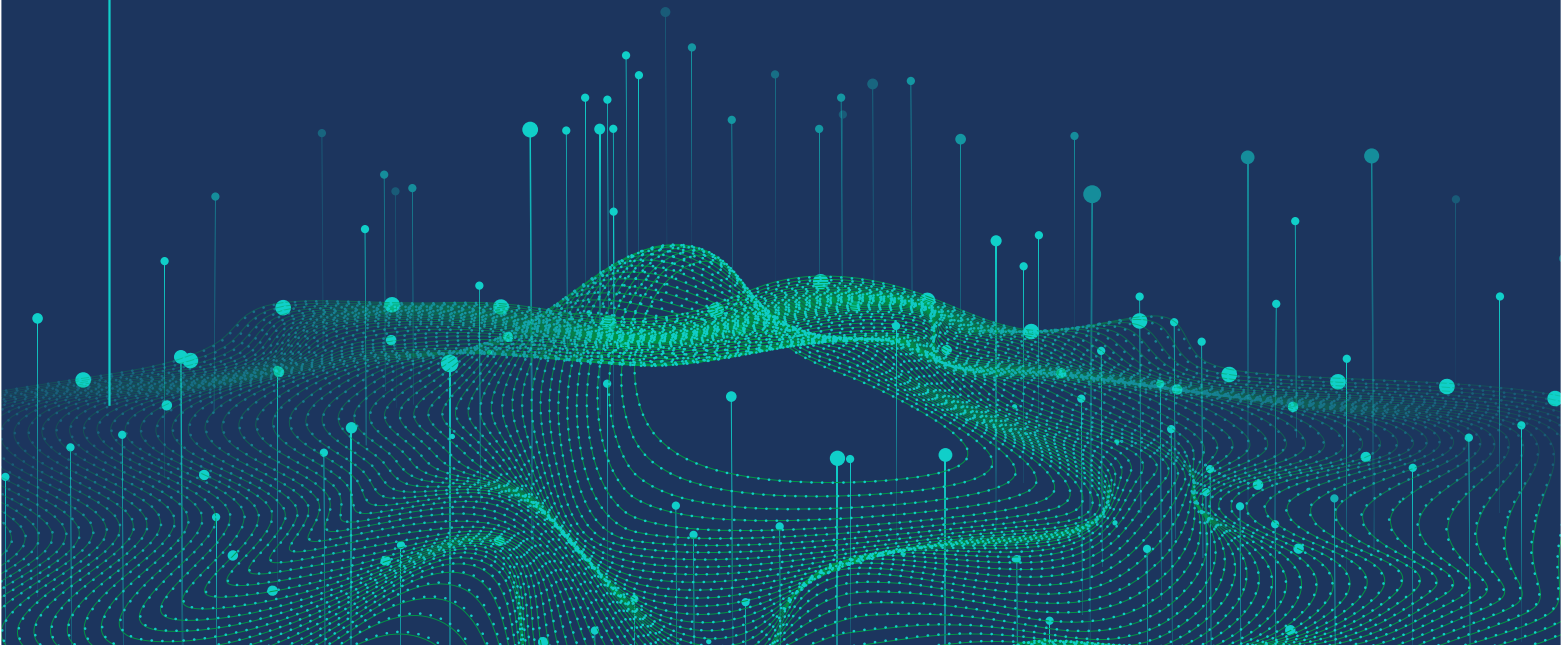


2021 Checklist:

# BI and Data Imperatives for CIOs and CDOs

When nearly every aspect of business is digital-first, data has to deliver, fast. And traditional BI doesn't cut it. In 2021, every organization needs Active Intelligence: BI wired at the speed of data and linked directly to insights and informed actions.

Here are the top five areas of focus we see as non-negotiable for CIOs and CDOs.



01

## Start planning for Active Intelligence.

The way you approach data in 2021 can either position you as a leader or cost you the lead. That's why Active Intelligence is a must. In contrast to passive, traditional business intelligence, Active Intelligence enables you to act on every business moment as it happens, leveraging continuous intelligence from real-time data and information that's designed to trigger immediate action.



