

Leading in the new reality

Digital Transformation

Middle East Companies' Ambitions Need A Step-Change In Data Maturity

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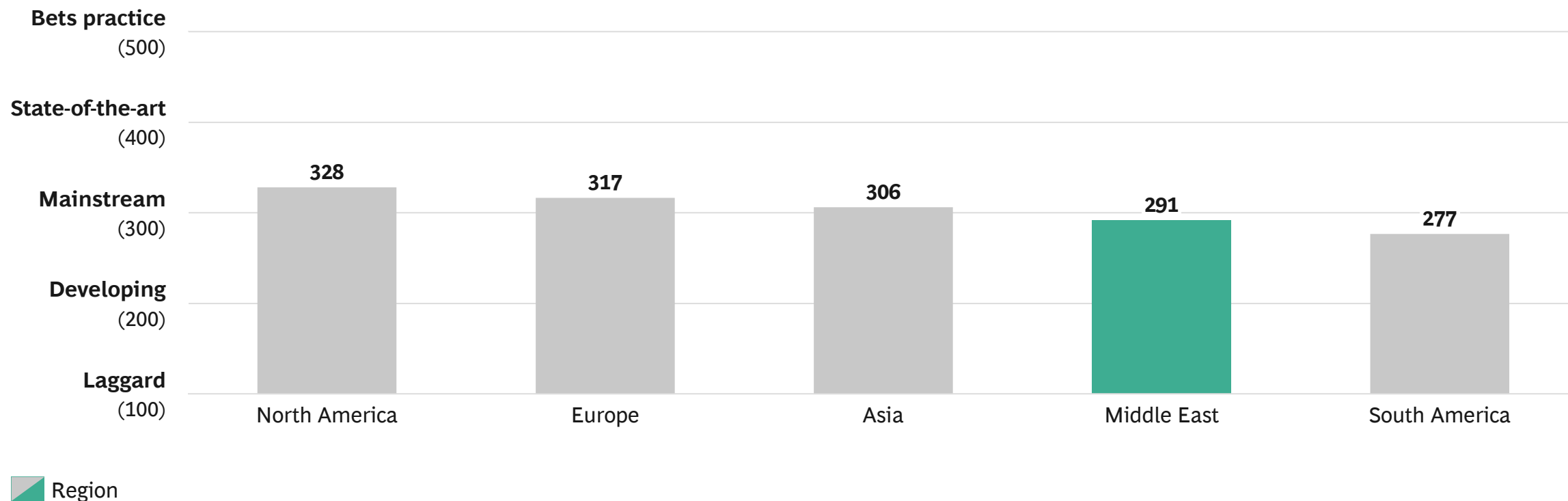
The DACAMA survey at a glance

- This is the third Data Capability Maturity Assessment (DACAMA) survey; previous surveys were conducted in 2015 and 2018
- Approximately 1,100 companies participated worldwide, with around **50 companies from the Middle East**.
- Companies rated their **performance across seven core data capabilities** (vision, use cases, analytics setup, data governance, data platform, ecosystem & partnerships and leadership, change & enablement) 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 not only about their **current performance, but also their aspirations** for three years in the future



Middle East companies score their current data maturity relatively lower than most other regions

