Leading in the New Reality
Digital Transformation|
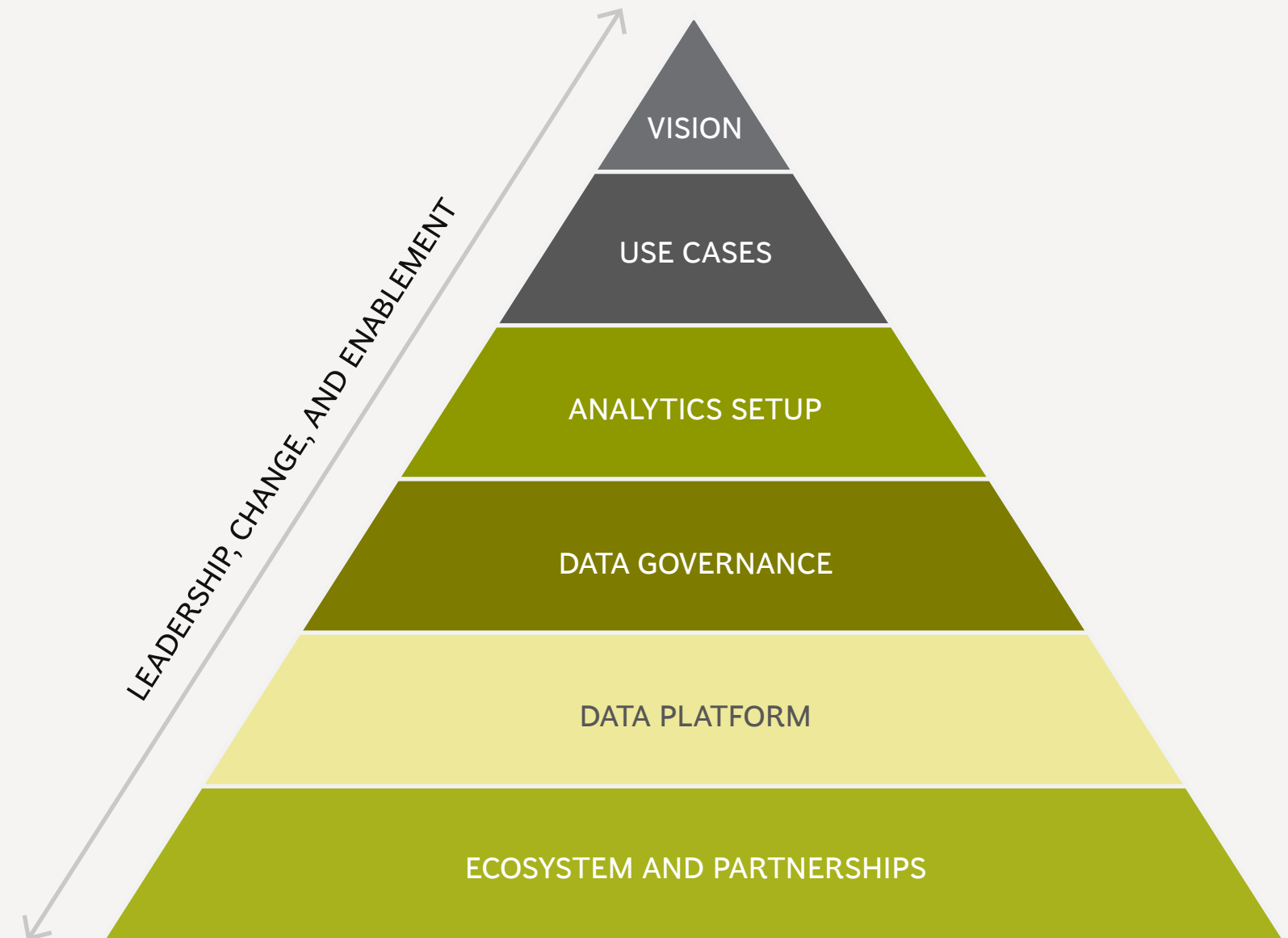
2021 DATA CAPABILITY MATURITY ASSESSMENT

Is Your Company Gaining Momentum in Data?

