

# State of Data and Analytics Australia & New Zealand 2022

*The Views of 150 Data-Focused Executives  
on the Maturity of Data and Analytics  
in Australia and New Zealand*



Corinium

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# Executive Summary

**D**ata and Analytics continues to have a significant impact on the decision-making processes of enterprises globally, brought about through big digitisation projects and a recognition of the power analytics and insights can have to improve all facets of an organisation.

As we see the demand for data expertise rising in our region, Australian and New Zealand organisations are investing. They are looking to build their data and analytics capabilities, find skilled staff and carve data-driven pathways forward.

As we follow up from our *State of Data and Analytics Australia and New Zealand 2021* report, we will resume our analysis on the maturity of data and analytics practices in the region and examine the level of influence analytics has on business decisions.

This representative survey of 150 Australian & New Zealand data and analytics executives seeks to benchmark the industry's progress and gauge to what extent data and analytics is making a difference in the Australia and New Zealand region.

This year we included data-focused leaders from companies with 500+ employees. This represents a change from last year when survey respondents were drawn from companies with 1000+ employees. This should be taken into consideration when reviewing graphs and data points that compare the two years.

Our findings suggest that there is still a lot of work required to uplift data and analytics maturity before it can truly be considered a core, driving force of business within organisations in this region. Progress is, however, looking positive.

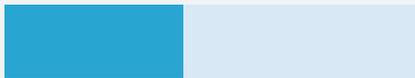
Data leaders are formalising data strategies and are optimistic about projects over the next 12 months. They see good governance and platforms as priorities and are researching or using technologies to improve the way they serve businesses.

It's a pleasure to bring fresh data to data and analytics leaders in our region. We hope you find the insights contained in the following pages informative. ■

# Key Findings

**43%**

of surveyed data leaders have been executing their data strategies for less than two years



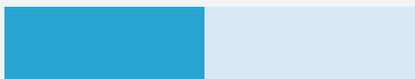
**<10%**

of senior level data leaders surveyed say they are involved in 'strategic business decisions'



**47%**

of those surveyed were in the process of building or acquiring a data platform



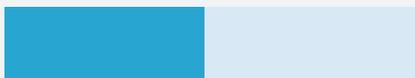
**67%**

of respondents say their organisation employs a data ethics officer



**47%**

of surveyed data leaders say creating a data-driven business culture is one of their top priorities



**65%**

of respondents expect to see their data teams grow in the next 12 months



Source: Corinium Intelligence, 2022

# Methodology

This representative survey of 150 data-focused leaders was conducted in May and June of 2022. Of these, 76% were from Australia and 24% were from New Zealand.

Respondents were selected from global enterprises with at least 500 employees and are responsible for their organisations' data strategy functions. They have job titles ranging from C-level to SVPs, VPs, directors, general managers, leads and heads of department.

Their enterprises operate in financial services or banking (24%), government (20%), insurance (5%), retail (5%), energy and utilities (5%) IT and/or telecommunications (5%), and healthcare (5%). The remaining 31% were selected from other industry verticals.

We asked respondents more than 20 questions about their organisations' data and analytics maturity levels, including certain technology uses, the degree of organisational buy-in around driving the business with data, expected revenues, challenges in skills and project prioritisation and more.

We then combined our findings with commentary from six industry leaders to put these insights into context to capture a powerful snapshot of the state of data and analytics in Australia and New Zealand in 2022. ■

## Contributors



**Rafaela Salzer**  
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Data Executive and vCDAO



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Head of Data  
HiPages Group



**Joe DosSantos**  
Chief Data and Analytics Officer  
Qlik

# Data Strategies Emerging, Demand Remains Strong

*Demand for data expertise remains high, but perhaps not to the same extent that was seen in the midst of COVID-19*

It's an exciting time to work in and around the field of data and analytics. Particularly in Australia and New Zealand, this sector is undergoing a surge of change and innovation as it helps to steer the wave of digital transformation that continues to roll across the globe.

Data and analytics is a business enabler commanding attention and demanding investment, and organisations that are not aware of this are sure to be left behind in a new playing field that is arising around advanced business insights and decision-making.

As with any evolving space, there are leaders and followers. Progress for organisations embarking on or continuing the data and analytics journey will vary. This report, in some ways, works to track and report that progress.

Last year we produced our first regional *State of Data and Analytics Australia and New Zealand* report. We surveyed 150 data and analytics leaders across both countries to gauge the maturity of their teams and organisations in this space. This year we're back with more questions and more data.

While we've focused less on the impacts of COVID-19 on business this year, we do not doubt that the pandemic may still be driving certain data-related business events.

We have opted to focus more on understand data maturity levels and the ascension of data and analytics from ad-hoc projects to core business functions.

Our findings suggest that data and analytics is growing in organisations in Australia and New Zealand. There is demand for data projects and people. However, while positive signs of investment exist, many data programs are still in their early stages.

One of the striking data points gleaned from last year's report was the fact that no surveyed data leader reported to the CEO. In this year's group of survey respondents, we see some changes.

Of the 150 data leaders surveyed, about 17% are reporting to the CEO. This year we also included CDO and CDAO as reporting-line options. This revealed that about 31% of respondents report to a CDO, while 17% report to a CDAO.

Unlike last year, where 45% of surveyed data leaders reported to the CIO, this year just 6% do.

Given the expansion of roles we have included in this year's question on reporting lines, and the inclusion of data leaders from companies with 500+ employees instead of last year's threshold of 1000 employees, comparing the results of this question over the two-year period should be done so discerningly.

However, it is interesting to see stronger reporting across the CEO and data and analytics-related roles than the other C-suite roles.

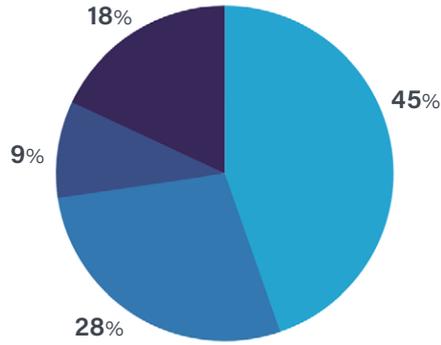
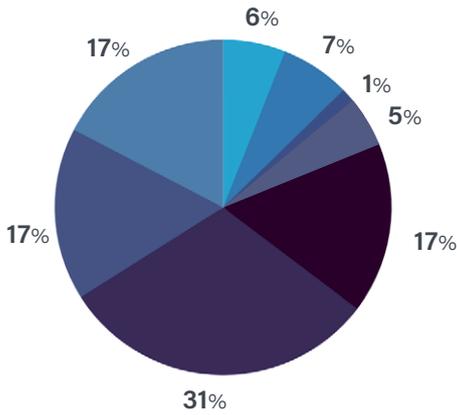


Who do you report to?

- CIO
- CFO
- CEO
- CAO
- CTO
- COO
- CDO
- CDAO

2022

2021



Source: Corinium Intelligence, 2022

“We saw last year the vast majority of other data leaders are reporting to another member of the C-Suite,” says Gladwin Mendez, vCDAO and former Data and Technology Operations Officer for Fisher Funds in New Zealand.

“We’re seeing that change a bit, but there is still room to move. Similar to what we saw with the CIO role 10 years ago, I’m sure that will continue to get to where it should be, which is, in my opinion, that the CDO / CDAO should be reporting directly to the CEO.”

“It’s that important at the end of the day. We’ve all seen transformation projects not delivering as effectively as they could be. You can’t have digital transformation without data at the exec table. So who is going to lead that data?”



## Demand for Data Expertise Still Strong

The demand for expertise in the field of data and analytics remains high, and for some organisations it is still increasing.

While we didn't ask questions related to the impact that COVID-19 has had on data and analytics departments this year, it's worth keeping the pandemic in mind when reviewing the changing demand for data and analytics.

Last year we reported that 60% of survey respondents observed an increase in demand for data and analytics expertise. The COVID-19 pandemic had shattered the relevancy of three and five-year plans and budgets, so pressure was on analytics teams to deliver timely insights and reporting.

This year, 43% of respondents say demand for data expertise has increased over the past year. A closer look shows that 36% of respondents have seen a minor increase in demand, and just over 7% report a major increase in demand.

Just over 27% of respondents say there has been a decrease in demand for data expertise in the past year, with 24% reporting that decrease as minor. Just over 3% call it a major decrease in demand, while 29% of respondents report no change in demand.

Demand for data an analytics expertise may not have increased as much as it did in the middle of the pandemic. However, for more respondents than not, that demand is still going up. Perhaps some of the demand for data and analytics expertise seen in last year's *State of Data and Analytics Australia and New Zealand* report has either been met or remains unchanged.

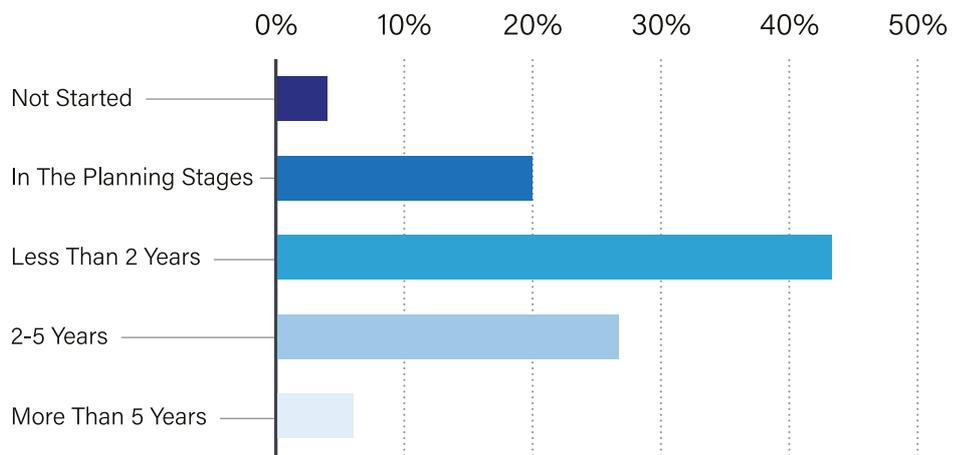
We also asked survey respondents how long their organisation had been executing their data strategies for, with interesting results.

