tangible value of data and analytics. Beyond accelerating their response to the business and market changes, they achieved sustained growth in business performance.

Quantifiable ROI was reported among organizations with higher data and analytics maturity levels. All surveyed decision-makers' organizations with advanced data and analytics maturity have seen either measurable or significant benefits. Furthermore, 54% achieved increased revenue while another 44% have gained competitive advantage against their peers.

Organizations at different maturity levels face distinct challenges that require tailored approaches towards enhancing their data and analytics capabilities.
Organizations at the beginning of their journeys face the greatest hurdle with developing a clear strategy that articulates their data and analytics goals. More mature organizations face specific gaps within their organizational structure and processes to be addressed.

Data and analytics is key to staying ahead of the competition, and third-party service providers are key enablers in this journey. While 68% of decision-makers surveyed continue to ramp up internal capabilities and cloud-based data solutions, 42% agree that third-party service providers are a reliable source of support.

Data And Analytics Fuels Adaptive Enterprises

The pre-pandemic years of the 2010s were disruptive and confounding to begin with, as many organizations embarked on their business and digital transformation journeys in a bid to drive greater business growth. When the COVID-19 pandemic struck, it further highlighted the importance of adaptability, as businesses that were not able to adjust to the new normal fell behind. According to Forrester's Q1 2020 North American Technology-Driven Innovation Survey, leaders grew at 3.2 times the industry average, while laggards' growth shrunk.[1]

How do enterprises become adaptive? Data and analytics is key, as an organization that cannot measure and analyze its performance responsively cannot manage itself as an adaptive enterprise.

- **Organizations recognize the strategic value of data and analytics, yet they are not sufficiently acting on it.** While 63% of surveyed decision-makers recognize data and analytics as key strategic enablers, only 37% are prioritizing the investment in better data and analytics capabilities. We observed this trend across different regions and industries (see Figure 1 and 2). The group of respondents that identified data and analytics investments as a key initiative was much larger than the group that selected data and analytics-driven business decision-making as a key financial priority. The largest gap (40%) is among manufacturing and materials organizations, with 73% prioritizing data and analytics-driven decision-making but only 33% planning for actual investments.

  This strategic misalignment is likely to have been further exacerbated by the pandemic, as organizations focus post-pandemic recovery efforts towards short-term initiatives that support top-line performance. Even as organizations recognize the importance of data and analytics in enabling insight-driven decisions, they direct insufficient budgets towards improving data and analytics capabilities.
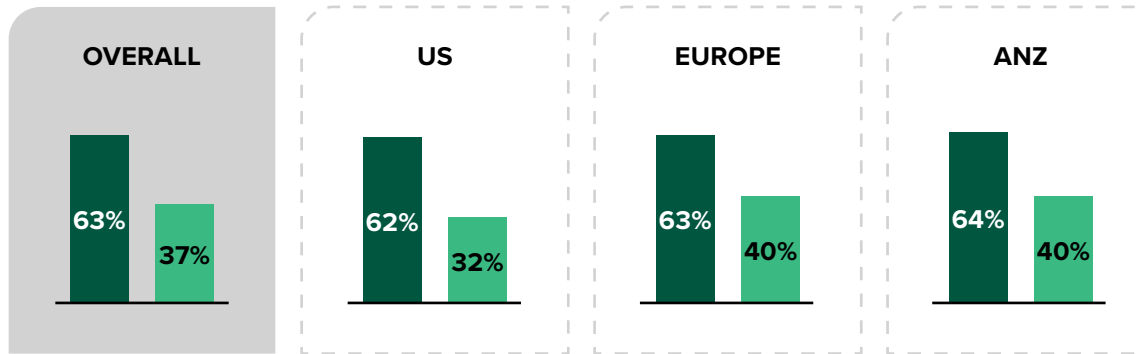
95%

of digital-only businesses have seen considerable revenue growth and show high analytics maturity.

Figure 1

Comparison Between Data And Analytics As A Priority And Investments Made By Region

