



Global Data Management Benchmark Report

2026



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May 2026

Note: The 2026 EDM Association Global Data Management Benchmark Report represents the opinion of the EDM Association, not individual members nor organizations. This analysis is intended for information purposes only.

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Executive Summary

The EDM Association (EDMA) is pleased to present the **2026 Global Data Management Benchmark Report**, the fifth edition of this global study tracking the evolution of data management as an enterprise discipline since its inception in 2015. Grounded in the Data Management Capability Assessment Model (DCAM®), the benchmark provides an objective and consistent view of how organizations worldwide are advancing their data management capabilities in response to rapid technological, regulatory, and operational change.

Industry and Organizational Change

The data management landscape has undergone profound transformation since the previous benchmark. Artificial intelligence emerged as a defining force, reshaping how organizations manage, govern, and use data. The acceleration of AI adoption has created unprecedented opportunities for innovation, efficiency, and insight, while simultaneously exposing long-standing weaknesses in data foundations. The evidence is clear: AI magnifies both the value of strong data management and the risks of immature practices.

Recognizing these changes, DCAM continued its evolution with the release of version 3.1 in July 2026. This major update modernized the framework while preserving continuity with prior versions, introducing new capabilities, clarifying logical structure, and expanding coverage in critical areas such as business data knowledge, change enablement, communications, metadata management, and the data development life cycle. These enhancements reflect the growing



Photo by [detail](#) on Unsplash

complexity of modern data environments—particularly the need to manage unstructured data, support real-time and scalable architectures, and govern data across both traditional and AI-enabled use cases.

A significant organizational milestone for the former EDM Council occurred in October 2025 with the acquisition of the **Object Management Group**. Following this combination, the organization was reestablished as the **EDM Association**, representing a broader mission and an expanded scope spanning data, technology, and standards communities. This transformation underscores EDMA’s ongoing commitment to advancing data management as a recognized, enterprise-wide capability across industries and regions.



AI and the Expanding Scope of Data Management

Artificial intelligence is not only dependent on data management but also reshaping it. Effective AI requires well defined data, trusted metadata, lineage, controlled access, and resilient architectures. When these elements are weak or absent, AI systems inherit and amplify underlying data issues, resulting in biased outputs, operational instability, and heightened regulatory exposure.



At the same time, AI is expanding the scope of data management responsibilities. Governance now extends beyond traditional data assets to include training data, model behavior, life cycle management, observability, and continuous monitoring. These demands reinforce the need for mature operating models, clear accountability, sustained funding, and integration between data management, analytics, risk, and technology disciplines.

Survey Scope and Overall Findings

The 2026 Global Data Management Benchmark Survey reflects responses from over 435 organizations in more than 50 countries, capturing a decade long view of progress across industries. The results illustrate that data management is now firmly established as a recognized organizational discipline, yet implementation remains uneven.

Across nearly all DCAM components, most organizations continue to operate within the Developmental or Defined ranges. This reflects meaningful progress beyond conceptual stages and highlights that data management has not yet been fully embedded as a sustainable, business-as-usual capability in most enterprises.

Strategic Foundations Remain the Primary Gap

A consistent theme reflected in the 2026 Survey Report is the persistent weakness in strategic foundations. Capabilities related to Data Strategy, Data Management Strategy, and Business Case for data remain among the least mature across industries. Fewer than one third of respondents report achieving advanced progress in this area. Many organizations continue to struggle to clearly articulate the business value of data, prioritize enterprise data requirements, and align stakeholders around a shared vision.



Without strong strategic foundations, progress in downstream capabilities—such as architecture, data quality, governance, and analytics—remains constrained. This reinforces DCAM’s core principle that strategy and value articulation are prerequisites for sustainable data management.

Industry Differences and Leadership Structures

The benchmark continues to show a clear gap between financial services and other industries. Financial institutions consistently outperform non-financial sectors across most DCAM components, driven by regulatory pressure, formal governance expectations, and disciplined operating models. However, even within financial services, most organizations remain short of best practice achievement, demonstrating that regulatory compliance alone does not ensure full institutionalization.