BCG | **BCG GAMMA**

The DACAMA survey at a glance

· This is the third DACAMA survey; previous surveys were conducted in 2015 and 2018

· Approximately 1,100 companies participated worldwide

· Companies rated their performance across seven core data capabilities that collectively cover more than 40 competencies

· We weighted the competencies and created an index from 100 to 500 to place companies at a data maturity stage: lagging (100), developing (200), mainstream (300), state of the art (400), or best practice (500)

· Critically, the survey asked companies about their current performance and their aspiration for three years in the future
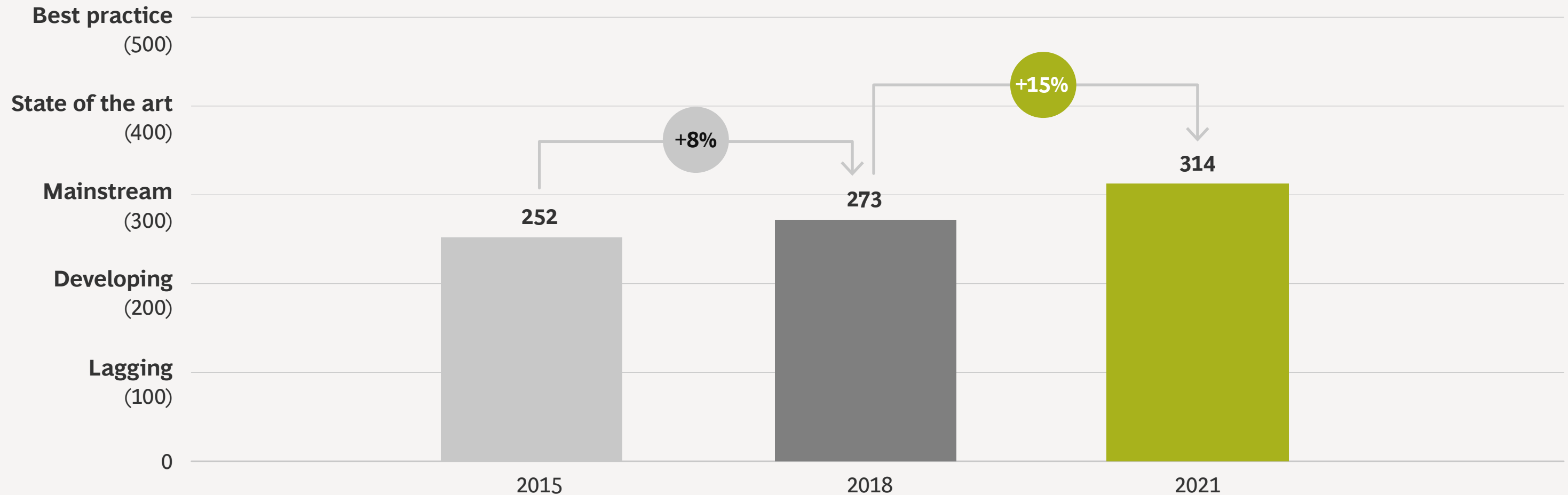

LEADERSHIP, CHANGE, AND ENABLEMENT

VISION

USE CASES

ANALYTICS SETUP

DATA GOVERNANCE

DATA PLATFORM

ECOSYSTEM AND PARTNERSHIPS

The growth rate in data maturity has almost doubled since 2018, reflecting significant effort and investment

In absolute terms, the number of companies in the highest tier of data maturity has quadrupled since 2015

DISTRIBUTION OF COMPANIES BY DATA MATURITY STAGE, INDEXED (%)