OVERALL
63%
37%

US
62%
32%

EUROPE
63%
40%

ANZ
64%
40%

● Percentage of decision makers who selected **"become more insights driven in our business decision making"** as a critical or high priority
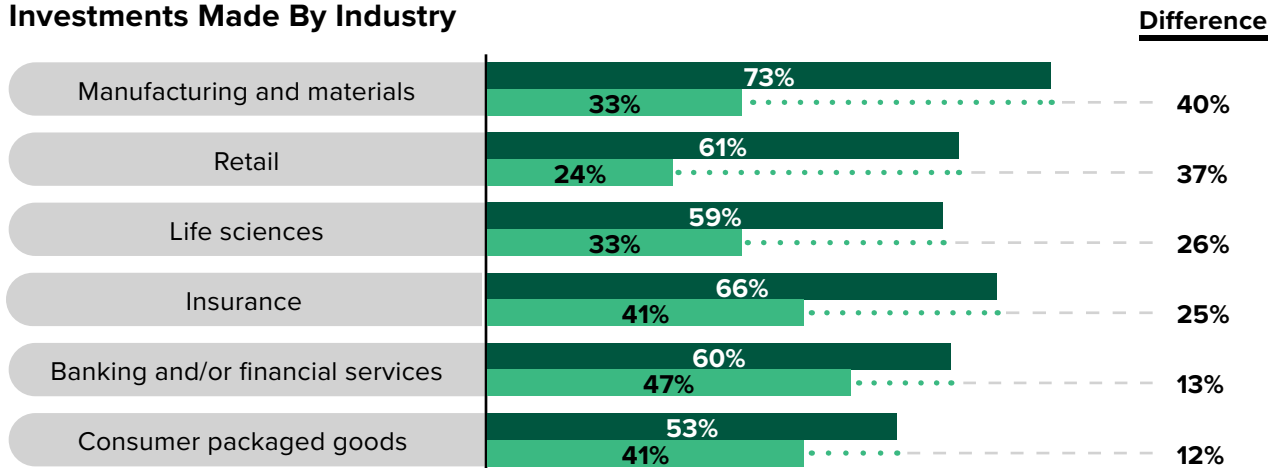
● Percentage of decision makers who identified **"investing in better data and analytics capabilities"** as a top three investment initiative

Base: 450 CXOs and senior decision-makers in business, analytics and IT functions across the US, Europe, and ANZ responsible for their organization's data and analytics strategy
Source: A commissioned global analytics study conducted by Forrester Consulting on behalf of WNS, 2021

Figure 2

Comparison Between Data And Analytics As A Priority And Investments Made By Industry

Difference

Industry		Difference
Manufacturing and materials	73% / 33%	40%
Retail	61% / 24%	37%
Life sciences	59% / 33%	26%
Insurance	66% / 41%	25%
Banking and/or financial services	60% / 47%	13%
Consumer packaged goods	53% / 41%	12%

● Percentage of decision makers who selected **"become more insights driven in our business decision making"** as a critical or high priority

● Percentage of decision makers who identified **"investing in better data and analytics capabilities"** as a top three investment initiative

Base: 450 CXOs and senior decision-makers in business, analytics and IT functions across the US, Europe, and ANZ responsible for their organization's data and analytics strategy
Source: A commissioned global analytics study conducted by Forrester Consulting on behalf of WNS, 2021
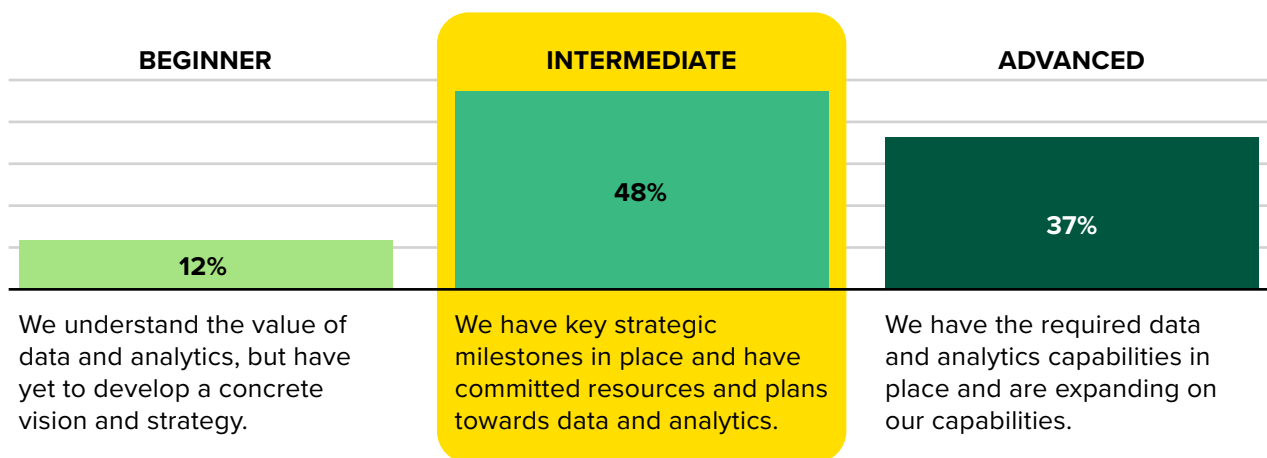
- **The majority of surveyed decision-makers' organizations exhibit only intermediate levels of data and analytics maturity.**[2] Overall, most (48%) surveyed decision-makers confirmed that strategic milestones, resources, and plans are in place at their organizations, but they lack the required data and analytics capabilities for strategy execution that advanced organizations have adopted (see Figure 3).

  At an industry level, the banking and financial services and insurance sectors recorded the highest levels of data and analytics maturity. Both have 96% of surveyed decision-makers' organizations exhibiting intermediate or advanced maturity. Likewise, a majority (55%) of digital-only businesses fell into the advanced maturity category, showing equal focus across data strategy, practices, and technology capabilities. Across these industries, investing in better data and analytics capabilities was considered one of their top three strategic initiatives, and they have seen its impact. Conversely, the consumer packaged goods industry fares the poorest in its data and analytics maturity, with 20% of decision-makers' organizations remaining at a beginner level.

