



Leading in the New Reality
Digital Transformation |

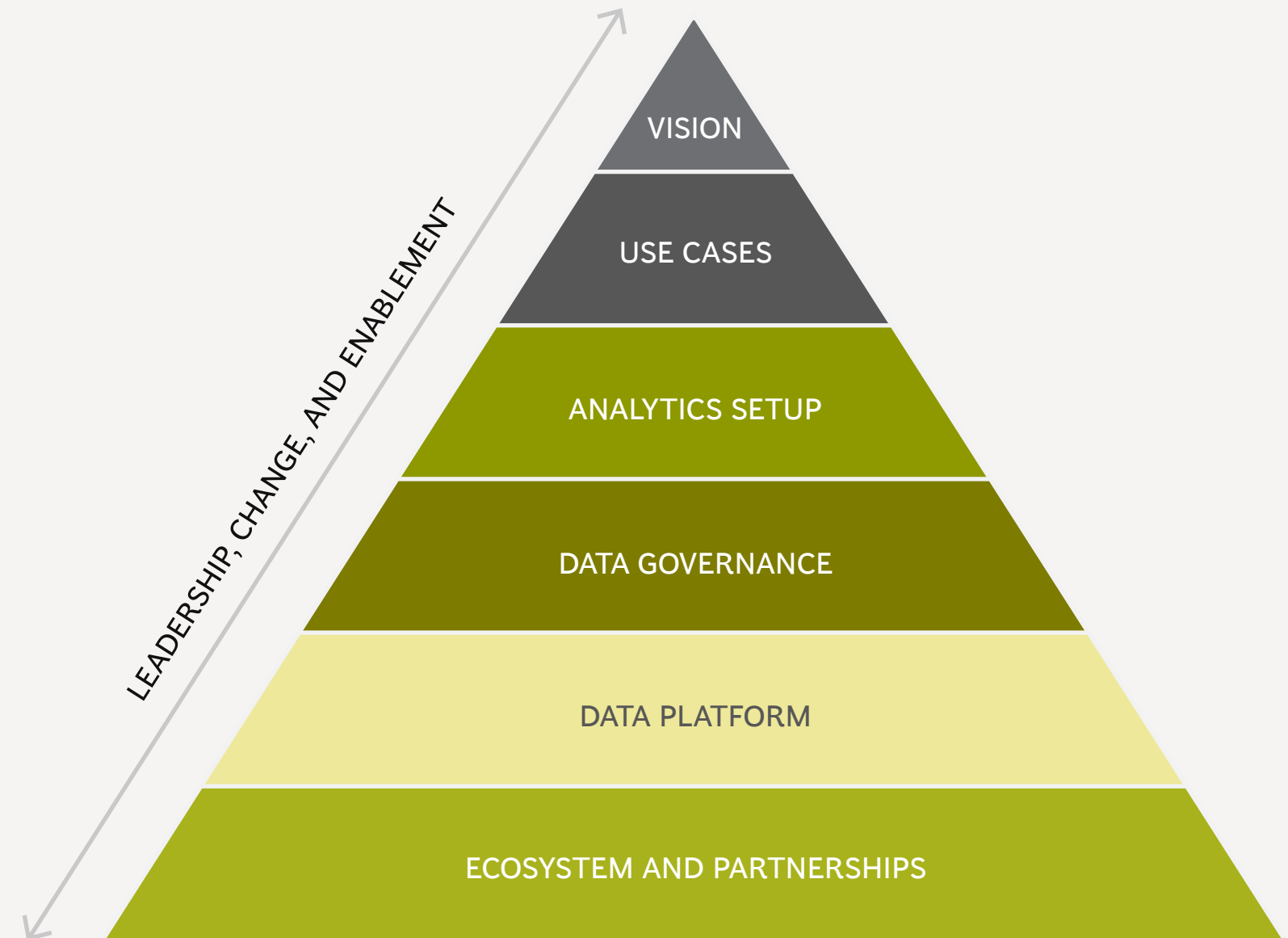
2021 DATA CAPABILITY MATURITY ASSESSMENT

