

Leadership Vision for 2025

Top 3 Priorities for Chief Data and Analytics Officers



Introduction

About 75% of chief executives identify AI as the technology poised to impact their industry most significantly over the next three years, and AI investment is supported by executive leadership.

Despite the rivalry for “who owns AI” among C-Level leaders, the chief data and analytics officer (CDAO) and the data and analytics (D&A) function are central, as organizations with an AI-ready D&A foundation see a 20% improvement in AI-related business outcomes.

To establish themselves as key partners and AI influencers in the business, CDAOs should:

- Create value by aligning D&A and AI initiatives to strategic business priorities
- Build and scale data, analytics and AI foundations to realize value
- Elevate leadership influence

Use this research to understand the major trends and opportunities affecting the D&A function in 2025, and the actions CDAOs should prioritize.

Key questions addressed

➤ What are the **major trends** affecting CDAOs?

➤ What are the top **challenges and priorities** for CDAOs in the year ahead?

➤ What **actions** do CDAOs and their teams need to take to succeed?

3 Trends Defining the Data Analytics Landscape in 2025



Pressure to demonstrate value

has never been more acute, but a critical gap remains in terms of how CDAOs are able to communicate the business value of their investments and performance.



CDAOs are pivotal to AI success.

Ballooning investment in AI represents a significant opportunity for CDAOs. Organizations with AI-ready data report a 20% improvement in business outcomes.

2025 Gartner CIO and Technology Executive Survey



New organizational and leadership

complexities present real challenges to navigate silos and improve collaboration between IT and business teams. CDAOs are increasingly in the mix as central owners of initiatives that transcend functions and teams.

Priorities for Value Realization in 2025

PRIORITY

01 **Build the case for budget and funding**

CDAOs struggle to communicate business value to peers to justify investment in key D&A enablers of AI and other data-centric initiatives.

Prevailing funding models and an emphasis on simple return on investment alone — rather than a broader range of measurable business outcomes — can limit the ability to support innovation and agility, adding to the challenge.

CDAOs and other D&A leaders must consistently demonstrate enough quantifiable business value in the face of ongoing strategic, technological, organizational and people challenges.

PRIORITY

02 **Understand the data, analytics and AI foundations for AI success**

Executive leaders often struggle to understand how D&A contributes to business outcomes as part of an AI-driven and data-centric business strategy.

This is a major factor in CDAOs failing to get the funding they need. Lack of trust and confidence due to ineffective or inadequate business-aligned data, analytics and AI governance, and data concerns are the most cited challenges related to GenAI implementation.

Gartner predicts that by 2027, 70% of GenAI projects will be abandoned after proof of concept due to poor data quality, inadequate risk controls, escalating costs or unclear business value.

PRIORITY

03 **Eliminate functional silos across business and IT teams**

Compounding the urgency to create and deliver value for CDAOs is an expanded job scope at a time of tight budgets and relative newness of their role. They often struggle to navigate silos and improve collaboration between IT and business teams.

The role of the CDAO is often new to an organization and not well-established or understood yet. Half of CDAOs are the first within their organizations. Many face make-or-break moments in their career as they must both generate value and effectively communicate their impact.