Encouragingly, governance and organizational structures are strengthening. More than 70% of respondent organizations now report having a Chief Data Officer or equivalent role, and formal data governance functions are increasingly common. These leadership structures correlate strongly with program longevity and maturity. At the same time, challenges persist around leadership stability, sustainable funding, and the ability to consistently measure and demonstrate value—factors that often limit progression from defined to fully achieved capabilities.

Data Management and Analytics Convergence

The 2026 benchmark reflects a broadening and convergence of data management and analytics, particularly in response to AI. Organizations are pursuing two parallel objectives: using well-managed data to support AI initiatives and applying AI techniques to improve data management itself. Adoption patterns vary widely. Technology and consulting organizations lead in active utilization, while finance, government, and academia are more often in planning or development phases.

Across architecture, business data knowledge, data quality, operations, risk, and analytics, the results show strong momentum but incomplete institutionalization. Organizations are building key structures, architectures, glossaries, metadata repositories, quality controls, and analytics platforms—but have not yet embedded them uniformly into operating models or organizational

culture. Gaps in education, change enablement, communications, and continuous improvement remain common.

Finally, taken together, the 2026 Global Data Management Benchmark portrays an industry at a pivotal point: Data management is no longer optional, nor is it purely technical. It is increasingly recognized as a strategic, enterprise wide capability that underpins analytics, artificial intelligence, risk management, and regulatory compliance.

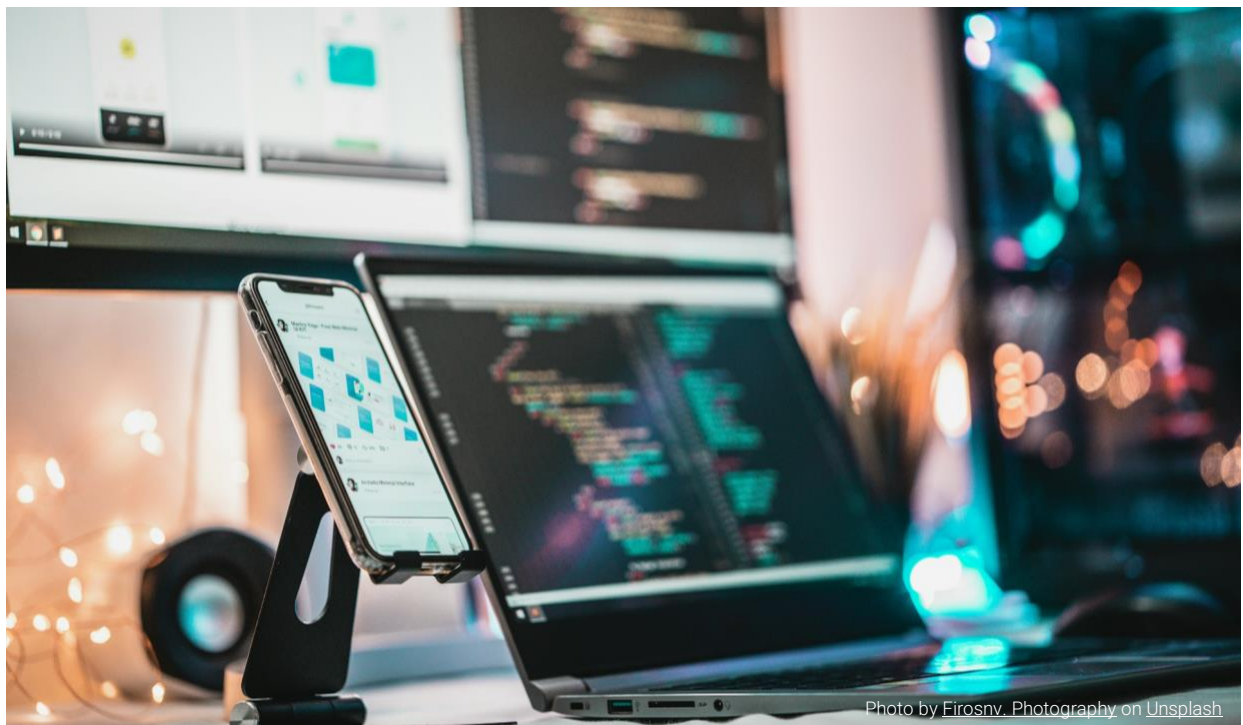
Yet the central challenge remains the same: progressing from defined practices to fully achieved, value-driven, and sustainable data management. Organizations that succeed in strengthening strategic alignment, funding models, governance integration, and cultural adoption will be best positioned to unlock the full value of data—and to support advanced analytics and AI with confidence, control, and trust.