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

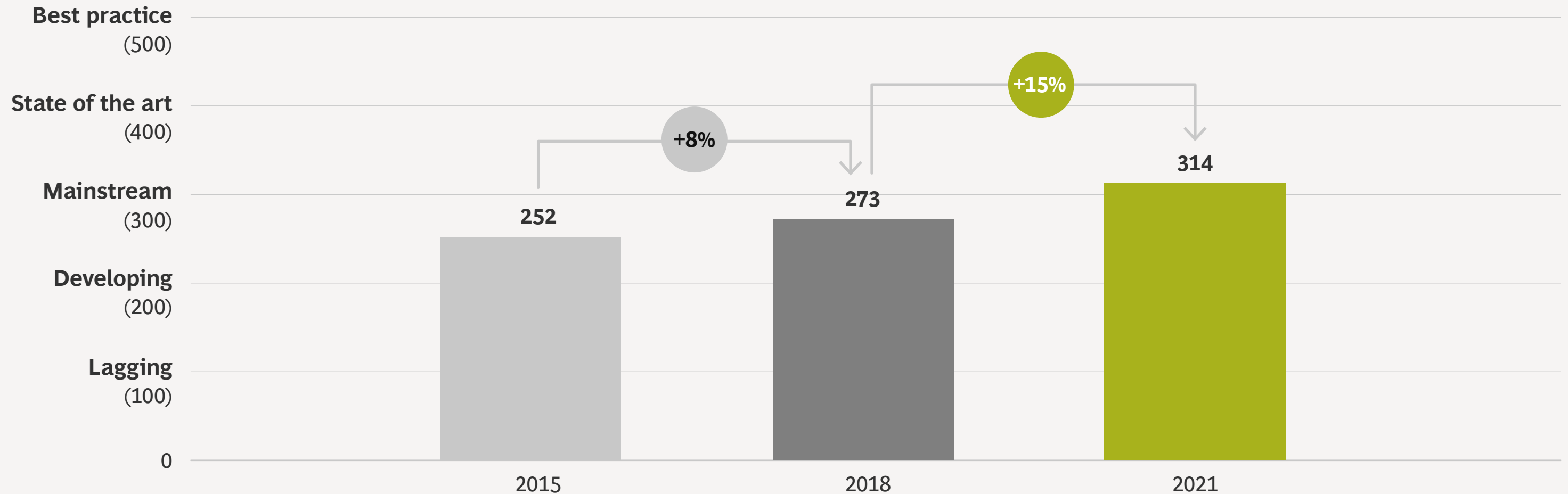


Source: BCG analysis.

Note: DACAMA = Data Capability Maturity Assessment.