  Across the surveyed regions, the US shows greatest data and analytics maturity, with 54% of the decision-makers' organizations falling into the advanced category. For Europe and ANZ, the majority of surveyed decision-makers' organizations are at the intermediate level of maturity.

Figure 3

Data And Analytics Maturity Levels

BEGINNER	INTERMEDIATE	ADVANCED
12%	48%	37%
We understand the value of data and analytics, but have yet to develop a concrete vision and strategy.	We have key strategic milestones in place and have committed resources and plans towards data and analytics.	We have the required data and analytics capabilities in place and are expanding on our capabilities.

Base: 450 CXOs and senior decision-makers in business, analytics and IT functions across the US, Europe, and ANZ responsible for their organization's data and analytics strategy
Source: A commissioned global analytics study conducted by Forrester Consulting on behalf of WNS, 2021

- **Data and analytics maturity correlates with business performance and resilience.** Data and analytics capabilities power adaptive, mature enterprises. Despite the market disruptions caused by the pandemic, 82% of surveyed decision-makers' organizations with advanced maturity level saw positive year-over-year (YOY) revenue growth over the past three years. In comparison, only 9% of beginners experienced revenue growth, with a staggering 61% seeing a decline in business performance.

  From an industry perspective, relatively mature sectors such as banking and financial services and insurance saw 79% and 74% of decision-makers' organizations experiencing upticks in revenue performance, respectively.
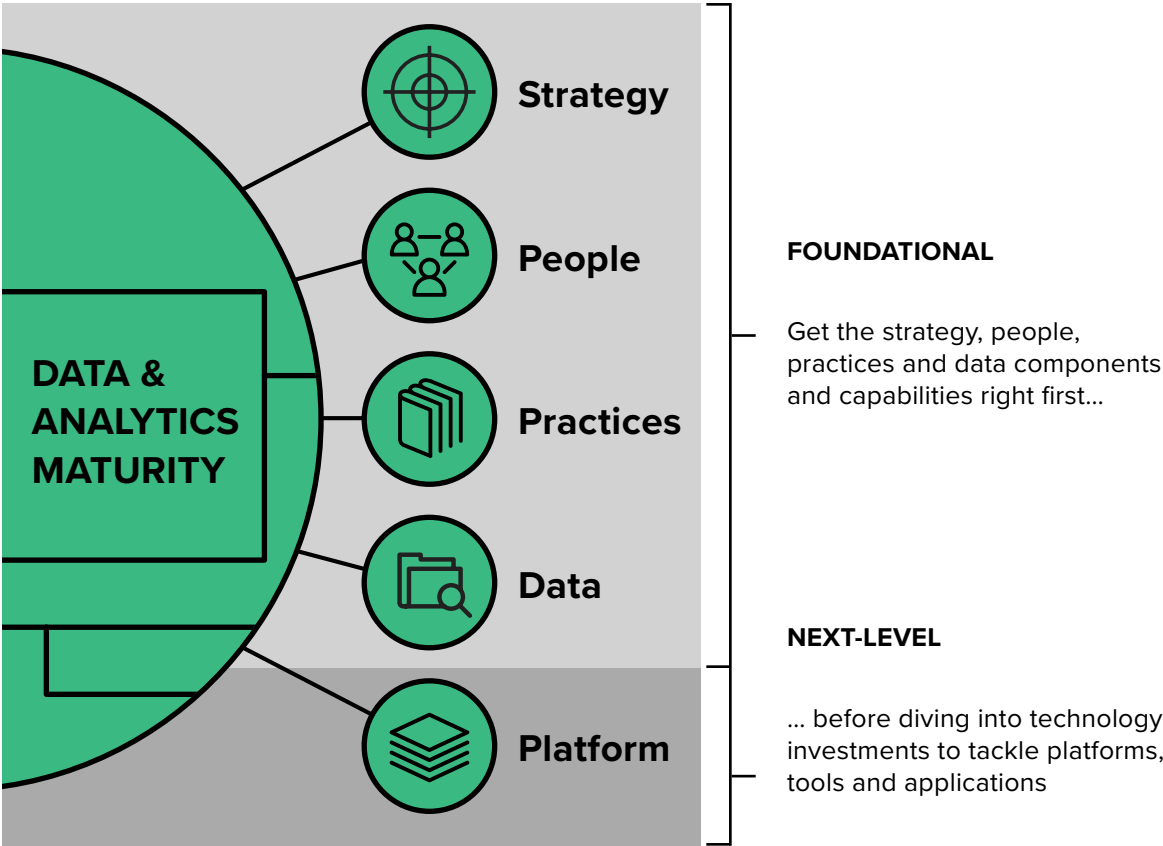
82%

of decision-makers' organizations with advanced maturity levels saw positive YOY revenue growth over the past three years as compared to 9% among organizations with beginner maturity levels.

