

DATA OVERVIEW REPORT

# The State Of Data And Analytics, 2025

## A First Look At Forrester's Data And Analytics Survey, 2025

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## Summary

As organizations continue to invest in data and analytics, many are developing data products and refining their strategies to better align with business goals and customer needs. While increased maturity and benefits cited from productized data have risen, many organizations still face challenges. This report presents high-level insights from Forrester's Data And Analytics Survey, 2025. It covers priorities and challenges for data and analytics decision-makers as well as infrastructure, insights, and services vendor preferences.

# Trust In Data Starts With Data Quality And Governance

As Forrester's research has shown, [leading data organizations](#) cultivate an ecosystem that aligns strategy, technology, governance, and people while promoting a culture of curiosity. The rapid adoption of generative AI has only increased the importance of developing an effective data organization that can deliver clean, consistent, trusted data for diverse enterprise use cases. Yet, decision-makers' trust in data is limited. Forrester asked 1,769 data and analytics decision-makers ("data pros") that responded to [Forrester's Data And Analytics Survey, 2025](#) the most common reason decision-makers in their organization do not act on data or insights. Among the top-selected reasons were a lack of trust in the source data (30%) followed by skill gaps to interpret insights (28%), time constraints (27%), and lack of trust in the data analysis (27%) (see Figure 1). One way data leaders can address these concerns is via improved data governance. Indeed, our data shows that they are trying to do just that: When asked about their priorities for governance, improving [data quality](#) and reliability was the most commonly selected [data governance](#) priority for the coming 12 months, and 40% of data pros said that increasing data observability and profiling for improved data quality was a top initiative for their organization.

Figure 1

Untrusted Sources Are The Most Common Reason Leaders Do Not Act On Insights

“Which of the following is the most common reason(s) decision-makers in your organization do not take action with insights?”  
(Multiple responses accepted)



Base: 1,769 data and analytics decision-makers  
Source: Forrester's Data And Analytics Survey, 2025

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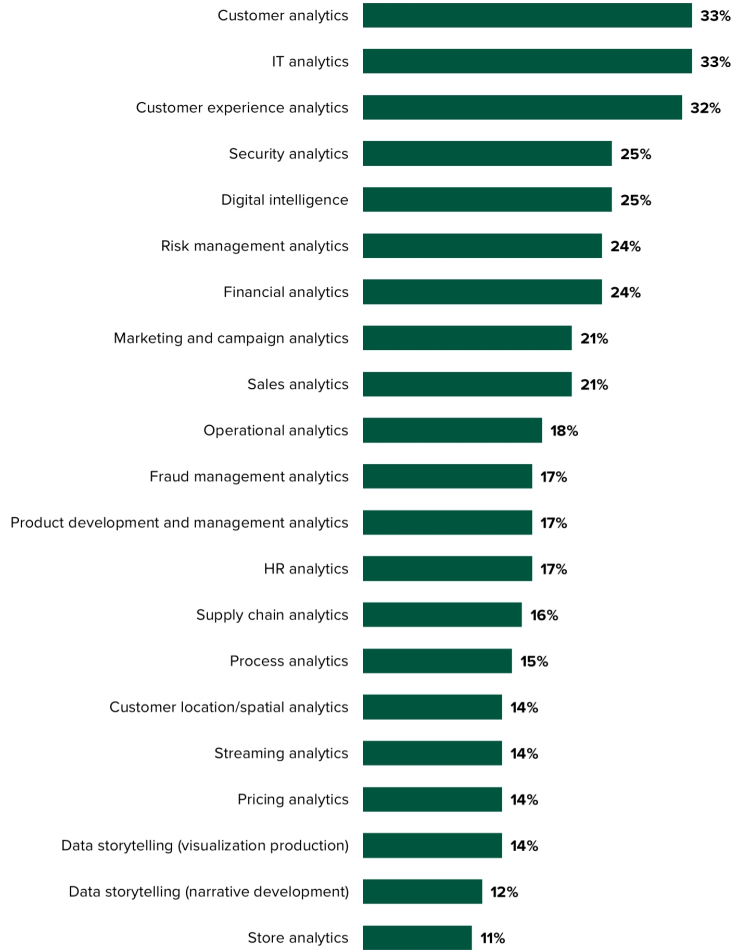
## Customer Centricity Informs Analytical Priorities