About 43% of respondents indicate they have been executing their data strategies for less than two years. A further 20% report they are still

in the planning stages, while 4% have not started.

Only about 33% of respondents have been executing their data strategies for more than two years, with about 27% reporting they have been doing so for between two and five years, while just 6% say they have been executing for more than five years.

### How long has your organisation been executing its data strategy?



Source: Corinium Intelligence, 2022

This would suggest that many data strategies are still fairly new, and perhaps tied to the pandemic.

"In the last two to three years with COVID, data and analytics has really been brought to the forefront to shape enterprise strategy, identify and capitalise business drivers, and optimise business operations. Businesses would often do forecasting or five-year planning, but when COVID happened that was thrown out," says Brendan Mathias, Director of Marketing Analytics for Cochlear.

"The business had to look to data and analytics to drive new understandings as intelligence within the business was

insufficient to guide decision-making. That's where data and analytics became the pilot rather than the co-pilot. Previously, business leaders had their own expectations of how things were going, and they would use data and analytics as a soundboard to validate or temper those assumptions.

"Now, businesses have to both internally and externally identify trends. That's where analytics is more in the driver's seat, because if you don't have data-driven decision-making, you're running blind. So many CEOs are now talking about data and analytics as being their number one business asset, you wouldn't have heard that five years ago."

**"...many CEOs are now talking about data and analytics as being their number one business asset, you wouldn't have heard that five years ago."**

**Brendan Mathias**

Director of Marketing Analytics  
Cochlear

## Data Influence and Platforms

The demand for data and analytics expertise remains strong, and data strategies are being switched on. So, what kind of influence do these programs have on the wider business?

We asked our 150 respondents how much influence analytics has on the wider business, with four possible answers ranging from Low to Very High.

The majority answer was 'Intermediate', selected by 54% of respondents.

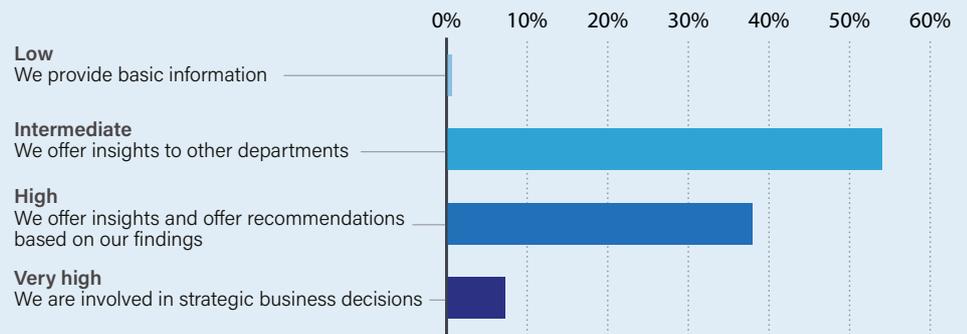
This level of influence is described as 'Offering insights to other departments'.

For 38% of respondents, analytics has a 'High' influence on the business. This answer is elaborated on as meaning the data team offers insights and recommendations based on their findings.

Just over 7% of respondents reported that analytics had a 'Very high' influence on the business. This option is defined as having analytics teams involved in strategic business decisions.

The 'Low' influence level, described as, 'We provide basic information' was nominated by less than 1% of respondents.

### How much influence does analytics have on the wider business?



Source: Corinium Intelligence, 2022

With more than half of data and analytics leaders surveyed indicating that their level of influence across the organisation is 'Intermediate', it is suggested that there remains a lot of work to do before these organisations are truly considered data-driven.

To learn more about the maturity of the data and analytics environments our respondents work with and within, we also asked about their use of data platforms, the technology solutions for collecting, storing, managing, analysing and delivering data.

Almost 47% of those surveyed say they are in the process of building or acquiring a data platform.

About 39% of respondents say they are using a third-party or purchased data platform, while 9% say they have built their own data platform. Just under 5% of survey respondents report having no dedicated data platform.

Building or acquiring data platforms is a considerable investment of time and capital, so it's encouraging to see almost half of respondents say they are in the middle of this process and on

their way to having a dedicated data environment.

Joe DosSantos, Chief Data and Analytics Officer for cloud data platform provider Qlik, says in addition to technology investment, driving business with data is about finding appropriate applications in a timely manner.

"People in the data and analytics industry often think about a special moment where everything comes together, and you start using analytics and have data-literate organisations. When, in fact, the companies that are doing this right are making meaningful incremental progress against use cases that matter," he says.

"The key is trying to monetise important business moments one at a time and making business heroes. Perhaps it is the chief marketing officer because you need to have campaign responses go up, or a sales leader because you need higher throughput, maybe it's in customer success because you need to stem attrition.

"By making heroes out of certain business executives and putting

analytics into specific operations, you will improve performance. If you do that enough times you will eventually realise that you've created a meaningful, enterprise-wide program.

"One of the important dynamics that allows that to happen today is the world of cloud and consumption-based computing. You can consume resources in much smaller pieces and pay for only what you need. You don't have to make huge capital investments in something like, for example, a Hadoop cluster that five years ago would be a multi-million-dollar investment to get started." ■

***"By making heroes out of certain business executives and putting analytics into specific operations, you will improve performance."***

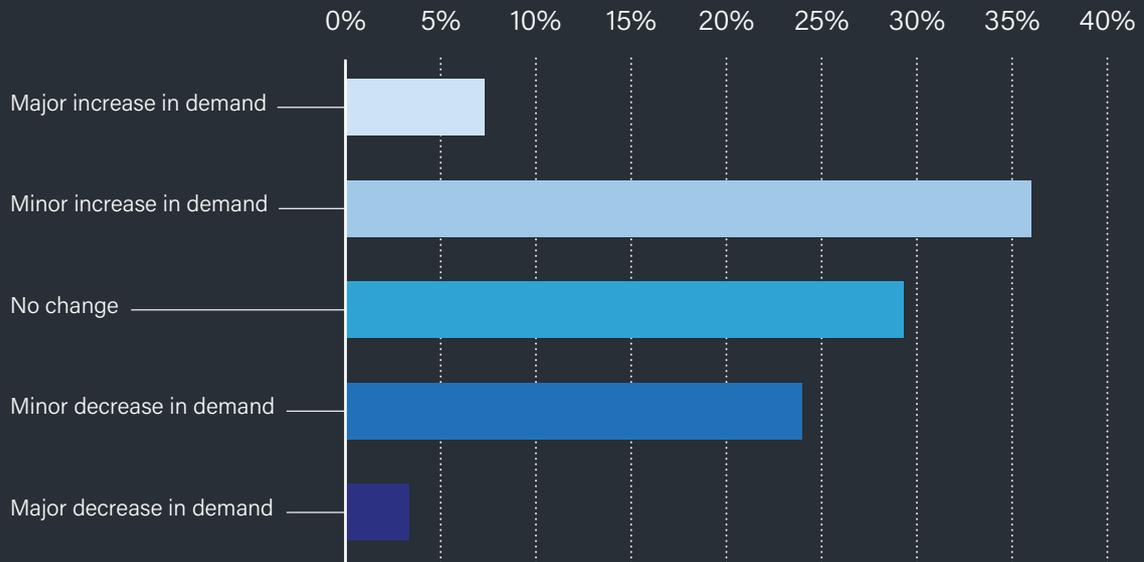
**Joe DosSantos**

Chief Data and Analytics Officer  
Qlik

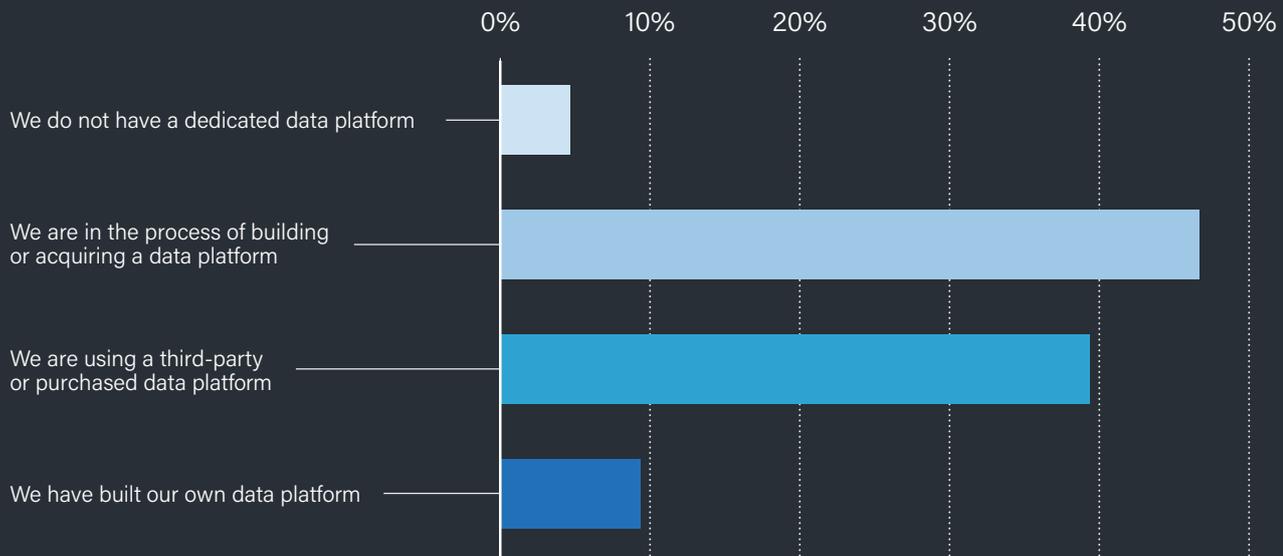
# Data Influence in Focus

Data leaders agree more than disagree that their organisations are embracing a data-driven business culture

