

## BARC Survey: Leverage your Data

### 1. What is your role in the company?

*(Select the option which describes your position best)*

- CxO
- CDO
- Data owner
- Data steward
- Data protection officer
- Process owner
- Key user in operational applications (data producer for ERP, CRM, SCM etc.)
- Key user in BI and analytics applications (data consumer)
- Power user in BI and analytics systems
- Business analyst
- Data and analytics employee with leadership role
- Data and analytics employee with business expert role
- Data and analytics employee with technical expert role
- Enterprise architect
- IT employee with leadership role
- IT employee with technical expert role
- External consultant or software provider (I describe a specific customer project)
- Other, please specify: \_\_\_\_\_

### 2. When you think about the handling / use of data in your company in general, how much do you agree with the following statements?

*(Scale: fully agree, mainly agree, mainly disagree, totally disagree)*

- I often doubt the accuracy of our data and the conclusions drawn from it.
- We could significantly improve our corporate results if we optimized the way we handle data.
- We could revolutionize our business model with more data-driven work, but we currently lack the prerequisites for this.
- Our company is successful today and there is no need for more data-driven work.
- The insufficient nature and quality of data hinders the digital transformation.
- Information has a high priority in decision-making.
- In the context of digitalization, we are striving for a higher degree of decision automation and are well on the way to achieving this.
- Data is a revenue driver.

### 3. How do you mainly make your decisions?

*(Please select the answer option that fits best)*

- Purely data-based
- Predominantly data-based
- Half data- or experience-based and gut feeling
- Predominantly based on experience or gut feeling
- Purely based on experience or gut feeling

**4. To what extent do the following organizational challenges apply to the handling of data in your company?**

*(Scale: fully agree, mainly agree, mainly disagree, totally disagree)*

- There is a lack of transparency as to where the conclusions drawn from data come from and how they are obtained
- Many reconciliations are necessary to gain access to and understand data
- There is contradictory or redundant work with data (and analytics)
- Employees/supervisors/stakeholders see no need for action or must first be convinced
- There is no contact or it is unclear who is responsible for data and analytics
- Lack of competencies/skills to work with data
- Lack of time to develop new ways to use data
- The existence of the required data is unclear or it is not accessible, and the contact person is not clearly defined
- Collaboration in the handling of data is not sufficient (e.g. due to missing contact or sparring partners)

**5. To what extent do the following content-related and technical challenges apply to the handling of data in your company?**

*(Scale: fully agree, mainly agree, mainly disagree, totally disagree)*

- There is a lack of transparency as to wherefore and in which area data is required/used
- There are different meanings/interpretations of key figures in the company
- There is uncertainty about the current status of data/data structure
- It is unclear in which areas an investment in better data is needed
- It is difficult to judge which data is useful/unuseful
- Data is not available in the right quality (lack of data quality)
- The value of data is not sufficiently transparent (benefits and potential of data)
- The required data is missing, cannot be found or cannot be accessed technically
- There is a lack of system support for targeted and timely information collection
- There is a lack of system support to make the right decisions just-in-time

**6. In general, what do you consider to be the most important approaches to improving the handling of data?**

*(Multiple choice)*

- Provide more information about data (origin, context, data quality)
- Create process transparency (purpose of use, data lineage)
- Creating transparency with regard to the value of data and the benefits arising from the knowledge gained from data
- Creating transparency with regard to the damage caused by insufficient data and/or ineffective use of data
- Define clear responsibilities/points of contact for data
- Collecting and structured evaluation of data-driven use cases (potential analysis)
- Provide a comprehensive technical description of the various physical data sources
- Form communities or promote cross-departmental collaboration (agile cooperation, exchange of experience)
- Enable short-term, data-driven exploratory work
- Carry out staff development/trainings
- Priority steering by senior management
- Other, please specify: \_\_\_\_\_

**7. What is your company doing to improve the handling of data?**

*(Multiple choice)*

- Provide more information about data (origin, context, data quality)
- Create process transparency (purpose of use, data lineage)
- Creating transparency with regard to the value of data and the benefits arising from the knowledge gained from data
- Creating transparency with regard to the damage caused by insufficient data and/or ineffective use of data
- Define clear responsibilities/points of contact for data
- Collecting and structured evaluation of data-driven use cases (potential analysis)
- Provide a comprehensive technical description of the various physical data sources
- Form communities or promote cross-departmental collaboration (agile cooperation, exchange of experience)
- Enable short-term, data-driven exploratory work
- Carry out staff development/trainings
- Priority steering by senior management
- No concrete approaches are currently being pursued
- Other, please specify: \_\_\_\_\_

**8. What challenges do you experience in implementing these approaches?**

*(Multiple choice)*

- Missing processes for data lifecycle assessment and evaluation of benefits and risks in data use
- Missing or unsuitable methodology & tools
- Lack of prioritisation
- Lack of strategic direction by executives
- Lack of resources and/or time
- Lack of skills/experience
- Insufficient Data & Analytics culture hinders data democratization
- There are no challenges in the implementation
- Other, please specify: \_\_\_\_\_

**9. Which benefits have you achieved through these approaches?**

*(Multiple choice)*

- Increased transparency of data (origin, use, value)
- Strategic, more targeted generation, processing and use of data
- More efficiency and higher productivity in data management projects
- More efficiency and higher productivity in the use of data by business users
- Data-driven work has gained a higher priority
- Cultural change in the handling of data was initiated
- Data producers and consumers assume professional responsibility for data and its use
- Cross-departmental collaboration on data and analytics was promoted
- New, interdisciplinary digital use cases were enabled
- Increased acceptance and more trust in data provided
- Better data quality and thus faster and more comprehensive analyses
- Adherence to internal company guidelines and compliance (e.g. GDPR)
- More agile, leaner data architecture and thus better access to data

- No benefits achieved so far
- Other, please specify: \_\_\_\_\_

**10. Which technologies do you currently use or plan to use in the future to improve the handling of data?**

*(Scale: currently in use, planned, not planned)*

- Data catalogs
- Business glossaries
- Data lineage/impact analysis
- Data lifecycle management
- Enterprise architecture management
- Knowledge graphs, knowledge databases
- Enterprise document/content management
- Collaboration platforms, workflow management
- Data quality management
- Master/reference data management
- Data discovery/guided data science
- Data preparation (by business users)
- Self-service analytics
- (Semi-) Automated data management using machine learning
- Data virtualization
- Data hub
- Data as a service
- Data lake
- Embedded BI & analytics (in ERP, CRM, SCM...)

**11. How do you rate the skills and competencies in the handling of data in your company compared to your main competitors?**

- Much better
- Slightly better
- Equal
- Slightly worse
- Much worse
- Don't know

**Demographics**

**12. How many employees does your company have?**

- Less than 250
- 250-499
- 500-999
- 1,000-2,499
- 2,500-4,999
- 5,000-9,999
- 10,000-19,999
- More than 20,000

**13. Which of the following best describes your organization's industry sector?**

- Agriculture
- Banking and finance
- Consulting
- Process industry (e.g. chemicals, pharmaceuticals etc.)
- Construction
- Education
- Healthcare
- Insurance
- IT
- Manufacturing (e.g. automotive, mechanical engineering etc.)
- Media/Publishing
- Oil, gas and mining
- Public sector
- Retail/Wholesale/Trade
- Services (except consulting)
- Telecommunications
- Transportation and logistics
- Utilities
- Other, please specify

**14. In which country are you located?**

- [Drop down menu – country selection]