Five Business Competencies Propel Organizations' Data And Analytics Journeys

Data and analytics maturity entails excelling at five key competencies: strategy, people, practices, data, and platforms. Strategy, people, practices, and data form the foundational components which businesses ought to get right before diving into technology investments to tackle data and platforms (see Figure 4).

Figure 4

Five Key Data And Analytics Competencies

Strategy

People

FOUNDATIONAL

Get the strategy, people, practices and data components and capabilities right first...

Practices

DATA & ANALYTICS MATURITY

Data

NEXT-LEVEL

... before diving into technology investments to tackle platforms, tools and applications

Platform

Source: "Chart Your Course To Insights-Driven Business Maturity," Forrester Research, Inc., April 27, 2021

- **Defining and articulating a data and analytics strategy is the first fundamental step, which beginners struggle the most with**. Having a well-developed and clearly articulated strategy frames the way employees, processes, data, and technology deployment should be organized to enhance data and analytics capabilities. To avoid the common pitfall of data and analytics practices operating as a stand-alone function, having a leadership mandate is critical. This ensures that data and analytics insights are well-infiltrated across the organization and extensively leveraged in business decision-making and innovation.

  For beginners, this is where the greatest hurdle lies. Fifty-seven percent of surveyed decision-makers say their organizations lack a clear strategy that articulates how data will be used and monetized to create competitive differentiation and drive strategic decisions. Another 55% do not have the right business KPI levers and measurements in place to ensure that the value of data and analytics capabilities are being communicated consistently.

- **Intermediate and advanced firms need to close the gap on its people and practices components.** Despite greater overall maturity across the key competencies, intermediate and advanced organizations should focus on further refining their organizational structure, expertise, and analytics processes to achieve greater heights.

  Sixty-five percent of surveyed decision-makers at advanced organizations say their organization currently centralizes its data and insights talent at the corporate level. While a centralized model drives greater efficiency in turning around requests for dashboards, data sets, or models, it undermines ensuring deliverables support line-of-business (LOB) decision-making. A key weakness identified in three out of four surveyed decision-makers' organizations is the potential risk of the process being too methodical, instead of understanding and aligning with customer-facing teams' data and analytics needs.

  Not surprisingly, advanced organizations have gained the greatest traction in developing and piloting their machine learning (ML) models. However, to take their data and analytics capabilities to the next levels, these organizations need to start operationalizing these models. This can be achieved by integrating them into their business-as-usual (BAU) operations, which only 29% of the surveyed decision-makers' organizations have done.

Within the banking and financial services and insurance industries, where the data and analytics maturity levels are comparatively higher, the greatest challenge around competency lies in having the right set of technical skills internally to implement data needs.
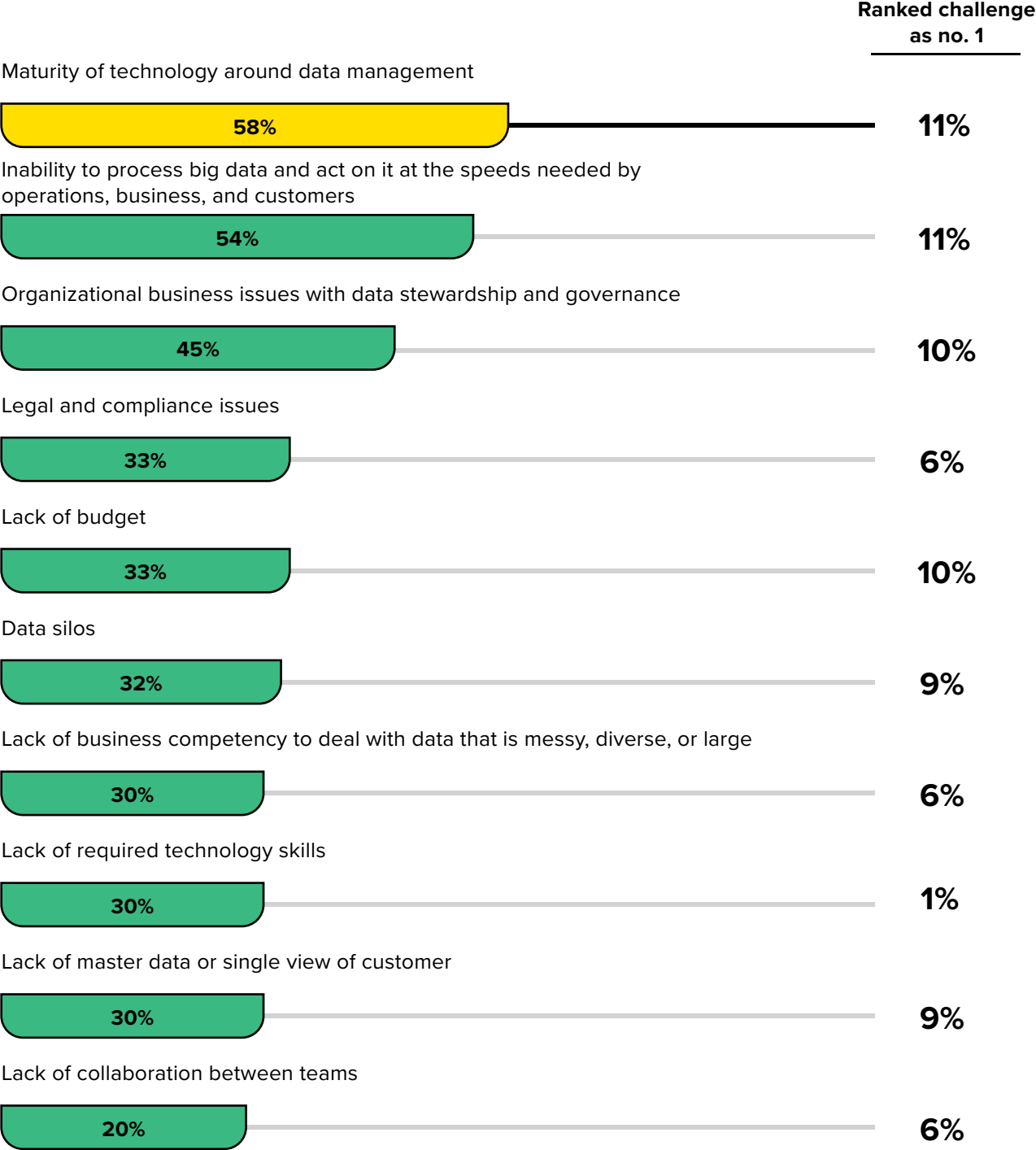
- **Technology maturity was the number one challenge cited across all organizations in executing their data and analytics vision.** Fifty-eight percent of surveyed decision-makers considered their organization's current data-management technology underdeveloped, which impacts downstream ability to process big data and act on it at the speeds required by operations, the business, and customers (see Figure 5).