	Lagging (100)	Developing (200)	Mainstream (300)	State of the art (400)	Best practice (500)
2021	8	32	47	13	
2018	4	34	52	10	
2015	11	59	27	3	
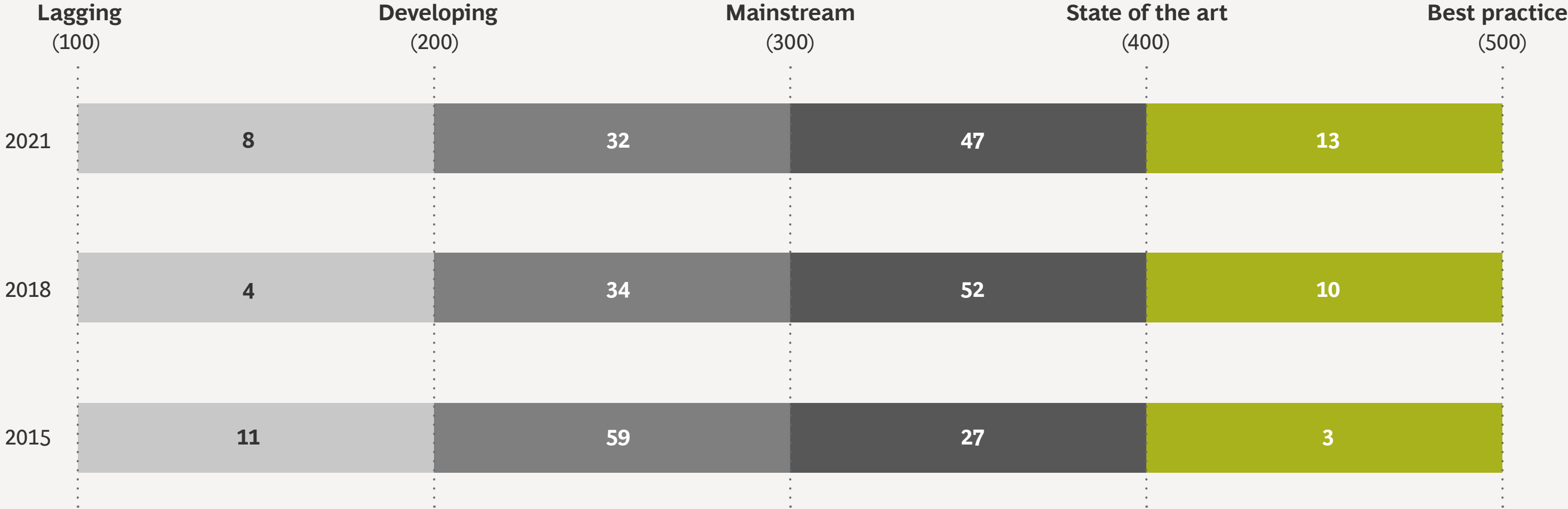
Companies had their biggest gains in foundational capabilities

AVERAGE DATA MATURITY BY CAPABILITY, INDEXED

Growth (%): 12 | 5 | 13 | 16 | 20 | 19 | 16

Capability	2018	2021
Vision	284	318
Use cases	294	310
Analytics setup	271	308
Data governance	276	318
Data platform	264	316
Ecosystem and partnerships	256	305
Leadership, change, and enablement	275	318

Foundational capabilities
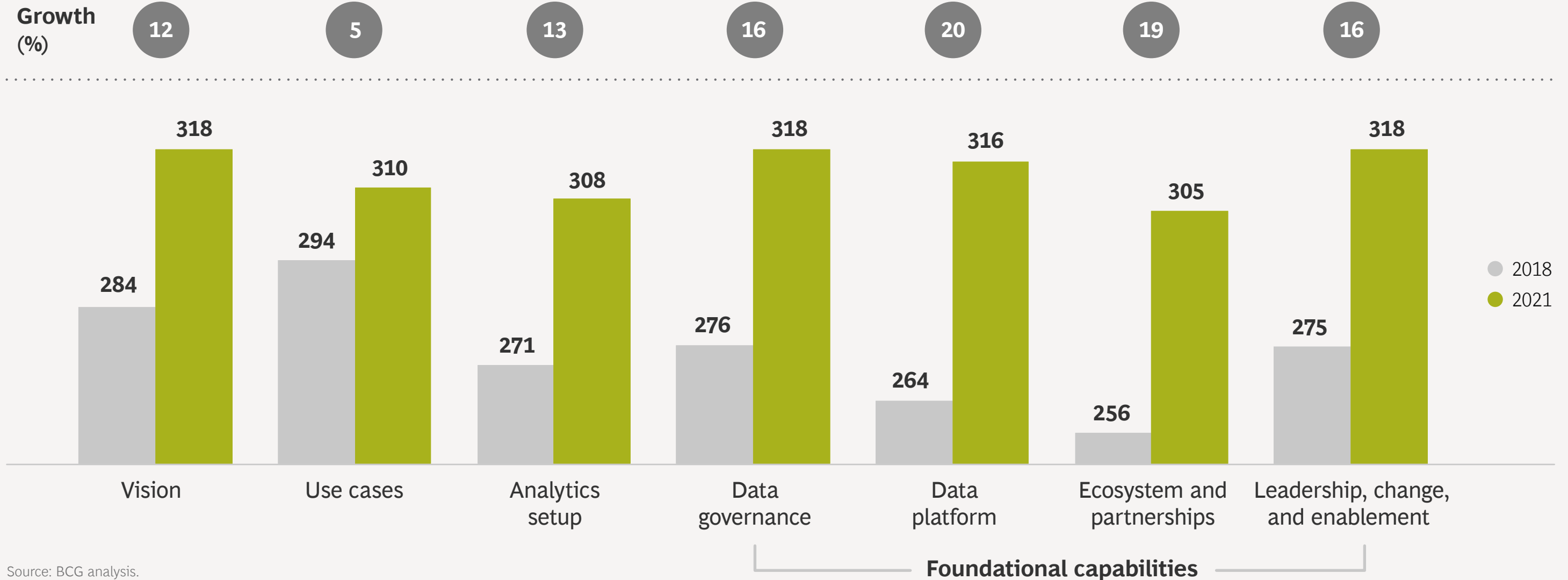
Source: BCG analysis.
Note: The index score for the best-practice maturity stage is 500.

