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The Gartner 100 Data & Analytics Predictions Through 2028

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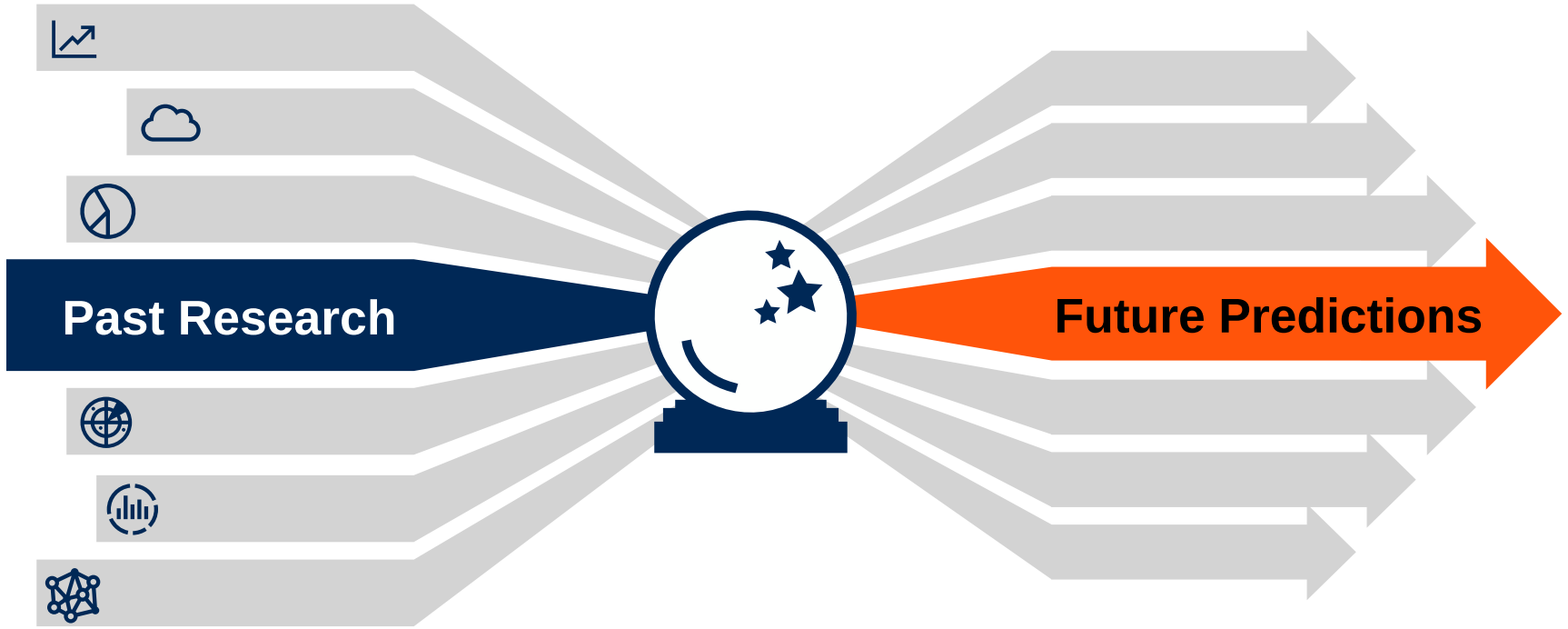
Basis for today's discussion...

- Over 100 Data and Analytics Predictions Through 2028
  Sarah James, Alan D. Duncan (G00790199)
- Our annual predictions highlight the importance of data and analytics across an ever-broadening range of business initiatives and the use of technology to support their delivery. Data and analytics leaders should use these predictions to enhance their strategic vision and delivery programs.

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Strategic planning assumptions (SPAs, aka “Gartner predictions”)…



…are statements of Gartner’s positions and actionable advice about the future.

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What are "Gartner Predictions"? (a.k.a. *Strategic Planning Assumptions* / SPAs)

In general: *Leading indicator* viewpoints by Analysts in response to an emerging trend. To help our clients identify, understand and plan for technology-enabled change, and the business and human impacts arising.

In particular for today: how *data and analytics* capabilities might change in the coming years and how you might use these to innovate

Tips:

- The point of an SPA is not to be right! The **point is to provoke *thinking*…**
- Use SPAs as a basis for testing your **Data & Analytics Strategy**
- Evaluate any near-term flags that indicate whether a prediction is trending toward truth or away from it, to prioritise your **Data & Analytics Operating Model**
- (NB: predictions with longer time horizons as having a lower probability of coming true than those with shorter time horizons)

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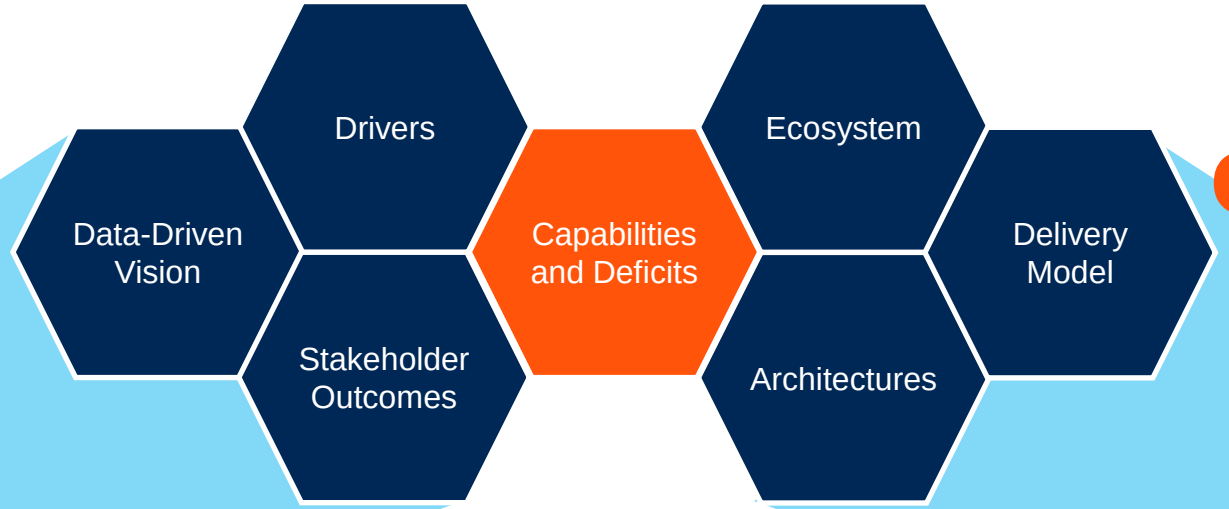
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Context: Data & Analytics Strategy

