

2025 Executive Summary

Thank you, from the Conference Chair

As a Data & Analytics leader, whether your focus is business outcomes, data and analytics capabilities, cultural or behavioral change, or some combination of the three, we want you to channel your inspiration and exploration and turn that into your own leading execution and innovation.

We hope to see you next year at Gartner Data & Analytics Summit 2026.

Sincerely,
Jason Medd
Conference Chair and Sr Director Analyst, Gartner

Top takeaways

- 1

Use trust as connective tissue in AI journeys

Apply trust models to the three different journeys of your AI success: a journey to business outcomes, a journey to technical data, analytics and AI capabilities, and a journey to cultural change. Create value, sustain your data ecosystems, and transform your organization in these journeys.

"Misplaced trust in data for AI has led to an accumulation of issues, and the bill is coming due."

Aura Popa,
Sr Director Analyst,
Gartner
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Deliver on the value of AI

Turn the promise of AI into reality by developing and executing your own AI strategy. Implementing AI cost-effectively and in a timely fashion and realizing value from AI are priorities for you and your teams, but delivering on AI value can be challenging. Recalibrate your AI strategy frequently by involving all relevant stakeholders, and making sure AI is aligned with your business, D&A and IT strategies, and vice versa.

"Through 2028, at least 50% of GenAI projects will overrun their budgeted costs due to poor architectural choices and lack of operational know-how."

Pieter den Hamer,
VP Analyst,
Gartner
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Power the next generation of analytics with AI

Drive business outcomes and interpret insights with data as the foundation of AI and analytics as the key. Broaden adoption and enhance Analytic and BI platforms through Generative AI. DS/ML platforms empower data scientists to develop AI models, while Decision Intelligence platforms foster collaboration, ushering in a new era of decision-making.

"The paradox of the data, analytics, and software engineering collision is that the more automation there is, the more — not less — training of staff is required."

Christopher Long,
Director Analyst,
Gartner
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Link everything to measurable outcomes and value

Demonstrate investment value with AI's rising costs, rather than relying on a leap of faith. Despite this urgency, nearly half of CDAOs lack metrics to track D&A value. Focus on investments that generate value and opportunity, while clearly articulating value in business terms that resonate with executives and align with both personal and company success.

"If you can't explain the value of what you do in terms that your business peers understand, you will be viewed as a cost center ripe for reduction when we face economic headwinds versus a strategic growth engine of the business."

Pieter den Hamer,
VP Analyst,
Gartner
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Prepare to establish data management across the organization

Build modern, scalable processes, infrastructure and architecture to enable self-sufficient data management practices in your organization. Start on a small scale, and then expand. Track successful and unsuccessful concepts and implementations. Don't be rigid, but agile and proceed with a "trial and error" approach. Adapt your best practices to the lessons learned in each iteration. Prefer soundness over speed at the beginning.

"Federated data management is the new normal."

Thomas Oestreich,
Managing Vice President,
Gartner
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Optimize business performance through strategic D&A governance platform selection

Strategically select your organizations Data & Analytics governance platforms to boost business performance. Assess platform requirements to ensure the chosen solution addresses critical use cases. Streamline data management and enhance performance by carefully evaluating options. This approach optimizes data use, supports informed decision-making, and leads to more successful business outcomes.

"Select your platform thinking about enterprise health like you would do for your personal health."

Guido De Simoni,
VP Analyst,
Gartner

You can replay all of these sessions — and many more — over the next few months on [Conference Navigator](#).



Save the date!

We hope to see you next year!

Take a look at our [calendar](#) to explore the range of conferences we hold to find those most relevant to you and your business.