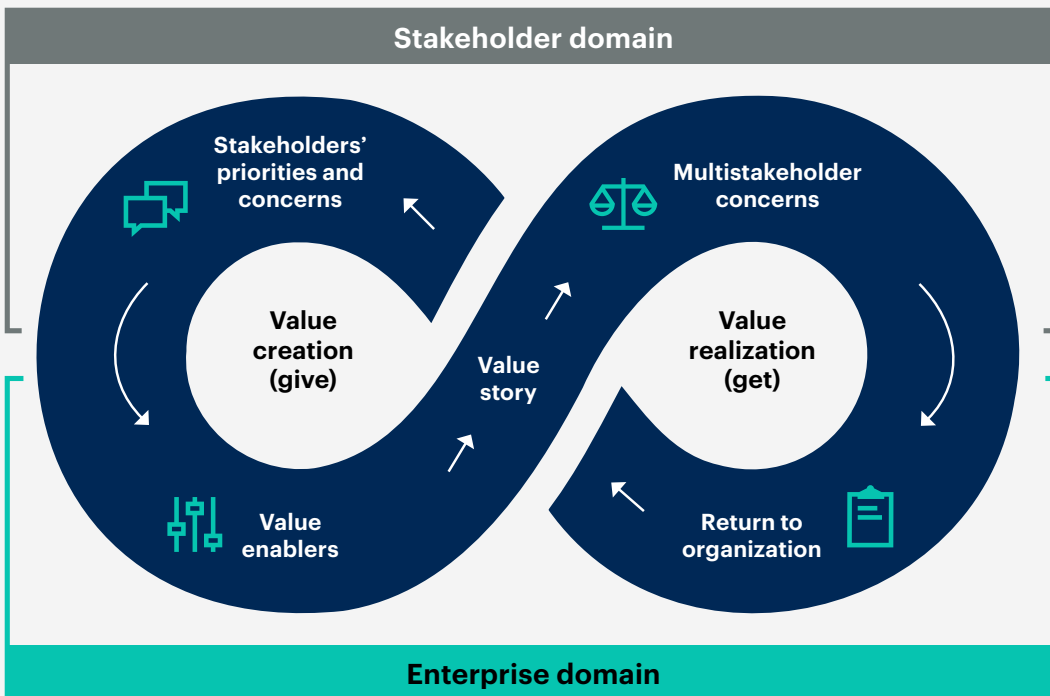
Source: Gartner



ACTIONS

Create and Communicate Value by Aligning D&A and AI Initiatives to Strategic Business Priorities

