



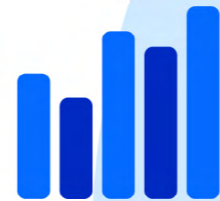
Second Edition

# State of Data & Analytics

Insights from nearly 8,000 leaders on managing and activating data and analytics for the agentic enterprise.



AI Readiness



Unified Data



Data-driven Decisions



# A Note from Salesforce for Data and Analytics

AI, and agentic AI in particular, is fundamentally changing the way we approach data and analytics. This shift is affecting leaders and professionals across every industry, many of whom are navigating how to reshape their data infrastructure, management, and governance to meet the needs of an agentic future.

Leaders understand the value of data. Sixty-three percent of today's business leaders describe their organizations as very data-driven – up ten percentage points from 53% in 2023. Despite this, nearly two-thirds (63%) of technical leaders acknowledge that their companies struggle to drive business priorities with data. This highlights a widening gap between intent and impact: While more leaders may identify as data-driven, most organizations still struggle to turn that data into business outcomes.

This report explores the effect of the acceleration of AI and its impact on everything from how companies use and activate data to the growing challenge of data confidence. It underscores the imperative of building a strong data and AI foundation, while also governing and safeguarding the agentic enterprise. Finally, it looks ahead to the emerging need for agent interoperability, which will soon be essential for doing business.

It is our hope that this report will provide insight into how leaders across industries are securing, governing, and fully leveraging data and analytics in this new agentic era, and how these strategies and tactics are enabling them to foster innovation and drive business value.

# What You'll Find in This Report

For the second edition of the State of Data and Analytics report, Salesforce surveyed 3,800 data and analytics leaders and 3,852 cross-functional business leaders worldwide to learn:

- How the rise of AI – and especially agents – is affecting approaches to data and analytics infrastructure, management, and governance
- To what extent – and why or why not – business leaders are confident in the data, analytics, and AI they increasingly rely on in their day-to-day work
- What strategies and tactics data and analytics leaders are adopting to adapt their companies' data foundations and analytics platforms to become agentic enterprises

Unless cited otherwise, data in this report is from double-anonymous surveys conducted between June 27 and August 13, 2025. Respondents represent 18 industries and 17 countries across five continents. All respondents are third-party panelists. For further sample details, see [page 48](#).

Due to rounding, not all percentage totals in this report sum to 100%. All comparison calculations are made from total numbers (not rounded numbers).



**7,600+** line-of-business and data and analytics leaders surveyed worldwide

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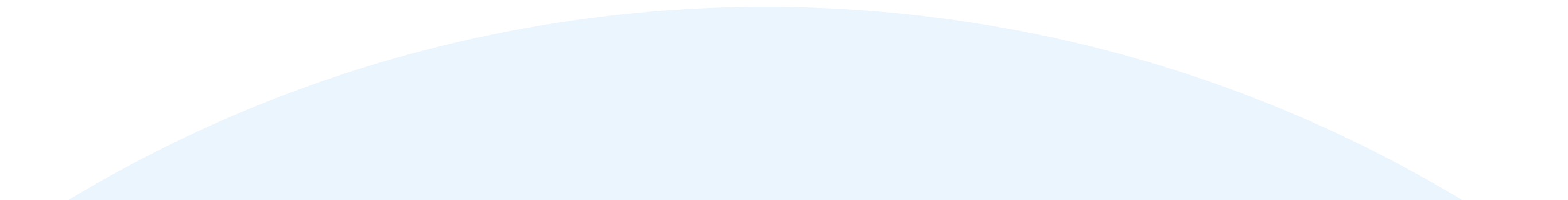
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# Executive Summary

As companies big and small ask what role AI will play in their organizations, the data that underpins these transformational technologies is coming under increased scrutiny.

Now, as AI agents quickly come online – and companies across geographies and industries ask how to reinvent themselves as agentic enterprises to accelerate their businesses – the sense of urgency is palpable. The prevalence of technologies like low-code tools and emergence of extensible ecosystems and natural language processing surface new opportunities and factors that affect data strategy and planning.

With success – or in some cases survival – on the line, business, data, and analytics leaders alike are grappling with how to overhaul their data infrastructure, management, and governance for an agentic future that democratizes data, AI, and analytics for everyone.

## 01

### AI Accelerates a New Data Paradigm

The vast majority of companies now use at least one form of AI in their day-to-day workflows. As these revolutionary technologies take hold, business and technical leaders are questioning how prepared their underlying foundations and cultures are, especially as data increases in volume and complexity. **Sixty-three percent of business leaders describe their organizations as very data-driven – up 10 percentage points from 53% in 2023.**

## 02

### Limited Data Confidence Thwarts Activation, Decisions, and Action

As organizations become more data-driven, many business leaders feel lost in the slow, technical processes of generating analytic insights. What's more, many aren't sure the data they rely on is accurate in the first place. **Fifty percent of business leaders aren't sure they can generate and deliver timely insights.**

## 03

### Building the Data Foundation for Analytics and AI

On the technical side, data and analytics leaders are pressured from increased line-of-business demand for data-driven capabilities and executive demands for agentic innovation. But poor data management practices – including integration and harmonization – and the dominance of unstructured formats pose formidable challenges. **Seventy percent of data and analytics leaders believe the most valuable insights for their organizations are trapped in unstructured data.**

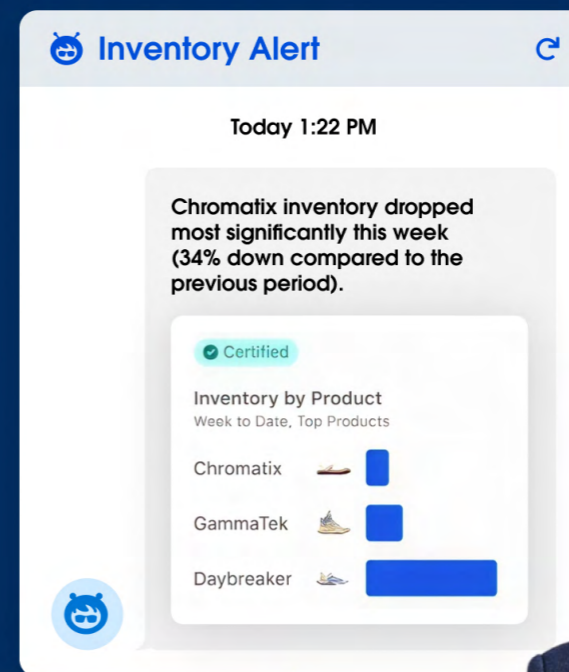
## 04

### Governing and Safeguarding the Agentic Enterprise

The rise of AI is exposing long-standing shortcomings in data security, compliance, and governance measures. **Only 43% of data and analytics leaders have established formal data governance frameworks and policies, and 88% believe AI demands new approaches.**

# 1

# AI Accelerates a New Data Paradigm



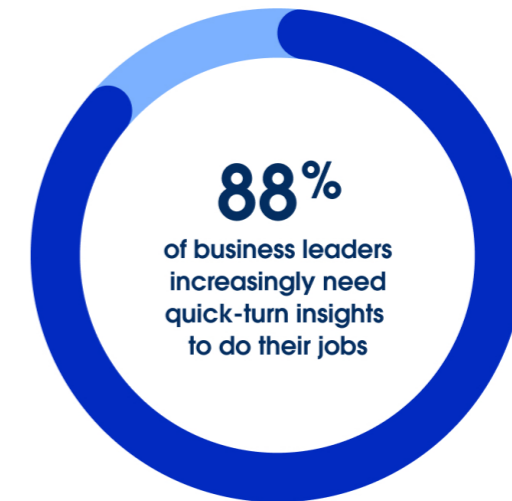
01

# Data Fluency Isn't Dead – It's Crucial to Every Career

It's been nearly 20 years since the phrase "[data is the new oil](#)" was first coined. But its significance is only growing as careers across departments and industries increasingly require employees to quickly and expertly find, analyze, interpret, and act on data.

Today, as AI permeates every facet of the business, it's more critical than ever for data and AI skills to be top-of-mind for every employee.

## Data Is the Fuel for Business Decisions and Professional Growth



01

# The Disconnect Between Data-Centric and Data-Driven

Data cultures are growing stronger across organizations: Most leaders see their organizations as data-driven in everyday operations. In fact, business leaders are 10 percentage points more likely to describe their operations as very data-driven than they were two years ago.

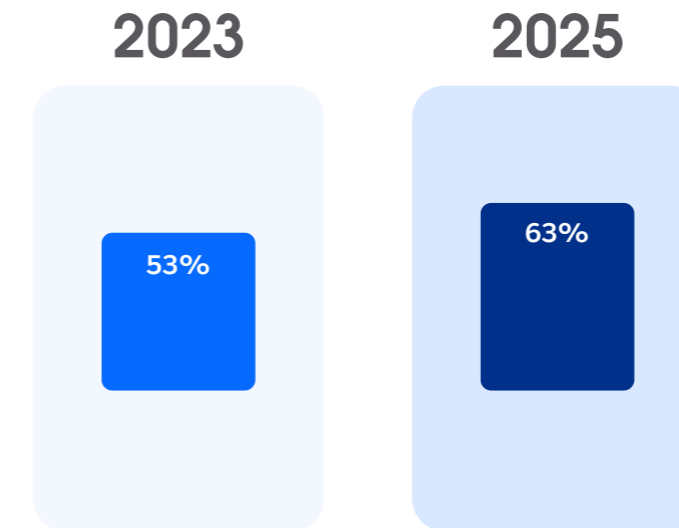
But therein lies the disconnect. Businesses report using data more, but technical leaders have reservations, with nearly two-thirds (63%) agreeing their companies struggle to drive business priorities with data.

**Data and analytics leaders estimate that 26% of their organizations' data is "untrustworthy."**

What's more, a significant portion of both line-of-business and technical leaders don't believe their data strategies fully support business priorities.