## How has the demand for data expertise changed in your organisation over the past year?

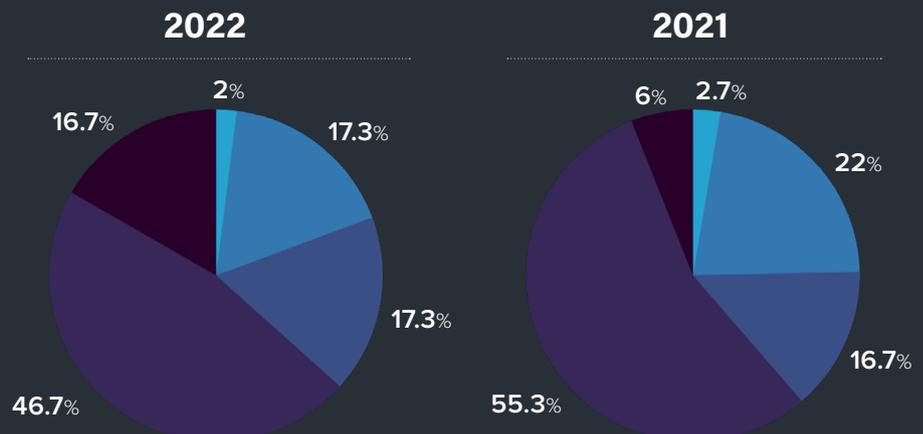


## Which would most apply to you with respect to data platforms?



## Do you agree or disagree that your organisation has embraced a data-driven business culture?

- Strongly disagree
- Moderately disagree
- Neither agree nor disagree
- Moderately agree
- Strongly agree



Source: Corinium Intelligence, 2022

# Data Objectives, Instruments, Governance, and Prioritisation

*Building a data culture and improving business processes lead the objectives of data and analytics teams*

Data and analytics leaders in Australia and New Zealand know their services are in demand and more than 75% report having established data strategies within their organisations, if not somewhat recently in some cases.

So, what are these data strategies being set up to achieve? We asked our survey of 150 Australian and New Zealand data leaders what the primary objectives of their data strategies were from a list of eight

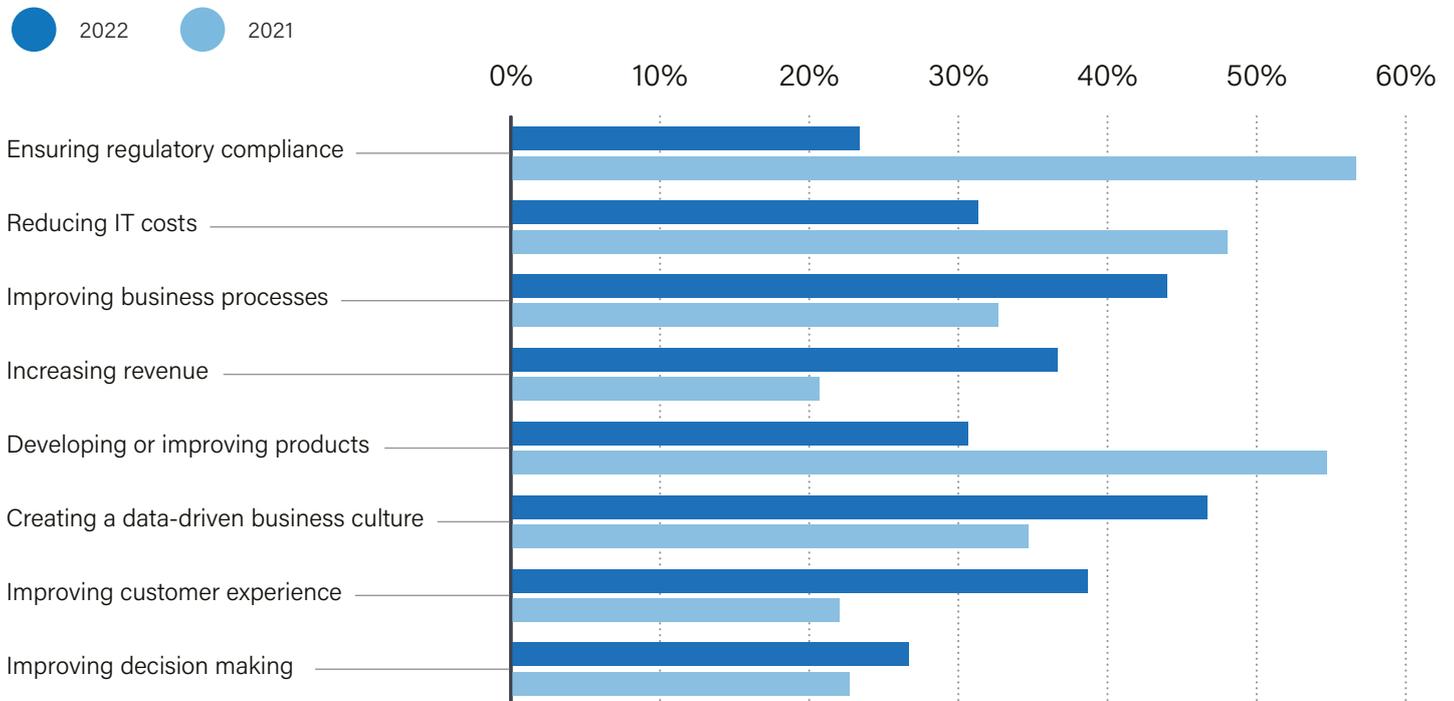
options, and suggested they could select up to three.

The most popular option chosen was 'Creating a data-driven business culture', selected by almost 47% of respondents. Following closely behind this was 'Improving business processes'.

The third most popular choice was 'Improving customer experience', selected by almost 39% of all respondents. You can see the other choices and how they ranked in the chart below.

## What are the primary objectives of your data strategy?

(Select up to three)



Source: Corinium Intelligence, 2022

We also want to know which technologies, techniques or tools are important to data leaders in executing their data strategies.

We asked our respondents to rank several common or trending data solutions and instruments based on how much they are utilised within the organisation, from 'Not using and no plans to use' to 'Using across multiple business functions'.

There are four tools and technologies that appear to be quite commonly used in multiple business functions and processes, according to our survey group. Those are, in order of popularity: Continuous Intelligence, Data Visualisation, Dashboards, and Augmented Data Management.

At least 30% of all data leaders surveyed say each of these four techniques or tools are used across multiple business functions. Combined with the respondents who say these tools are being used 'for at least one business function / process', these four solutions are all used in some capacity by more than half of all respondents.

Another interesting tooling area is Cloud Data Platforms, the uptake of which, according to our survey, is quite mixed. Some 20% of all respondents say they are 'Not using and have no plans to use' Cloud Data Platforms, while 26% say they are 'Researching or considering potential use'.

Meanwhile, 25% of respondents say they are using Cloud Data Platforms for

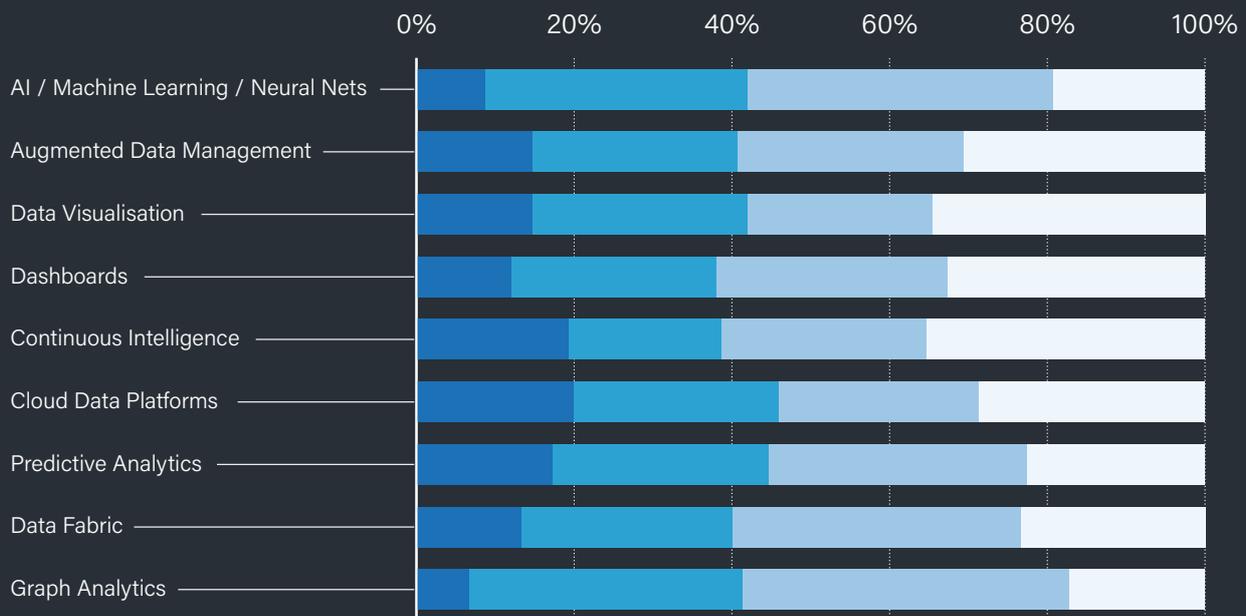
at least one business function, while 29% of respondents are using this across multiple business functions.

AI is an area that continues to attract a lot of research and investment. According to our survey data, AI is being researched or considered for use by about 33% of respondents. It is currently in use for at least one business function by about 39% of respondents and being used for multiple business functions by 19% of respondents.

This leaves only about 9% of respondents who say they are not using and have no plans to use AI.

We have included a couple of additional data points on AI in the chart section at the end of this chapter.

**Which of the following are you currently using within your data strategy?**



## Governance

Data governance remains one of the biggest areas of discussion in the Australian and New Zealand data and analytics space. It's an ongoing body of work within organisations to effectively collect, organise, store and manage data effectively and responsibly.