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

AVERAGE DATA MATURITY, INDEXED

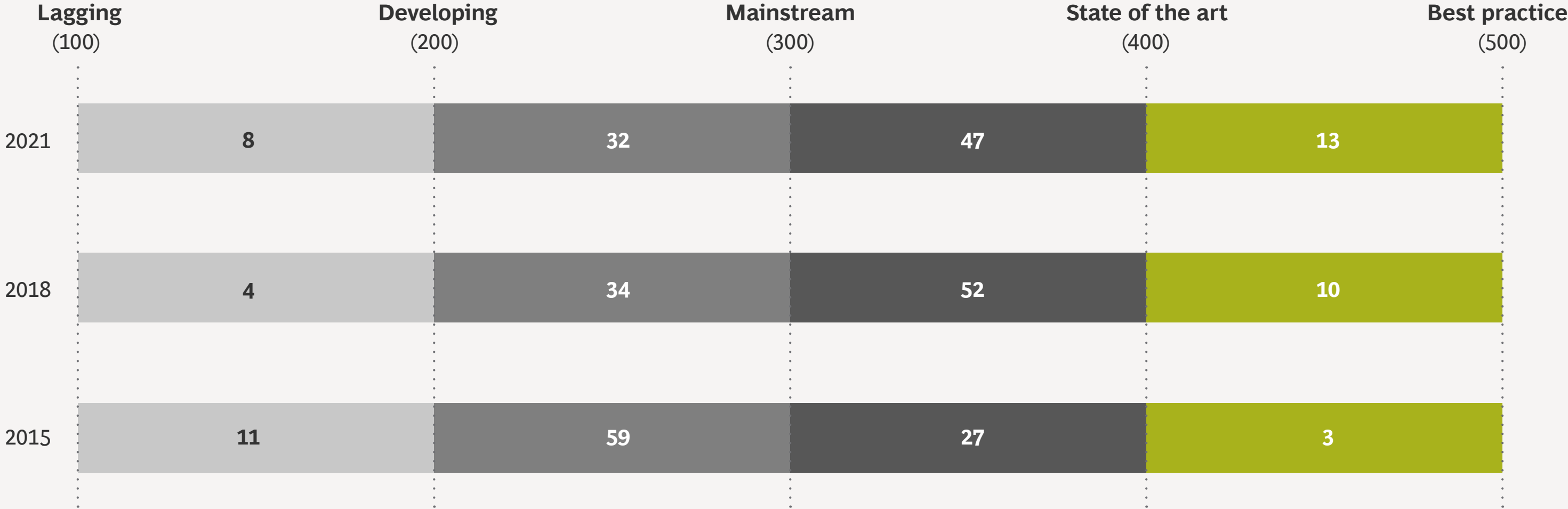


Source: BCG analysis.

Note: The scores for 2015 and 2018 were normalized to 2021 market conditions for comparison purposes.

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

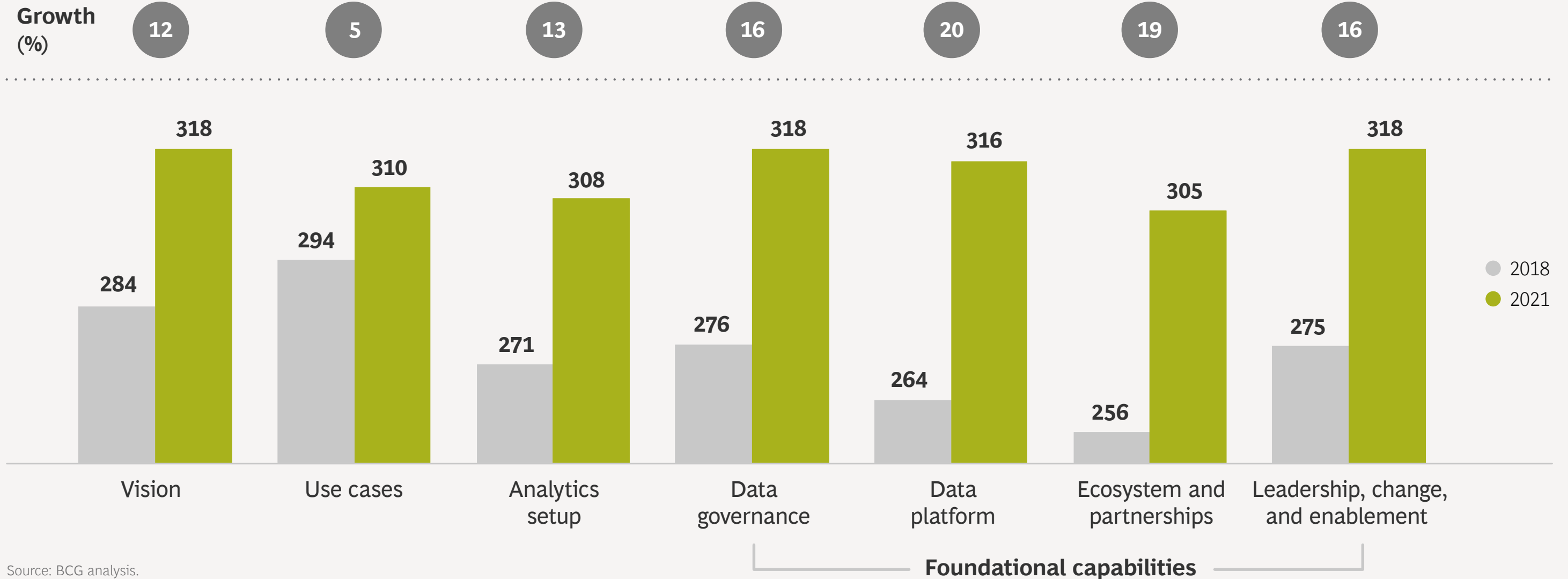
DISTRIBUTION OF COMPANIES BY DATA MATURITY STAGE, INDEXED (%)



Source: BCG analysis.