**As Companies Get More Data-Driven, Their Data Strategies Aren't Always Business-Minded**

Business Leaders Who Describe Their Organizations as Very Data-Driven



**42% of business leaders say their data strategies don't fully align with business objectives.**

01

# AI Puts Pressure on Data Foundations

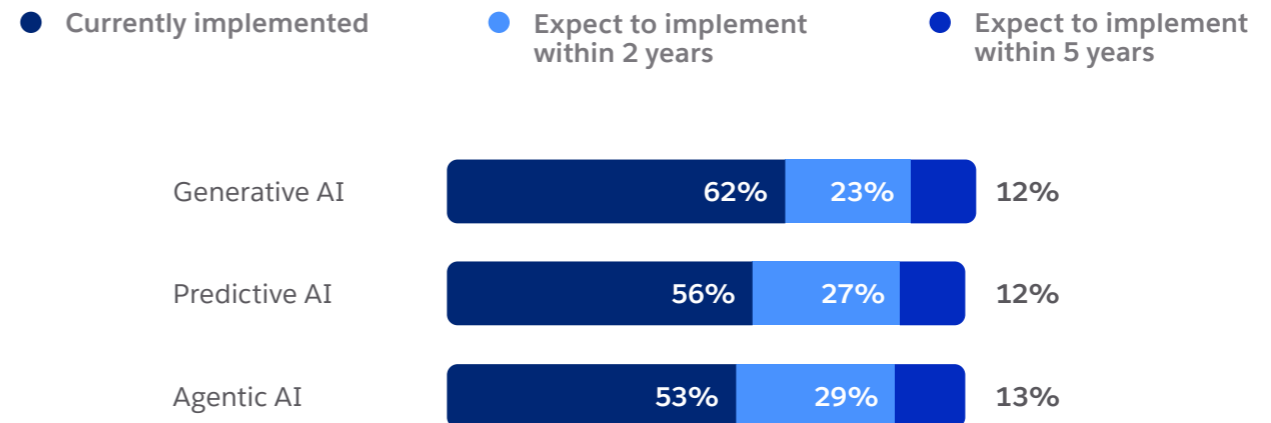
Nearly all organizations agree that the rise of AI makes the data imperative more critical.

Ninety-three percent of organizations have at least one instance of AI in their technology stacks, according to Salesforce's latest State of IT survey. The technology's rapid evolution – including the advent of agents – is putting pressure on data and analytics leaders to ramp up capabilities quickly.

**91% of business leaders believe the rise of AI makes it more important to be data-driven.**

## As AI Ramps Up, Technical Leaders Are Under Pressure to Deliver Results

### Self-Reported Enterprise AI Adoption<sup>1</sup>



<sup>1</sup>Salesforce State of IT reports, May 2025.



01

# Data Investments Get New Scrutiny in the Agentic Era

As the efficiency, innovation, and productivity opportunities of AI – including agents – become increasingly clear, having trusted data to underpin these technologies is business-critical.

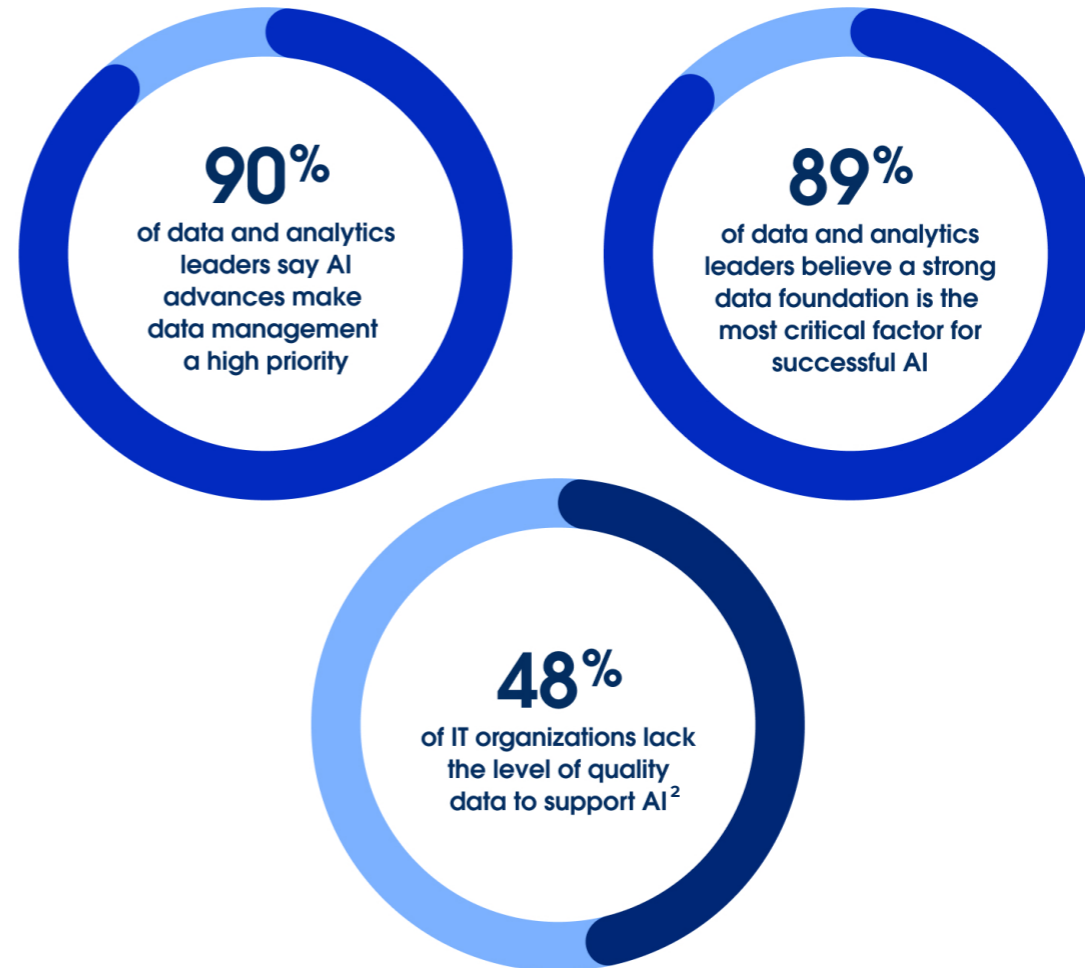
**84% of CIOs believe AI will be as significant to their businesses as the internet.<sup>1</sup>**

With only about half of IT leaders from Salesforce’s latest State of IT survey fully confident that their data can yield AI success, companies are allocating significant budgets to shore up these foundations. In fact, a recent survey of CIOs found four times as much IT budget being allocated to data infrastructure and management – a precursor to AI – than AI itself.<sup>1</sup>

**84% of data and analytics leaders agree AI’s outputs are only as good as its data inputs.**

<sup>1</sup> Salesforce CIO Dilemma Research, October 2024.  
<sup>2</sup> Salesforce State of IT reports, May 2025.

## As AI Ramps Up, Technical Leaders Are Under Pressure to Deliver Results



### CIOs’ Budget Allocations<sup>1</sup>



**4x more CIO budget goes to data infrastructure than to AI.**

01

# The Data Paradox: Growing Volumes, Lack of Trust

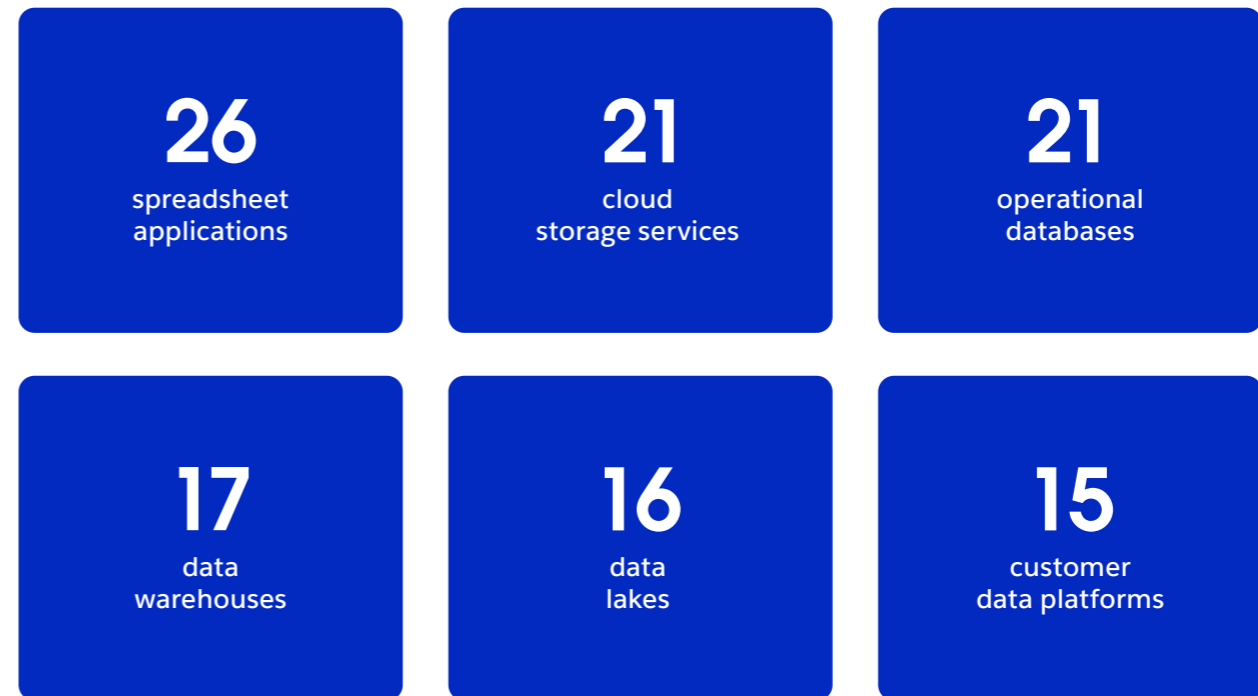
Preparing and delivering an ever-increasing amount of AI-ready data is challenging on its own, but its sheer volume and disjointed nature mean this goal is a moving target. The result is a paradox: How can organizations that rely on an ever-evolving source of data truth really trust it for decision-making and innovation?