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Gartner's Strategy and Operating Model Framework

D&A Strategy



Operating Model

Data-Driven Vision		
Vision and Leadership	Business Transformation	Culture and Change
Drivers		
Societal, Business and Industry	Internal	Technology
Stakeholder Outcomes		
Goals and Metrics	Value Propositions	Portfolio Management

Ecosystem		
Assets	Governance	Decisions and Processes
Architectures		
Design Patterns	Principles	Technologies and Platforms
Delivery Model		
Organization and People	Delivery Models and Funding	Roadmap

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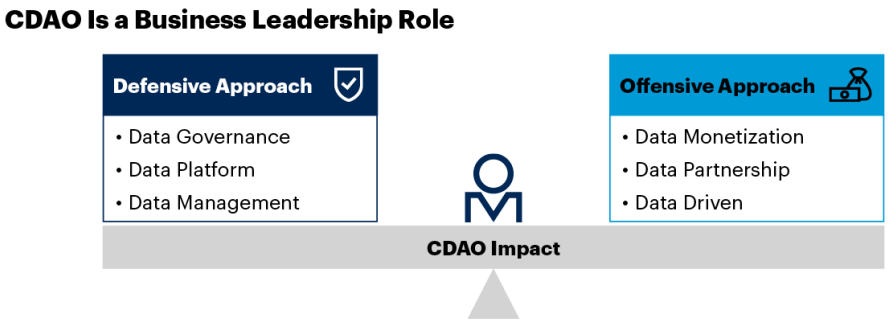
The predictions…

… the provocations.

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Data and Analytics Leaders, Strategy and Value

- By 2026, more than a quarter of Fortune 500 CDAOs will have become responsible for at least one top-earning product that is based on data and analytics.
- By 2025, at least 25% of commercial organizations that have appointed a CDAO with business-facing KPIs and reporting lines will have demonstrated proportionally higher market valuations than those that did not.
- **By 2026, CDAOs that become trusted advisors to, and partners with, the CFO in delivering business value will have elevated data and analytics to a strategic growth driver for the organization.**
- By 2026, 80% of organizations will have deployed multiple data hubs within their data fabric to drive mission-critical data and analytics sharing and governance.



Source: Gartner
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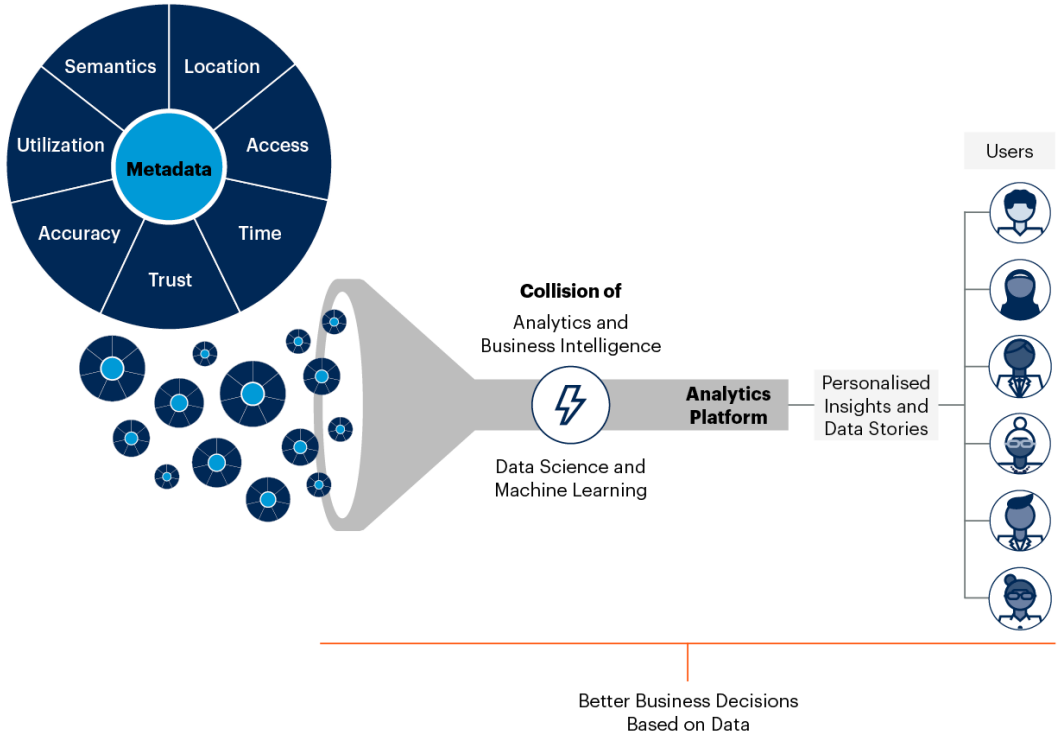
[Predicts 2023: Chief Data and Analytics Officers Need to Create Value and Make an Impact Now]
[Predicts 2023: Distributed Business Decisions Need Balanced Governance Approaches]

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Analytics, Business Intelligence and Data Science

- By 2026, 50% of organizations will have to evaluate ABI and DSML platforms as an all-in-one, composable platform due to market convergence.
- By 2026, enterprise data catalogs will extend metadata scraping of analytics tools to provide end-to-end lineage, reducing analytics catalog adoption by at least 20%.
- **By 2026, 50% of BI tools will activate their users' metadata, offering insights and data stories with recommended contextualized journeys and actions.**
- By 2027, outlier detection and other augmented analytics capabilities will evolve into autonomous analytics platforms that fully manage and execute 20% of business processes.

Holistic View of Further Developments in the Collision of ABI and DSML



Source: Gartner
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[Predicts 2023: Analytics, BI and Data Science Composability and Consolidation]

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The Future of AI: Reshaping Society

By 2025 Generative AI will support authors, marketers and others in 50% of new content generation.

By 2025 Seventy percent of enterprises will identify sustainable and ethical use of AI among their top concerns.

By 2025 bad actors will steal billions using deepfake replicas of people and voice generation, leading telecommunications providers to roll out technology to better authenticate voice and video as real.

By 2025 for every beneficial AI, there will be a competing AI to offset the value of the first one

By 2026 half of AI will be used to validate the other half of AI.

By 2027 organizations, including large tech firms, will struggle to find enough reliable data and compute power to train AI.

By 2027 Fifty percent of enterprise software engineers will use machine-learning-powered coding tools, up from less than 5% today.