Companies had their biggest gains in foundational capabilities

AVERAGE DATA MATURITY BY CAPABILITY, INDEXED

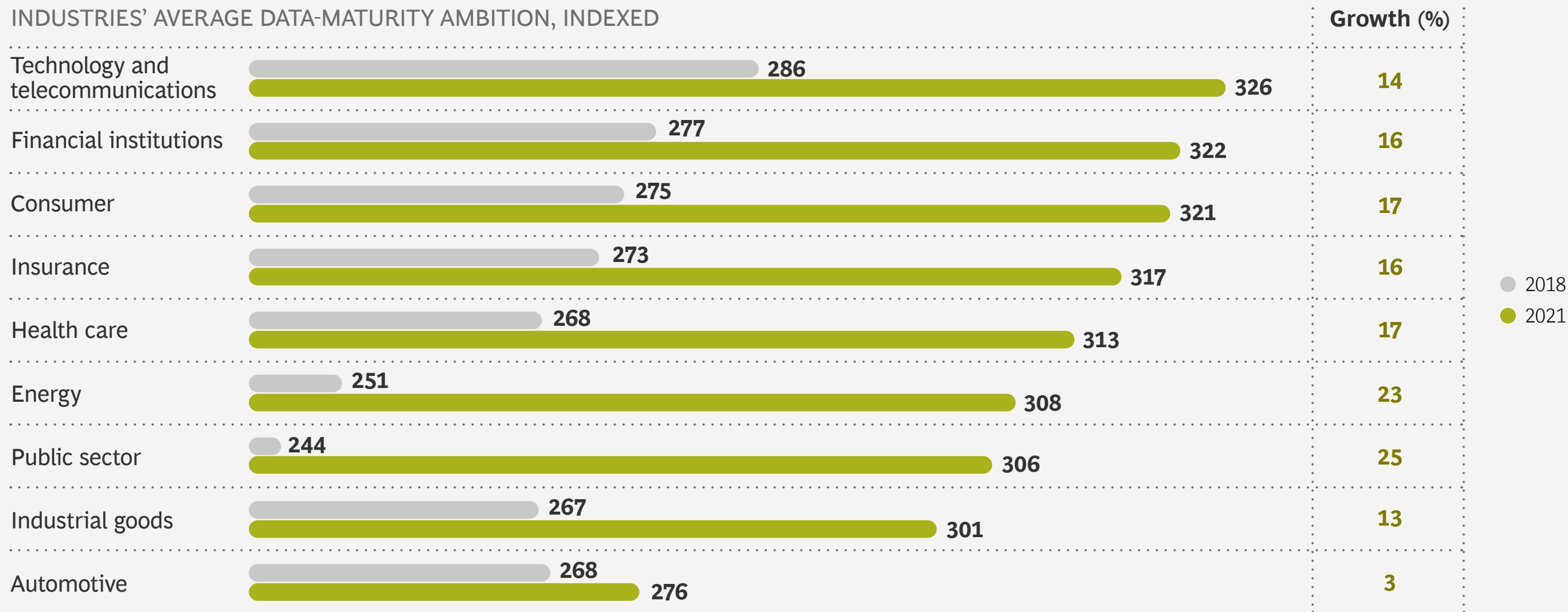


Source: BCG analysis.