**Data and analytics leaders estimate their organizations' data volumes grow 30% annually — up from 23% in 2023.**

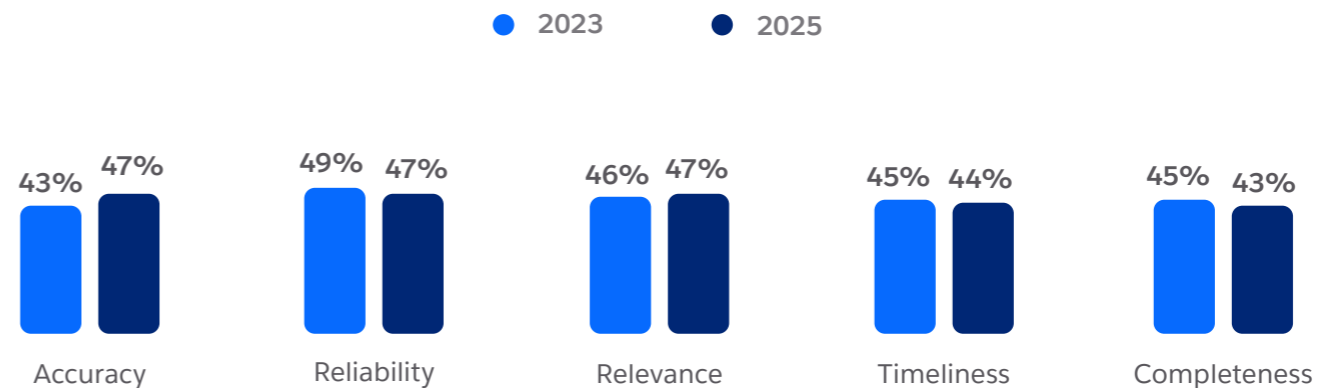
Business leaders generally don't trust their data fully – citing persistent issues like accuracy, reliability, and relevance. Fifty-four percent aren't totally confident the data they need is accessible in the first place.

## Enterprise Data Is Disjointed Across Environments – and Growing

Average Number of Data Environments Across an Enterprise



## Business Leaders Fully Confident in Aspects of Their Data



01

# Real-Time Access, Silos Skyrocket as Top Concerns

AI capabilities were among the top data priorities in the previous State of Data and Analytics report, but today they are an uncontested #1. Additionally, real-time data moved up seven spots to the #2 slot. The jump in importance of real-time data highlights the need for trusted, relevant information that helps leaders make quick and informed decisions to drive strategy and tactics. Data fluency, quality, and security also remain top-of-mind.

Real-time data also rose dramatically as the top data challenge, surpassing perennial pain points like harmonization, security threats, and overall accuracy and quality. And as AI underscores the need to derive value from unstructured data, trapped and siloed sources round out the top five data hurdles – skyrocketing from last of all concerns two years ago.

## AI and Real-Time Data Are Top-of-Mind

### Top Data Priorities

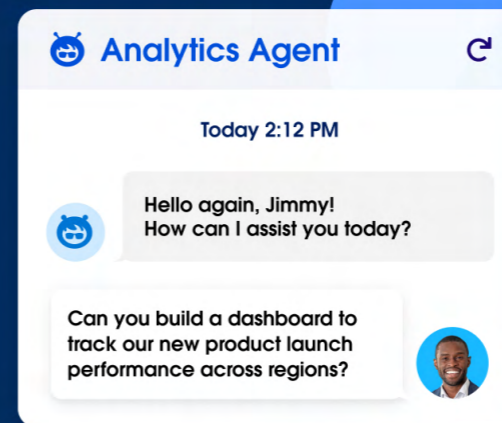
	Change in Ranking (2023 to 2025)
1 Building AI capabilities	↑ 2
2 Providing real-time data access	↑ 7
3 Improving company-wide data fluency	↑ 1
4 Improving data quality	↓ 3
5 Strengthening security and compliance	↓ 3

### Top Data Challenges

1 Lack of real-time data	↑ 8
2 Lack of data harmonization	↔
3 Security threats	↓ 2
4 Ensuring data accuracy and quality	↓ 1
5 Siloed or trapped data	↑ 16

# 2

## Limited Data Confidence Thwarts Activation, Decisions, and Action



# Lack of Trusted Data in Business Domains Holds Companies Back

Regardless of whether it's powering an AI prediction, an agent-driven customer interaction, or a report highlighting key metrics, data is only good if it's grounded in business context that contributes to "trustworthy data." This concept depicts the gap in trust and confidence that employees experience when they use accurate data to make informed decisions.

**93% of business leaders agree insights are only relevant if they're grounded in business context.**

This incomplete, out-of-date, or overall poor-quality data is the top factor preventing organizations from calling themselves "data-driven."

## Data Confidence Remains Lackluster

### Top Factors Preventing Data-Driven Organizations

- 1 Incomplete, out-of-date, or poor-quality data
- 2 Lack of tools to access, analyze, and interpret data
- 3 Lack of expertise/training on how to access, analyze, and interpret data
- 4 Takes too long to get insights
- 5 Lack of access to the required data



### Salesforce Perspective

Unify your data and enrich agents with an AI-powered semantic layer. Learn how to unlock the full potential of your data and AI with business knowledge. [Watch the webinar](#)

## Employees Can't Act on Timely, Relevant Insights

Untrustworthy data – alongside other top hurdles like insufficient tools and lack of technical expertise – has a tangible impact on both employees' confidence in their ability to access insights and make informed business decisions. Half of business leaders can generate insights in a timely manner, and even fewer can generate insights relevant to the task at hand. Significant shares of respondents report impacts like omitting data points, reporting contradictory conclusions, or even resorting to gut-based decisions.

Data and analytics leaders recognize this issue, too.

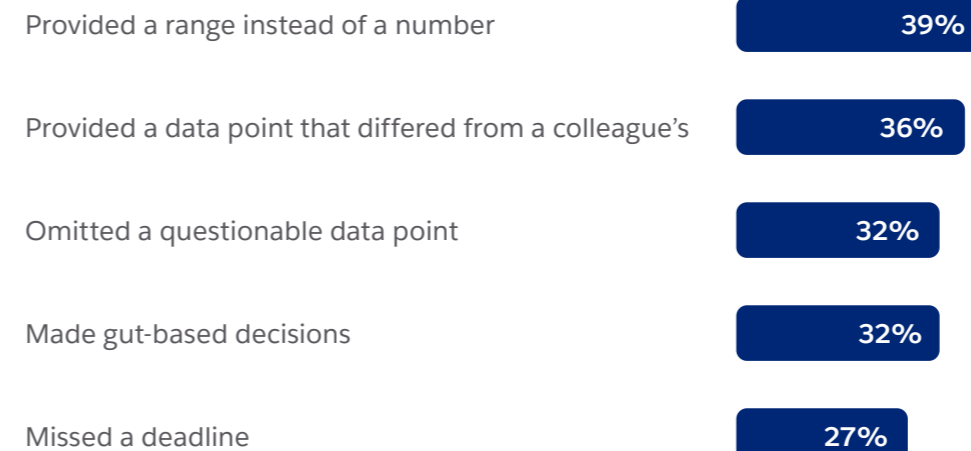
**49% of data and analytics leaders say their companies occasionally or frequently draw incorrect conclusions from data that misses or misunderstands business context.**

### Half of Business Leaders Admit Their Insights Arrive Too Late

#### Business Leaders Fully Confident They Can Do the Following Tasks



#### Business Leaders' Actions Due to Unreliable or Inaccessible Data



## AI Expands How Businesses Access and Act on Data

With more insights needed faster and more frequently, business leaders are less likely to submit an analytics ticket or work with a data analyst. More than half of respondents report doing the work themselves, while similar numbers must ask for technical help. This places a burden on data and analytics leaders, most of whom say that processes at their companies are too technical for analytics to adequately scale.

**91% of data and analytics leaders say technical queries limit analytics use at scale, and 92% cite a lack of data fluency among staff.**

But the tides may be turning as AI tools expand across enterprises. Already, AI has risen to become the most common way businesspeople find, analyze, and interpret data.

### AI Increasingly Augments Analytics Processes

#### How Business Leaders Find, Analyze, and Interpret Data

With the help of AI

64%

On their own/self-serve

54%

With help from a technical resource

53%

Through a formal intake/request process

43%

With help from a junior employee

31%

Note: Multiple responses accepted

## Evaluation Criteria for Analytics Solutions Evolve with AI

Analytics solutions buyers prioritize AI and real-time data, including AI-driven actions, where agents provide value.

**88% of data and analytics leaders say advances in AI are changing how they evaluate analytics software and implementations.**

Beyond AI, analytics platform buyers are particularly interested in composability that allows reassembly of analytics components across the enterprise, as well as the critical factor of scale that has to date remained elusive for many organizations.

### AI and Real-Time Data Steer Analytics Buyers

#### Top Analytics Solution Evaluation Criteria

- 1 Real-time data
- 2 AI-assisted workflows
- 3 AI-driven actions
- 4 Composable analytics
- 5 Insights at scale

**94% of business leaders say they'd perform better with direct data access in the programs/apps where they work the most.**



## Spotlight: Agentic Analytics

AI agents – which can understand, respond to, and take action based on user inquiries in natural language – hold particular appeal and potential: Specifically, agentic analytics makes data consumption and interaction highly intuitive and conversational.

**63% of data and analytics leaders say translating business questions into technical queries is prone to error, and 93% of business leaders say they'd perform better if they could ask data questions with natural language.**

Business and technical leaders alike agree that simpler data queries would benefit their businesses. And nearly all business leaders agree that agentic analytics could increase access to fast, easy-to-understand insights.