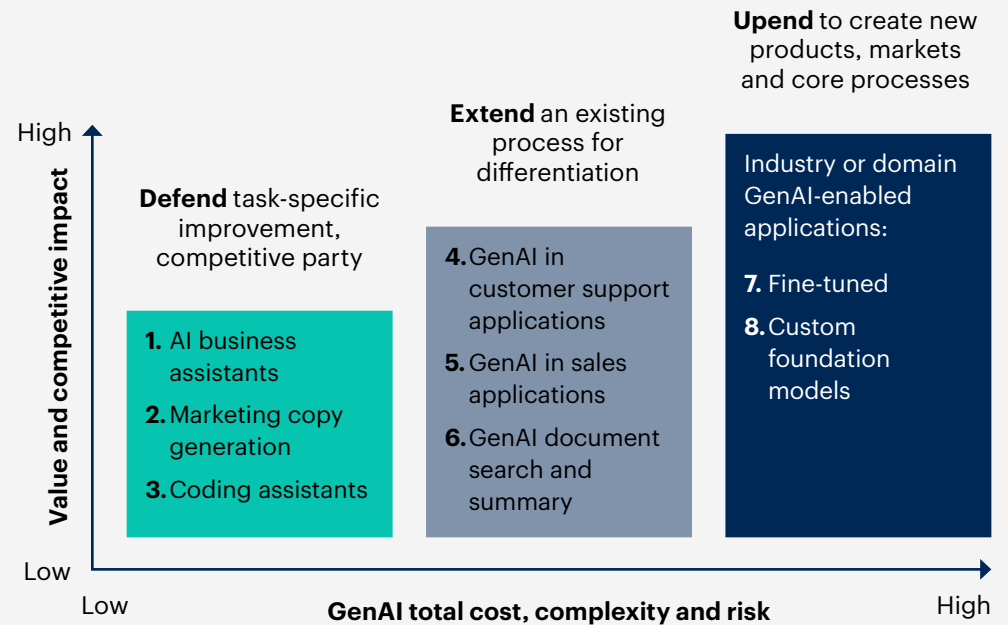
The Gartner enterprise value equation



Source: Gartner

GenAI use case categories

Illustrative



Source: Gartner

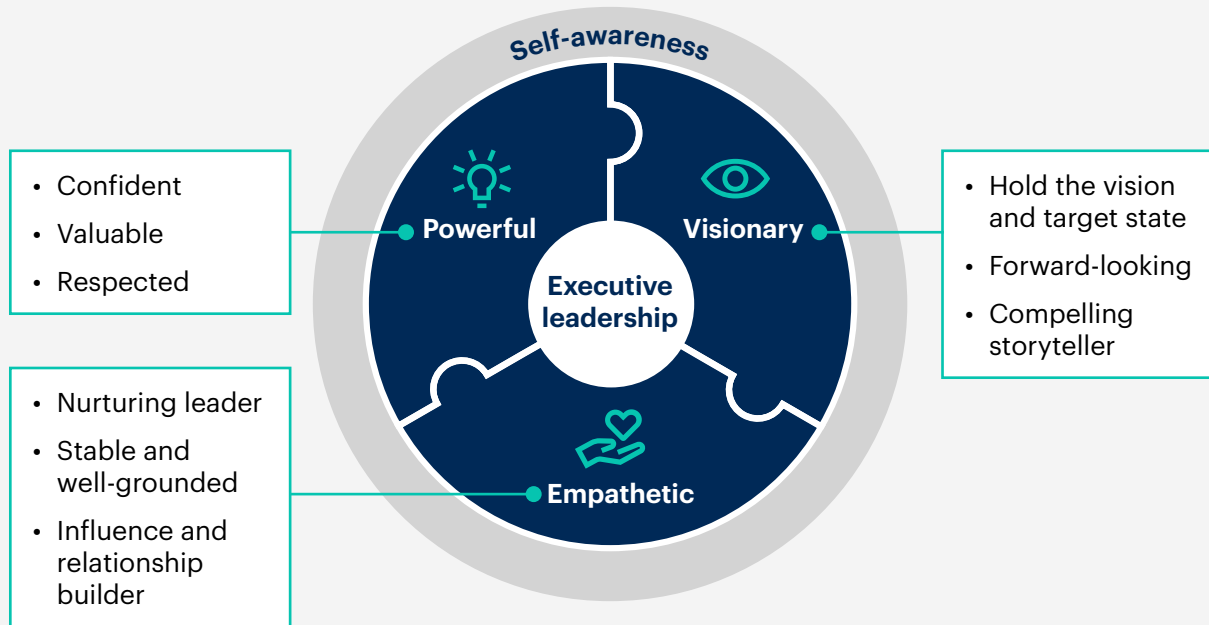


ACTIONS

Build and Scale Data, Analytics and AI Foundations to Realize Value

Successful executive leaders are visionary, empathetic and powerful

Illustrative



Source: Gartner

The journey from order taker to powerful partner



Source: Gartner



ACTIONS

Elevate Leadership and Influence Through Collaboration

Making your data AI-ready

- AI standards and governance
- Data sharing
- Regulatory and compliance
- Accountability and responsibility
- Documentation and transparency
- Complaints and feedbacks handling
- User training and certification



- Accessibility
- Structure
- Semantics
- Accuracy and quality
- Trust, fairness and diversity
- Annotation and labeling
- Lineage and graphs

- Consistency assessment
- Validation and verification
- Continuous regression testing and auditing
- Inference and derivation
- Observability metrics
- Annotation and labeling
- Monitoring and detection