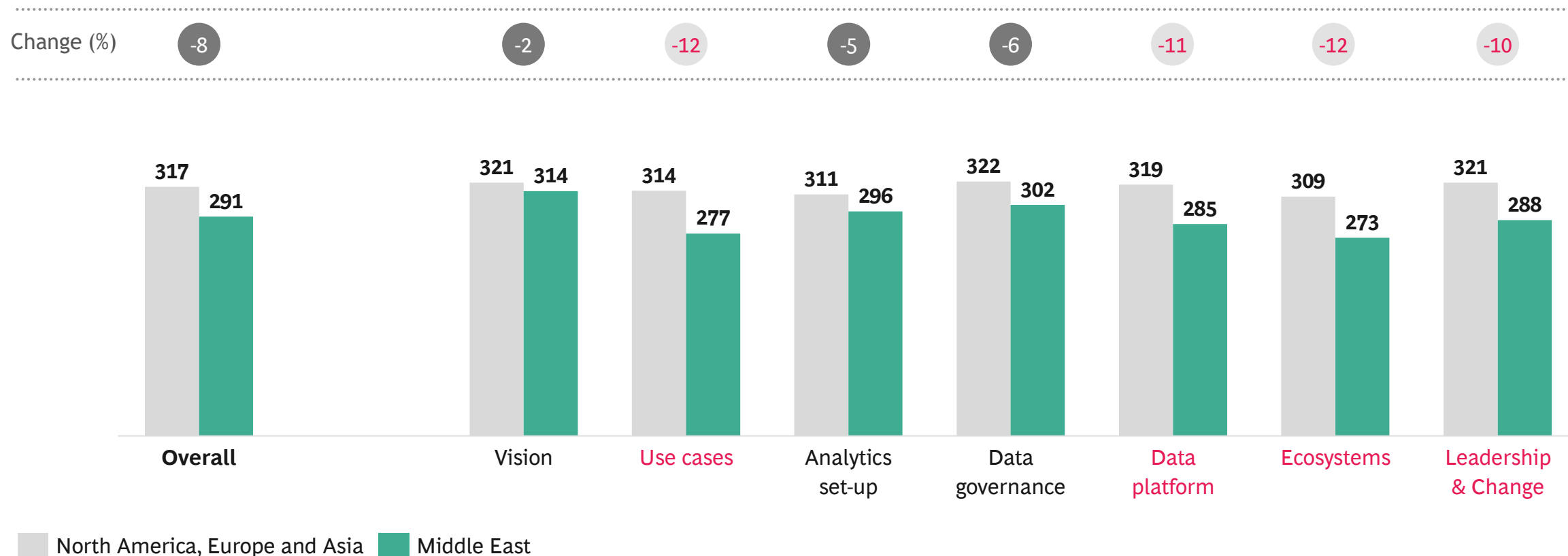
Average data maturity index per region
2021; Maturity index points, max = 500 (best practice)



Biggest maturity gaps, between Middle East and leading regions, are in use case, ecosystems, platforms, and leadership & change

Average data maturity index score by capability

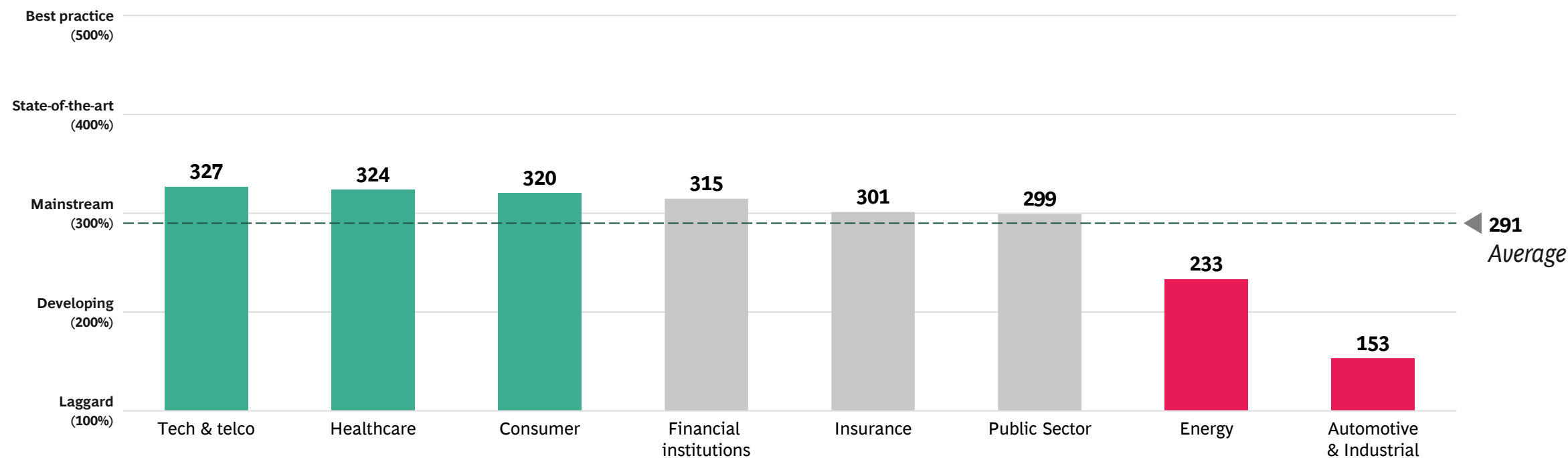
2021; Maturity index points, max = 500 (best practice)



Tech & Telco, Healthcare, and Consumer are most data mature Middle East industries, while Energy, and Automotive & Industrial lag behind

Average data maturity index per industry

2021; Maturity index points, max = 500 (best practice)