By 2028 investment levels in AI will decline to 10% of 2023 levels, after disappointing progress in overcoming AI limitations and huge AI scandals that erode public trust in AI.

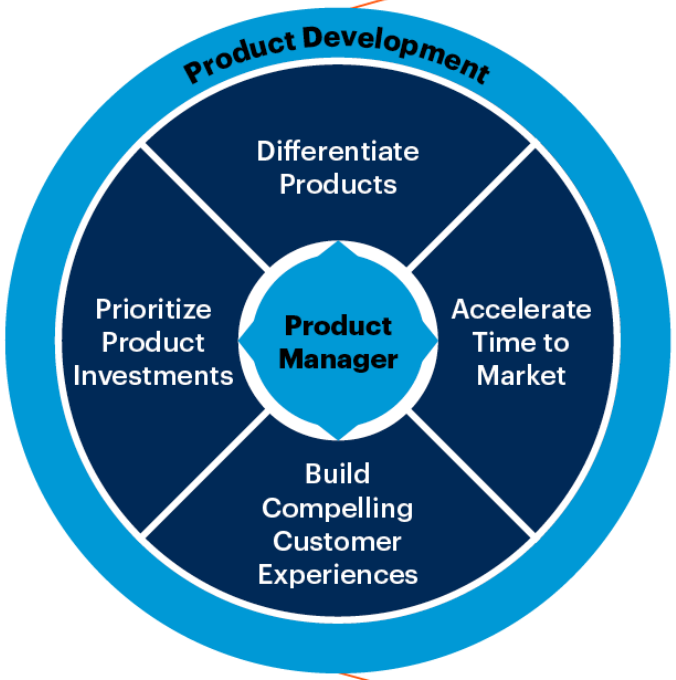


[The Future of AI: Reshaping Society]

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Artificial Intelligence (vendor context)

AI's Impact on Products and Services



- Through 2026, more than $10 billion will have been invested in AI start ups that rely on foundation models (large AI models trained on massive amounts of data).
- By 2026, 30% of new applications will use AI to drive personalized adaptive user interfaces, up from under 5% today.
- By 2026, AI-driven product and CX analytics tools will be the primary source of insight for 40% of digital product enhancements, up from 10% today.
- By 2027, over 35% of software will use AI-based digital twins as user personas for UX development through the product lifecycle, up from less than 5% today.
- By 2027, nearly 15% of new applications will be automatically generated by AI without a human in the loop, up from zero percent today.

Source: Gartner
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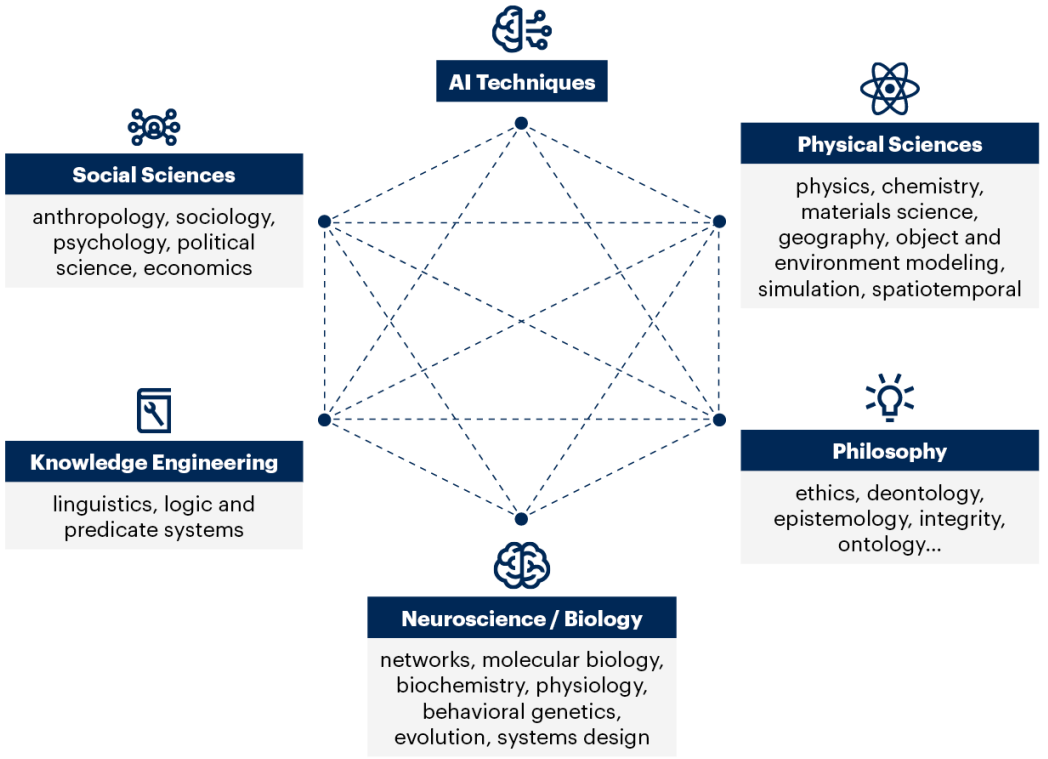
[Predicts 2023: AI's Profound Impact on Products and Services]

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Artificial Intelligence (impact on solution delivery)

- By 2027, data science organizations will cut AI technical debt by 70% by using simulation platforms and technologies to manage complexity of AI systems.
- **By 2026, 20% of top data science teams will have rebranded as Cognitive Science or Science consultancies, increasing diversity in staff skills by 800%.**
- By 2026, organizations that do not build AI model observability capability will see a 20% decrease in the number of models running in production due to maintenance overheads.
- By 2026, Foundation models will form part of the pipeline for 50% of NLP use cases, up from less than 10% in 2022.