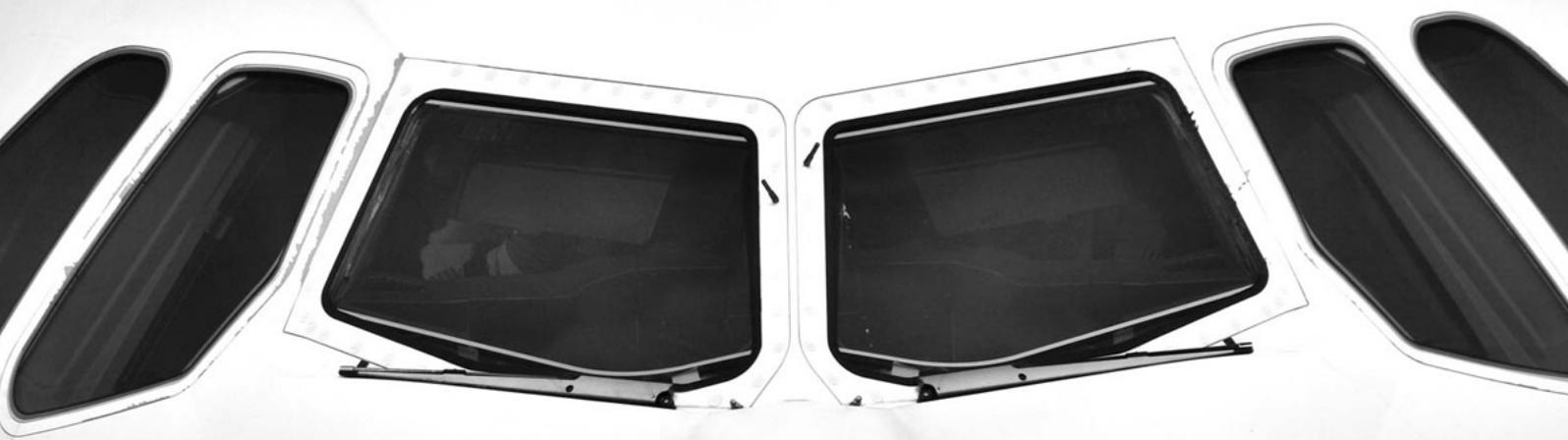
We asked our 150 Australian and New Zealand data and analytics leaders how they would describe their data governance maturity.

About 51% of those surveyed say they have 'a formal data governance policy that our data team administers and controls', while just 13% of respondents indicate that their formal data policy is 'effectively implemented across the organisation'.

A 33% portion of our data leader group say they have 'data governance advice and practices that are not strictly managed or mandated', while close

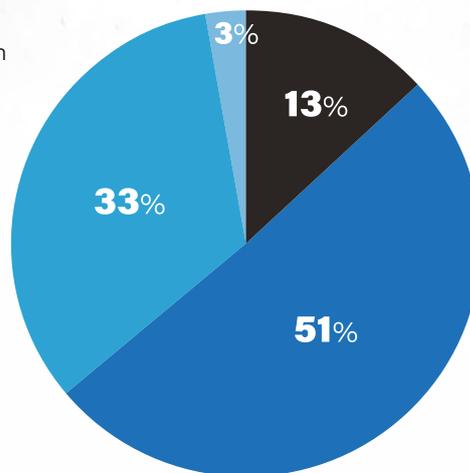
to 3% say they 'do not have any prescribed approach to data governance'.

While it's a positive sign that the last figure is so small, it's interesting to learn that about a third of all respondents work in organisations where they say data governance is not strictly implemented.



### How would you describe your data governance maturity?

-  We have a formal data governance policy effectively implemented across the organisation (It's everyone's responsibility)
-  We have a formal data governance policy that our data team administers and controls (It's our responsibility)
-  We have data governance advice and practices that are not strictly managed or mandated
-  We do not have any prescribed approach to data governance



Source: Corinium Intelligence, 2022

Vincent Koc, Head of Data for ASX-listed HiPages Group, Australia's largest online marketplace for tradespeople, says uplifting data governance is important for reasons ranging from compliance and security to organisational efficiency.

"Some industries will flat out have to have mature data governance to meet certain compliance requirements," he says. "If you work in finance or healthcare, for example, some level of data governance will be a given because of regulatory requirements.

"I think more importantly, there is now a growing expectation from consumers and shareholders, in the case of publicly listed companies, that organisations are doing right by their data. Is it being stored and processed the right way? The larger the organisation is, the larger their data assets are, and the more critical this becomes."

The other aspect of data governance has to do with data quality, integrity and accessibility, Koc says. This concerns what a data estate looks like within an organisation.

"Can the organisation access the right information? Is it reliable? Is it updated and managed? How often should it be renovated?" he says. "In addition to compliance and security, this is really important for operational or data efficiency and it can sometimes be overlooked."

Koc says he would not be surprised if many large data sets within Australian organisations were still not being optimally managed or centralised.

"I think the reasons for complexity and maturity levels around this are twofold," he says. "For one, we are experiencing an explosion of data in the industry, especially in Australia. There is

a lot happening in the data and analytics space, there are many people coming into the industry and many organisations are building data teams.

"There's a lot of maturity that's still being built given the speed in which things are changing.

"The other side of the coin is technology itself. We have maybe three or four key database technologies that everyone's been using for decades, but now the industry is very fragmented. There are hundreds of different solutions. I think that's also causing some complexity for data leaders to navigate when they get started.

"A lot of larger, older organisations will have other layers of complexity given how long they've been collecting data and perhaps traditionally relying on the knowledge of just a few people tasked with managing it." ■





## Prioritising Data Projects

Getting data governance right is a foundational step in enabling organisations to start driving performance improvement with data and analytics. Another important area of management is project governance, that is, determining how data projects are funded and prioritised.

We asked our survey group of Australian and New Zealand data leaders to respond to the question of, 'Which most applies to your organisation on data prioritisation?'

by selecting one of four data project prioritisation maturity levels.

The response that represents the greatest maturity for this question – 'Data and analytics projects are highly prioritised along with business projects and in line with the business strategy by senior business and CDO leadership' – was selected by 15% of all those surveyed.

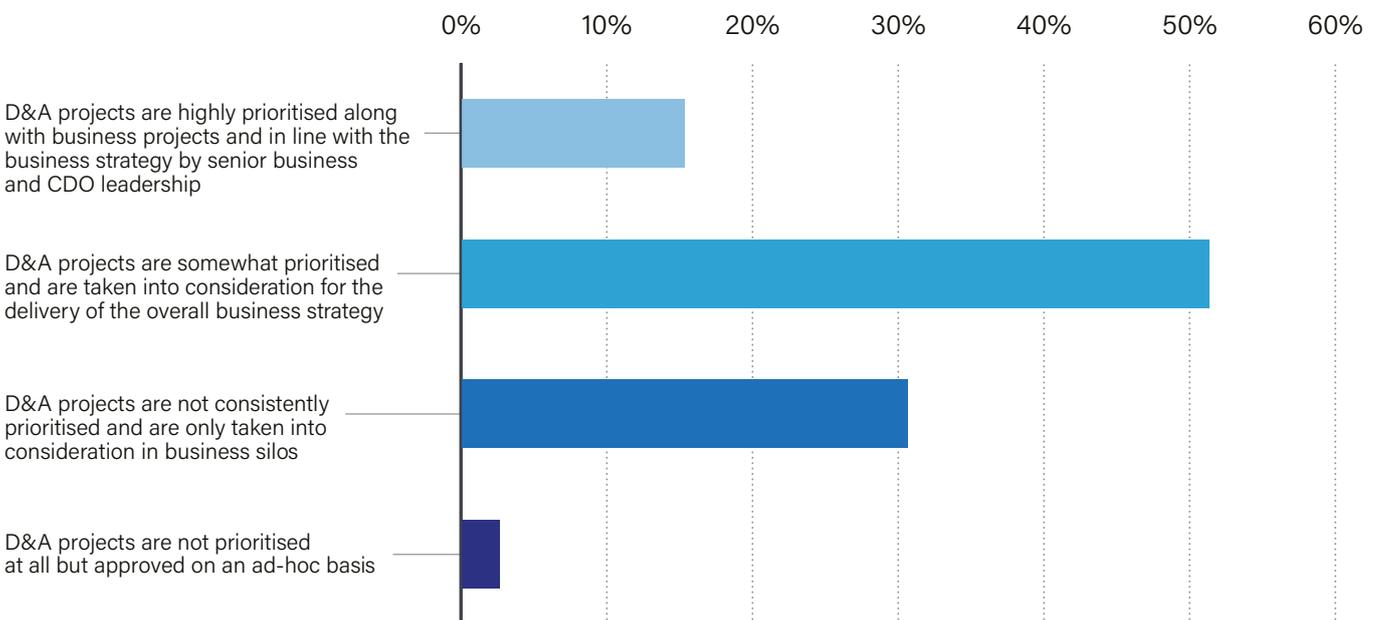
Next, the largest portion of respondents, 51%, say that 'Data and analytics projects are somewhat prioritised and are taken into consideration for the delivery of the overall business strategy'.

prioritised and are taken into consideration for the delivery of the overall business strategy'.

About 31% of respondents report that 'Data and analytics projects are not consistently prioritised and are only taken into consideration in business silos'.

Just under 3% of those surveyed align with the option representing the lowest maturity in this question, 'Data and analytics projects are not prioritised at all but approved on an ad-hoc basis'.

### Which most applies to your organisation on data prioritisation?



Source: Corinium Intelligence, 2022

vCDAO Gladwin Mendez says getting clarity on company objectives and aligning data and analytics projects to that strategy is a key task for data leaders in mature organisations.

“Whether your approach is decentralised or centralised, the projects always have to align to strategic company objectives for the short, medium and long term,” he says.