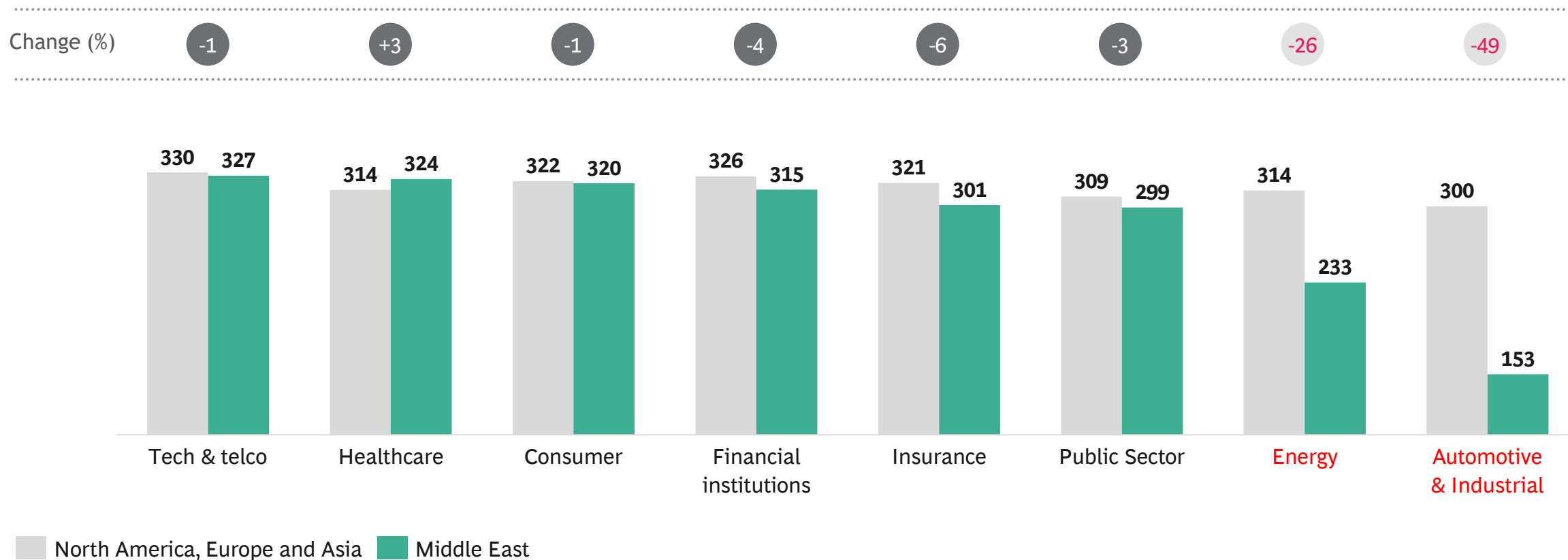


■ Middle East scores across industries

Although Middle East keeps up with leading regions for most industries, it drops far behind in the least mature ones

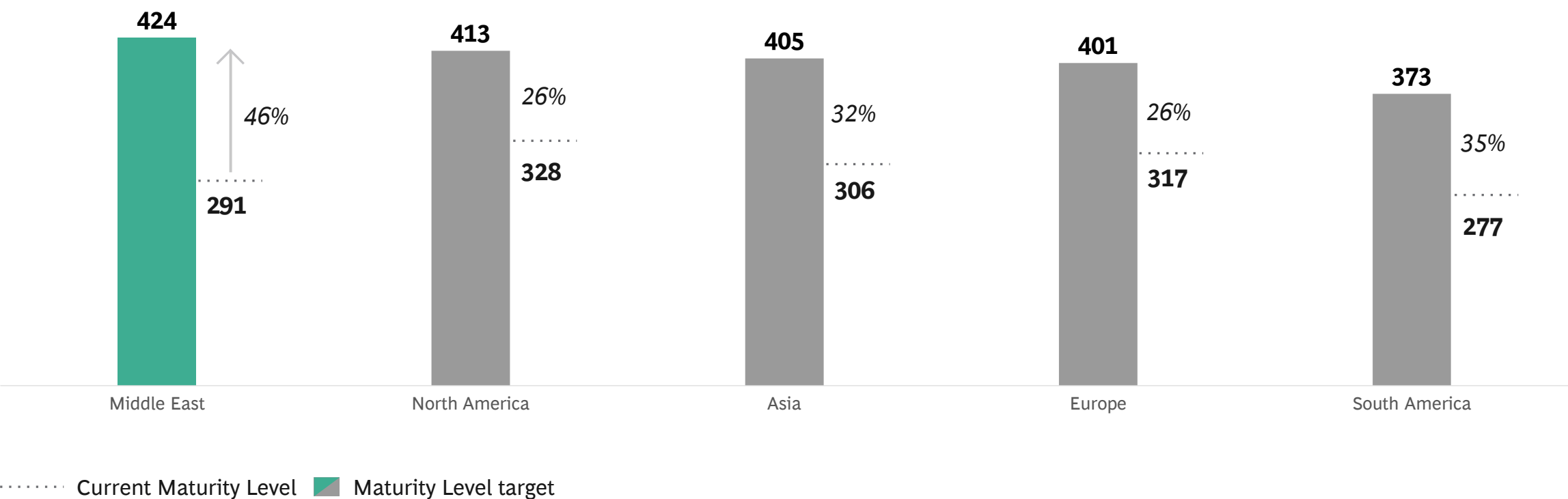
Average data maturity index per industry