Enlarged AI Teams Collaborating Across the Cognitive and Other Sciences



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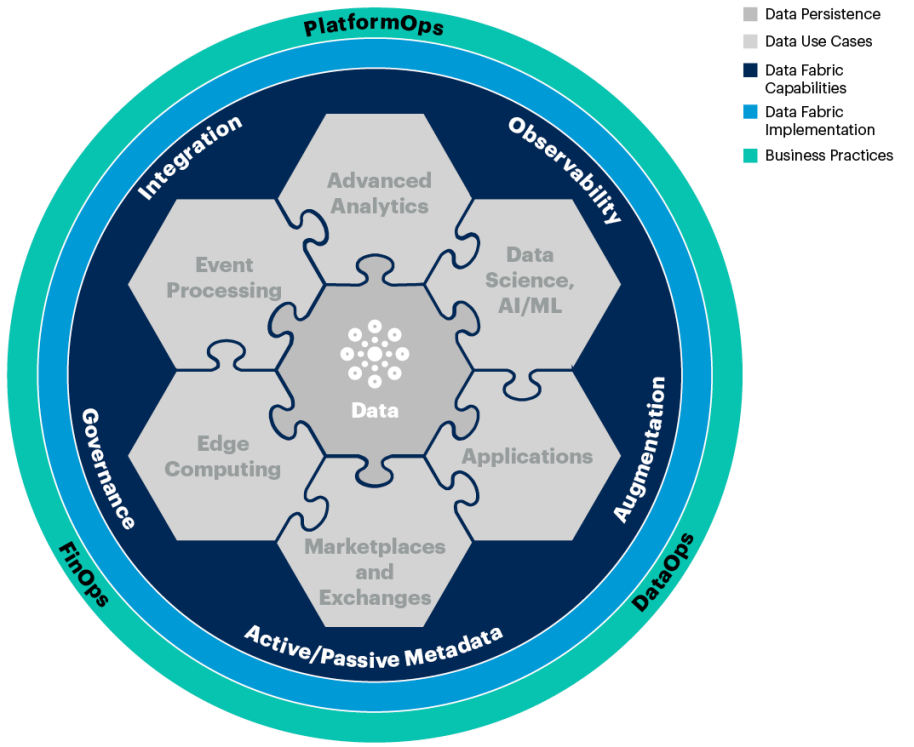
[Predicts 2023: Simulation Combined With Advanced AI Techniques Will Drive Future AI Investments]

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Data Management Solutions

- By 2026, organizations adopting active metadata practices will increase to 30% across data and analytics to accelerate automation, insight discovery and recommendations.
- By 2025, 80% of data mesh early adopters will fail to meet their planned SLAs around data engineering productivity, augmentation and federated governance.
- **By 2025, 55% of IT will adopt data ecosystems, consolidating the vendor landscape by 40%, thereby reducing cost while reducing choice.**
- By 2026, environmental sustainability (asset utilization and GHG emissions) will be a key criterion in over 60% of data management initiatives, supported by financial governance practices.

Data Ecosystem



Source: Gartner
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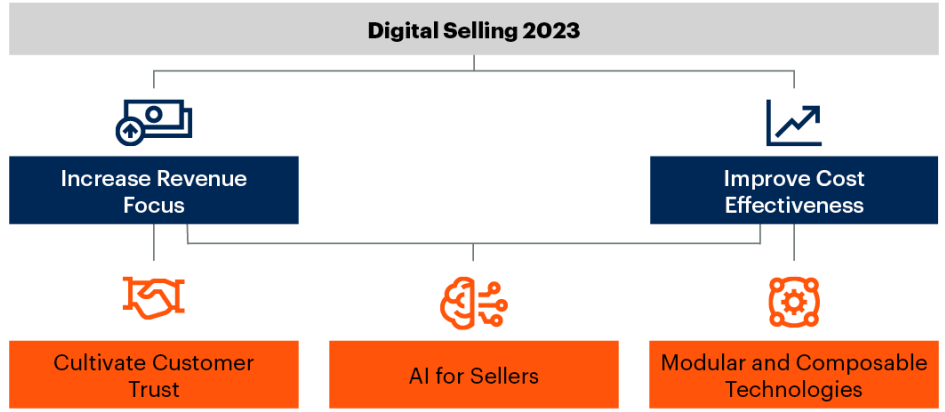
[Predicts 2023: Data Management Solutions Finally Leverage Foundational Concepts]

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Digital Business

- By 2026, the speed of digital innovation will improve by 60%, relative to 2022, for organizations that have established mechanisms to reuse composable digital commerce modules. By 2025, 95% of decisions that currently use data will be at least partially automated.
- **By 2027, organizations that promote digital dexterity enablement for both managers and employees will have stronger revenue growth year over year than those that have not.**
- By 2027, organizations investing in AI will process 60% of IT and digital initiatives to the approval stage without human intervention.

Digital Commerce and CRM Sales Predicts 2023



Source: Gartner
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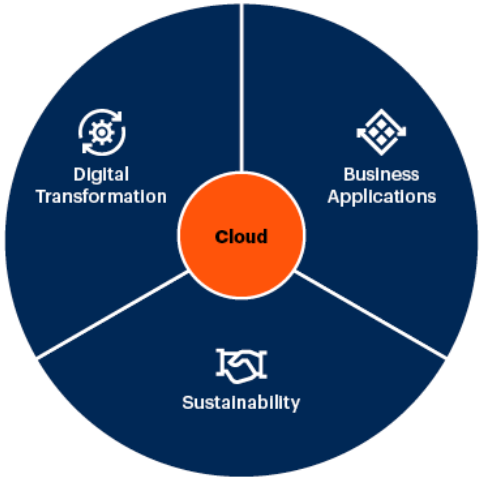
[Predicts 2023: Digital Selling Excellence Protects the Bottom Line During Economic Uncertainty]
[Predicts 2023: Build the Digital Day of Tomorrow]
[Predicts 2023: Strategic Portfolio Leaders Must Navigate Trade-Offs to Address Opposing Pressures]

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Cloud Computing

- **By 2026, 75% of organizations will adopt a digital transformation model predicated on cloud as the fundamental underlying platform.**
- By 2026, organizations performing real-time cost or performance optimization of cloud-based workloads will rise from less than 20% in 2022 to 50%.
- By the close of 2027, nearly 10% of industrial control systems across North America, Europe and China will combine IoT and ML-deep learning at the edge as a feedback mechanism to closed loop control systems to automate processes and asset performance, up from less than 1% in 2022.