Sincerely,



John A. Bottega
President
EDM Association

May 2026



Survey Overview

The Global Data Management Benchmark Survey, conducted by the EDM Association since 2015, tracks the evolution of data management practices across industries. Over the past decade, data management has become a formally recognized discipline worldwide. The [Data Management Capability Assessment Model \(DCAM®\)](#) provides the survey's foundational framework, offering a standardized approach for evaluating the maturity and progress of organizational data management programs.

Using DCAM's objective and consistent criteria, the survey assesses the state of data management as a profession. It examines how organizations are advancing toward establishing data management as a strategic, enterprise-wide capability rather than a primarily technical function. Additionally, the survey measures progress toward best practice and enables reliable comparisons across sectors and regions.

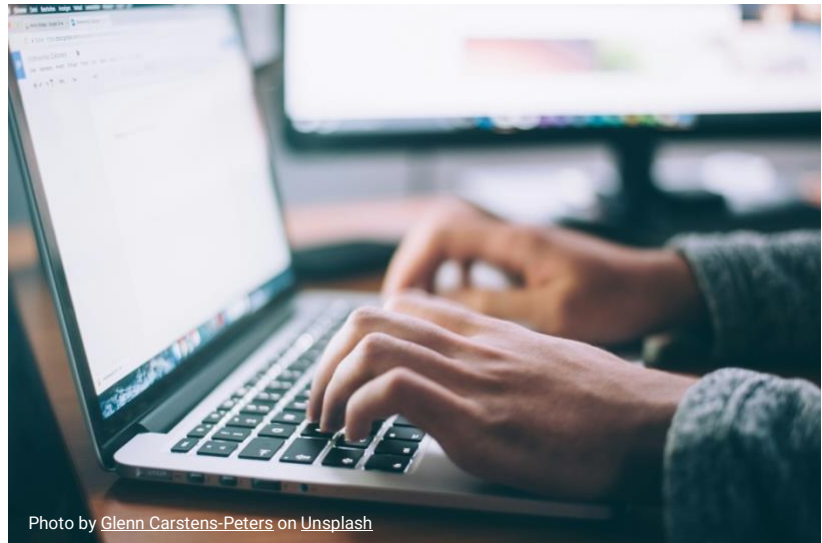


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In addition to benchmarking progress toward best practices, the survey highlights global trends, emerging priorities, and persistent capability gaps—from strengthened governance practices to areas such as business architecture integration and analytics education that continue to lag. These insights help organizations understand their relative position in the broader marketplace and support informed decision making related to investment, planning, and strategic direction on their journey to becoming data driven enterprises.

The full list of survey questions is available in [Appendix 1](#).

To learn more about DCAM, visit edma.org.