  However, the technology challenge's underlying issue is that organizations often gravitate towards making technology investments to improve data and analytics maturity without getting the other four foundational components right first. They tend to blame failures on technology rather than their internal strategy, people, processes, or data. As a result, organizations achieve a suboptimal ROI. This in turn makes it harder for organizations to build business cases for further solution deployment, especially since CIOs are the primary managers of technology investments, as cited by 73% of surveyed decision-makers.

Organizations are still at a **nascent** stage in adopting AI and ML in their analytics: **70%** of surveyed decision-makers' organizations are either beginning to experiment with ML or relying on rule-based AI for specific functions

Figure 5

Challenges Faced Executing The Data And Analytics Vision

Ranked challenge
as no. 1

Maturity of technology around data management

| 58% | **11%** |

Inability to process big data and act on it at the speeds needed by operations, business, and customers

| 54% | **11%** |

Organizational business issues with data stewardship and governance

| 45% | **10%** |

Legal and compliance issues

| 33% | **6%** |

Lack of budget

| 33% | **10%** |

Data silos

| 32% | **9%** |

Lack of business competency to deal with data that is messy, diverse, or large

| 30% | **6%** |

Lack of required technology skills

| 30% | **1%** |

Lack of master data or single view of customer

| 30% | **9%** |

Lack of collaboration between teams

| 20% | **6%** |

Base: 450 CXOs and senior decision-makers in business, analytics and IT functions across the US, Europe, and ANZ responsible for their organization's data and analytics strategy
Note: Only top 10 challenges shown
Source: A commissioned global analytics study conducted by Forrester Consulting on behalf of WNS, 2021

Opportunities Abound For Data And Analytics-Driven Businesses

Organizations will continue to embark on further digital transformation initiatives not as a choice, but as a necessity to remain competitive. While more data, both structured and unstructured, will be produced, the sobering reality is that many enterprises have yet to sufficiently utilize collected data in driving actionable insights.

Businesses that will emerge in their industries as adaptive enterprises are the ones that are able to leverage the right sets of data to prioritize and conduct the right sets of analysis. Data-driven insights can then be gathered to make optimal business decisions that meet future needs of customers, employees, and partners.