Cloud as the Core Platform



Source: Gartner
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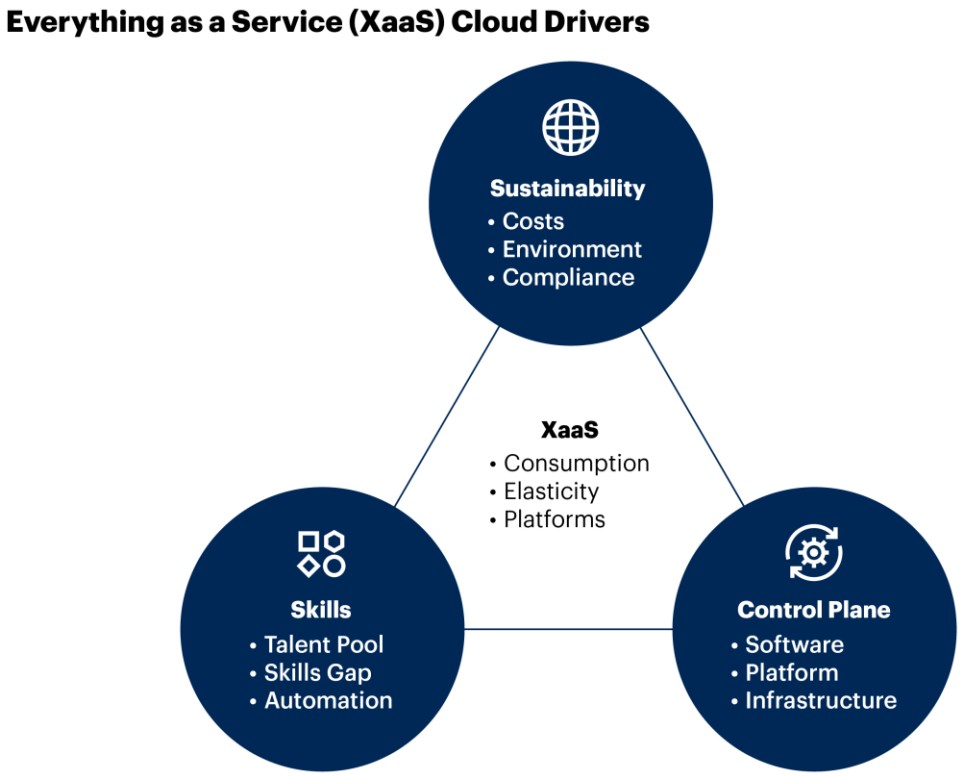
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[Predicts 2023: The Continuous Rising Tide of Cloud Lifts All Boats]
[Predicts 2023: Observing and Optimizing the Adaptive Organization]
[Predicts 2023: Edge Computing Delivery and Control Options Extend Functionality]

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Infrastructure and Operations

- By 2027, 75% of organizations will implement a data center infrastructure sustainability program driven by both cost optimization and in response to stakeholder pressures, up from less than 5% in 2022.
- **By 2027, migration to XaaS-based application offerings will result in a 35% decline in enterprise-owned data center capacity when compared to 2022 levels.**
- By 2027, 35% of data center infrastructure will be managed through a cloud-based control plane, up from less than 10% in 2022.
- By 2026, only 60% of data center infrastructure teams will have relevant automation and cloud skills, up from 30% in 2022.



Source: Gartner
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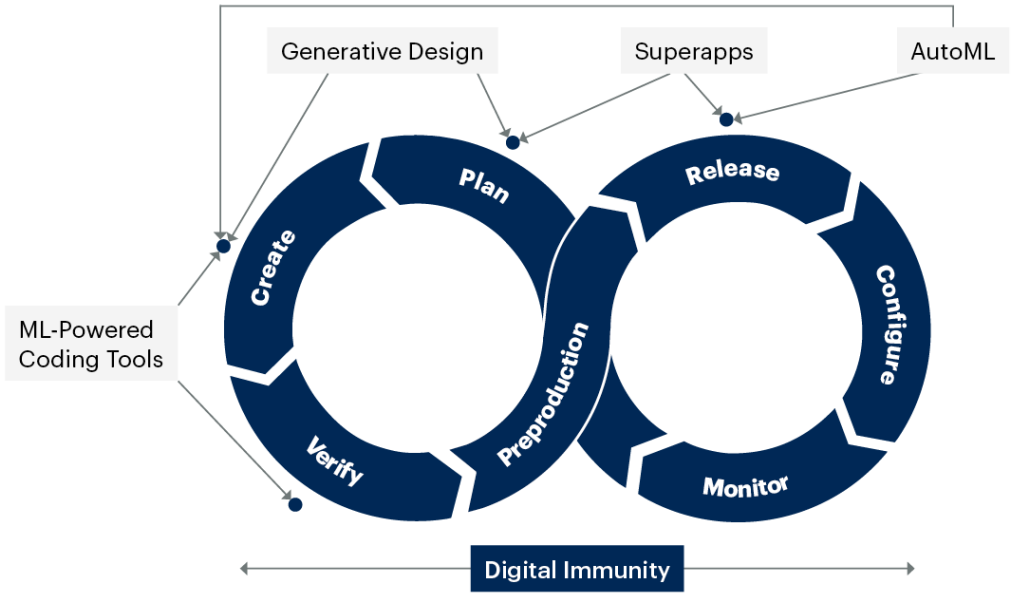
[Predicts 2023: XaaS Is Transforming Data Center Infrastructure]

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Technology Innovation

- By 2027, generative design AI tools will automate 70% of the design effort for new web and mobile apps.
- **By 2027, 50% of enterprise software engineers will use ML-powered coding tools, up from less than 5% today.**
- By 2027, adoption of autoML will increase in usage by enterprise's software engineering teams from 25% in 2021 to 75%.

Opportunities to Leverage and Deliver Innovation Exist Across Software Development Lifecycle



Source: Gartner
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[Predicts 2023: How Innovation Will Transform the Software Engineering Life Cycle]

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Digital Business Function D&A Predictions