DCAM®: The Data Management Capability Assessment Model

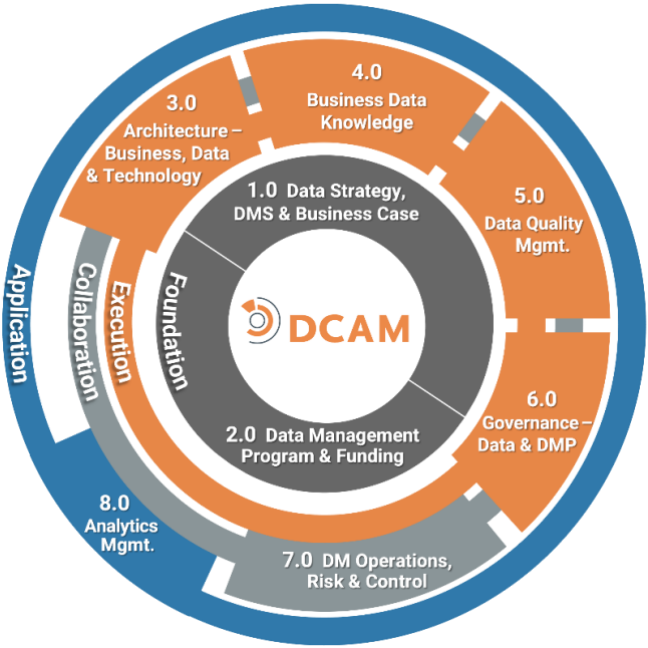
The **Data Management Capability Assessment Model—DCAM®**—is the industry-standard, best practice framework designed to assist today’s information professional in developing and sustaining a comprehensive data management and analytics program.

DCAM defines the scope of capabilities required to establish, enable, and sustain a mature data management discipline. It addresses the strategies, organizational structures, technology, and operational best practices needed to successfully drive data management. It addresses the tenets of data management based on an understanding of both business value and the reality of operational implementation.

DCAM is organized into eight major components. Each component is defined by a series of required data management and analytics capabilities with each capability supported by a series of sub capabilities, objectives, implementation advice, and sample artifacts of evidence needed for verification of achievement.

First published in 2014, DCAM was developed and continues to evolve based on the collective experiences of hundreds of data management and analytics professionals. DCAM was developed following the Socratic method of question and debate, to ensure the model is practical and in line with core principles of data management and analytics.

DCAM is the synthesis of research and analysis of data management and analytics practitioners across the industry. It is designed to be easily understood by non-specialists, while organized and structured for the data professional, to enable the implementation and continued improvement of a successful and sustainable data management and analytics program.



To learn more about DCAM, visit edma.org.

How Is DCAM Applied?

Organizations use DCAM in a variety of ways throughout the data management and analytics program life cycle. The five most common use cases include:

Program Initiation

DCAM serves as a guideline to help launch new data management and analytics programs, as well as to align existing programs to best practices. DCAM provides an established set of criteria for sustainable data management and analytics implementation and growth.

Industry Benchmarking

Organizations use DCAM to evaluate their programs and compare their progress against industry peers.

Building a Modern AI Data Layer

Only with a comprehensive, trusted data program in place can you achieve an AI-ready, accurate, AI user layer, with analytics, business intelligence and machine-readable data enabled to develop LLMs, automations and AI agents that are accurate and fit for each defined business use case. Furthermore, your roadmap will reinforce the skills your data management function needs to deploy quickly yet accurately for a scalable strategy that meets business expectations.

Current State Assessments & Regulatory Readiness

DCAM assessments provide clear, auditable evidence to regulators, internal auditors, and senior stakeholders on the adoption of data management and analytics best practices. Organizations use DCAM to identify program gaps and prepare for regulatory or internal audits.

Training & Education

For years, firms have leveraged training programs associated with the DCAM framework to improve the data literacy of their organizations.