### Agentic Analytics Can Give Business Leaders a Leg Up

#### How Business Leaders See Effects of AI Agents

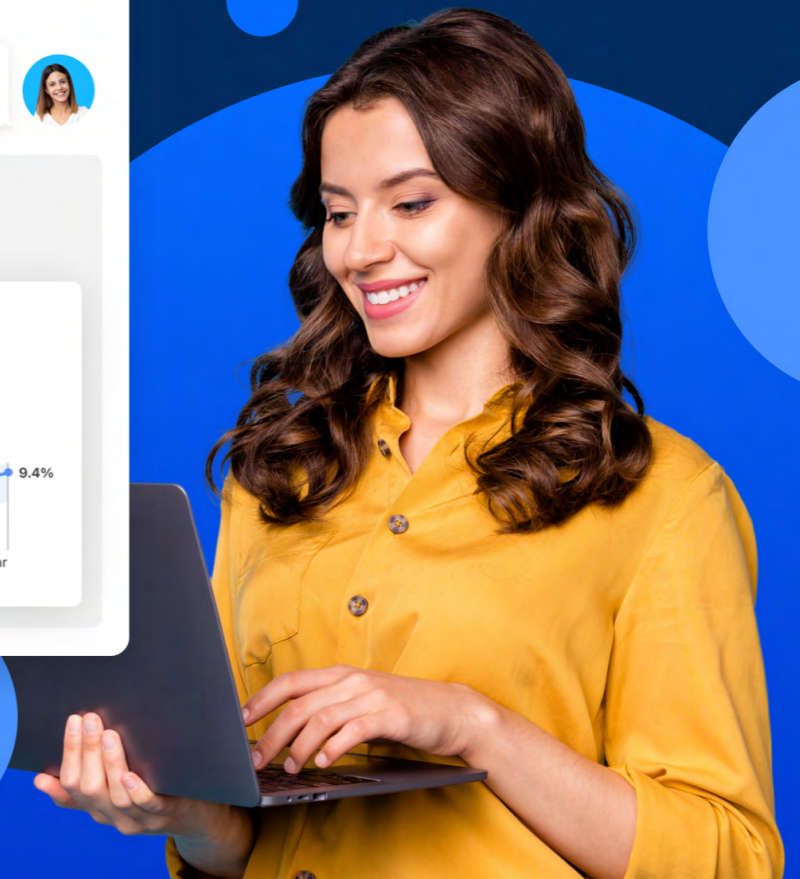
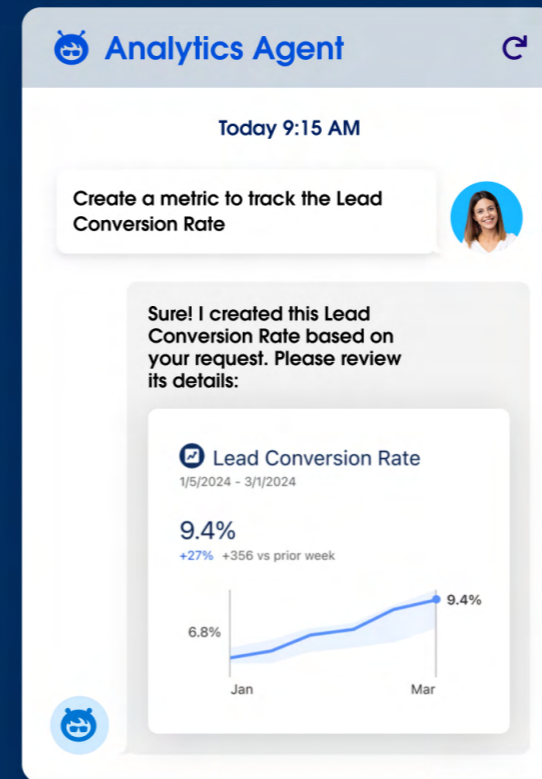


#### Salesforce Perspective

Agentic analytics redefines how humans and AI agents work together, empowering businesses to move from data to decisions faster than ever. Are you ready for this new approach to business intelligence (BI)? [Learn more](#)

# 3

## Building the Data Foundation for Analytics and AI



# Leaders Scrutinize Data, Security When Operationalizing AI

As companies increasingly and rapidly embrace AI, they are moving from experimenting with off-the-shelf tools in select business units to training or fine-tuning models that meet unique business contexts across the enterprise. But data and analytics leaders are finding this a hard task, citing not only the common concerns around security or compliance risks, but also inaccurate or inexplicable outputs based on dubious insights.

**89% of data and analytics leaders with AI say they've experienced inaccurate or misleading outputs.**

## AI Outputs Are Undermined by Security, Compliance, and Quality Concerns

### Top Concerns About AI Outputs

- 1 Security or privacy
- 2 Compliance or risk
- 3 Inaccurate or misleading results
- 4 Performance degradation or drift over time
- 5 Lack of explainability

**55% of data and analytics leaders at companies training/fine-tuning their own models say they've wasted significant resources doing so with bad data.**

03

## Bad Data: The Hidden Reason AI Projects Fail

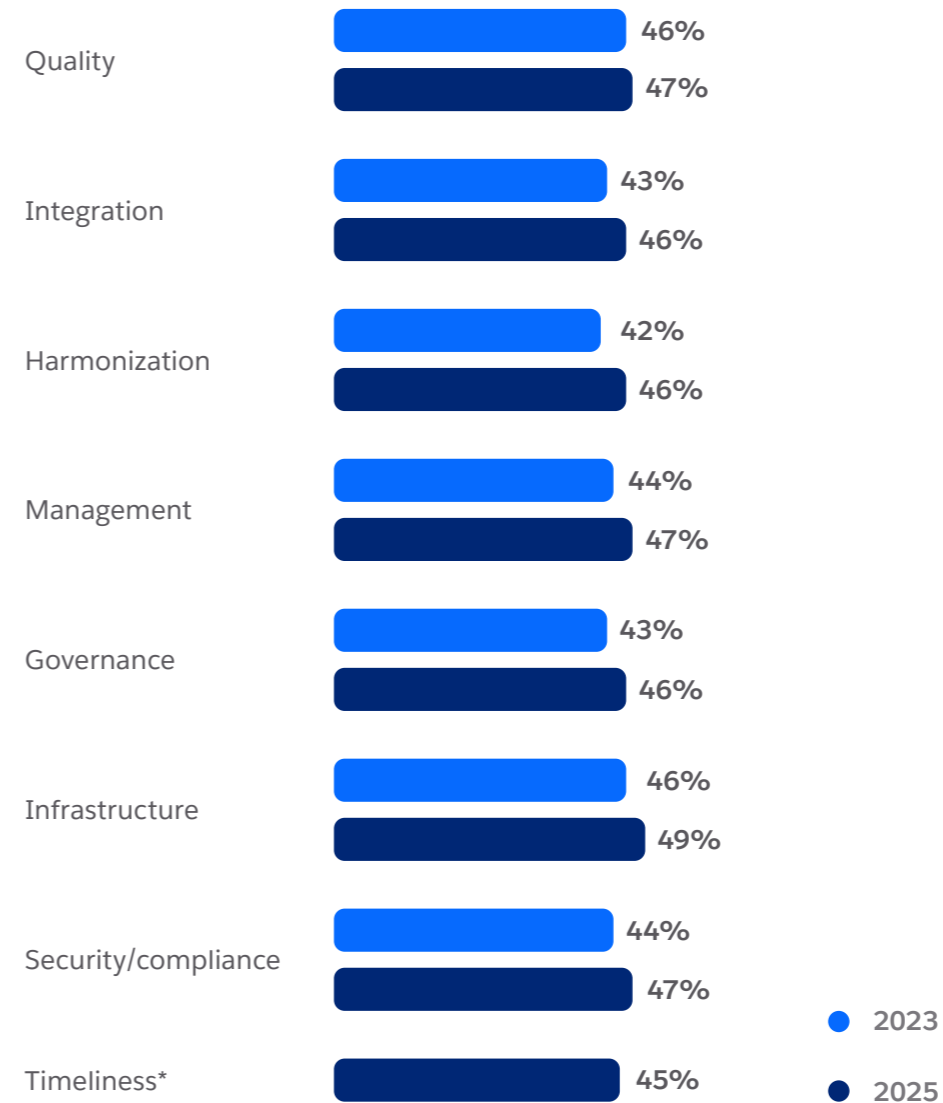
A whopping majority of data and analytics leaders believe their data strategies – how they collect, manage, store, and make available their organizations' data – aren't up to the task of bridging their AI initiatives with business needs.

**84% of data and analytics leaders believe their data strategies need overhauls for successful AI.**

The general dissatisfaction with AI outputs can be traced in large part to shortcomings in the data that underpin them. Unfortunately, most respondents continue to lack full confidence in various aspects of their data – ranging from integration and harmonization to governance and management practices and overall quality – and progress has been incremental at best since our 2023 survey.

### Data Foundations Are Barely Improving in the Agentic Era

Data and Analytics Leaders Who Rate the Following Data Aspects as Fully Prepared for AI



\* Not included as a variable in 2023.



#### Salesforce Perspective

Bridge data strategy, culture, and execution to build an agentic enterprise. [Get the guide](#)

# Unstructured Data: An Overlooked Valuable Asset

The vast majority of enterprise data is unstructured – lacking the formatting or organization necessary to be analyzed with traditional business intelligence methods.

**80%–90% of enterprise data is estimated to be unstructured.<sup>1</sup>**

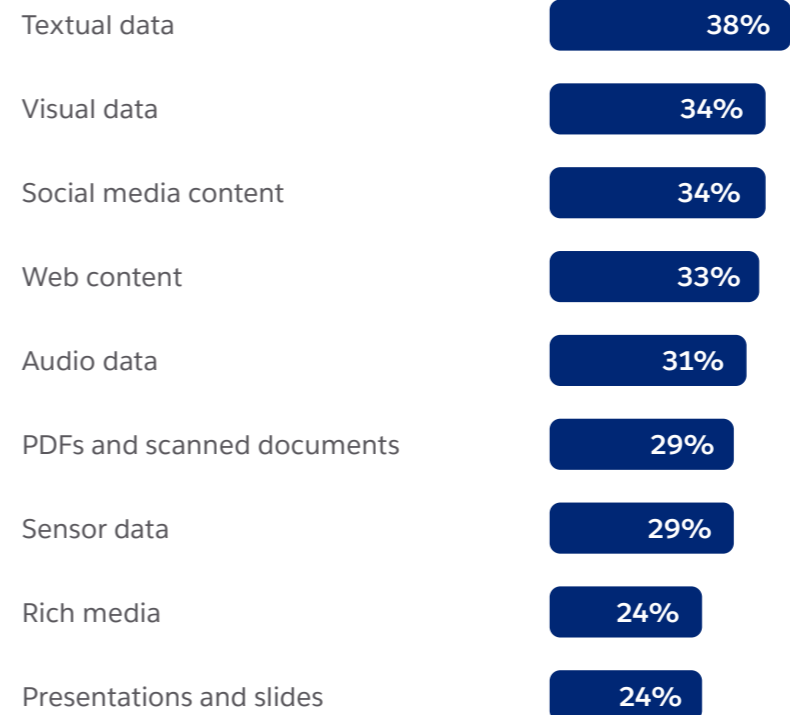
Unstructured data has long-standing security, governance, and cost implications. As companies seek to become more data-driven and improve AI capabilities, unstructured data's trapped insights and untapped value are getting renewed attention.