In the race to win, serve, and retain customers, data is the fuel and analytics is the combustion engine. For this reason, companies are prioritizing use cases that enable them to better understand their customers and how to serve them. It's no surprise then that half of the data pros canvassed in the survey said that over the next 12 months, "customer experience" would be an [area of focus](#) for their organization's data, analytics, and insights (see Figure 2). Likewise, when asked to indicate the highest priority data use case in their organization, two of the three most selected use cases were customer-centric: customer analytics (33%) and customer experience analytics (32%). With limited resources, companies should leverage a robust [framework for prioritizing analytical initiatives](#) that balances business value, risk, customer impact, and other factors.

Figure 2

Data Professionals Prioritize Customer, IT, And CX Analytics Capabilities/Use Cases

“Which of the following analytics capabilities and use cases are the highest priority for your organization?”  
(Multiple responses accepted)



Base: 1,769 data and analytics decision-makers  
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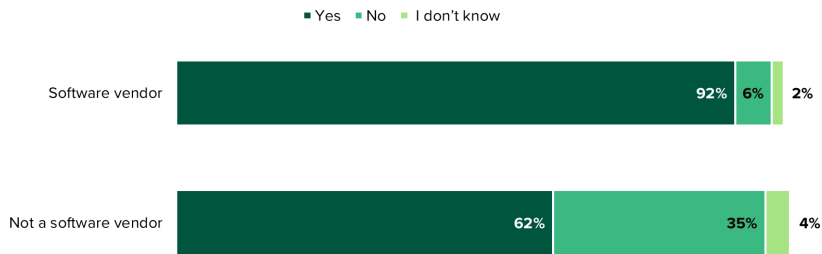
## Software Vendors Lead The Way With Productization And Commercialization

One way to link data to business value, mitigate risk, and confidently share data across the organization is to [deliver data as a product](#). Our research has shown that data products can reduce time to value, improve the [measurement of that value](#), and clarify

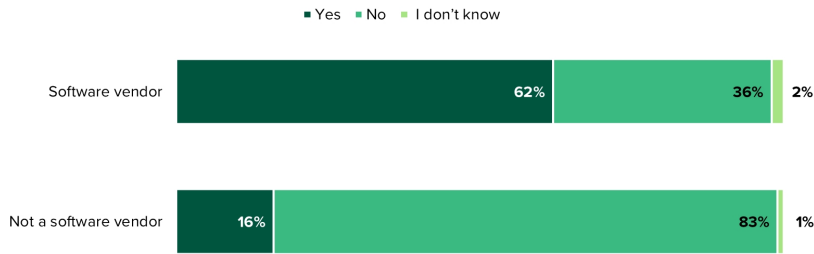
priorities. Moreover, for some organizations, data as a product can open the door to commercializing their data (i.e., selling it to other organizations). Given the efficiency of data products, it's not surprising that almost three-quarters (73%) of data and analytics decision-makers said that their organization uses data products to deliver data (see Figure 3). Looking at the types of products used, [internal data products](#) dominate, with a much smaller subset of organizations — primarily SaaS companies and software vendors — commercializing their data. Software vendors are more likely to report both data productization (92% vs. 62%) and commercialization (62% vs. 16%) compared to other organizations.

**Figure 3**  
**Software Vendors Are More Likely To Productize And Commercialize Their Data**

3-1 "Does your organization use data products to deliver data and insights?"



3-2 "Does your organization currently commercialize any of its data?"