Tech and telecommunications had the highest maturity, while energy and the public sector made the largest strides

INDUSTRIES' AVERAGE DATA-MATURITY AMBITION, INDEXED

Growth (%)

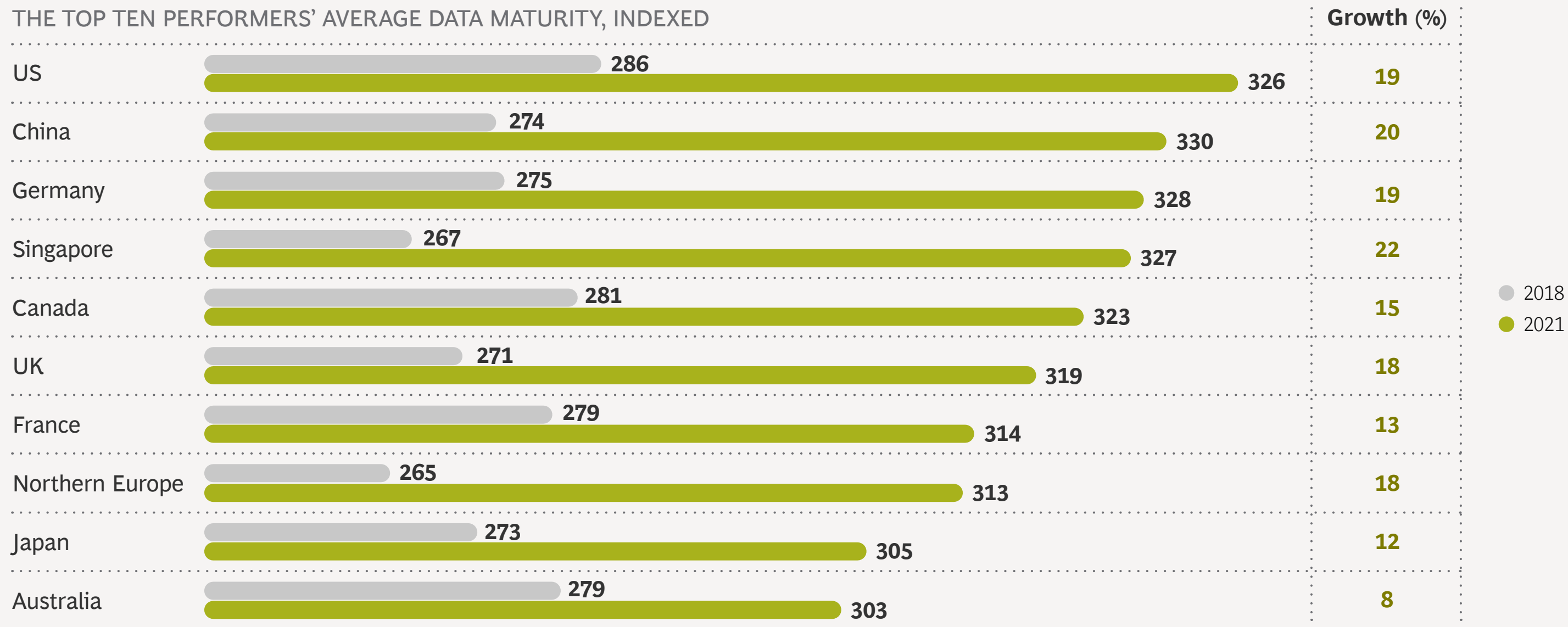| Industry	2018	2021	Growth (%)
Technology and telecommunications	286	326	14
Financial institutions	277	322	16
Consumer	275	321	17
Insurance	273	317	16
Health care	268	313	17
Energy	251	308	23
Public sector	244	306	25
Industrial goods	267	301	13
Automotive	268	276	3