**70% of data and analytics leaders believe the most valuable insights for their organizations are trapped in unstructured data.**

<sup>1</sup> Tapping the power of unstructured data, MIT Sloan, 2021.

## Text, Images, and Other Unstructured Data Hold Potential

Cite Untapped Value in the Following Data Types



## Top Challenges of Unstructured Data

- 1 Security or privacy
- 2 Data governance
- 3 Data quality
- 4 Storage or processing costs
- 5 Trapped insights

# Trapped Data Blocks Insights and Opportunity

Untrapping data means ensuring that complex data ecosystems often “stuck” in back-end systems or data lakes are easily accessible and usable in the tools and apps business teams use to connect with customers.

**The average enterprise uses 897 applications — only 29% of which are connected.<sup>1</sup>**

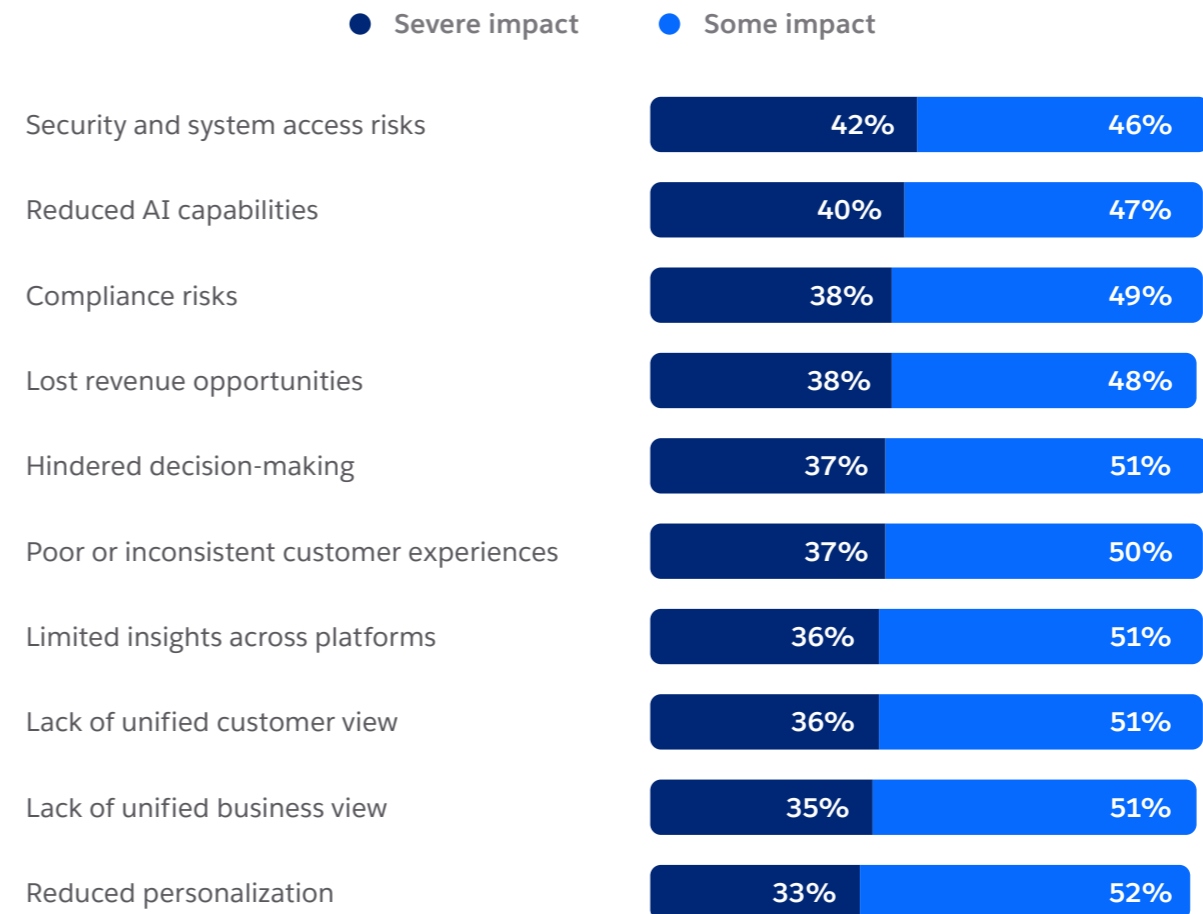
Eighty-seven percent of data and analytics leaders believe unified data is key for meeting customer expectations, not to mention internal decision-making. But the vast majority also believe that their trapped data scattered in silos hinder their views of customers, reduce personalization, and ultimately cost revenue.

**Data and analytics leaders estimate 19% of their companies' data is trapped.**

<sup>1</sup> Salesforce Mulesoft Connectivity Benchmark Report, January 2025.

## Trapped Data Produces a Roster of Pain Points

### Impacts of Data Silos and Trapped Data



### Salesforce Perspective

Unified data is only valuable if teams can access and use it. Data activation brings data from any source into daily workflows and applications to power decisions and automation. [Watch the videos](#)



## Spotlight: Companies Turn to Zero Copy to Untrap Data

Extract, transform, load (ETL) has been the traditional and dominant method of data integration for decades, but its shortcomings are becoming glaringly apparent in the AI age. As AI investments demand increasing storage capacity, the costs of duplicating data are also coming under scrutiny.

**69% of data and analytics leaders expect their data storage costs will increase.**

This is giving way to increasing interest in zero-copy and zero-retention – data federation strategies that enable companies to access and query data across existing investments like data lakes and warehouses without copying it.

### As ETL Falls Short, Companies Turn to Zero Copy

#### Top Challenges of ETL Integration

- 1 Data governance
- 2 Delayed processing or data availability
- 3 High infrastructure costs
- 4 Handling of unstructured data at scale
- 5 Time-consuming or manual integration of new sources

**56% of organizations are adopting zero copy data integration.**

## Spotlight: Companies Turn to Zero Copy to Untrap Data

Companies utilizing zero-copy integration are more likely to successfully tackle tried-and-true challenges like delivering superior customer experiences that bridge sales, service, marketing, and ecommerce touchpoints. They're also ahead of the curve when it comes to their AI initiatives or ability to reliably train models for business applications.



### Salesforce Perspective

Zero copy integration brings together data from lakes and warehouses cost-effectively and in real time, virtualizing it without physical movement. This approach coexists with existing silos, unlocking trapped data to power business applications, making the right data available when and where needed. [Learn more](#)

## Zero Copy Gives Companies an Advantage

Data and Analytics Leaders Who Claim the Following

% more likely  
to claim  
(companies with  
zero copy vs. not)

● Companies with Zero Copy ● Companies without Zero Copy

31%

Consistently training or  
fine-tuning AI models

80%

61%

43%

Fully connected customer  
data sources

73%

51%

25%

Above industry standard  
customer experience quality

60%

48%

34%

Excellent data integration

51%

38%

34%

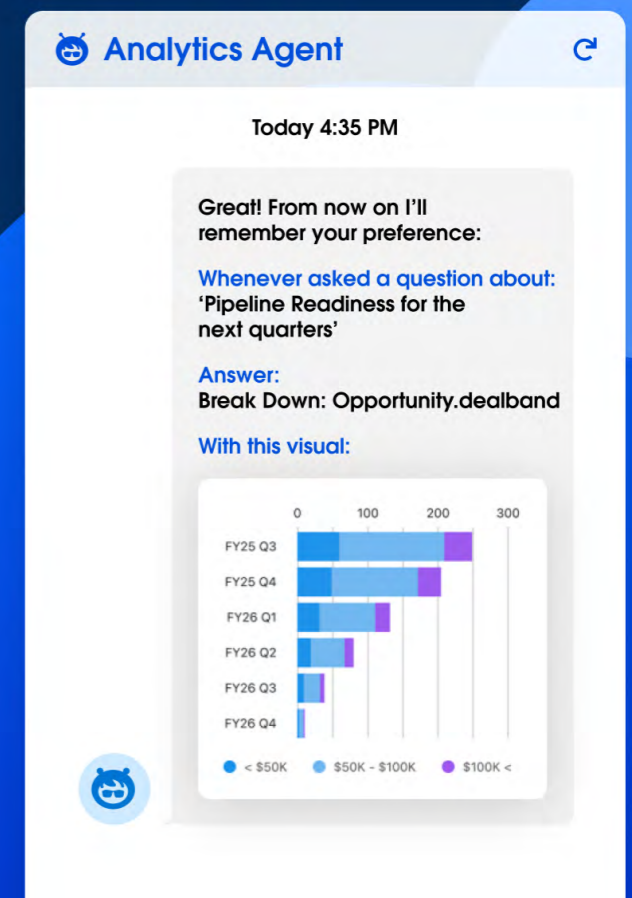
Ahead of schedule  
AI initiatives

29%

19%

# 4

## Governing and Safeguarding the Agentic Enterprise



## Old Security Tactics Won't Stop New AI Threats

As the AI – and agentic – revolutions march on, Salesforce surveys of technical leaders consistently rank security as a top concern with implementation. While the majority of data and analytics leaders are using tools to monitor data integrity and anomalies, secure backups, and conduct security assessments, fewer have implemented more sophisticated tactics. Surprisingly, just over one-third (35%) even have defined incident response plans. Ironically, most data and analytics leaders believe agents, themselves, can help with these efforts that clearly require significant improvement.