Base: 696 and 1,048 data and analytics decision-makers; sample varies by segment  
Source: Forrester's Data And Analytics Survey, 2025

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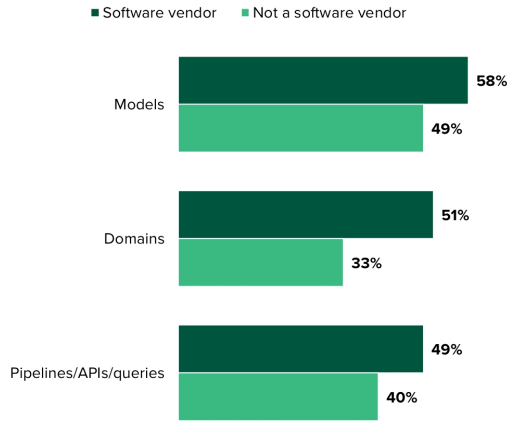
## Some Data Products Are Ubiquitous — Others Are More Common Among Software Vendors

Regardless of whether they work for a software vendor or not, the data pros we surveyed indicated that when their organization develops data products, those

products most commonly take the forms of reports and dashboards, and/or datasets and views (both 74%). Likewise, our respondents indicated that organizations developing data products do so in an average of at least three ways. When, however, we compare respondents who work at software vendors to those who do not, differences emerge. Specifically, data pros at software vendors are more likely to report that their organization productizes data via models (58% vs. 49%), domains (51% vs. 33%), and pipelines/APIs/queries (49% vs. 40%) (see Figure 4).

**Figure 4**  
**Software Vendors Are More Likely To Manage All Types Of Data Products**

“Which of the following types of data products does your organization manage?”



Base: 638 to 648 data and analytics decision-makers whose organizations use data products to deliver data and insights; sample varies by segment  
Source: Forrester's Data And Analytics Survey, 2025

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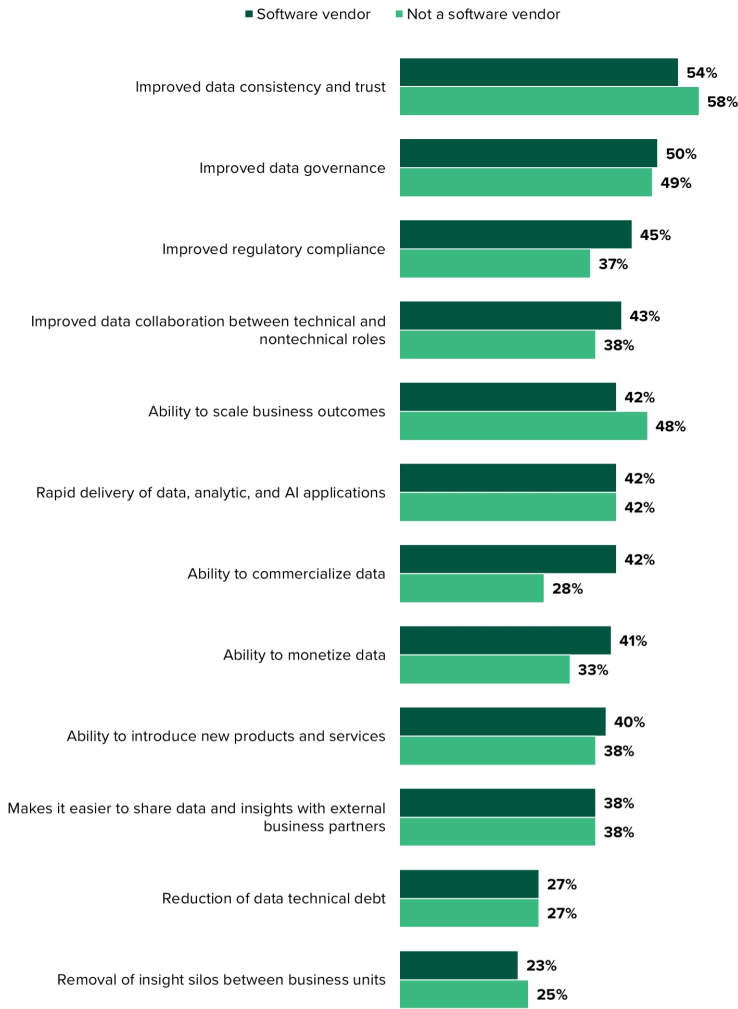
## Software Vendors Are More Likely To Cite External Benefits To Productization