By 2025, the consumerization of AI-enabled fraud will fundamentally change enterprise attack surface driving more outsourcing of enterprise trust and focus on security education and awareness.	Cyber Risk	Predicts 2023: Cybersecurity Industry Focuses on the Human Deal
Through 2025, more than 40% of finance roles will be either new or significantly reshaped due to finance technology.	Finance Organization Transformation	Predicts 2023: Organizing Roles for Autonomous Finance
By 2025, over 80% of finance headcount growth will be in new subfunctions rather than traditional accounting and finance planning and analysis (FP&A), requiring new roles and team structures.		
Through 2025, over 30% of finance roles will be aligned “horizontally” out of traditional silos, enabling finance to support agile and composable business operations.		
Through 2026, investments made in 2023 that shift cost from transactional to analytical outcomes in finance will drive 2.5 times the incremental return on invested capital (ROIC).		
By 2025, 70% of organizations will use data-lineage-enabling technologies such as graph analytics, machine learning, artificial intelligence and blockchain as critical components of their semantic modeling.	Finance Data and Analytics	Predicts 2023: The Impact of Autonomous Technologies on FP&A and Controller Processes
By 2027, 50% of controllership functions will exploit digitally driven, process-level capacity gains to define a clear scope of judgment-based, balance-sheet-focused support activities.		
By 2027, 90% of descriptive (“what happened”) and diagnostic (“how or why it happened”) analytics in finance will be fully automated.		
By 2028, 50% of organizations will have replaced time-consuming bottom-up forecasting approaches with AI, resulting in autonomous operational, demand and other types of planning		
By 2025, 80% of finance outsourcing will be contracted for digital transformation (primarily for technology implementation and management services), up from 55% in 2021.	Finance Organization Transformation	Predicts 2023: Outsource Finance Operations and Seize the Opportunity to Digitally Transform
By 2025, two-thirds of CFOs will focus business process outsourcing (BPO) pricing negotiations on digital outcomes as the use of labor-based pricing rapidly loses value.		
By 2026, a new AI-native core HR application will emerge to challenge incumbent cloud HCM suites.	HR Technology Strategy, Transformation and Management	Predicts 2023: HCM Technology Transformation
By 2026, 25% of first draft contracts and other written documents in corporate legal departments will be generated entirely by artificial intelligence tools.	Legal and Compliance Technology Planning and Strategy	Predicts 2023: Increasing Corporate Legal and Compliance Technology Investments Amid Economic Volatility
By 2025, organizations that use AI across the marketing function will shift 75% of their staff’s operations from production to more strategic activities.	Marketing Leadership and Strategy	Predicts 2023: AI, Social Toxicity and Disappearing Customers Forge the Future of Marketing
One in three businesses without a loyalty program today will establish one by 2027 to shore up first-party data collection and retain high-priority customers.		
By 2025, 70% of enterprise CMOs will identify accountability for ethical AI in marketing among their top concerns.		
By 2026, over 50% of companies deploying intralogistics robots will have a multiagent orchestration platform.	Supply Chain Technology Strategy and Selection	Predicts 2023: Supply Chain Technology
Through 2026, there will be no dominant approach to delivering a true digital supply chain twin (DSCT), either through broader business networks, planning applications or intelligent data lakes.		
By 2026, over 65% of short-term decisions within supply chain planning (SCP) will be automated or autonomous.		
By 2026, 20% of inbound contact volume will come from machine customers.	Service and Support Strategy and Leadership	Predicts 2023: Customer Service and Support Strategy and Leadership
By 2026, 30% of customer service reps will automate portions of their workflows and tasks.		
By 2027, over 75% of last-mile deliveries to end consumers in North America and Europe will have near-real-time visibility with delivery windows and ETAs.	Logistics and Fulfillment	Predicts 2023: Logistics Must Prepare for Tomorrow by Not Procrastinating Today

Industry-specific D&A Predictions

By 2024, at least two of the global top ten automakers will be delivering monthly OTA code updates across their software-defined vehicle fleet.	Manufacturing Digital Transformation and Innovation	Predicts 2023: Automotive and Smart Mobility
By 2027, average annual digital revenue per connected car will grow beyond $400, up from $40 today.		
By YE27, 75% of Tier 1 banks will have integrated some degree of carbon asset and liability calculations into their cost of capital.	Financial Services Digital Business Strategy and Innovation	Predicts 2023: Ability to Quantify ESG Initiatives Will Make or Break Banks' Success With Them
By YE27, 60% of banks with more than $100 billion in assets will use nontraditional underwriting to give underserved small businesses greater access to capital.		
By 2026, 40% of enterprise CPaaS spend will involve a mix of advanced CPaaS tools, up from approximately 15% in 2022.	CSP Strategy and Go-to-Market	Predicts 2023: CSP Product Portfolios Respond to Enterprise Demand Shifts
By 2025, over 30% of enterprise-managed data will be processed and stored in edge locations, up from less than 10% in 2022.		
By 2025, 15% of CSPs will have a fully functional digital marketplace platform with composability from a multitude of services, up from less than 5% today.	CSP Digital Transformation and Innovation	Predicts 2023: CSP Technology and Operations Strategies
By 2025, 80% of all K-12/primary-secondary education organizations will be leveraging some type of analytics applications designed specifically for K-12 to speed insight.	Education Digital Transformation and Innovation	Predicts 2023: Education Will See Consolidation, Competition and Creativity
By 2025, just 10% of enterprises will exclude information about their sustainability strategy, metrics and targets in their annual financial filings or equivalent.	Profitable Growth Strategies	Predicts 2023: Achieving ROI With ESG
By 2026, 60% of public companies will update investment methodologies to account for sustainability metrics, in concert with financial metrics, to remain competitive.		
Through 2026, scope 3 emissions data availability and quality will continue to significantly constrain the effectiveness of supply chain emission reduction programs.	Executive Leadership: Sustainability	Predicts 2023: Sustainability — It's Complicated
By 2026, over 75% of governments will gauge digital transformation success by measuring the enduring mission impact.	Government Verticals Digital Innovation and Application Modernization	Predicts 2023: Governments Heighten Focus on Mission Impact Amid Global Uncertainties
By the end of 2025, around 30% of government public assistance programs will exploit parametric insurance models for immediate payouts to populations impacted by catastrophic events.	Government Verticals Digital Innovation and Application Modernization	Predicts 2023: Accelerating Transformation in Human Services
By the end of 2025, over 40% of human services administrations will use an integrated planning, data management and analysis approach to systematically improve outcomes.		
By 2026, half of all smart city KPIs will include intelligence on the aging population.	Government Verticals Digital Innovation and Application Modernization	Predicts 2023: Sustainable Smart City Decision Making Using Urban Data
By 2027, at least four of the top 50 cities by population size will experiment with a digital citizen carbon credit and/or token.		
By 2026, 60% of prior authorizations will be processed electronically — up from 26% in 2021 — saving $2 billion in administrative costs.	Healthcare and Life Science Digital Transformation and Innovation	Predicts 2023: U.S. Healthcare Payers Entering Ecosystem-Centric Era
By 2026, 20% of healthcare providers will have shifted away from patient portals tethered to the electronic health record (EHR) in favor of digital front door solutions for their primary method of digital patient engagement.	Healthcare and Life Science Digital Transformation and Innovation	Predicts 2023: Changing How Healthcare Provider Services and Operations Are Delivered
By 2026, 20% of healthcare providers will adopt real-time health system supply chain platforms, driven by the need to more closely align supply chain logistics with clinical activity.		