**51% of IT security leaders aren't sure they can deploy agents with the right guardrails.<sup>1</sup>**

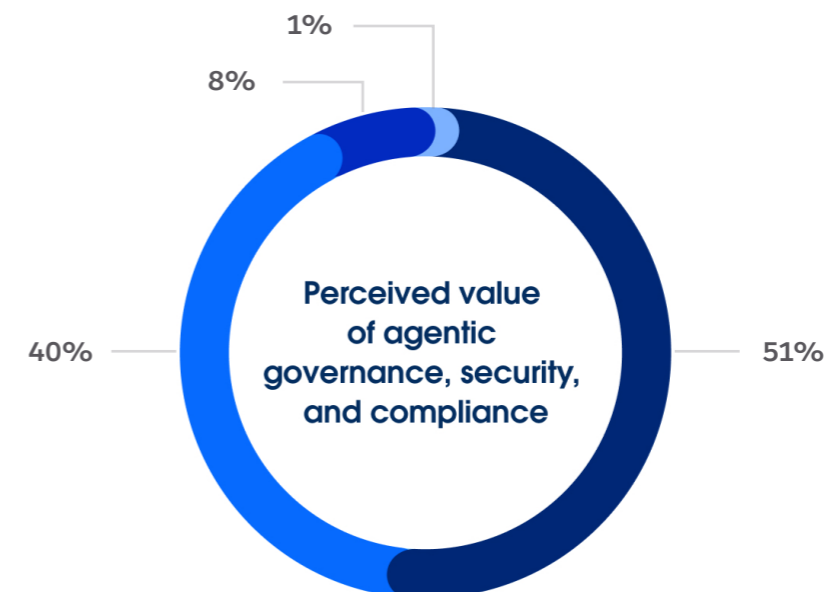
<sup>1</sup> Salesforce State of IT reports, May 2025.

### Agents Offer a Security Salve as Other Tactics Languish

Data and Analytics Leaders with the Following Data Security Practices



● Very valuable ● Quite valuable ● A little valuable ● Not valuable



## Data Governance Is Missing from AI Strategy

Companies striving to become agentic enterprises for the most part lack the required governance, affecting security, compliance, quality, and ethical AI use.

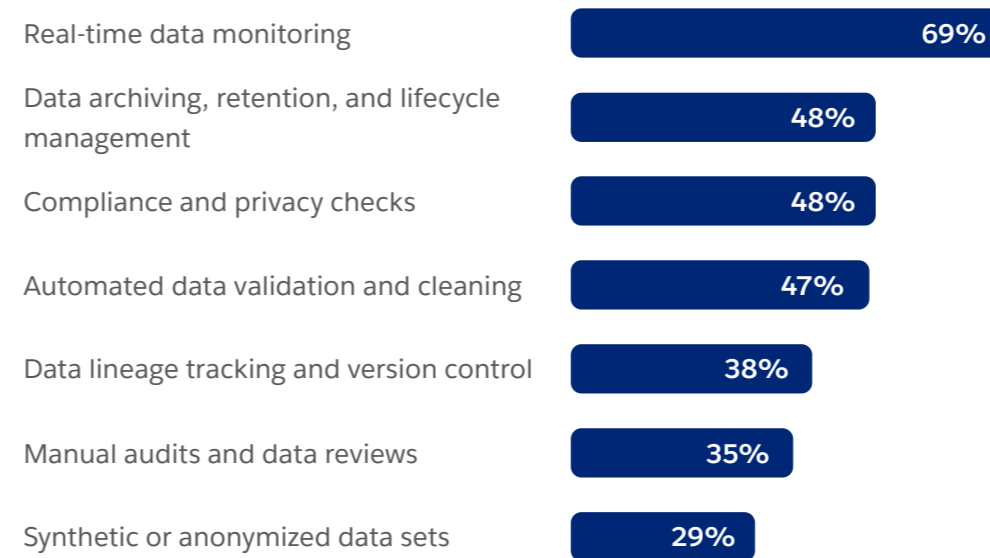
**43% of data and analytics leaders have established formal data governance frameworks and policies, and 88% believe AI advances demand new data governance approaches.**

The widely scattered nature of data environments – along with their disparate formats and sources used by different user groups – means even policies that are in place aren't cohesive. Real-time monitoring is emerging as a salve, but no other data-quality tactic has majority adoption.

**80% of data and analytics leaders have varying data governance practices across environments, and 57% lack ethical AI guidelines.**

### Firms Lean in to Real-Time Monitoring but Largely Neglect Other Governance Tactics

Data and Analytics Leaders with the Following Data Quality and Governance Practices



#### Salesforce Perspective

As data and analytics leaders secure the agentic enterprise, they must consider how to:

- 1 Make governance scalable across data types and users
- 2 Provide granular access control across data types
- 3 Ensure privacy, ethics, and compliance in a unified data environment

[Get the guide](#)



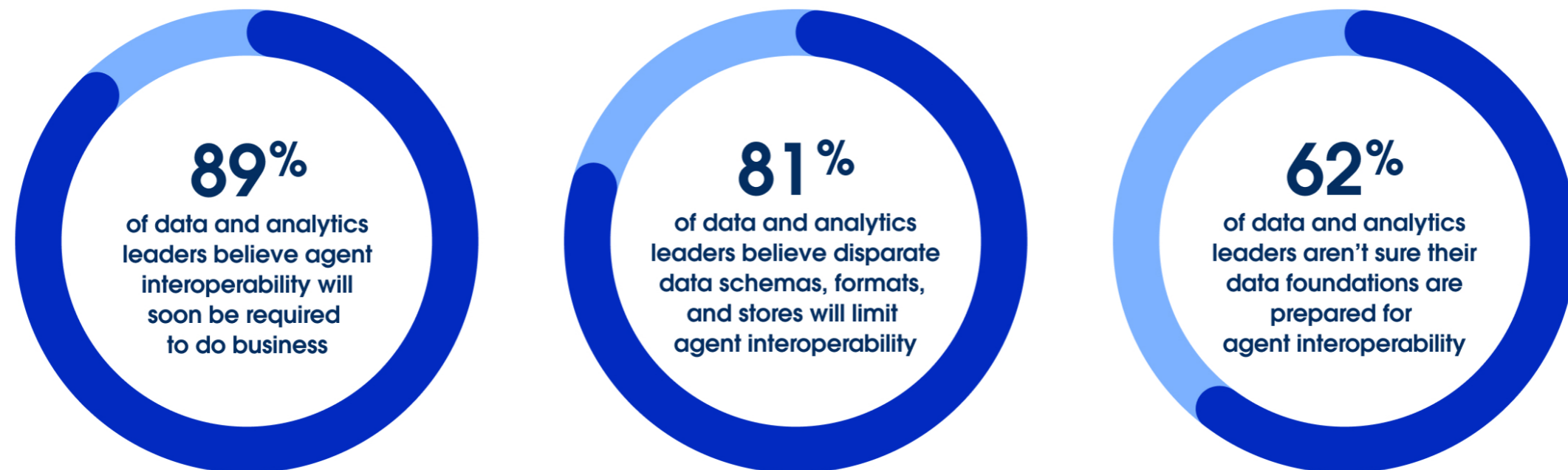
## Look Ahead: The Future Belongs to Agentic Enterprises

The conceptual “AI era” is transforming into a tangible slate of agentic enterprises whose business models are fundamentally transforming.

In this environment, the ability for agents to work together within and across departments, partners, and beyond will become increasingly – and quickly – critical to compete and thrive.

Most data and analytics leaders see this future on the near horizon, but more than three-fifths aren’t sure their data foundations are ready.

### Data and Analytics Leaders Doubt Their Data Foundations Can Support Agent Interoperability



# Industry Profiles





# Automotive



## Spotlight

Business leaders in the automotive industry are the least confident in their ability to generate and deliver timely insights.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of data harmonization
- 2 Lack of real-time data
- 3 Articulating ROI on data investments

### Top Barriers to Scaling Analytics

- 1 Lack of data trust
- 2 Lack of data fluency
- 3 Technical queries

### Business Leaders Who Think Agentic Analytics Can:



**+32%**  
annual data volume increase

**22%**  
of company data is "trapped"

**49%**  
aren't sure they can generate and deliver relevant insights

**88%**  
say a strong data foundation is the most critical factor for AI deployment

**79%**  
say data governance policies vary across departments

**+3%**  
more likely to have fully connected data when using zero copy



# Communications



## Spotlight

Communications industry respondents are the most likely to say they've wasted significant time training AI on bad data and that their data strategies need overhauls for AI.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

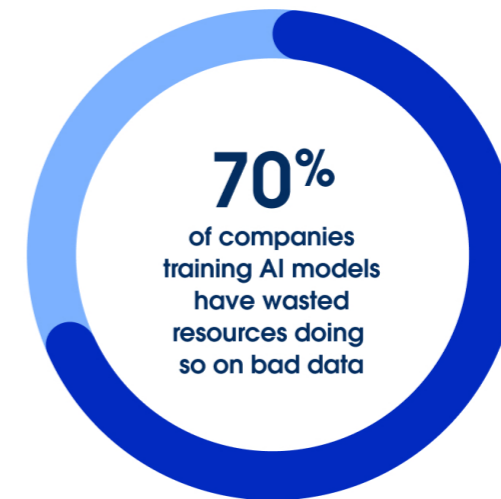
### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Data accuracy/quality

### Top Barriers to Scaling Analytics

- 1 No access within the right apps
- 2 Lack of data fluency
- 3 No self-service

### Business Leaders Who Think Agentic Analytics Can:



**+26%**

annual data volume increase

**21%**

of company data is "trapped"