“If it is not aligned to strategy, it shouldn’t get past the first stage-gate. Then it has to be decided if this work is done as part of business-as-usual (BAU) process or whether it’s a project. If it’s a project, then you need to pull together a business case, especially in the environment we’re in now.

“Everyone is working harder with fewer people and resources, so many will be challenged to execute their data initiatives as BAU and they’ll need to put a business case forward. You’ll be putting forward your top analytics initiatives, which should be aimed at maximum return on investment as quickly as possible.

“One of the things data leaders will learn quickly is that it doesn’t matter if you expect to make \$10 million at year 10 on ROI, if you can potentially make \$5 million next year, that’s what the board will go with. You need to have a good understanding of the financials and how the board thinks, because they’ll be the ones approving it.

“The board will be looking at net present value, return on investment and they’ll pick the project which is likely to have the best return on investment as quickly as possible.”

Mendez says the ability to attach data and analytics to the most relevant business function can also hinge on reporting lines.

“This prioritisation is a challenge that organisations will be facing, as many

*“With this approach, even if someone’s business function is de-prioritised, they will understand why and are part of the decision-making process.”*

**Rafaela Salzer**

Director of Data and Analytics, Australia, Pacific & Indonesia  
Coca-Cola Europacific Partners

divisions will want the attention of an emerging data and analytics capability, and it’s a challenge that is exacerbated when the CDAO doesn’t report directly to the executive,” he says.

“This is because depending on who the CDAO is reporting to, if it isn’t the executive, the projects are likely going to be contained within that stakeholder’s function.”

As Director of Data and Analytics, Australia, Pacific and Indonesia for Coca-Cola Europacific Partners, Rafaela Salzer says deciding on which projects to prioritise for data and analytics in a way that positions the organisation for success requires centralised D&A project governance.

“Establishing a committee that brings data people and people from different business functions together around the same table can be really effective in prioritising data projects,” she says. “Having a steering group like this is the trick to having visibility and understanding of business and data priorities across multiple functions.

“As organisations have many functions with different agendas, there needs to be that overarching D&A project delivery governance, including how funding will be allocated. A steering group can help prioritise together based on business priorities acknowledged by all.

“In my experience, it’s not uncommon in business for individual functions to be vocal about what they want, and often whoever lobbies most tends to get the funding. But people are quite responsible once you seat them around the same table, identify the projects they’ve asked for, communicate the available capacity, and then agree on which function to move forward with. With this approach, even if someone’s business function is de-prioritised, they will understand why and are part of the decision-making process.

“Prioritising the higher-value work is really important. Data and analytics project ideas pop up all around a company and if individual groups are funding these smaller, secret projects, it’s not in the best interest of the company. Limited budget is being spent on projects which in the grand scheme of the business may not be providing the required value.”

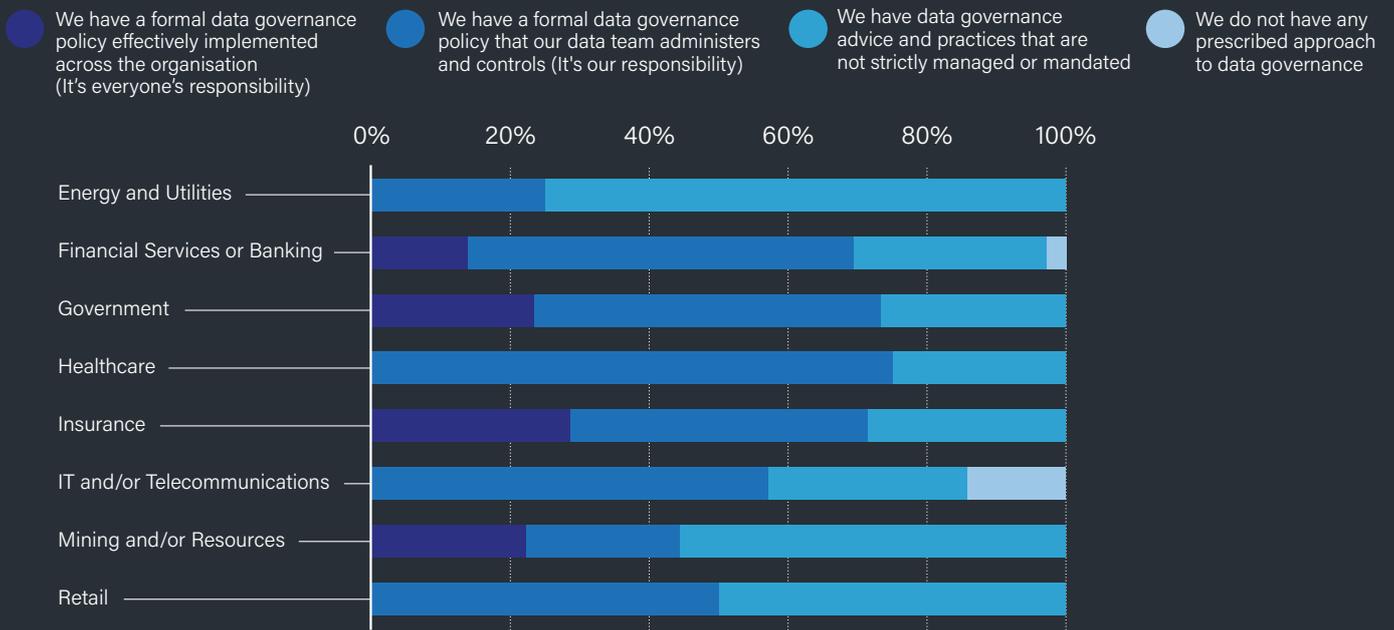
With almost a third of survey respondents indicating that data projects are still siloed, there may be a good opportunity for more centralisation of project governance in Australian and New Zealand organisations. ■

# AI's Predicted Impact, Ethics Roles and More Governance

Survey data suggests Healthcare, Insurance, Government and Financial Services lead data governance maturity, and data ethics roles exist in more than half of Australian and New Zealand organisations

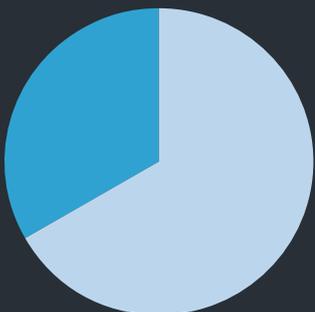
## How would you describe your data governance maturity?

(Responses compared across well-represented industries)



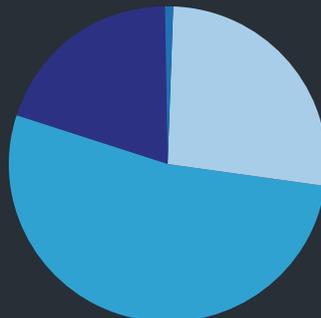
## Does your organisation employ a data ethics officer?

Yes No



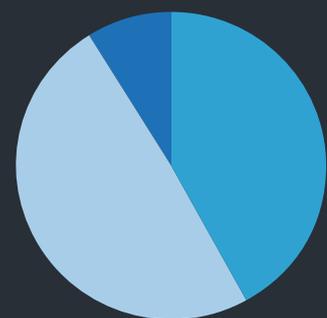
## How many of your current business processes are impacted by machine learning or AI compared to 3-5 years ago?

None Up to 5%  
Up to 10% Up to 25%



## How much reduction in full-time hours do you expect to achieve in the next 12 months thanks to AI/ML?

Up to 5% reduction Up to 10% reduction Up to 25% reduction



Source: Corinium Intelligence, 2022

# Outlooks, Challenges and Priorities

*A slight majority of data leaders are optimistic about the future of data projects in their organisations, while some uncertainty looms*

There is good reason to be optimistic about the uptake of data and analytics by organisations in Australia and New Zealand. However, challenges remain for many.

In this chapter we'll look at the overall outlook data and analytics leaders have for their data projects, the barriers they are facing, as well as their priorities for the future.

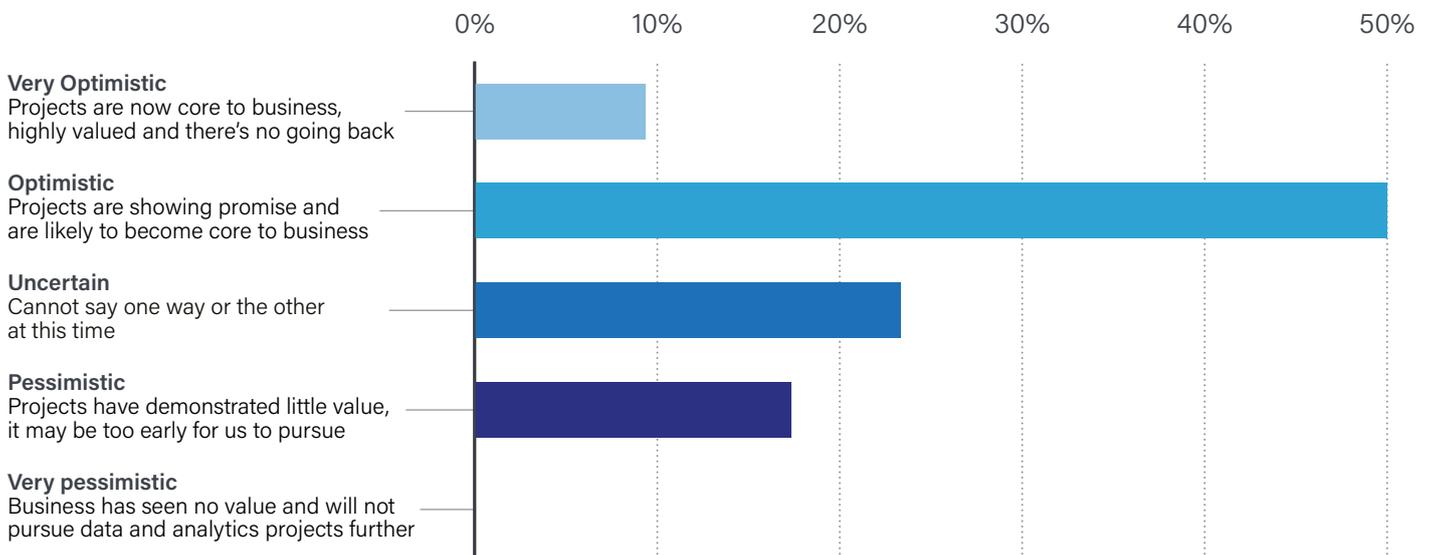
While many organisations are not suggested by our survey respondents to be at the highest levels of maturity in data, we see that many are making progress.