“

Right now, we're seeing an increasing need for real-time data and insights. Organizations are focused on boosting their revenue, improving efficiencies and reducing risk. But they need to do it faster, better and with more accurate and timely data.”

**POORNIMA RAMASWAMY**, Executive VP, Strategic Clients, Qlik

02

## Develop an ecosystem for data-informed decision-making.<sup>1</sup>

The goal has always been to transform business information into verified knowledge that impels decisions. The challenge continues to be how to make that happen. In 2021, leadership should focus on developing an ecosystem of technology, skills and processes that supports data-driven decision-making from every angle:

### DATA STRATEGY

Manage and govern data to ensure trustworthiness.

### ANALYTIC FRAMEWORK

Go beyond descriptive to diagnostic, predictive and prescriptive analytics.

### SOFT SKILLS

Encourage systemic thinking. Invite diverse perspectives. Collaborate across roles and teams.

### CULTURE OF CRITICAL THINKING

Foster cognitive diversity. Avoid unilateral decisions. Fail and learn from it, fast.

03

## Challenge conclusions from both humans and machines.<sup>2</sup>

Nobody denies the tremendous potential of AI and machine learning to drive business gains. But at the end of a painfully disruptive year, experts are reminding us that if we don't temper that excitement with an honest appraisal of the pitfalls, we risk terrible consequences. While using machine intelligence is critical, we have to bring skepticism both to our human judgments and to the insights from machines.

“

The big lesson for me this year ... is that when you are in a situation which is very uncertain ... you need to question your assumptions and be ready to change. Part of that is about asking if you're really seeing all of the data. But it's also about allowing new insights to come from unusual sources.”

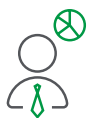
**DR. HANNAH FRY**, Associate Professor in the Mathematics of Cities at the Centre for Advanced Spatial Analysis at UCL

04

## Invest in data literacy.

How serious are your investments in data literacy? If you want to meet the needs of tomorrow's data-informed landscape, it's time to amp them up. A 2020 IDC survey<sup>3</sup> of 1200 global executives revealed plans to advance a broader data culture and improve data literacy.

### Respondents predicted that in two years:



They expect the percentage of employees trained to do data analysis to rise from **44%** to **53%**.



They expect more advanced analytics skills to increase from **16%** to **25%**.

05

## Enact both phases of the Great Digital Switch.<sup>4</sup>

Businesses around the world failed to prepare for the pandemic. As a result, we had to pivot instantly. COVID-19 catapulted us to new requirements that previously lived on a longer time horizon, and what used to be linear suddenly became immediate. Going forward, two switches are necessary for your organization to succeed:



**Deal with the situation we're in.** Digitally adapt operations and business models by modernizing infrastructures, applications and information flows. Ultimately, achieve the ideal state of leveraging up-to-date data in an agile data pipeline.



**Establish the means to identify, act and react to signals and scenarios, providing different options and contingency plans.**

Operate at the speed of business to trigger actions immediately, moving toward Active Intelligence.

Get on top of what's coming next – and take an active approach to your data strategy – with the 2021 BI & Data Trends.

[See Trends](#)

<sup>1</sup> Content from Kevin Hanegan, Chief Learning Officer, Qlik.

<sup>2</sup> Content from Dr. Hannah Fry, Associate Professor in the Mathematics of Cities at the Centre for Advanced Spatial Analysis at UCL. Author and Broadcaster, UCL.

<sup>3</sup> IDC InfoBrief, sponsored by Qlik, “Data as the New Water: The Importance of Investing in Data and Analytics Pipelines,” June 2020.

<sup>4</sup> Content from Dan Sommer, Global Market Intelligence Lead, Qlik.

## ABOUT QLIK®

Qlik's vision is a data-literate world, where everyone can use data and analytics to improve decision-making and solve their most challenging problems. Qlik provides an end-to-end, real-time data integration and analytics cloud platform to close the gaps between data, insights and action. By transforming data into active intelligence, businesses can drive better decisions, improve revenue and profitability, and optimize customer relationships. Qlik does business in more than 100 countries and serves over 50,000 customers around the world.

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