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



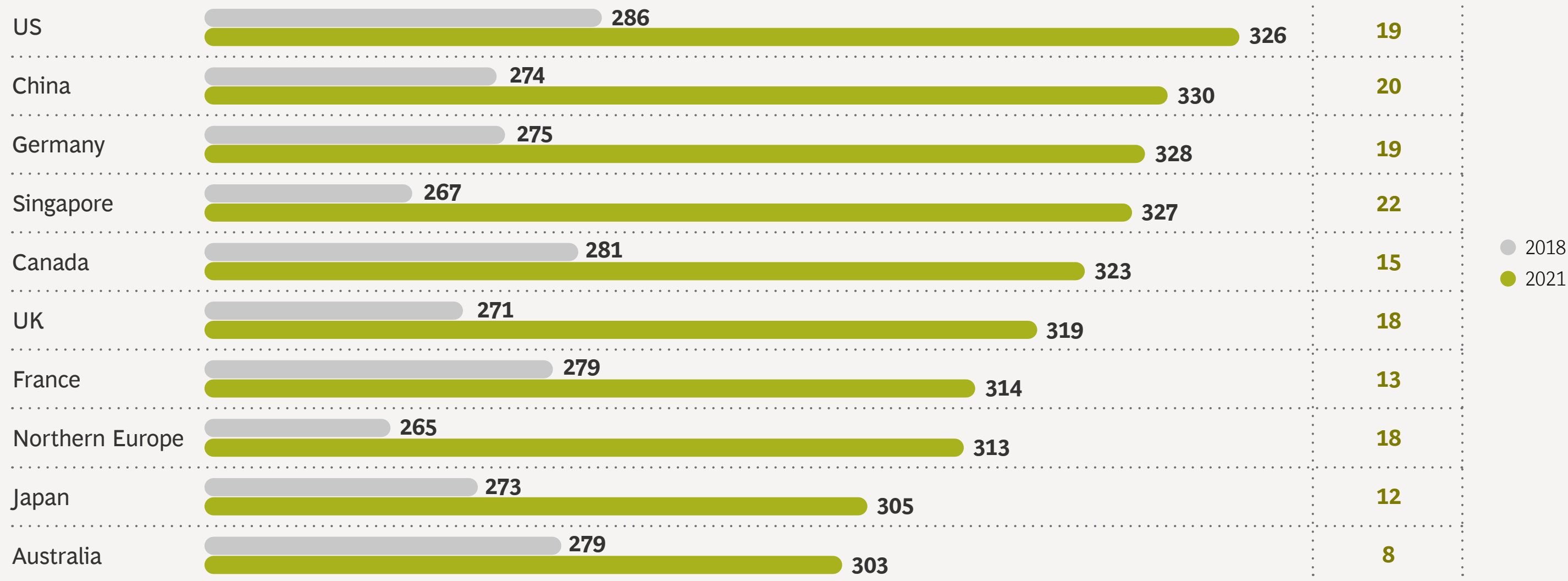
Source: BCG analysis.

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 (%)