- **Organizations with higher maturity levels have achieved greater benefits with their data and analytics practices.** All advanced organizations of surveyed decision-makers have seen either measurable or significant benefits (see Figure 6). In addition, 54% achieved increased revenue while 44% gained competitive advantage against their peers. On the other hand, decision-makers' organizations with a beginner level of maturity have seen no or little benefits and cost savings thus far.
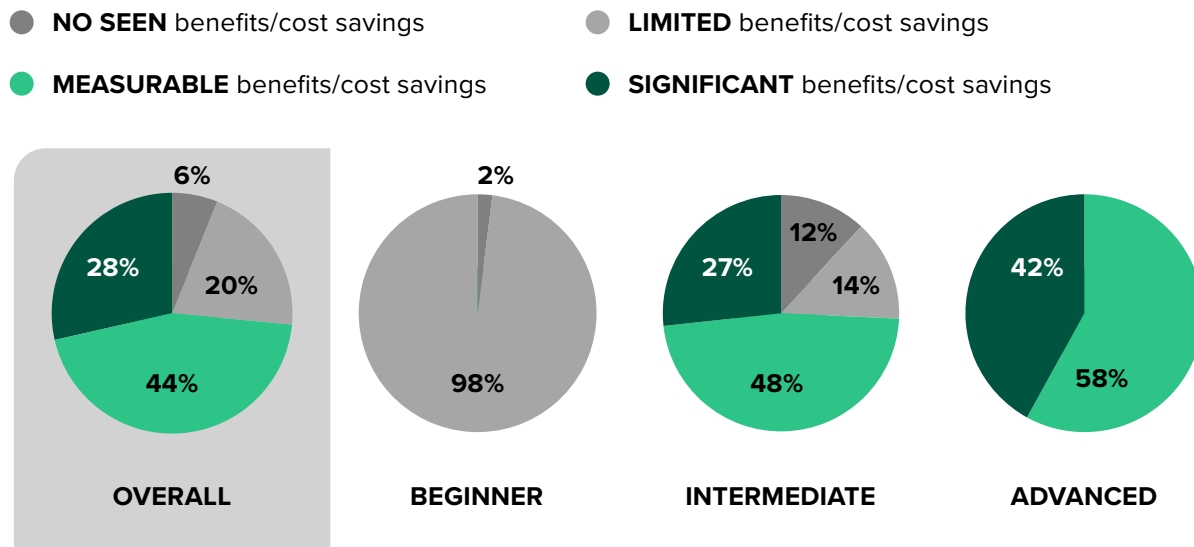
  The banking and financial services and insurance industries have observed the greatest benefits and cost savings of surveyed sectors. While the consumer packaged goods sector reported the lowest data and analytics maturity, the manufacturing and materials industry has achieved the least benefits and cost savings. As for the digital-only business sector, with its high data and analytics, 97% of the surveyed decision-makers' organizations have seen measurable or significant benefits and cost savings.

  Across the surveyed regions, 90% of decision-makers' US organizations have achieved measurable or significant benefits and cost savings, while only 59% of European organizations have done so.

Figure 6

"Overall, how successful would you say your organization's data and analytics practices have been?"

- ● **NO SEEN** benefits/cost savings
- ● **LIMITED** benefits/cost savings
- ● **MEASURABLE** benefits/cost savings
- ● **SIGNIFICANT** benefits/cost savings

OVERALL — 6%, 20%, 44%, 28%	**BEGINNER** — 2%, 98%
INTERMEDIATE — 12%, 14%, 48%, 27%	**ADVANCED** — 42%, 58%

Base: 450 CXOs and senior decision-makers in business, analytics and IT functions across the US, Europe, and ANZ responsible for their organization's data and analytics strategy
Source: A commissioned global analytics study conducted by Forrester Consulting on behalf of WNS, 2021

- **Deploying the right set of technologies elevates data and analytics success.** To fill gaps in data management, governance, and analytics, 36% of surveyed decision-makers are planning investments in the data pipeline, 35% in data fabric or virtualization tools, and 33% in data. As for emerging AI technologies, top choices include AI-enhanced business intelligence platforms (72%), text analytics (67%), and speech analytics (65%).

- **Need for greater on-demand capacity, scalability, and business continuity will drive cloud-based analytics adoption.** Key drivers for decision-makers' organizations' adoption of cloud-based analytics align with the top three business priorities: accelerating response to business and market changes (73%), improving customer experience and loyalty (72%), and building topline growth (69%).

While 80% of decision-makers with beginner organizations said most of their data and analytics solutions will remain on-premises for the next 12 months, intermediate and advanced firms are taking greater strides, with 29% and 45% moving towards a cloud-first approach, respectively.

- **Organizations expect further AI-driven analytics capabilities in the near-term.** A majority (72%) of decision-makers are looking to build AI enhancements in their business intelligence platforms. Currently, 66% to 67% of decision-makers are keen on speech and text analytics, respectively. However, more advanced markets such as ANZ are also exploring adding cognitive search to their analytics practices. Similarly, decision-makers from digital-only businesses now consider computer vision in their top three AI technologies to incorporate into their data and analytics capabilities.

- **Third-party service providers are key enablers in organizations' data and analytics journey.** In all, 68% of surveyed decision-makers expect to see an increase in their organizations' spending on data and analytics in the next 12 months, which includes engaging third-party service providers for support in data and analytics-driven initiatives.

  Among organizations that already leverage external support in their data and analytics journey, a 42% average increase in engagement is expected to plug internal gaps in required skills and capabilities. Common go-to service providers include managed service providers (51%), industry-based consulting firms (50%), and cloud service providers (48%).