2021; Maturity index points, max = 500 (best practice)



Furthermore, Middle East companies' ambitious targets place them as most mature region, indicating highest data capability increase globally

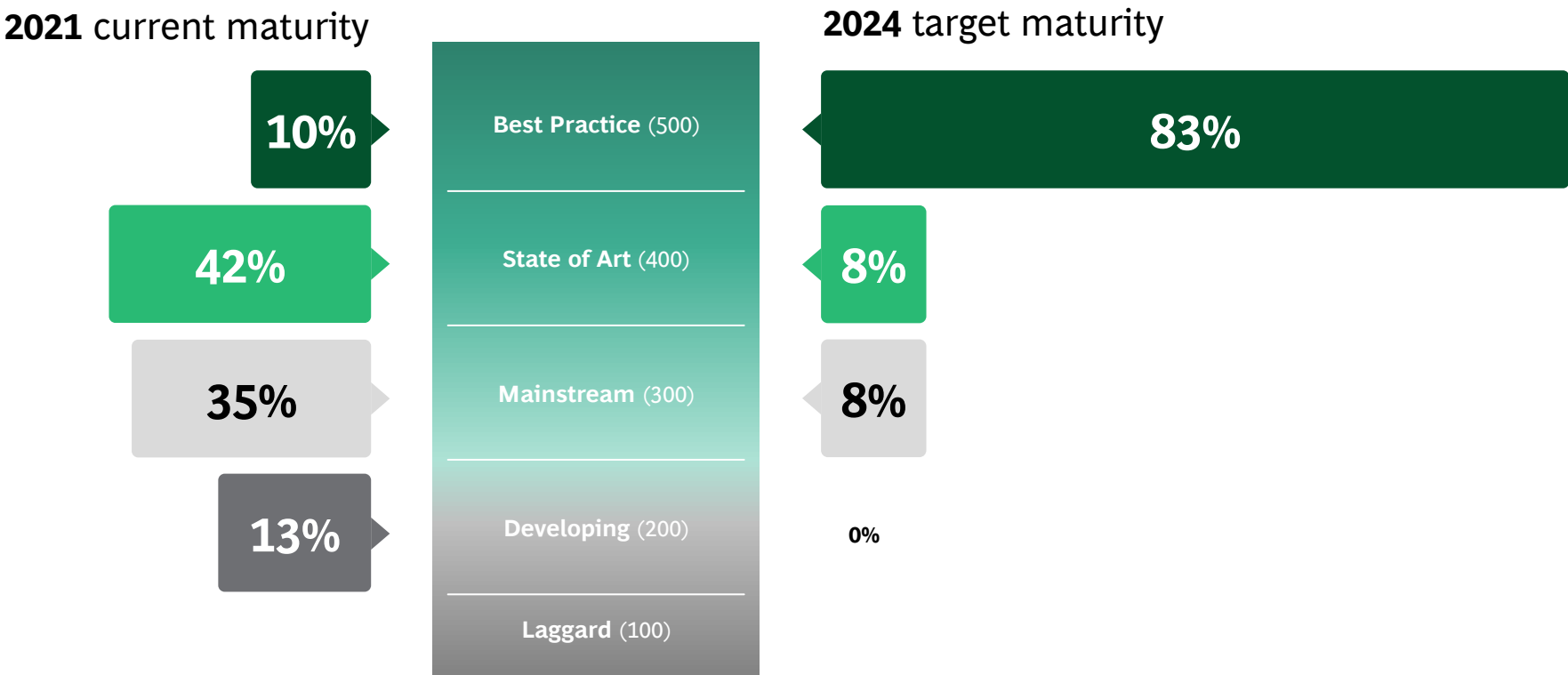
Average data maturity index per region
2024; Maturity index points, max = 500 (best practice)



Source: BCG analysis and Data Capability Maturity Assessment (DACAMA) Study 2021.