In fact, when asked how they would describe the outlook for data and analytics projects in their organisations for the next 12-18 months, most of those surveyed, 59%, were either 'Optimistic' or 'Very Optimistic'.

Those who are uncertain and cannot say one way or the other make up 23% of those surveyed. A 17% slice say they are 'Pessimistic', and that projects have 'demonstrated little value' and that it 'may be too early' for them to pursue projects.

Fortunately, none of those surveyed indicate being 'Very Pessimistic', which is described as: 'Business has seen no value and will not pursue data and analytics projects further'.

## How would you describe the outlook for data and analytics projects in your organisation for the next 12-18 months?



Source: Corinium Intelligence, 2022

We also asked those surveyed what they think prevents organisations in Australia and New Zealand from properly realising effective data strategies, allowing them to select up to three options from a set list of factors.

The biggest factor by responses was 'Size and complexity of organisation', attracting the votes of 55% of those surveyed.

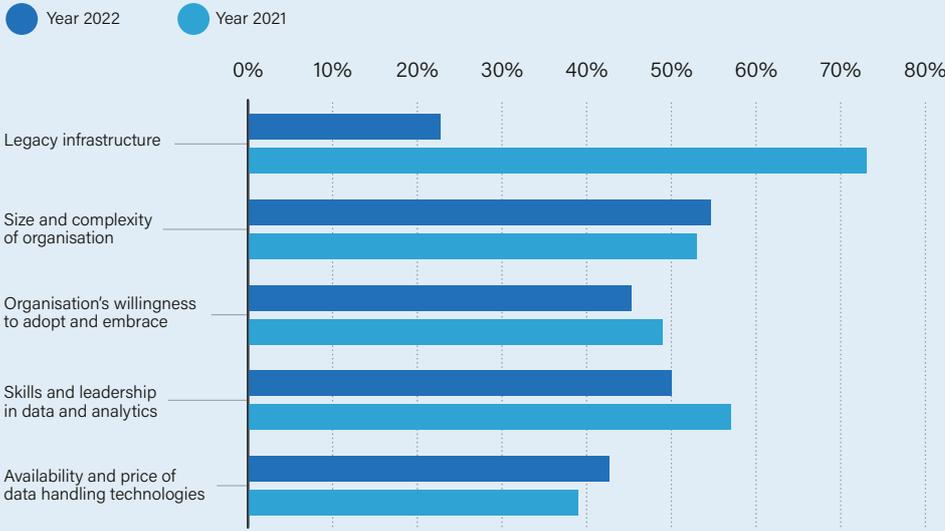
'Skills and leadership in data and analytics' was the

second-most nominated barrier to effective data strategy realisation, chosen by 50% of those surveyed.

'Organisation's willingness to adopt and embrace' followed as the barrier that 45% of survey respondents reported.

In the chart below, you can see how this data compares with the answers we received in last year's *State of Data and Analytics Australia and New Zealand* report.

### What do you think prevents organisations in Australia and New Zealand from properly realising effective data strategies?



Interestingly, last year, legacy infrastructure was seen by our survey respondents as being the number one barrier to realising effective data strategies. This year it's in last place. Now the top concerns, according to our survey group, are around organisational complexity and skills.

### People and Skills

The challenges of finding and retaining talent is a common topic of discussion in the technology industries, and it's no different in data and analytics.

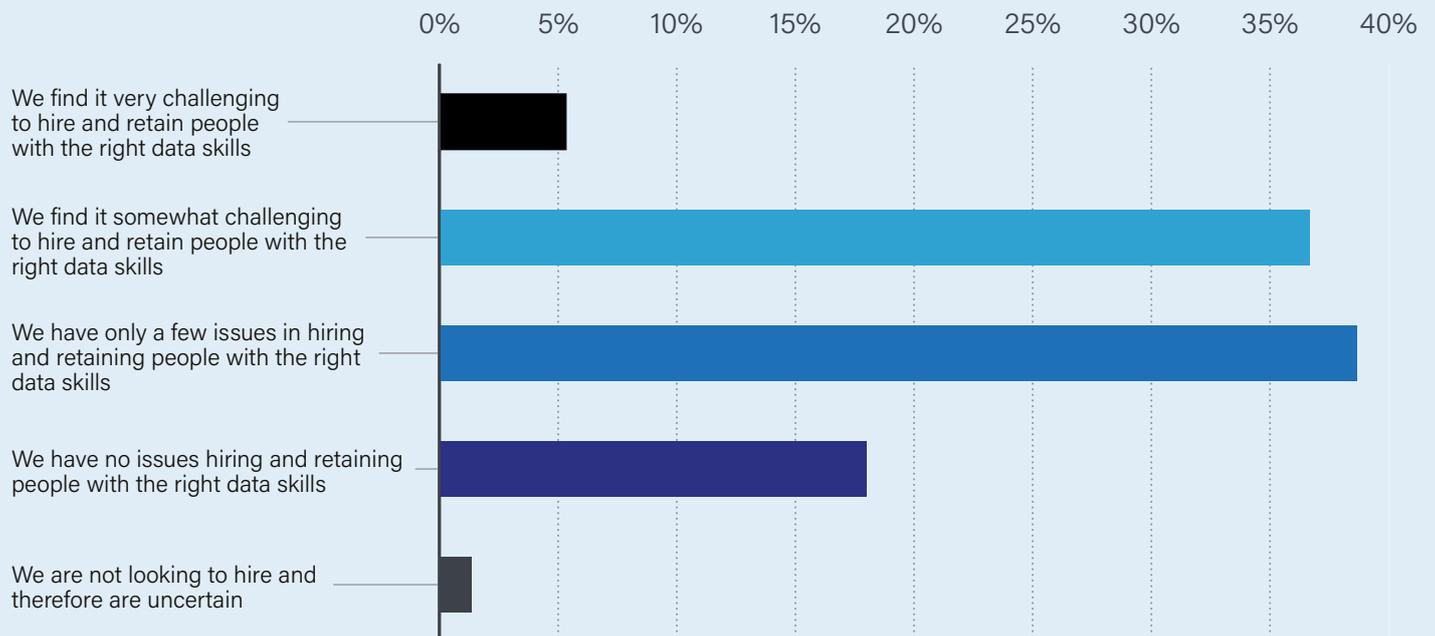
From our survey of Australian and New Zealand data and analytics leaders,

42% say they find it either 'somewhat challenging' or 'very challenging' to hire and retain people with the right data skills.

About 57% of those surveyed feel a little more confident, saying they either 'only have a few issues in hiring and

retaining people with the right data skills' or have 'no issues' in hiring or retaining good data staff. Just over 1% say they aren't hiring and therefore are uncertain.

### How would you describe your experience hiring people with data and analytics skills in Australia and New Zealand?



Our survey data suggests something of a mixed bag on hiring challenges, with slightly more respondents indicating this is less of a challenge than those that do.

Coca-Cola Europacific Partners' Rafaela Salzer says her recent hiring experience has neither been awful nor particularly easy.

"I'm hiring a data governance person and a data science person," she says. "The number of applications hasn't been great, but it certainly hasn't been as awful as I thought it would be. We had a good number of applications for each and were able to hire highly qualified individuals fitting the job description and our company culture."

In New Zealand, Bank of New Zealand General Manager, Data, Anna Tarasoff says there is an opportunity to grow the size of the data and analytics talent pool.

"Finding skilled people is still a challenge because of the lack of new entrants into the New Zealand data and analytics market," she says.

"We have a good pool of talent in New Zealand, but they are in high demand. However, we have an opportunity to increase the size of the data and analytics talent pool by running graduate programmes and by building capability in talented people who want to pivot their career towards data and analytics. There are many people who are interested and passionate about data.

"It is also an opportunity for businesses and government to work together on training programmes for our up-and-coming data and analytics professionals and constructively solve the challenge."

Qlik's Joe DosSantos, who is also hiring, says in cases where recruitment headwinds prevail, building a multi-skilled team around a solid analytics base is key.

"In discussing hiring challenges, we tend to focus on a shortage of data science and data engineering. Those shortages are real, but I think people often try to create an analytics team that is 100% comprised of those roles, and that's a recipe for disaster," he says.