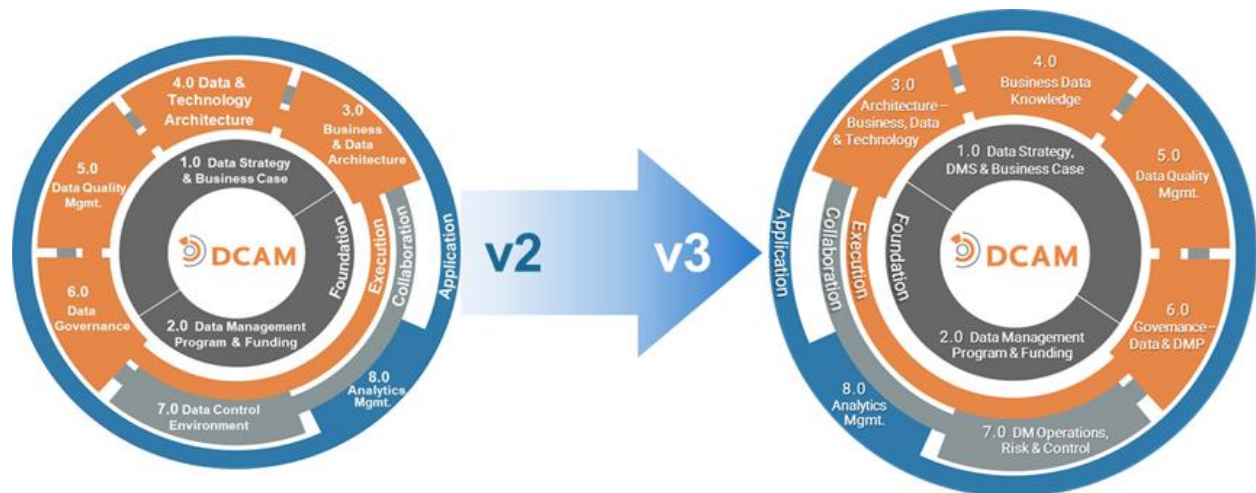
To learn more about DCAM, visit edma.org

DCAM®: Version 3.1 Key Enhancements

The July 2025 release of DCAM v3.1 represents a significant update, introducing structural refinements, new capabilities, and enhanced clarity across the framework. While the core model architecture remains stable—ensuring compatibility with v2.2 assessments, the new version strengthens logical flow, modernizes content, and incorporates emerging data management needs.

Component-Level Revisions

Several components underwent restructuring to improve clarity, consolidate related concepts, and eliminate redundancy:



- **Data Strategy & Data Management Strategy** were more clearly differentiated, with business data requirements elevated to a standalone capability.
- **Data Management Program & Funding** now incorporates streamlined stakeholder engagement, new capabilities for **Change & Enablement** and **Communications**, and relocation of training elements.
- **Architecture** disciplines were merged into a unified **Business, Data & Technology Architecture** component, reinforcing cross-functional collaboration.
- A new component, **Business Data Knowledge**, introduces focused capabilities for data education, glossary development, and metadata management.
- **Data Quality Management** and **Governance** saw updates to improve logical ordering, consolidate standards, and sharpen definitions related to governing data against requirements and policies.
- **Data Management Operations, Risk & Control** now includes expanded operational sub-capabilities and an updated view of data risk.
- **Analytics Management** was modernized to align analytics content with broader architectural and change-management updates.

Introduction of Eight New Concepts

DCAM v3.1 incorporates eight new capabilities and sub-capabilities, adding important depth to the model:

- Data Management Change & Enablement
- Data Management Communications
- Data Education
- Business Glossary
- Metadata Management
- Data Development Life Cycle
- Data Provider Management
- Data Requirements Management

These additions position DCAM for future expansion in areas such as data culture.



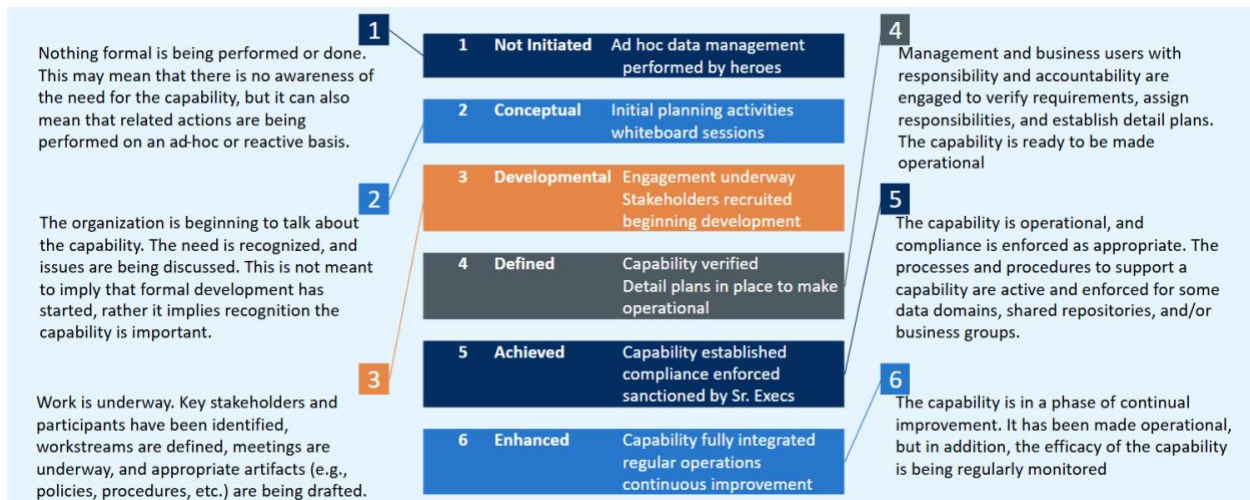
Photo by [Tim Johnson](#) on [Unsplash](#)