**63%**

aren't sure they can generate and deliver relevant insights

**88%**

say a strong data foundation is the most critical factor for AI deployment

**89%**

say data governance policies vary across departments

**+28%**

more likely to have fully connected data when using zero copy



# Consumer Goods



## Spotlight

Consumer goods respondents are the most likely to say they are using synthetic or anonymized datasets as a tactic for maintaining data quality.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Articulating ROI on data investments

### Top Barriers to Scaling Analytics

- 1 No access within the right apps
- 2 Lack of data fluency
- 3 No self-service

### Business Leaders Who Think Agentic Analytics Can:



**+28%**

annual data volume increase

**17%**

of company data is “trapped”

**49%**

aren’t sure they can generate and deliver relevant insights

**90%**

say a strong data foundation is the most critical factor for AI deployment

**86%**

say data governance policies vary across departments

**+58%**

more likely to have fully connected data when using zero copy



# Energy and Utilities



## Spotlight

The energy and utilities industry has the highest estimated share of “trapped” enterprise data.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of data harmonization
- 2 Lack of real-time data
- 3 Customizing data management products

### Top Barriers to Scaling Analytics

- 1 No access within the right apps
- 2 Lack of data fluency
- 3 No self-service

### Business Leaders Who Think Agentic Analytics Can:



**+25%**

annual data volume increase

**23%**

of company data is “trapped”

**47%**

aren’t sure they can generate and deliver relevant insights

**90%**

say a strong data foundation is the most critical factor for AI deployment

**85%**

say data governance policies vary across departments

**+54%**

more likely to have fully connected data when using zero copy



# Engineering, Construction, and Real Estate



## Spotlight

Engineering, construction, and real estate respondents see the biggest boost in connected data sources among companies using zero copy integration.

### Top Data Priorities

- 1 Real-time data access
- 2 Company-wide data fluency
- 3 AI capabilities

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Data accuracy/quality

### Top Barriers to Scaling Analytics

- 1 No access within the right apps
- 2 Lack of data fluency
- 3 No self-service

### Business Leaders Who Think Agentic Analytics Can:



**+28%**

annual data volume increase

**15%**

of company data is "trapped"

**50%**

aren't sure they can generate and deliver relevant insights

**83%**

say a strong data foundation is the most critical factor for AI deployment

**79%**

say data governance policies vary across departments

**+103%**

more likely to have fully connected data when using zero copy



# Financial Services



## Spotlight

Financial services respondents are the most likely to say their employees frequently draw incorrect conclusions from data due to missing or misunderstood business context.

### Top Data Priorities

- 1 AI capabilities
- 2 Real-time data access
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of data harmonization
- 2 Lack of real-time data
- 3 Data accuracy/quality

### Top Barriers to Scaling Analytics

- 1 No access within the right apps
- 2 Lack of data trust
- 3 Technical queries

### Business Leaders Who Think Agentic Analytics Can:



**+29%**  
annual data volume increase

**21%**  
of company data is "trapped"

**48%**  
aren't sure they can generate and deliver relevant insights

**90%**  
say a strong data foundation is the most critical factor for AI deployment

**81%**  
say data governance policies vary across departments

**+27%**  
more likely to have fully connected data when using zero copy



# Government



## Spotlight

Government respondents project the highest annual rate of data volume increases.

### Top Data Priorities

- 1 Real-time data access
- 2 Company-wide data fluency
- 3 AI capabilities

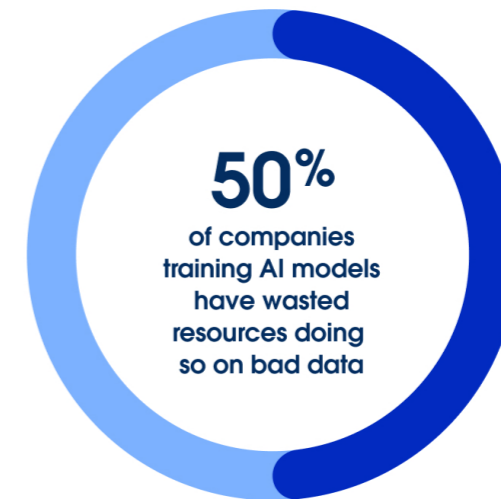
### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Articulating ROI on data investments

### Top Barriers to Scaling Analytics

- 1 Lack of data trust
- 2 No access within the right apps
- 3 Technical queries

### Business Leaders Who Think Agentic Analytics Can:



**+38%**  
annual data volume increase

**12%**  
of company data is "trapped"

**58%**  
aren't sure they can generate and deliver relevant insights

**66%**  
say a strong data foundation is the most critical factor for AI deployment

**59%**  
say data governance policies vary across departments

**+60%**  
more likely to have fully connected data when using zero copy



# Healthcare



## Spotlight

The healthcare industry struggles with language barriers more than any other industry when scaling analytics.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of data harmonization
- 2 Lack of real-time data
- 3 Data accuracy/quality

### Top Barriers to Scaling Analytics

- 1 Language barriers
- 2 Lack of data fluency
- 3 No self-service

### Business Leaders Who Think Agentic Analytics Can:



**+28%**

annual data volume increase

**15%**

of company data is "trapped"

**51%**

aren't sure they can generate and deliver relevant insights

**94%**

say a strong data foundation is the most critical factor for AI deployment

**74%**

say data governance policies vary across departments

**+24%**

more likely to have fully connected data when using zero copy



# Life Sciences and Biotechnology



## Spotlight

Life sciences and biotechnology respondents are the least likely to feel fully confident in the accuracy and relevance of their AI outputs.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

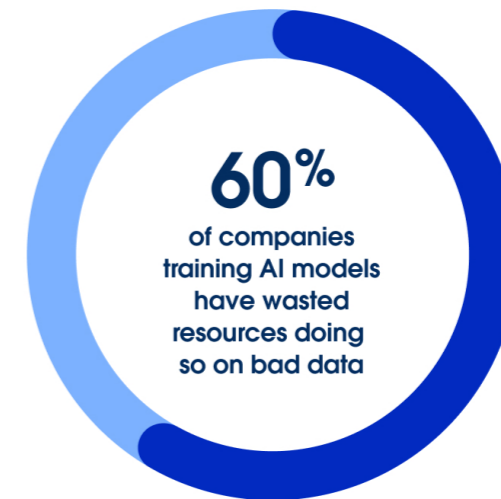
### Top Data Challenges

- 1 Lack of data harmonization
- 2 Lack of real-time data
- 3 Articulating ROI on data investments

### Top Barriers to Scaling Analytics

- 1 Lack of data fluency
- 2 Lack of data trust
- 3 No access within the right apps

### Business Leaders Who Think Agentic Analytics Can:



**+27%**  
annual data volume increase

**17%**  
of company data is "trapped"

**45%**  
aren't sure they can generate and deliver relevant insights

**89%**  
say a strong data foundation is the most critical factor for AI deployment

**79%**  
say data governance policies vary across departments

**+37%**  
more likely to have fully connected data when using zero copy



# Manufacturing



## Spotlight

Manufacturing respondents are the least likely to say their companies are increasing funding for employee training on the use and management of data.

### Top Data Priorities

- 1 AI capabilities
- 2 Real-time data access
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Security threats

### Top Barriers to Scaling Analytics

- 1 Lack of data fluency
- 2 Lack of data trust
- 3 No self-service

### Business Leaders Who Think Agentic Analytics Can:



**+27%**  
annual data volume increase

**19%**  
of company data is "trapped"

**53%**  
aren't sure they can generate and deliver relevant insights

**90%**  
say a strong data foundation is the most critical factor for AI deployment

**83%**  
say data governance policies vary across departments

**+35%**  
more likely to have fully connected data when using zero copy



# Media and Entertainment



## Spotlight

Media and entertainment respondents are among the least likely to say they've wasted significant time training AI on bad data, and they are among the most likely to see more connected data sources when using zero copy integration.

### Top Data Priorities

- 1 AI capabilities
- 2 Real-time data access
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Security threats

### Top Barriers to Scaling Analytics

- 1 Lack of data fluency
- 2 Technical queries
- 3 No access within the right apps

### Business Leaders Who Think Agentic Analytics Can:



**+29%**  
annual data volume increase

**16%**  
of company data is "trapped"

**51%**  
aren't sure they can generate and deliver relevant insights

**90%**  
say a strong data foundation is the most critical factor for AI deployment

**87%**  
say data governance policies vary across departments

**+62%**  
more likely to have fully connected data when using zero copy



# Nonprofit



## Spotlight

The nonprofit sector places more importance on company-wide data fluency than any other industry.

### Top Data Priorities

- 1 Company-wide data fluency
- 2 AI capabilities
- 3 Real-time data access

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Data accuracy/quality

### Top Barriers to Scaling Analytics

- 1 No access within the right apps
- 2 No self-service
- 3 Technical queries

### Business Leaders Who Think Agentic Analytics Can:



**+30%**

annual data volume increase

**7%**

of company data is “trapped”

**58%**

aren’t sure they can generate and deliver relevant insights

**65%**

say a strong data foundation is the most critical factor for AI deployment

**46%**

say data governance policies vary across departments



# Professional and Business Services



## Spotlight

Professional and business services respondents are the most likely to say their leadership is underestimating the investment needed for trustworthy AI.

### Top Data Priorities

- 1 AI capabilities
- 2 Real-time data access
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Security threats

### Top Barriers to Scaling Analytics

- 1 Lack of data trust
- 2 Lack of data fluency
- 3 Technical queries

### Business Leaders Who Think Agentic Analytics Can:



**+30%**  
annual data volume increase

**19%**  
of company data is "trapped"

**41%**  
aren't sure they can generate and deliver relevant insights

**91%**  
say a strong data foundation is the most critical factor for AI deployment

**78%**  
say data governance policies vary across departments

**+78%**  
more likely to have fully connected data when using zero copy



# Retail



## Spotlight

Business leaders in the retail industry are the least likely to say their data strategies are fully aligned with business objectives.