When asked about the benefits of data products, some benefits — like improved [data governance](#) — rate highly regardless of where a data pro works (50% vs. 49%). Data pros at software vendors, however, were more likely to cite external benefits like improved [regulatory compliance](#) (45% vs. 37%) commercialization (42% vs. 28%) and monetization (41% vs. 33%), whereas those not at software vendors were more likely to prioritize internal benefits like consistency and trust (54% vs. 58%) and the “ability to scale [business outcomes](#)” (42% vs. 48%) (see Figure 5).

**Figure 5**

**Software Vendors Are More Likely To Cite External Benefits Of Data Productization**

“What benefits does your organization see in having a data-as-a-product approach?”



Base: 638 to 648 data and analytics decision-makers whose organizations use data products to deliver data and insights; sample varies by segment  
 Source: Forrester's Data And Analytics Survey, 2025

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**Data Pros At Software Vendors Report More Robust Data Commercialization**

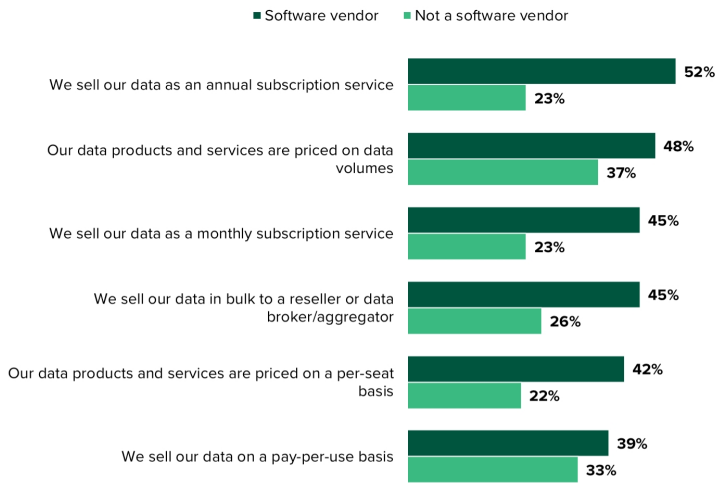
On average, data pros at software vendors that commercialize their data report that their organization takes three approaches to selling its data versus two approaches for

their peers at non-software vendors that commercialize their data. In fact, the only mode of commercialization where there is not a significant gap between data pros at software vendors versus those who are not is “pay-per-use basis” (39% vs. 33%) (see Figure 6).

**Figure 6**

**Software Vendors Embrace More Modes Of Commercialization Than Other Organizations**

“Which of the following describes the way your organization commercializes data?”



Base: 171 to 431 data and analytics decision-makers whose organizations are commercializing data; sample varies by segment  
Source: Forrester's Data And Analytics Survey, 2025