DCAM®: The Framework Scoring Model

How Is DCAM Scored?

DCAM is structured to define and measure data management and analytics capability. The singular goal of DCAM is the achievement of the capabilities necessary to develop, implement, and sustain an effective data management and analytics program.

DCAM is scored on a 1 through 6 scale, describing the current state of each DCAM capability – from **Not Initiated** (1) to **Enhanced** (6). In the DCAM scoring model, the minimum goal is to reach the **Achieved** level (a score of 5) for a capability or sub-capability.



Each requirement clearly defines the rationale for the specified capability and the dependencies that link the components of Data Management & Analytics into a cohesive program. DCAM is linked to a scoring matrix developed by the EDM Association to evaluate achievement of capability from three critical dimensions:

- Engagement to ensure that the right people with the appropriate levels of authority are participating in the Data Management Program
- Process to measure the degree to which Data Management processes are established, structured and repeatable
- Evidence the business artifacts that are necessary to audit against each capability statement

DCAM®: Crossing the Capability Chasm

Since its inception, the EDM Association has observed and continues to observe how organizations develop and mature their data management programs.

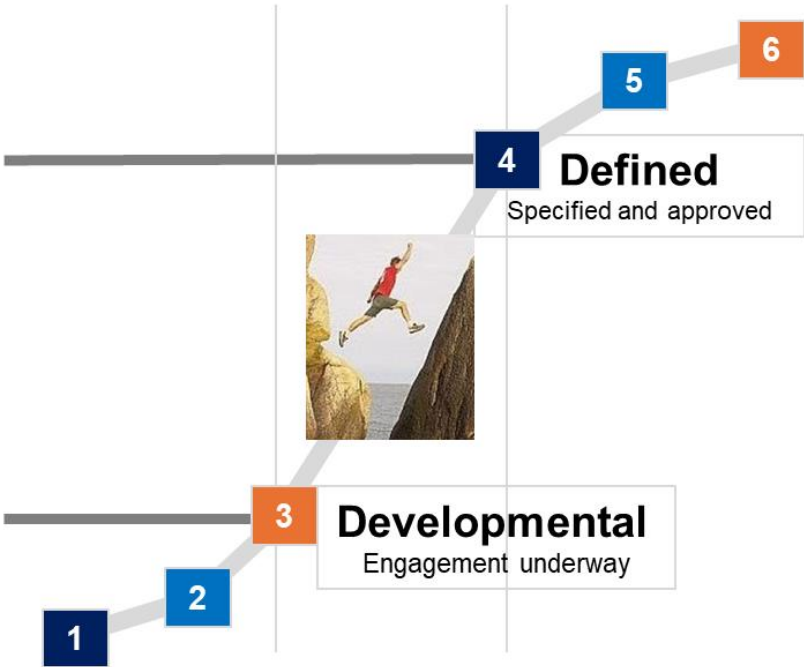
As the diagram at left depicts, once a program is initiated, firms will move quickly to conceptual. In this phase, the program is described, objectives are identified, and management, business, and technology agree on a vision and approach.