Source: Gartner

Gartner Priorities Navigator™ for CDAOs

Become an Effective Executive Leader

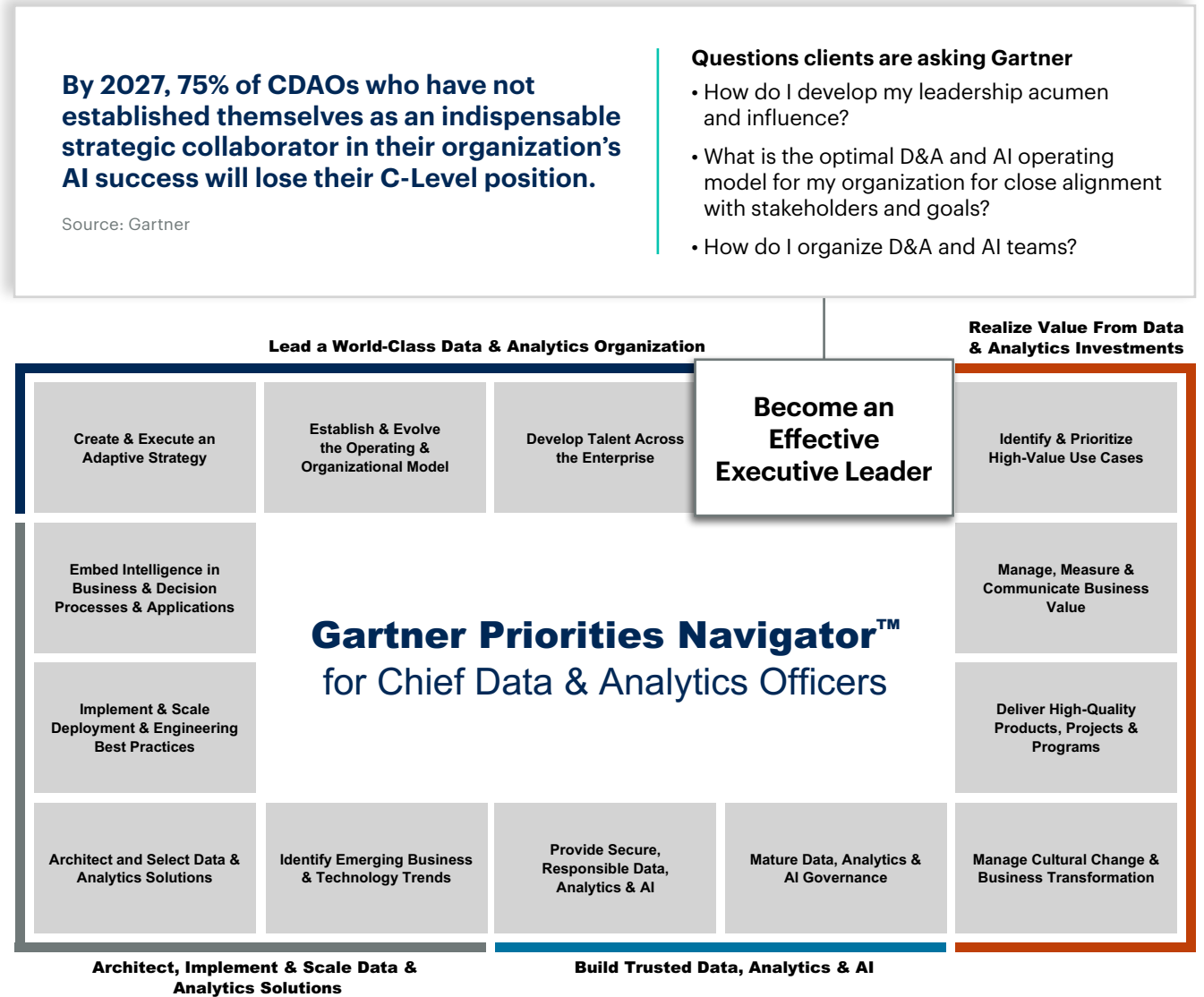
The Gartner Priorities Navigator™ represents mission-critical areas where Gartner provides supportive expert advice and tools to CDAOs and their teams.

This eBook aligns with the priority: **Become an Effective Executive Leader.**

Visit the [Gartner for Data & Analytics](#) page to learn more about how Gartner supports all the priorities that fall under the four key needs of CDAOs:

- Lead a World-Class D&A Organization.
- Realize Value from Data & Analytics Investments
- Build Trusted Data, Analytics & AI
- Architect, Implement & Scale Data & Analytics Solutions