Cloud-based analytics are needed for future agility and scalability — but only **8%** of surveyed decision-makers' organizations have implemented these capabilities internally
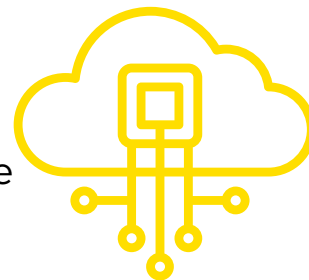
Key Recommendations

In today's complex and dynamic business environment, data and analytics has established its value and is growing in acceptance and importance. Data and analytics-driven businesses sync data, analytics, and optimization capabilities across their enterprise to unleash critical insights for business decision-making and insights. As these organizations continue to leverage data and analytics to gain sustained market differentiation, those that fall out of the race risk losing business competitiveness and viability in this cut-throat world.

Forrester's in-depth survey of 450 CXOs, senior decision-makers in business, analytics, and IT functions across the US, Europe and ANZ about their organizations' data and analytics journey and maturity levels yielded several important recommendations for business executives looking to their next wave of data and analytics-driven transformation:

Keep a strategy focus on data and analytics in your business priorities — because it does show results.

Organizations that identified investments in data and analytics capabilities as a top business initiative made greater progress in their business priorities than those that don't. Not only were they steadier in riding the waves of business disruptions, but they were also able to maintain market competitiveness and achieve sustained year-over-year revenue growth despite the abnormalities caused by the COVID-19 pandemic.

Ensure the C-suite and key business leaders are involved in business strategy for data usage, monetization, and impact.

Data and analytics-driven business transformation can't be done with the usual bottom-up approach to change. This change must start from the top, among the most senior levels within the enterprise. Obtaining the C-level buy-in ensures that the necessary investments, alignment and coordination required across the organization to realize the change are mandated.

Assess data and analytics maturity to identify key gaps across competency areas to be prioritized and addressed.

Organizations can't get to the next level of data and analytics maturity without knowing where they are right now. Different levels of maturities are likely to be found across organizations within the same industries and geographies as well. Nonetheless, a practical starting point for all organizations to chart their roadmaps is to evaluate their current capabilities against five key competency areas — strategy, people, practices, data, and platforms. An understanding of the organization's strengths and weaknesses, against the context of its industry-specific or geography-specific operating environment, would then help in envisioning a target state and defining prescriptive areas of improvement.

Organizations at the beginner level should start their journeys by developing a concrete vision and strategy and creating a chief data officer (CDO) or chief analytics officer (CAO) role. Initial investments ought to be tactical and focused on convincing the C-suite of the tangible business benefits of data and analytics.

Intermediate level organizations should focus on scale, establishing and expanding data and analytics capabilities across more segments within the enterprise, while ensuring there is buy-in and visibility from the C-suite. Improve the adoption of data and analytics-driven decision-making by democratizing insights, embedding insights functionality in applications, and increasing enterprise-wide data literacy.

Advanced level organizations should embrace a culture of consistent innovation. Continue with the iterative process of identifying gaps, experimenting with new AI and machine learning processes and techniques, and taking corrective actions as appropriate, while never getting complacent. Constantly explore new opportunities to leverage data and analytics to achieve better business performance.

Future-proof the analytics processes with real-time capabilities and agility that a cloud-first approach provides.

Disruptive times require disruptive data and analytics approaches to stay ahead of the competition. Cloud-based analytics not only help to improve disaster recovery and business continuity, but also enables on-demand capacity and scalability required for organizations to grow their businesses through uncertain times. Above all, as business leaders continue to scrutinize topline and bottom-line performance, cloud-based analytics have shown to lower total cost of ownership that results in Capex savings.

Leverage third-party service providers to double-down on the organization's resolve in enhancing data and analytics capabilities.

No matter which stage of data and analytics-driven business transformation organizations find themselves in, navigating through barriers and obstacles are part of the journey. While many focus on building internal data and analytics capabilities, organizations that have found success have also leaned in on various third-party service providers (e.g., managed service providers, cloud service providers, system integrator, consulting firms, etc.) to accelerate their pace of transformation.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 450 CXOs and senior decision-makers in business, analytics, and IT functions across the US, Europe, and ANZ to evaluate their organizations' data and analytics maturity. Survey participants included senior managers and above in banking and financial services, consumer packaged goods, insurance, life sciences, manufacturing and materials, retail, and new age digital-only businesses. Questions provided to the participants were focused on understanding their organization's data and analytics maturity and future needs and plans towards enhancing data and analytics capabilities. The study began and was completed in September 2021.

Project Director: YiQin Teow, Market Impact Consultant

Forrester's Application Development & Delivery research group

Appendix B: Demographics

REGION	
Europe	**51%**
US	**38%**
ANZ	**11%**

Countries in ANZ include Australia and New Zealand.

Countries in Europe include Austria, Denmark, Finland, France, Germany, Netherlands, Norway, Sweden, Switzerland, and the UK.