As program development begins, firms must ‘jump the chasm’ from developmental to defined, as stakeholders are recruited, and the real work of implementation takes shape. In this phase, business and data architecture are defined, technology is aligned, and data governance is deployed.

It is not uncommon to see organizations hover at the developmental stage for a while. But what is important is organizations’ commitment to advancing their programs, continuing to garner support from management and the business, and focusing their efforts on achieving the objectives of the business and industry.

Once all these capabilities are defined and supported, organizations move toward implementation of capabilities achieved.

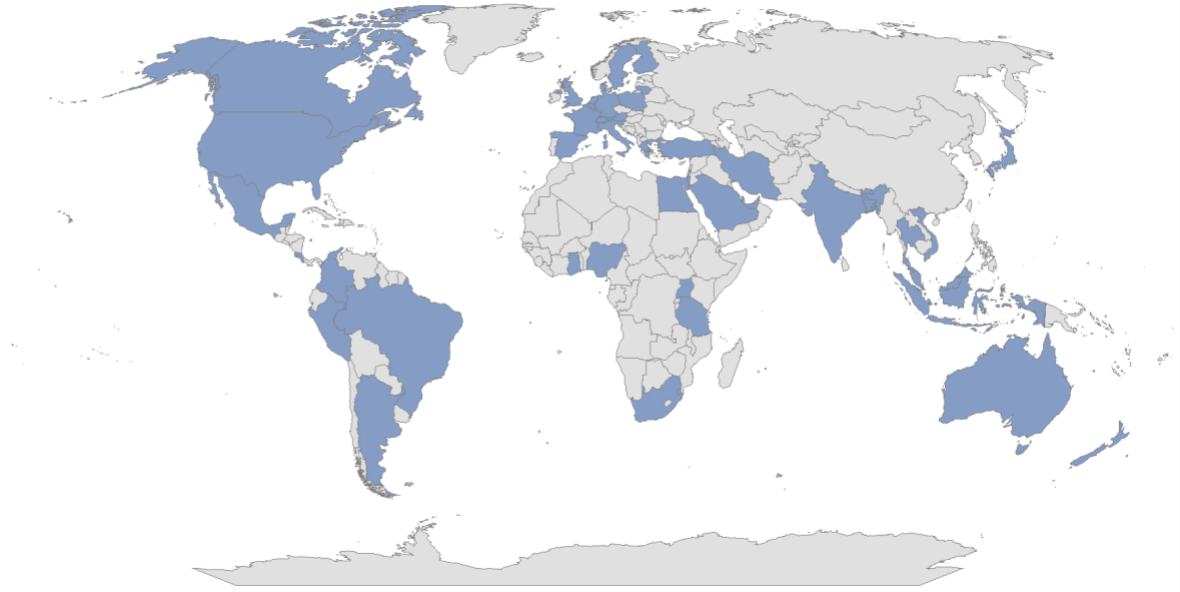
*The “leap” from **Developmental** capability to **Defined** capability is the most difficult challenge*



Demographics & Profile of Participants

GLOBAL REACH

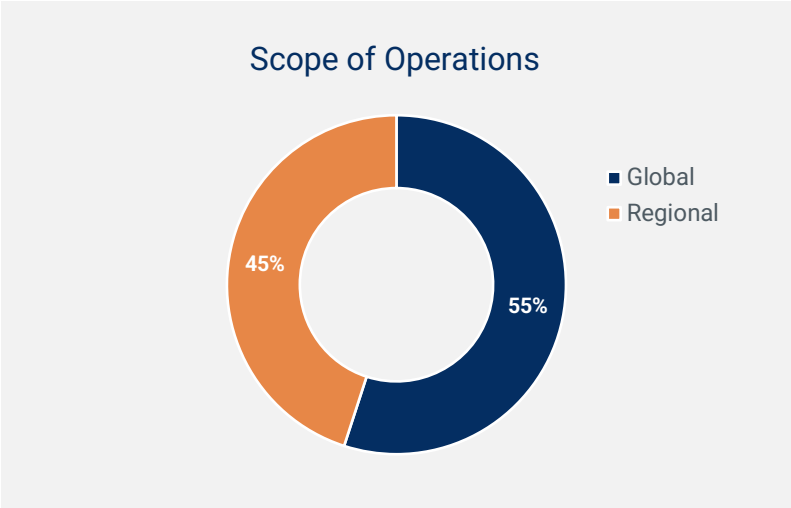
The 2026 Global Data Management Benchmark Survey comprises responses from more than 50 countries representing data professionals, working in more than 435 organizations across the globe.