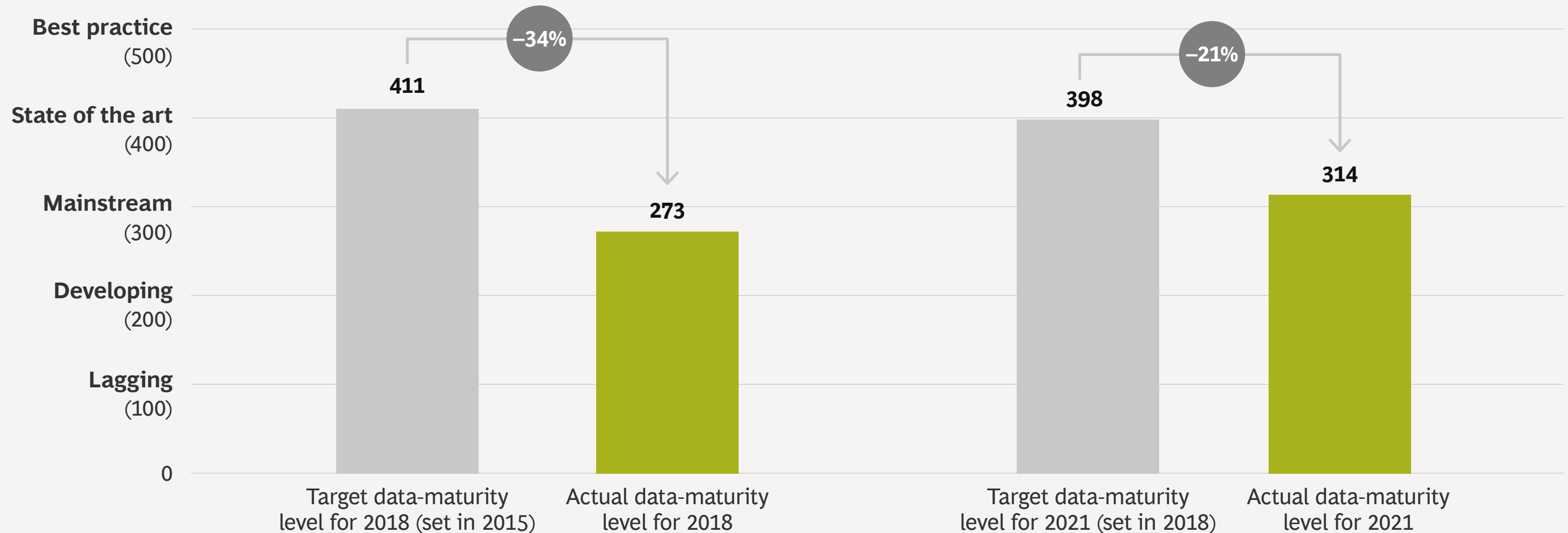


Source: BCG analysis.

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

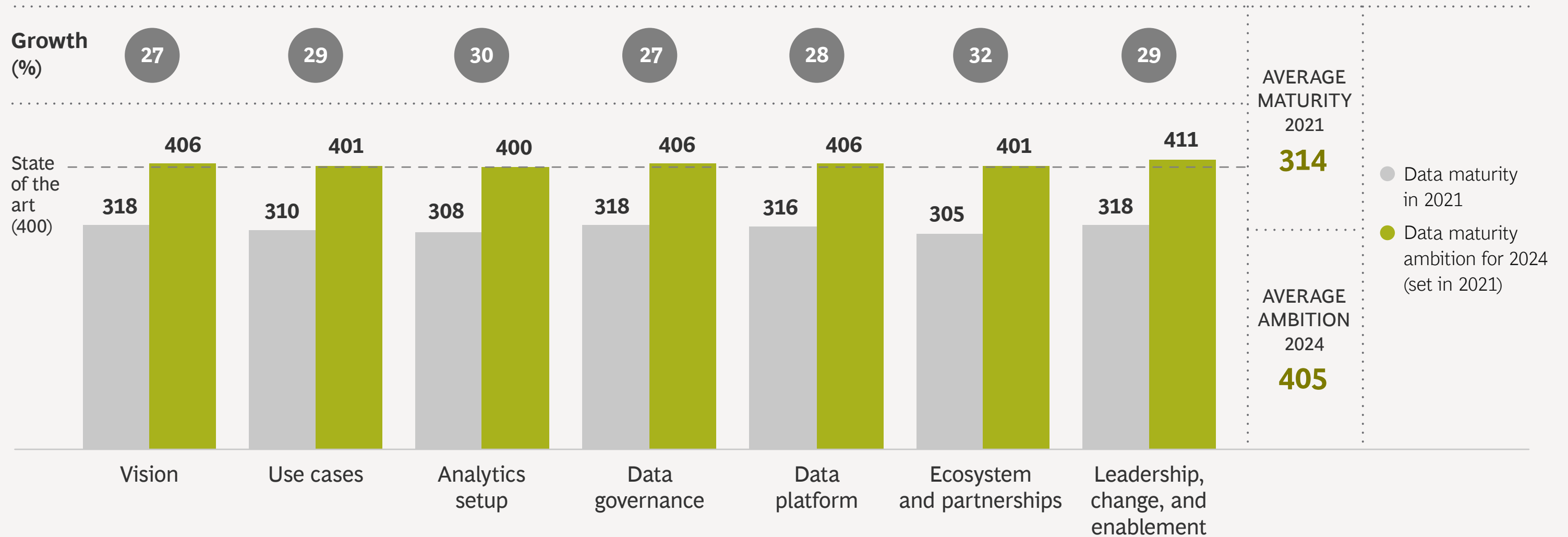


Source: BCG analysis.

Note: The index score for the best-practice maturity stage is 500.

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

AVERAGE DATA MATURITY BY DATA CAPABILITY, INDEXED



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