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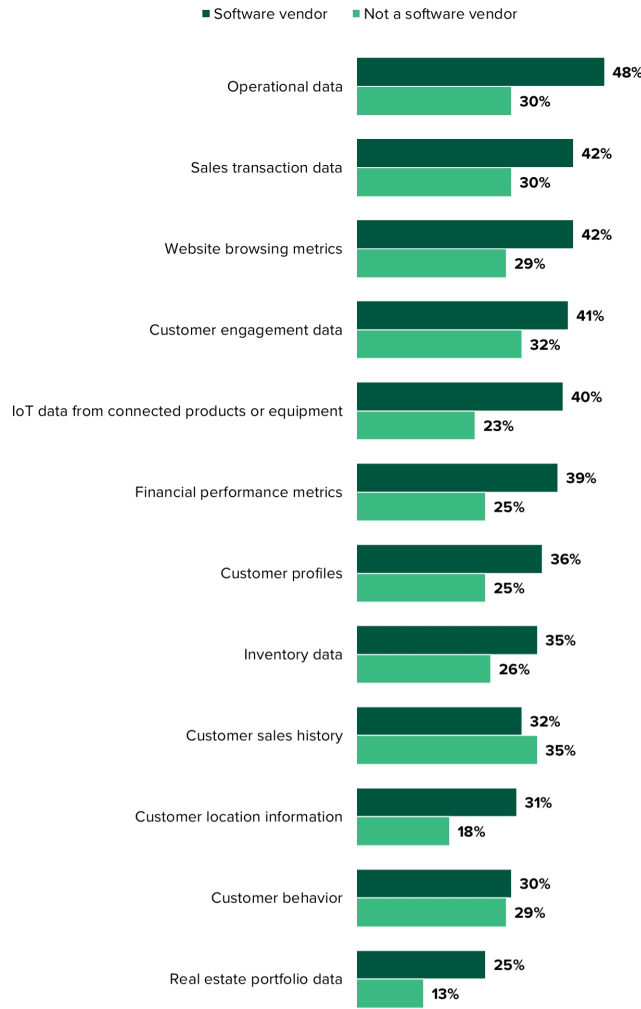
**Data Pros At Software Vendors Say That Their Orgs Sell More Kinds Of Data**

On average, data pros at software vendors that commercialize their data report that their organization sells four kinds of data versus three for their peers at non-software vendors that commercialize their data. Indeed, data pros at software vendors are more likely to say that their company sells any given kind of data (see Figure 7). The only two instances where data pros at software vendors and those working elsewhere report similar levels of commercialization are customer sales histories (32% vs. 35%) and customer behavior (30% vs. 29%).

## Figure 7

### Software Vendors Sell More Kinds Of Data Than Other Organizations

“What types of data is your company commercializing?”



Base: 171 to 431 data and analytics decision-makers whose organizations are commercializing data; sample varies by segment  
Source: Forrester's Data And Analytics Survey, 2025

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# Hyperscalers Dominate The Data Infrastructure And Business Insights Market

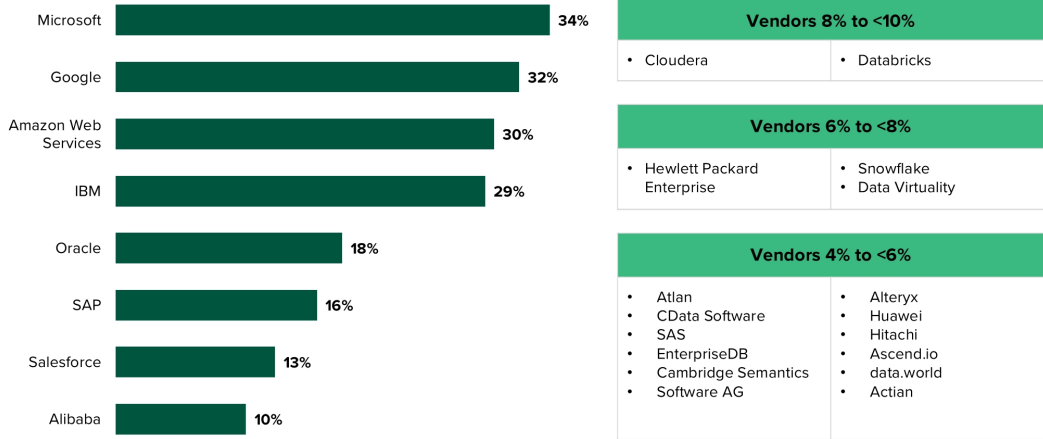
When we asked data pros what vendors their organization uses for [data infrastructure](#) and [business insights](#), only four vendors were selected by at least 25% of respondents