Source: Gartner



360-degree coverage for CIOs, CDAOs and their teams

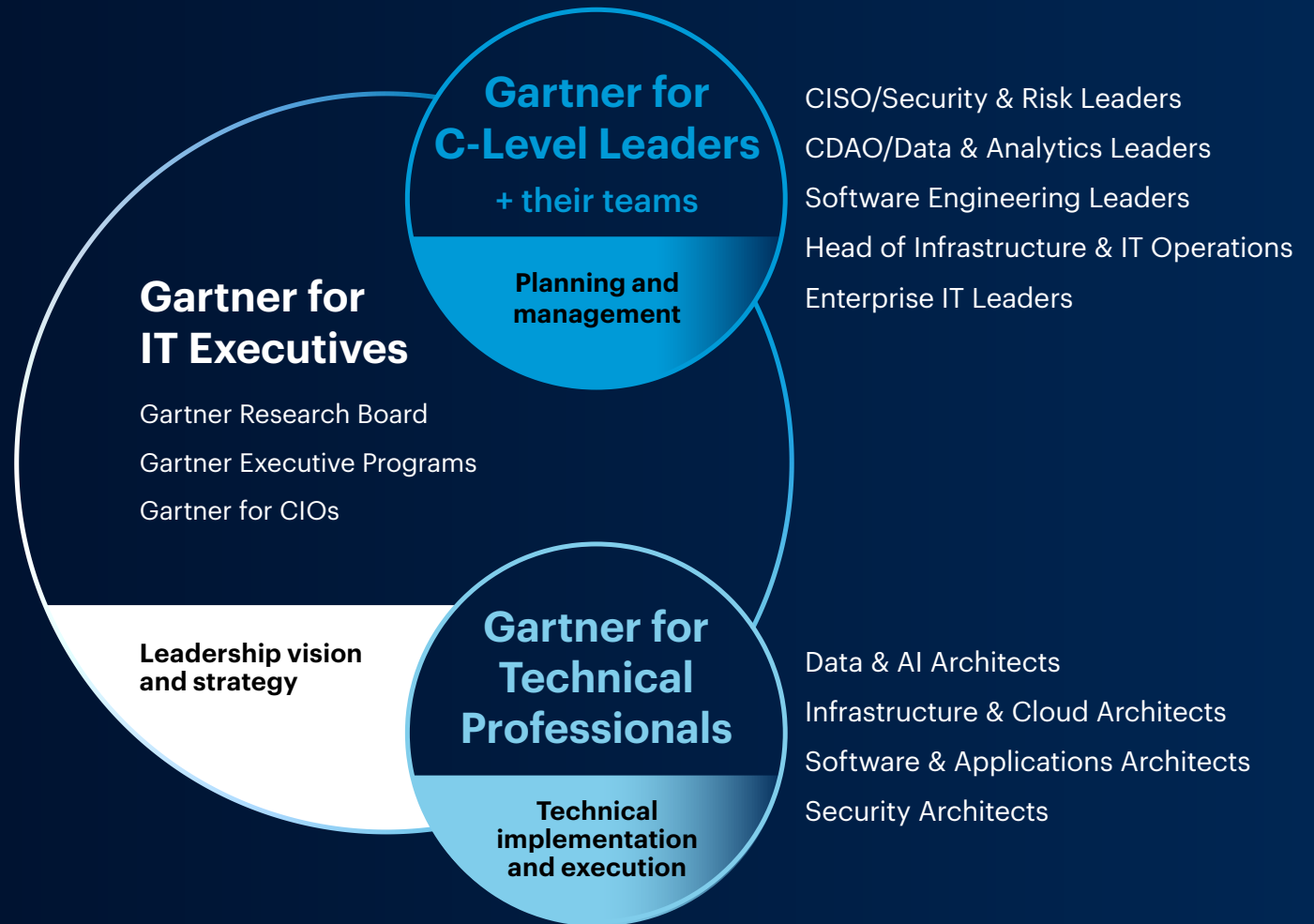
Expert guidance and tools to maximize success at every level

Validate your vision and empower teams to execute with confidence.

CIOs rely on Gartner for Technical Professionals (GTP) to kick-start their most crucial projects. Instead of starting from scratch, they tap into expert resources to help accelerate their teams' performance. GTP offers purpose-built tools, proven technical plans, assessments, models, step-by-step guides, reference architectures and roadmaps — all designed to help you achieve better business outcomes when you engage as a team.



Get access to technical experts and role-specific peer communities with GTP.



Actionable, objective insight

Explore these additional complimentary resources and tools for CDAOs:



Roadmap

AI-Ready Data Essentials

Access your guide to key actions and stakeholders on the roadmap to AI-ready data.

[Download Roadmap](#)



Roadmap

Data, Analytics and AI Roadmap

Increase the measurable impact of your D&A program in 2025 and beyond.

[Download Roadmap](#)



Research

Top Trends in Data & Analytics (D&A)

Uncover predictions through 2030 to enhance your strategic vision.

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Tool

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