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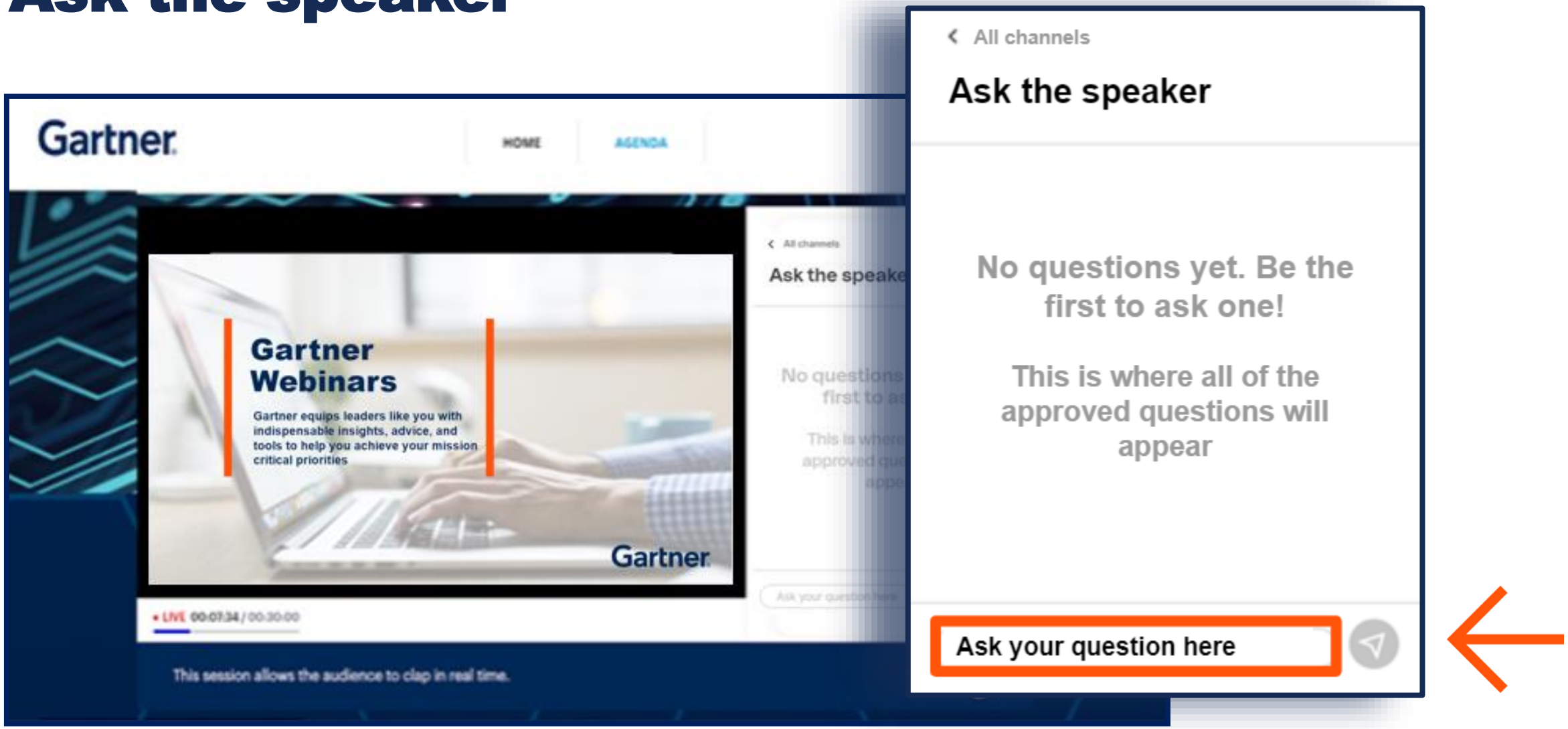
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Industry-specific D&A Predictions

By 2027, insurers who adopt a panoptic personalization approach will enjoy 20% higher retention rates.	Financial Services Digital Business Strategy and Innovation	Predicts 2023: What's Next for Insurance CIOs Operating in an Era of Turbulence?
By 2025, insurers who leverage emotional intensity mapping to their customer-facing automation will find 50% improvement in customer satisfaction scores than those that do not.		
By 2026, drug discovery will reach an inflection point where "in silico" first strategies overtake traditional bench-based research at major pharmaceutical companies.	Healthcare and Life Science Digital Transformation and Innovation	Predicts 2023: Digital Transformation of Healthcare Beckons New Era for Life Sciences
By 2026, over 60% of retail pharmacies will conduct clinical research, helping to support life science trial diversity requirements.		
By 2026, a "blockbuster" therapy will bypass incumbent pharmaceutical manufacturers — and force them to partner on a digital disruptor's terms.		
By 2025, three out of five smart factory initiatives will fail due to a lack of supply chain integration, resulting in significant cost constraints and customer service issues.	Manufacturing Digital Transformation and Innovation	Predicts 2023: The "Triple Squeeze" Will Require Manufacturing CIOs to Gain Visibility by 2026
By 2027, 80% of the top 100 global consumer goods manufacturers will use at least one tokenized asset to drive rewards and loyalty programs, develop new business models, and earn digital revenue.	Manufacturing Digital Transformation and Innovation	Predicts 2023: Consumer Goods Manufacturers Must Adopt Data-Driven Innovation
By 2027, 50% of the top 10 consumer goods manufacturers by revenue will implement digital product passports for at least one of their product categories.		
By 2025, 75% of the top 10 revenue-generating consumer goods manufacturers will have data integrity as a formal, measured and reported business metric.		
By 2024, 40% of oil and gas companies will have established clear roles and accountability for trustworthy gas emissions data and performance.	Energy and Utilities Digital Transformation and Innovation	Predicts 2023: Oil and Gas — Navigating Constant Turbulence
By 2026, over 70% of investments in new oil and gas business assets will fully incorporate intelligent asset design features.		
By 2027, immersive shopping technologies will expand to enable more than 7% of sales interactions in nonfood segments from less than 1% in 2022.	Unified Retail Commerce for Digital Business Execution	Predicts 2023: Immersive Stores Are a Critical Focal Point for Retail Profitability
By 2025, 60% of new SaaS designs will support both the UI-first and API-first access, making preparedness for composability a common cloud application trait.	Emerging Technologies and Trends Impact on Products and Services	Predicts 2023: Composable Applications Accelerate Business Innovation
By 2026, all the top 20 cloud platform and SaaS providers will offer component marketplaces to enable customers' composable strategies, differentiating by quality, convenience and security.		
By 2024, 50% of industry cloud platform providers will use composability for creation of their vertical offerings as well as for enabling unique change-capable customer deployments.		
By 2026, 45% of product marketers will use product analytics tools for behavioral-data-driven segmentation and targeted messaging decisions.	Go-to-Market Strategy	Predicts 2023: Focus on Existing Customers and PLG to Drive Growth and Overcome Headwinds
Through 2024, industry cloud platform providers that take an exoskeleton approach will be three times as popular for strategic digital transformation initiatives than those who target replatforming deals.	Industry Product Planning and Strategy	Predicts 2023: Industry Trends Will Reshape Who Wins Vertical Modernization Deals
By 2025, 60% of enterprises adopting industry cloud platforms will pursue a holistic and composable approach to their use of SaaS, platform as a service (PaaS) and infrastructure as a service (IaaS).		
By 2025, vendors who can leverage continuous intelligence to harmonize action across organization silos will expand their revenue three times faster than their peers.		
By 2026, the ability to conduct over the air (OTA) will become an inclusion criteria for 50% of operational technology (OT) vendor selection processes.		
By 2026, 70% of AR stakeholders will rebalance their focus from trying to influence analysts to seeking insights for enhanced decision making, up from 22% in 2022.	Analyst Relations Leadership and Evolution	Predicts 2023: Analyst Relations Steps Into the Strategic Spotlight
Analyst relations' implementation of closed-loop, business impact metrics with sales and marketing will shift from 8% in 2022 to 40% by 2026.		
By 2026, at least two digital dragons will have entered the energy utility market with digital orchestration infrastructure offerings.	Energy and Utilities Digital Transformation and Innovation	Predicts 2023: Adapting to the Energy Transition
By 2026, utility spend on customer-facing applications will exceed their spend in meter-to-cash applications.		