for both use cases: Microsoft (34%, 38%), Google (32%, 31%), Amazon Web Services (30%, 25%), and IBM (29%, 32%) (see Figures 8 and 9). This is consistent with [Forrester’s point of view](#) that data and analytics is a largely commoditized market segment, and enterprises are increasingly likely to procure these products from their preferred hyperscaler or business apps provider. Likewise, the vendor landscape for data and analytics service providers has clear front-runners: Accenture (24%) and Deloitte (20%) (see Figure 10). These two stalwarts bring a large portfolio of data and analytics technology partners; have specialized skills in those platforms; and scale operations onshore, nearshore, and offshore. It’s important to note that many preferred suppliers come from a consulting background (e.g., KPMG, EY, PwC, McKinsey & Company), a clear indication that data and analytics investments are fueled by what the business needs from insights and decisions.

**Figure 8**

**Hyperscalers Dominate The Data And Analytics Infrastructure Landscape**

**“Which of the following vendors does your organization use for data and analytics infrastructure?”**  
(Multiple responses accepted)



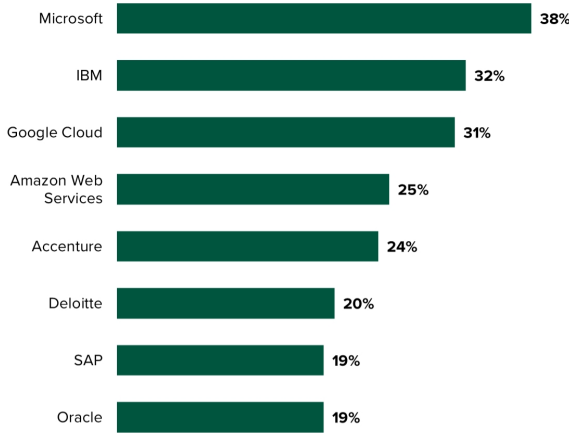
Note: 43 vendors with less than 4% adoption are not shown.  
Base: 1,769 data and analytics decision-makers  
Source: Forrester’s Data And Analytics Survey, 2025

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## Figure 9

### Microsoft Is The Most Commonly Used Business Intelligence Vendor

“Which of the following vendors does your organization use for business insights?”  
(Multiple responses accepted)



Vendors 8% to <10%	
<ul style="list-style-type: none"> <li>Infosys</li> <li>PwC</li> <li>GoodData</li> </ul>	<ul style="list-style-type: none"> <li>Boston Consulting Group</li> <li>EY</li> </ul>
Vendors 6% to <8%	
<ul style="list-style-type: none"> <li>Blend360</li> <li>Atos</li> <li>Tata Consultancy Services</li> <li>McKinsey &amp; Company</li> </ul>	<ul style="list-style-type: none"> <li>SAS</li> <li>Domo</li> <li>Cognizant</li> <li>HCLTech</li> </ul>
Vendors 4% to <6%	
<ul style="list-style-type: none"> <li>Wipro</li> <li>Qlik</li> <li>Birlasoft</li> <li>Zoho</li> <li>Alteryx</li> <li>insightsoftware</li> <li>Dimensional Insight</li> </ul>	<ul style="list-style-type: none"> <li>ITC Infotech</li> <li>EPAM</li> <li>Brillio</li> <li>Kantar</li> <li>AnswerRocket</li> <li>MicroStrategy</li> <li>Fractal</li> </ul>