Reaching this ambition, within 3 years, requires vast majority of Middle East companies to advance significantly

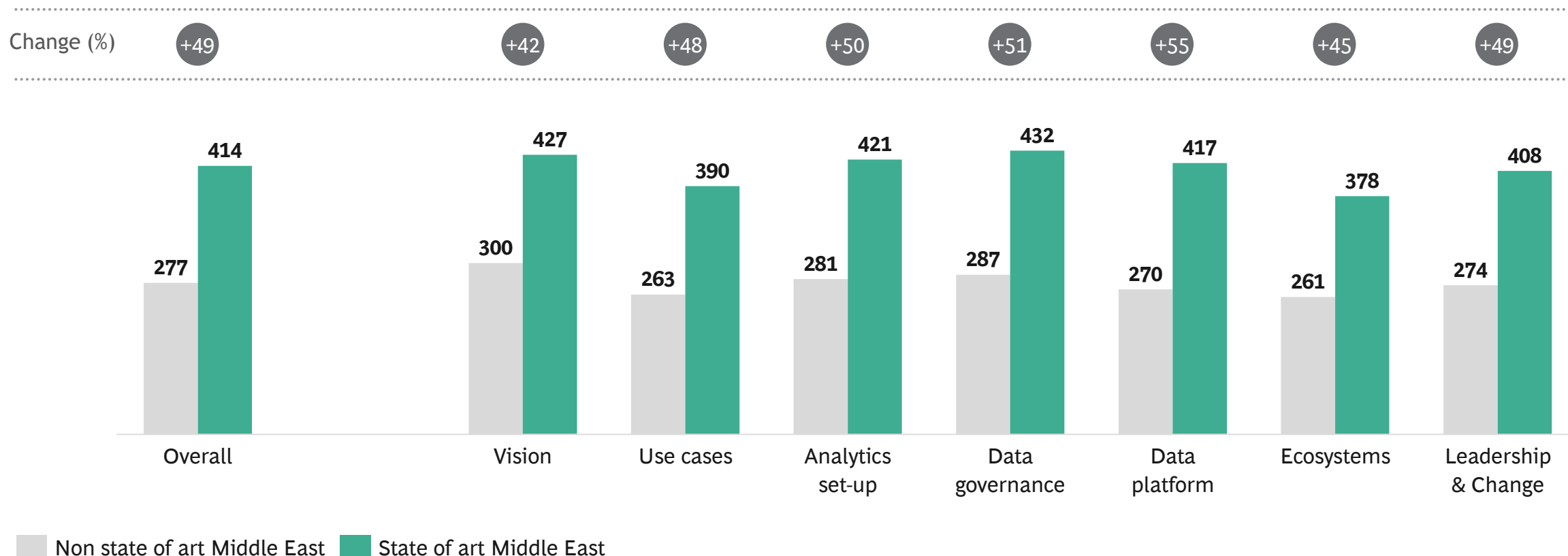
Distribution of middle east companies by data maturity segment
2021 & 2024, Maturity index points, max = 500 (best practice)



8x the number of companies at top level (best practice) of maturity needed by 2024

Achieving top-tier data maturity ambition for Middle East companies requires substantial maturity build-up across all capabilities

Average middle east data maturity index by data capability
2021; Maturity index points, max = 500 (best practice)



Given huge ambitions, and lagging maturity, Middle East companies should sharpen focus on 3 critical success factors

Our DACAMA research over the years has pointed to a consistent insight: **companies that develop the right data capabilities give themselves a huge advantage.**

Given the accelerating pace of technological development and the ubiquity of data, that advantage can become self-reinforcing over time, **as companies become smarter in their use of data and more efficient in how they tailor future investments.**

Conversely, laggards may find that the gap in performance becomes too large to overcome.

The following critical success factors are critical towards rapid sustainable impact:



Focus on
business
outcomes.



Capability-
centric
approach.



Build
incrementally
over time.

Learn more and view our previous reports



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