● 2018
● 2021
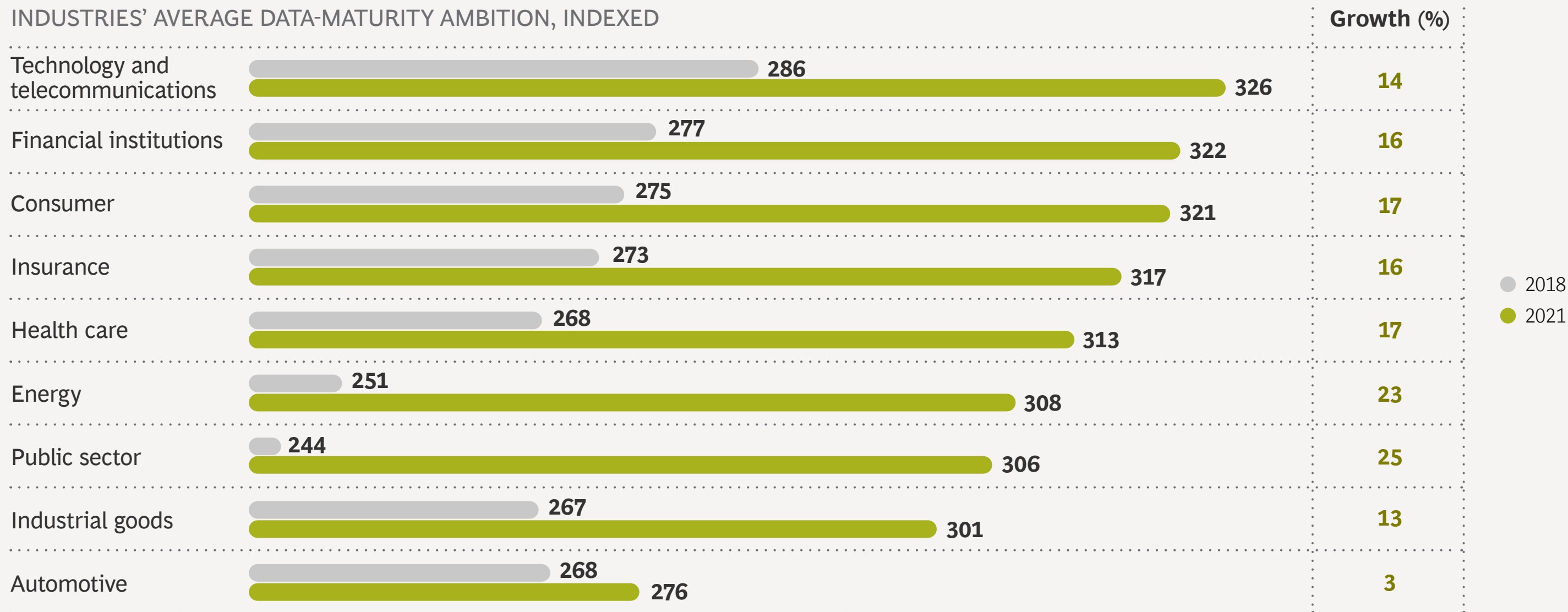
Source: BCG analysis.
Note: The index score for the best-practice maturity stage is 500.

The US, China, and Germany increased their lead over other countries, while Singapore improved the most

THE TOP TEN PERFORMERS' AVERAGE DATA MATURITY, INDEXED   Growth (%)

Country	2018	2021	Growth (%)
US	286	326	19
China	274	330	20
Germany	275	328	19
Singapore	267	327	22
Canada	281	323	15
UK	271	319	18
France	279	314	13
Northern Europe	265	313	18
Japan	273	305	12
Australia	279	303	8

● 2018
● 2021

Source: BCG analysis.
Note: The index score for the best-practice maturity stage is 500. Northern Europe comprised Austria, Belgium, Denmark, Finland, Netherlands, Norway, Poland, Russia, and Sweden.