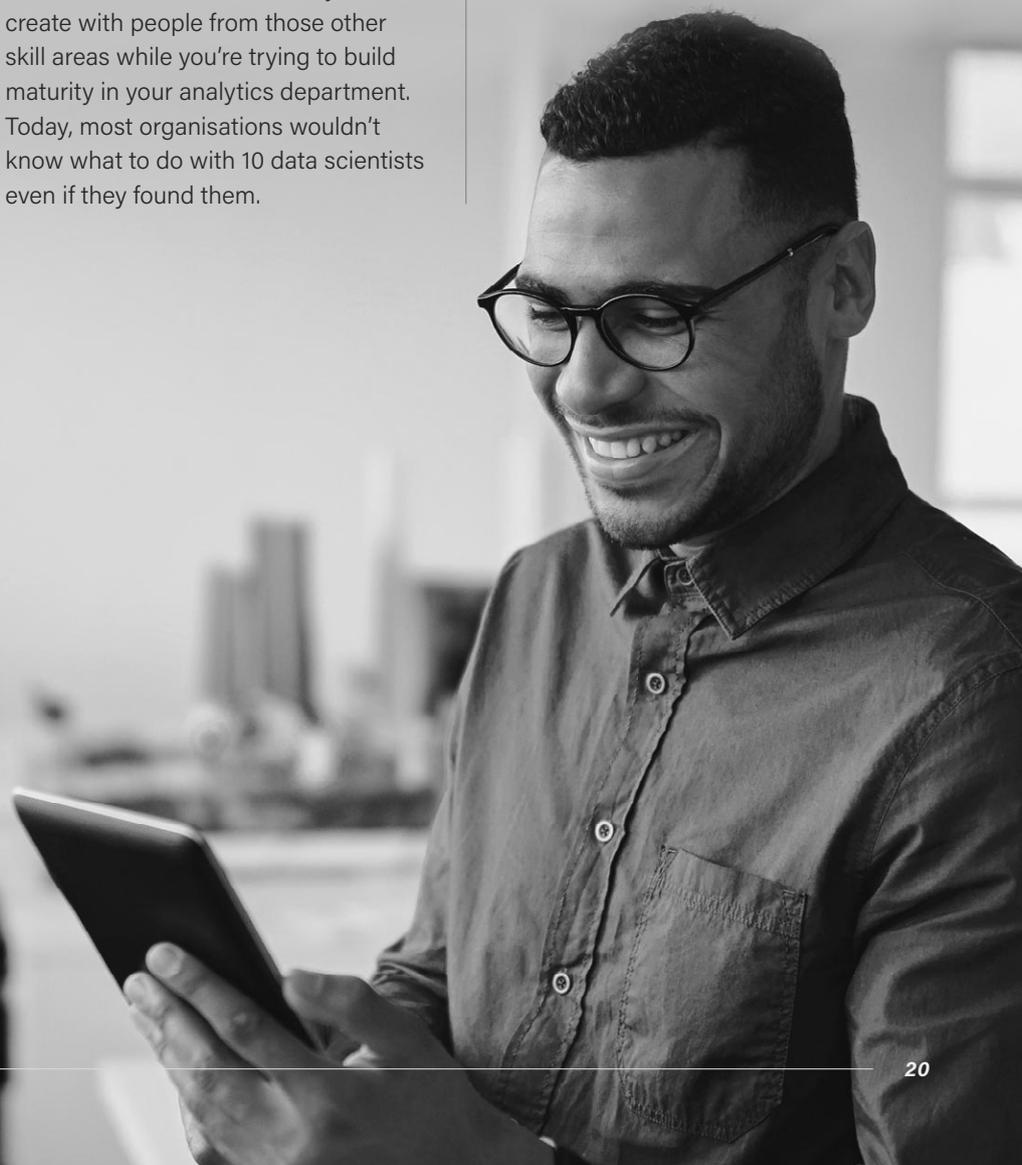
"It's a team sport and you need to combine people who have visualisation skills and data governance skills and process skills as well as other kinds of people.

"There is a lot of value that you can create with people from those other skill areas while you're trying to build maturity in your analytics department. Today, most organisations wouldn't know what to do with 10 data scientists even if they found them.

"We need to first think about making meaningful data available to solve real life problems, then the sophistication of your analytics team will improve."

***"Finding skilled people is still a challenge because of the lack of new entrants into the New Zealand data and analytics market."***

**Anna Tarasoff**  
General Manager, Data  
BNZ





## Forward Expectations and Priorities

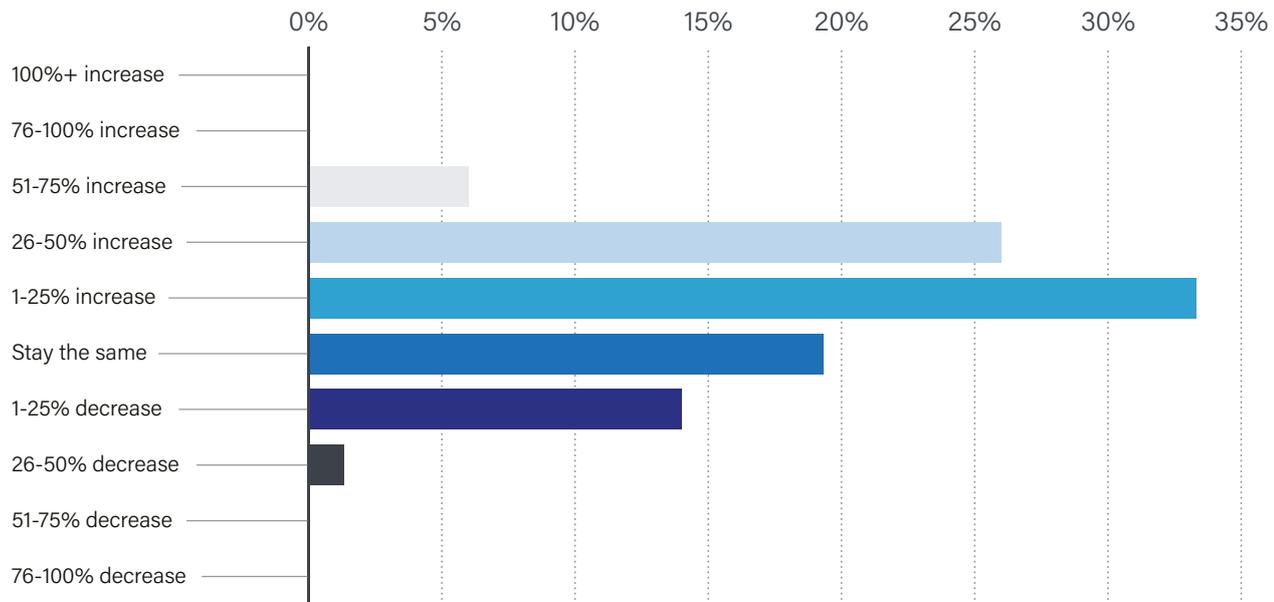
To round out our research, we asked our Australian and New Zealand data leader survey group a few questions about their expectations for the next 12 months and beyond.

Starting with a question related to the discussion in the previous section on staffing, we asked how data leaders expect

their department's staff numbers to change over the next 12 months.

Data leaders expecting to see their teams grow made up just over 65% of those surveyed. About 19% expect their department's headcount will stay the same, while 15% expect to see a decrease.

### Over the next 12 months, how do you expect your department's staff numbers to change?



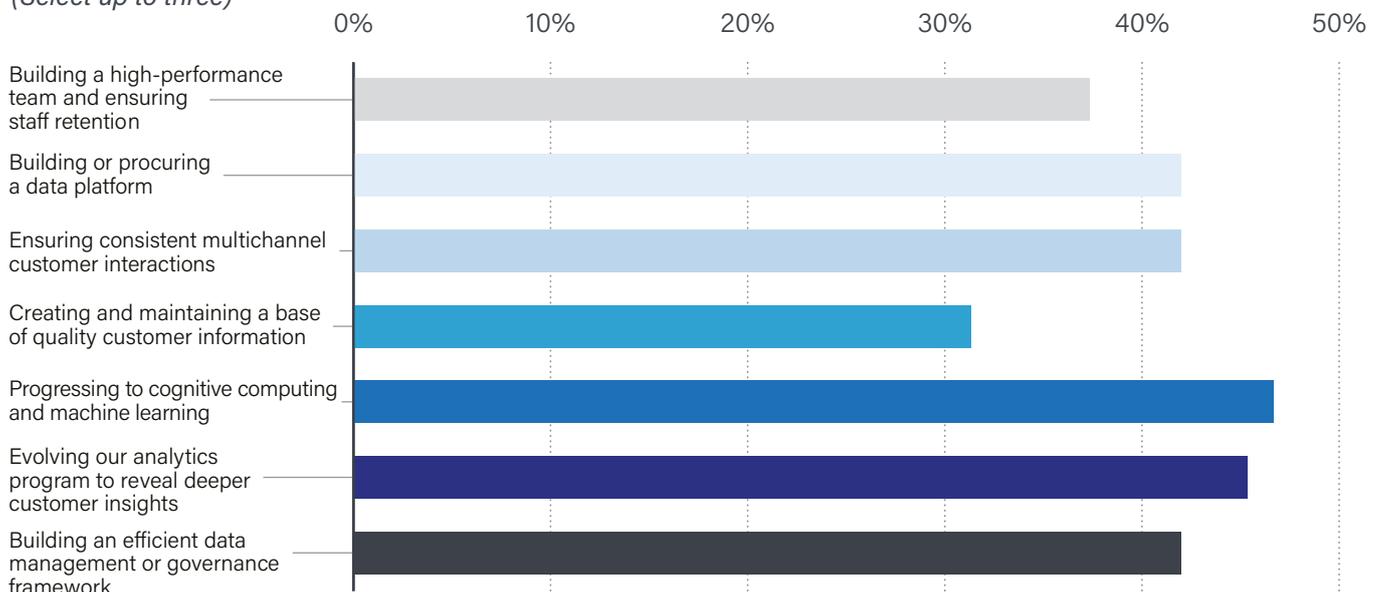
Source: Corinium Intelligence, 2022

We also asked survey respondents to indicate from a list of data leader priorities (including items such as 'Building a high-performance team and ensuring staff retention' and 'Building or procuring a data platform') which they would focus on most over the next 12 months. They were able to choose up to three.

These results were grouped quite closely together, which suggests that many of the listed priorities are relevant to many data leaders at this point in time. Differences in where leaders are in their data maturity may also be affecting the distribution of these responses.

### What do you consider your top priorities as a data leader within your organisation in the next 12 months?

(Select up to three)



Source: Corinium Intelligence, 2022



Still, some priorities did emerge as being nominated more than others. About 47% of surveyed data leaders consider 'Progressing to cognitive computing and machine learning' to be a top priority in the next 12 months.

'Evolving our analytics program to reveal deeper customer insights' was indicated as a top priority by 45% of survey respondents.