### Top Data Priorities

- 1 AI capabilities
- 2 Company-wide data fluency
- 3 Real-time data access

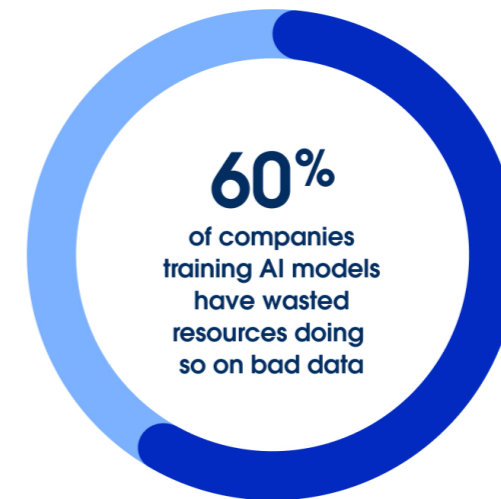
### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Security threats

### Top Barriers to Scaling Analytics

- 1 Lack of data trust
- 2 Lack of data fluency
- 3 Language barriers

### Business Leaders Who Think Agentic Analytics Can:



**+29%**

annual data volume increase

**19%**

of company data is "trapped"

**49%**

aren't sure they can generate and deliver relevant insights

**91%**

say a strong data foundation is the most critical factor for AI deployment

**85%**

say data governance policies vary across departments

**+9%**

more likely to have fully connected data when using zero copy



# Supply Chain and Logistics



## Spotlight

Business leaders in the supply chain and logistics industry are the most confident in their ability to generate and deliver relevant insights.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of data harmonization
- 2 Lack of real-time data
- 3 Customizing data management products

### Top Barriers to Scaling Analytics

- 1 Lack of data fluency
- 2 Lack of data trust
- 3 Technical queries

### Business Leaders Who Think Agentic Analytics Can:



**+28%**

annual data volume increase

**15%**

of company data is “trapped”

**38%**

aren’t sure they can generate and deliver relevant insights

**93%**

say a strong data foundation is the most critical factor for AI deployment

**80%**

say data governance policies vary across departments

**+15%**

more likely to have fully connected data when using zero copy



# Technology



## Spotlight

The technology sector places more importance on data quality than any other industry and is less likely than most to have wasted significant resources training models on bad data.

### Top Data Priorities

- 1 AI capabilities
- 2 Real-time data access
- 3 Data quality

### Top Data Challenges

- 1 Security threats
- 2 Lack of data harmonization
- 3 Lack of real-time data

### Top Barriers to Scaling Analytics

- 1 Lack of data trust
- 2 Lack of data fluency
- 3 No access within the right apps

### Business Leaders Who Think Agentic Analytics Can:



**+33%**  
annual data volume increase

**22%**  
of company data is "trapped"

**46%**  
aren't sure they can generate and deliver relevant insights

**91%**  
say a strong data foundation is the most critical factor for AI deployment

**85%**  
say data governance policies vary across departments

**+55%**  
more likely to have fully connected data when using zero copy



# Travel and Hospitality



## Spotlight

Business leaders in the travel and hospitality industry have the highest expectations for how agentic analytics can help them find, analyze, interpret, and act on data.

### Top Data Priorities

- 1 Real-time data access
- 2 AI capabilities
- 3 Company-wide data fluency

### Top Data Challenges

- 1 Lack of real-time data
- 2 Lack of data harmonization
- 3 Data accuracy/quality

### Top Barriers to Scaling Analytics

- 1 Lack of data trust
- 2 No self-service
- 3 No access within the right apps

### Business Leaders Who Think Agentic Analytics Can:



**+30%**

annual data volume increase

**14%**

of company data is "trapped"

**52%**

aren't sure they can generate and deliver relevant insights

**97%**

say a strong data foundation is the most critical factor for AI deployment

**78%**

say data governance policies vary across departments

**+87%**

more likely to have fully connected data when using zero copy

# Sample Details



# Data & Analytics Leaders

## Country

Australia .....	N=250, 7%
Brazil .....	N=250, 7%
Canada .....	N=250, 7%
France .....	N=250, 7%
Germany .....	N=250, 7%
India .....	N=250, 7%
Indonesia .....	N=100, 3%
Italy .....	N=250, 7%
Japan .....	N=200, 5%
Mexico .....	N=250, 7%
Netherlands .....	N=150, 4%
New Zealand .....	N=100, 3%
Singapore.....	N=100, 3%
South Korea.....	N=250, 7%
Spain.....	N=150, 4%
United Kingdom.....	N=250, 7%
United States.....	N=500, 13%

## Department

Data and analytics .....	N=664, 17%
Information technology.....	N=3,136, 83%

## Seniority

C-suite executive.....	N=784, 21%
Vice president or senior management.....	N=1,273, 34%
Director or equivalent.....	N=1,649, 43%
Senior manager or equivalent.....	N=94, 2%

## Company Size

1 to 100 employees.....	N=33, 1%
101 to 200 employees.....	N=134, 4%
201 to 500 employees.....	N=465, 12%
501 to 3,500 employees.....	N=2,281, 60%
3,501 to 10,000 employees.....	N=737, 19%
More than 10,000 employees.....	N=150, 4%

## Industry

Automotive.....	N=86, 2%
Communications.....	N=98, 2%
Consumer goods.....	N=160, 4%
Energy and utilities.....	N=238, 6%
Engineering, construction and real estate.....	N=192, 5%
Financial services.....	N=413, 11%
Government.....	N=135, 4%
Healthcare provider.....	N=93, 2%
Healthcare payer.....	N=57, 1%
Life sciences and biotechnology.....	N=156, 4%
Manufacturing.....	N=376, 10%
Media and entertainment.....	N=167, 4%
Nonprofit.....	N=144, 4%
Professional and business services.....	N=180, 5%
Retail.....	N=314, 8%
Supply chain and logistics.....	N=79, 2%
Technology.....	N=754, 20%
Travel and hospitality.....	N=151, 4%
Other.....	N=7, <1%

# Line-of-Business Decision Makers

## Country

Australia .....	N=250, 6%
Brazil .....	N=250, 6%
Canada .....	N=250, 6%
France .....	N=250, 6%
Germany .....	N=250, 6%
India .....	N=250, 6%
Indonesia .....	N=100, 3%
Italy .....	N=250, 6%
Japan .....	N=200, 5%
Mexico .....	N=250, 6%
Netherlands .....	N=150, 4%
New Zealand .....	N=100, 3%
Singapore.....	N=100, 3%
South Korea.....	N=250, 6%
Spain.....	N=150, 4%
United Kindom.....	N=250, 6%
United States.....	N=552, 14%

## Department

Customer service.....	N=438, 11%
Finance or accounting.....	N=727, 19%
Human resources.....	N=465, 12%
Legal.....	N=146, 4%
Marketing.....	N=731, 19%
Operations.....	N=588, 15%
Purchasing.....	N=127, 3%
Sales.....	N=539, 14%
Other.....	N=91, 2%

## Seniority

C-suite executive.....	N=797, 21%
Vice president or senior management.....	N=1,594, 41%
Director or equivalent.....	N=1,461, 38%

## Company Size

500 to 999 employees.....	N=1,084, 28%
1,000 to 4,999 employees.....	N=1,812, 47%
5,000 to 9,999 employees.....	N=643, 17%
10,000 or more employees.....	N=313, 8%

## Industry

Automotive.....	N=136, 4%
Communications.....	N=169, 4%
Consumer goods.....	N=363, 9%
Energy and utilities.....	N=131, 3%
Engineering, construction and real estate.....	N=145, 4%
Financial services.....	N=547, 14%
Government.....	N=126, 3%
Healthcare provider.....	N=195, 5%
Healthcare payer.....	N=103, 3%
Life sciences and biotechnology.....	N=132, 3%
Manufacturing.....	N=387, 10%
Media and entertainment.....	N=202, 5%
Nonprofit.....	N=64, 2%
Professional and business services.....	N=243, 6%
Retail.....	N=399, 10%
Supply chain and logistics.....	N=95, 2%
Technology.....	N=228, 6%
Travel and hospitality.....	N=162, 4%
Other.....	N=25, 1%

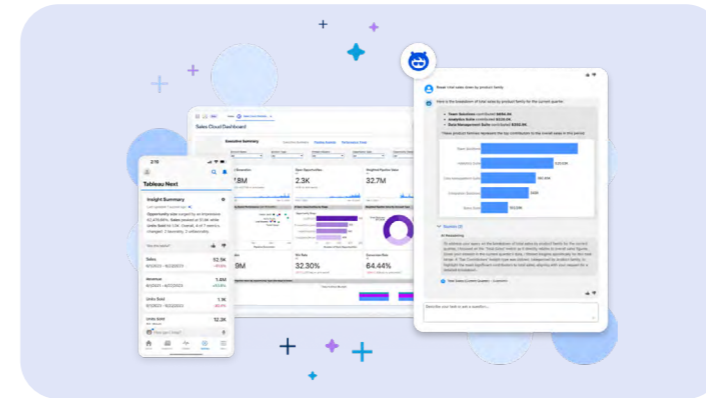
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### Learn About Agentic Analytics

See how agentic AI can accelerate the data-to-action workflow

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### Discover Tableau Next

Tableau Next delivers personalized, contextual, and actionable insights right in the flow of work.

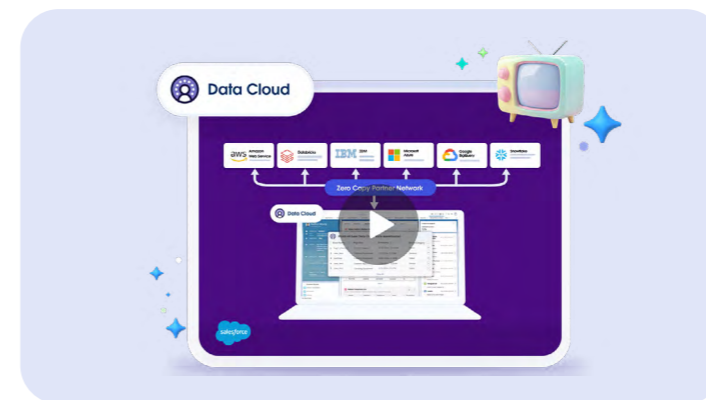
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