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Ask the speaker



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Final thoughts: how to use Gartner Data & Analytics SPAs in your strategic planning process

- **Define/refine overall data and analytics strategy**, focusing on ***measurable outcomes***
  - Ask: "*based on what we (think we) want to achieve, does prediction X/Y/Z in any way apply to us*?"
  - Data & analytics strategy acts as an immediate filter to identify which predictions *are* of relevance, and which *are not*.
  - Take into account any implications and recommendations that arise from each *prediction X/Y/Z* that does relate.
- **Assess & gap analysis of current capability** (e.g. using **IT Score for Data & Analytics**).
  - This will help to identify what you are currently able to do – as well as a reality check of what you're currently *incapable* of.
- **Plan the delivery roadmap** – agile, bimodal approach, +3, +6 and +12 month horizons.

The further guiding question throughout: **"*so what?*"**

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Recommended Gartner Research

- Over 100 Data and Analytics Predictions Through 2028
  Sarah James, Alan D. Duncan (G00790199)
- Top Trends in Data and Analytics, 2023
  Gareth Herschel et al (G00776758)
- Hype Cycle for Data and Analytics Programs and Practices, 2022
  Donna Medeiros, Andrew White, Jorgen Heizenberg (G00770845)
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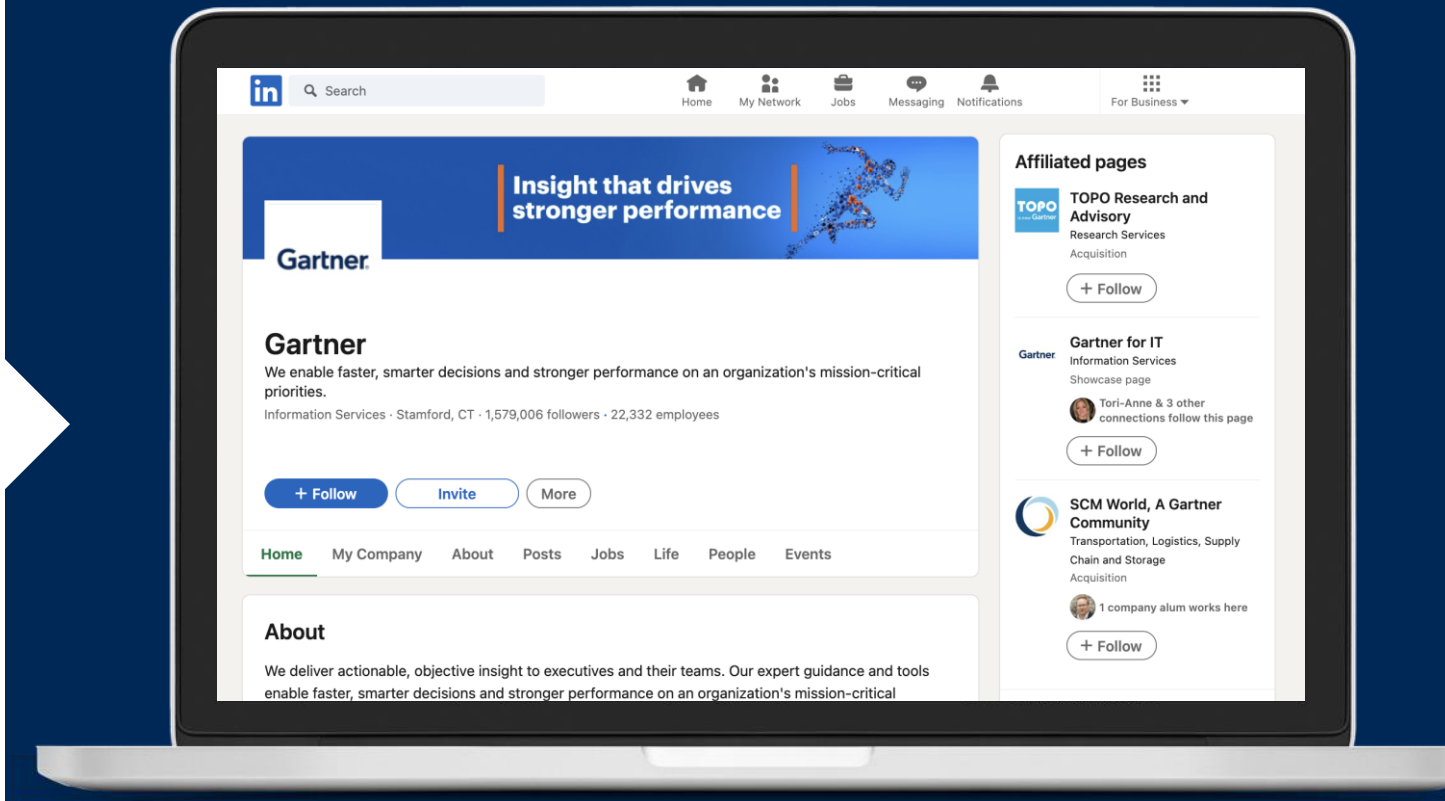
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