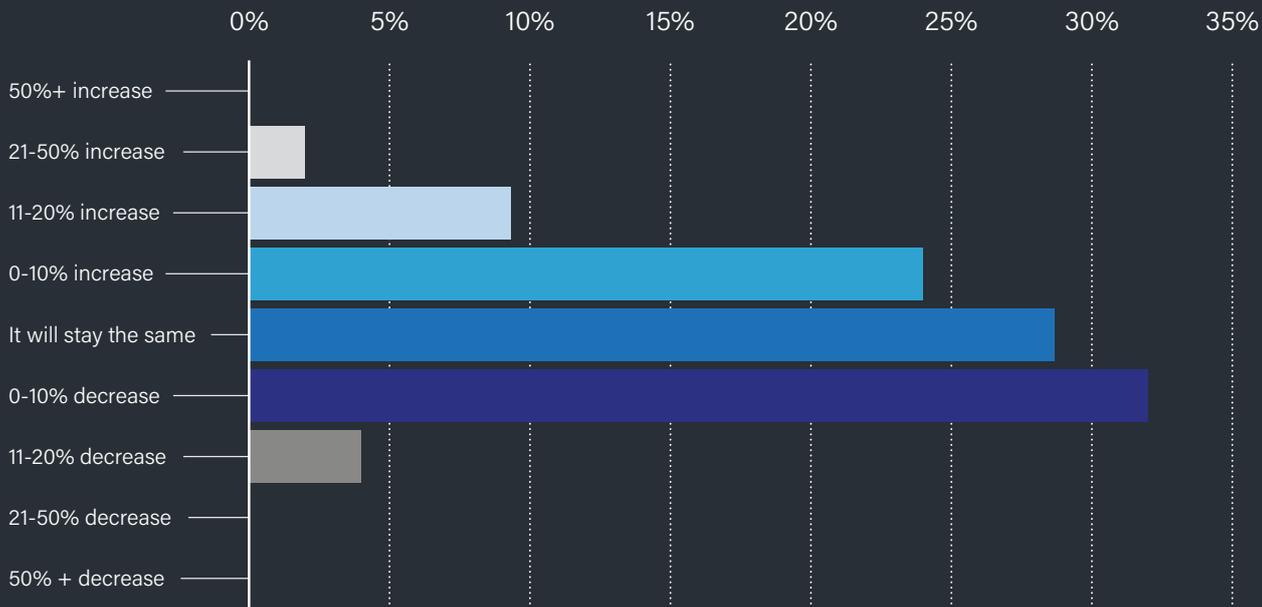
Meanwhile, 'Building an efficient data management or governance framework', 'Building or procuring a data platform' and 'Ensuring consistent multichannel customer interactions'

were all highlighted as priorities by 42% of respondents.

When it comes to how data leaders expect their department's budgets to change in the next 12 months, we again see something of a mix. We see that 35% of surveyed data leaders expect to get a boost to their budget. However, that increase is largely expected to be no more than 10% of their current budget.

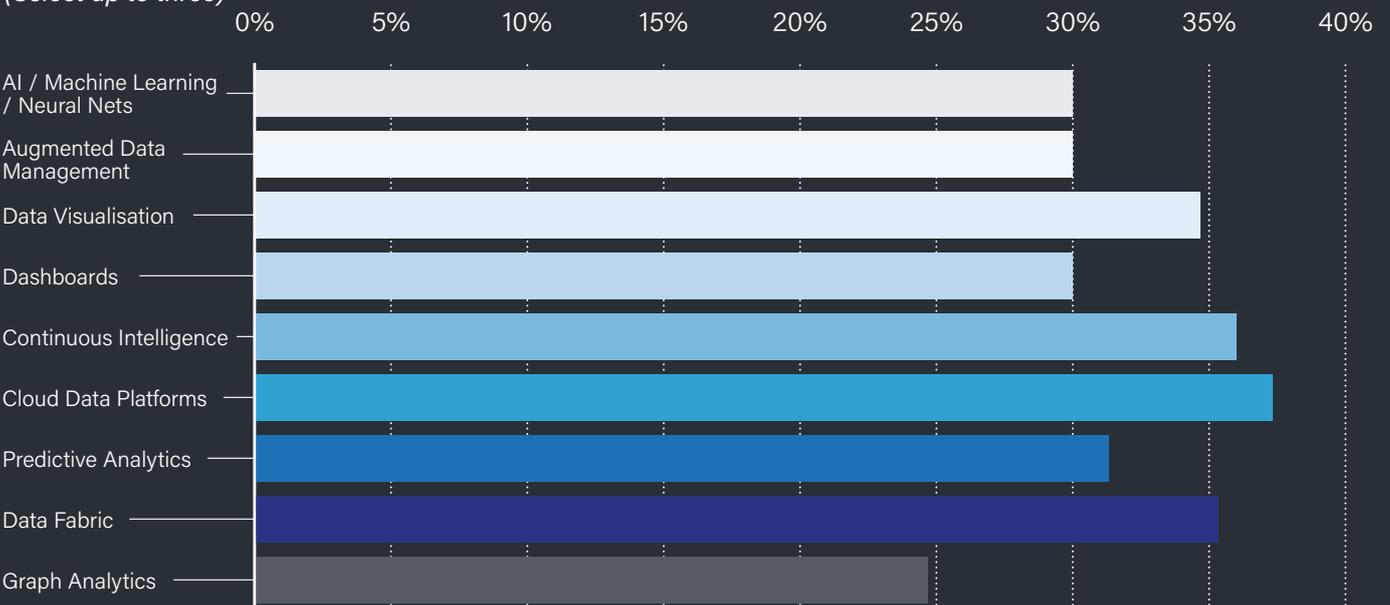
Concerningly, 36% of data leaders expect a decrease in their budget, mostly in the up-to-10% range. About 29% of data leaders expect no change to their budgets.

**How do you expect your department's budget to change over the next 12 months?**



Source: Corinium Intelligence, 2022

**Which technologies do you think will drive the greatest changes in your data strategy over the next 3-5 years? (Select up to three)**



Source: Corinium Intelligence, 2022

## A Phase of Positive Change

Beyond staffing and budgetary considerations or technology priorities, data leaders must also continue to innovate and evolve the way they serve their internal customers.

One data function that is generating interest, and which relies on maturity around data governance and data platforms, is self-service. Self-service is an approach that allows users outside of the data and analytics team to query datasets and create reports on their own.

This is an area that Qlik Chief Data and Analytics Officer Joe DosSantos says warrants consideration for forward-thinking data leaders.

"I think people are starting to grapple with what self-service means," he says. "On one hand, you have highly skilled people that enjoy really immersing themselves in granular data to come to a conclusion. But if you're an executive, you just want the answer to, 'What were our revenues last month?' for example.

"So, the kind of people that data leaders will be trying to serve will be different. While this is an exciting space, I think data teams are wrestling with what that might look like, what a catalogue of services looks like.

"IT went through this about 10 years ago. It's an interesting evolution because on the one hand you want the data and analytics department to be a profit centre not a cost centre, but in some respects, we do need to create products and services that are consumable and priced back to the business.

"I think the delivery and cost model of self-service is something that many data leaders will be figuring out at some point, potentially learning a lot from the ITIL experience that IT went through."

Cochlear's Brendan Mathias says as the industry's collective challenge of COVID-19 is starting to subside, organisations will be more focused on their individual concerns around data and analytics excellence.

"In the last couple of years, data and analytics leaders have expanded their roles and remit. I can't think of any company that I've talked to that's not grown in the analytics space," he says.

"Some will be questioning how they scale AI or conduct new research into ethics. Those challenges or priorities will vary depending on the maturity of the organisation, but now we just have to get on with delivering value through data."

Coca-Cola Europacific Partners' Rafaela Salzer says based on her recent observations, the local data and analytics industry is beginning to find its feet.

"I genuinely believe that now we are in a phase of positive change," she says. "I think a lot of organisations are trying to work out how to fit a CDO or CDAO into their organisations and that fact was highly debated in the recent conferences I attended.

"At the moment, there is some trial and error and uncertainty, but I expect that will really settle down over the next two years. We will get more clarity as an industry over D&A organisational structures and ways of working, the same as with other functions such as Project Delivery and Dev Ops previously, which are now fully embedded and the ways of working are clear in most companies." ■



# Conclusion

With a great amount of change and energy occurring in the Australian and New Zealand data and analytics space, there are many areas of work for data leaders to tackle as they look to evolve and weigh their priorities.

From building maturity around data and project governance, to new technology investment and staffing, there are many considerations for data leaders to make as they look to expand their offerings and capabilities.

This report goes some way to illuminate how data and analytics leaders in Australia and New Zealand feel about their progress and maturity in this field.

We have observed, based on our survey, that many organisations are still in the process of establishing data platforms, and many data projects are still contained within silos. More than 50% of surveyed data leaders still say their level of influence is intermediate.

Does this represent a glass-half-full or glass-half-empty situation? While there is often a mix, where maturity in some areas is present but lacking in others, it would be cynical to think things are going backwards.

Demand is strong and investment is happening. Despite some anxiety around skills, hiring and budgets, most data leaders expect their teams to grow, some quite considerably. More leaders than not are optimistic about their data projects over the next 12 months.

As more organisations establish formal strategies, implement strong governance and invest in data environments and other innovations, we will continue to observe with excitement as the industry shifts to refine and consolidate its place in the region. ■

## About Qlik

Qlik's vision is a data-literate world, one where everyone can use data to improve decision-making and solve their most challenging problems. A private company, Qlik offers real-time data integration and analytics solutions, powered by Qlik Cloud, to close the gaps between data, insights and action. By transforming data into Active Intelligence, businesses can drive better decisions, improve revenue and profitability, and optimise customer relationships. Qlik serves more than 38,000 active customers in over 100 countries.

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## About the Editor

Michael Jenkin is an editor and journalist with more than a decade of experience producing content across broadcast, print and digital media. He specialises in enterprise IT and technology writing.

At Corinium, Michael develops content to inform and support data and analytics and information security executives.

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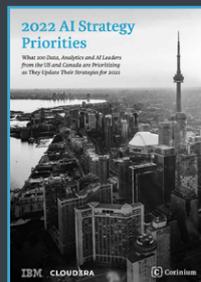
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