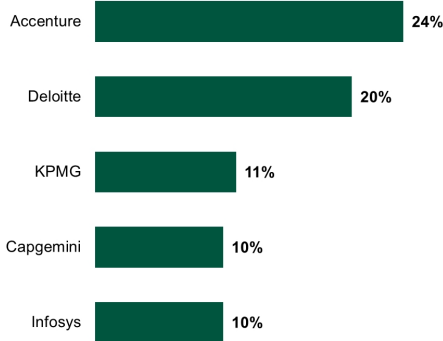
Note: 9 vendors with less than 4% adoption are not shown.  
Base: 1,769 data and analytics decision-makers  
Source: Forrester's Data And Analytics Survey, 2025

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Figure 10

Accenture And Deloitte Are The Most Common Data And Analytics Services Vendors

“Which of the following vendors does your organization use for data and analytics services (digital transformation, data architecture, data strategy, AI strategy)?”



Vendors 8% to <10%	
<ul style="list-style-type: none"> <li>PwC</li> <li>Blend360</li> <li>EY</li> </ul>	<ul style="list-style-type: none"> <li>Boston Consulting Group</li> <li>McKinsey &amp; Company</li> <li>Cognizant</li> </ul>

Vendors 6% to <8%	
<ul style="list-style-type: none"> <li>HCLTech</li> <li>Tata Consultancy Services</li> </ul>	<ul style="list-style-type: none"> <li>Atos</li> <li>Wipro</li> </ul>

Vendors 4% to <6%	
<ul style="list-style-type: none"> <li>ITC Infotech</li> <li>EPAM</li> <li>Brillio</li> <li>Kantar</li> <li>Fractal</li> </ul>	<ul style="list-style-type: none"> <li>Hexaware</li> <li>Virtusa</li> <li>LTIMindtree</li> </ul>

Note: 15 vendors with less than 4% adoption are not shown.  
 Base: 1,769 data and analytics decision-makers  
 Source: Forrester's Data And Analytics Survey, 2025

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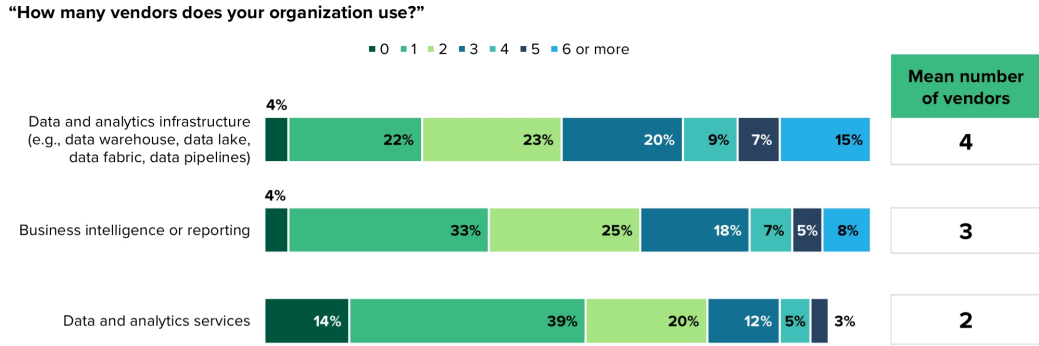
Multiple Vendors Is The Norm Across The Data And Analytics

Marketplace

While the mean respondent reported that their organization had multiple vendors for data infrastructure (mean: four vendors), business insights (mean: three vendors), and data and analytics services (mean: two vendors), the percentage of respondents that said that their organization had two or more vendors for each varied. Whereas almost three-quarters (74%) of data pros said that their organization used at least two data infrastructure vendors and just under two-thirds (63%) selected at least two business intelligence (BI) and analytics vendors, less than half of them reported more than one vendor for data and analytics services (48%). Moreover, 14% of data pros said their organization does not use any data and analytics services vendors, more than three times as many who said the same regarding data infrastructure or BI and analytics insights (see Figure 11).

**Figure 11**

**The Number Of Vendors Used For Infrastructure, Insights, And Services Varies By Market**



Base: 1,769 data and analytics decision-makers  
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