ORGANIZATION SIZE (ANNUAL REVENUE IN USD)	
$750M to < $1B	**44%**
$1B to < $2B	**31%**
≥ $2B	**25%**

RESPONDENT LEVEL	
C-level executives	**20%**
Senior vice presidents and vice presidents	**42%**
Directors and senior managers	**38%**

INDUSTRY	
Retail	**18%**
Manufacturing and materials	**16%**
Banking and financial services	**16%**
Insurance	**16%**
Consumer packaged goods	**15%**
Life sciences	**14%**
New age digital-only businesses in other industries	**6%**

There are 40 respondents within the above industries that have considered their organization to be a new age-digital only business as well. In total, 15% of the respondents across all industries consider their organization to be a new age-digital only business.

Percentages may not total 100 because of rounding.

LEVEL OF RESPONSIBILITY

I influence decisions …	**16%**
I am part of a team making decisions …	**63%**
I make the final decisions …	**21%**

… for data and analytics strategy and execution at my organization.

JOB FUNCTION

IT department	**24%**
Business departments	**76%**

Business departments include analytics, customer service/customer experience, data management/governance, digital, marketing, operations, procurement/supply chain, risk and compliance, and strategy.

Appendix C: Supplemental Material

"Gauge Your Insights-Driven Business Maturity," Forrester Research, Inc., August 2, 2021."
"Chart Your Course To Insights-Driven Business Maturity," Forrester Research, Inc., April 27, 2021."
"Evolve Data And Analytics Roles And Skills For The Adaptive Enterprise," Forrester Research, Inc., February 26, 2021."
"How The Insights Center Of Excellence Powers Adaptive Enterprises: Learn From Five Leaders," Forrester Research, Inc., September 25, 2020."

Appendix D: Endnotes
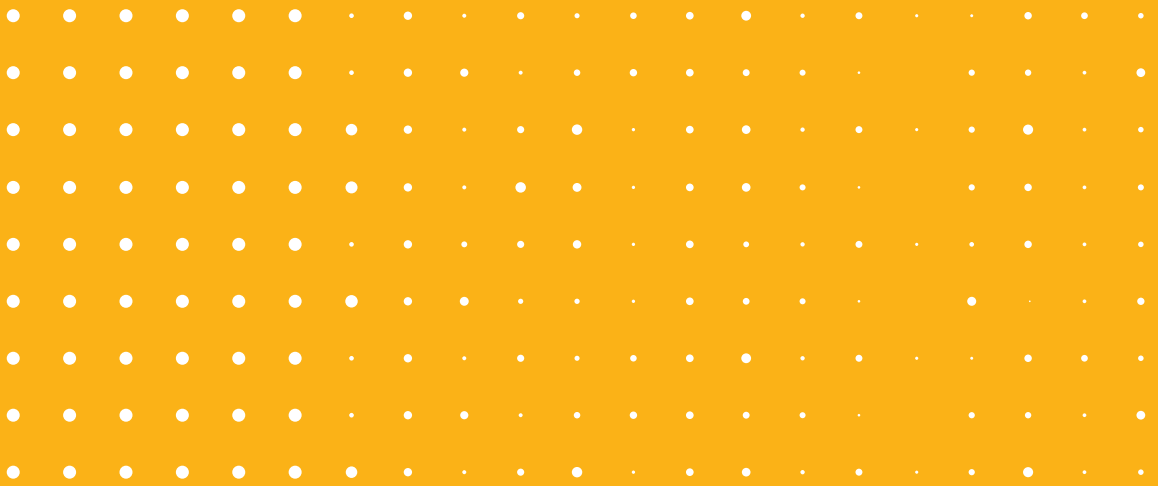
[1] Source: Forrester's Q1 2020 North American Technology-Driven Innovation Survey
[2] The actual proportion of beginners may be higher, and the actual proportion of intermediates and advanced may be lower, as there is a tendency for respondents to overstate their success in self-assessments.

WNS (Holdings) Limited (NYSE: WNS) is a leading Business Process Management (BPM) company. We combine deep industry knowledge with technology, analytics and process expertise to co-create innovative, digitally led transformational solutions with over 375 clients across various industries. WNS delivers an entire spectrum of BPM solutions, including industry-specific offerings, customer experience services, finance and accounting, human resources, procurement, and data and analytics to re-imagine the digital future of businesses.

WNS Triange (formerly WNS Research and Analytics practice) powers business growth and innovation for 120+ global companies with data, analytics and Artificial Intelligence (AI). Driven by a specialized team of over 3500 analysts, data scientists and domain experts, WNS Triange helps translate data into actionable insights for impactful decision-making. Built on the pillars of consulting (Triange Consult), domain and technology (Triange CoE) and future-ready platforms (Triange Nxt), WNS Triange seamlessly blends strategy, industry-specific nuances, AI and Machine Learning (ML) operations, and intelligent cloud platforms.

Driving a futuristic edge are WNS Triange's modular cloud-based platforms and solutions leveraging advanced AI and ML to provide end-to-end integration and processing of data to actionable insights. WNS Triange leverages the combined strength of WNS' domain expertise, co-creation labs, strategic partnerships and outcome-based engagement models.

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