Despite these positive trends, companies continue to set high targets and fall short of achieving them

AVERAGE DATA MATURITY, INDEXED

Best practice (500)

State of the art (400)

Mainstream (300)

Developing (200)

Lagging (100)

0

411 Target data-maturity level for 2018 (set in 2015)

−34%

273 Actual data-maturity level for 2018

398 Target data-maturity level for 2021 (set in 2018)

−21%

314 Actual data-maturity level for 2021

Companies have set aggressive—and potentially unrealistic—ambitions for 2024

AVERAGE DATA MATURITY BY DATA CAPABILITY, INDEXED

Growth (%)

	Vision	Use cases	Analytics setup	Data governance	Data platform	Ecosystem and partnerships	Leadership, change, and enablement
Growth (%)	27	29	30	27	28	32	29
Data maturity ambition for 2024	406	401	400	406	406	401	411
Data maturity in 2021	318	310	308	318	316	305	318

State of the art (400)

AVERAGE MATURITY 2021
314

AVERAGE AMBITION 2024
405

● Data maturity in 2021
● Data maturity ambition for 2024 (set in 2021)
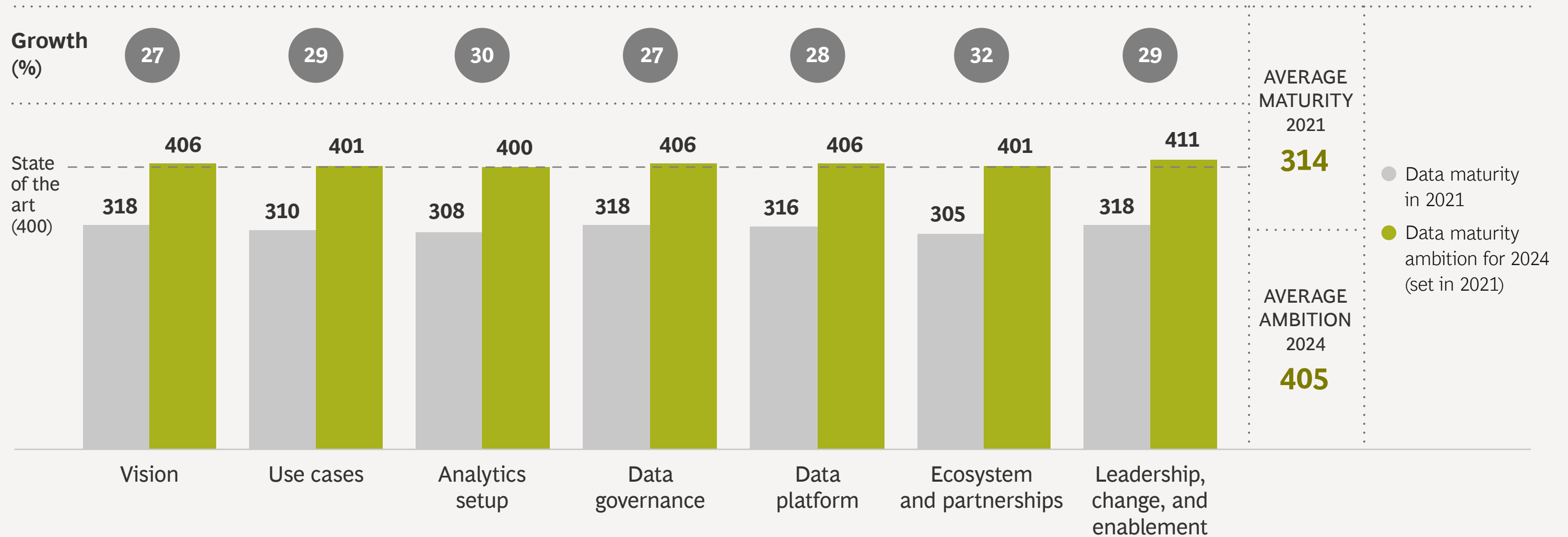
Source: BCG analysis.
Note: The index score for the best-practice maturity stage is 500.

Given historical shortfalls, laggards need to change their approach to improve data maturity

AVERAGE DATA MATURITY VERSUS AMBITION, INDEXED

- ● Data maturity ambition for 2024 (set in 2021)
- ● Data maturity in 2021

≤199: 303 (168) +80%
200−299: 370 (257) +44%
300−399: 428 (345) +24%
≥400: 467 (432) +8%