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INDUSTRY BREAKDOWN

Many respondent organizations (55%) operate on a global scale, reflecting the broad international footprint of participants in the 2026 survey. Since the EDM Association began conducting this study in 2015, responses were initially dominated by the finance sector; however, data management practices have continued to mature across a wide range of industries.

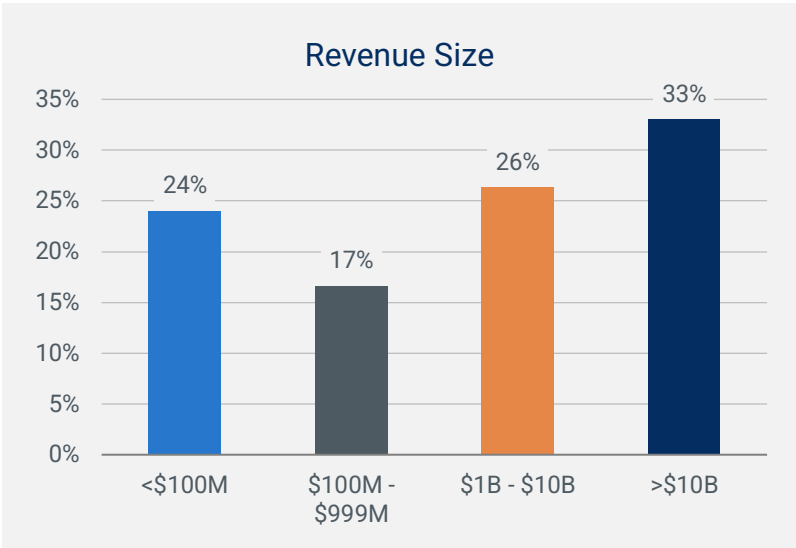
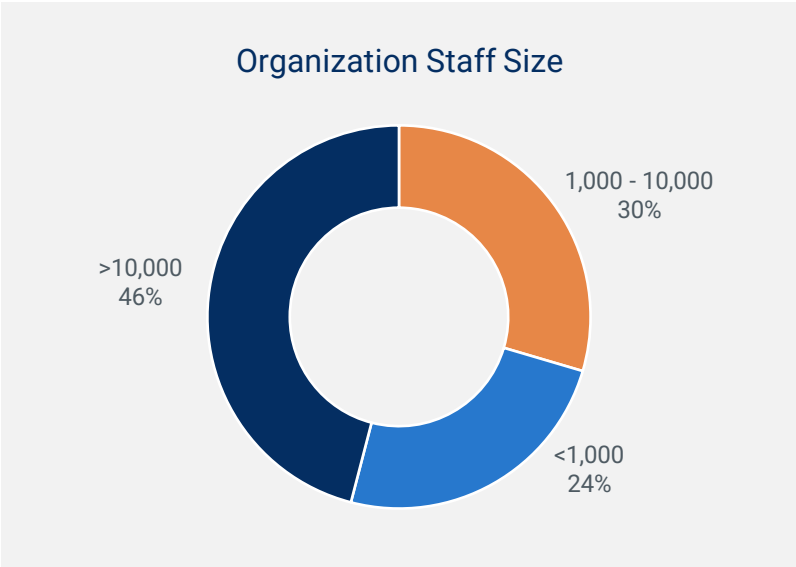


The 2026 distribution mirrors the balance observed in the 2023 survey, with 57% of respondents now representing non-financial services organizations—demonstrating the continued expansion and adoption of data management programs beyond traditional financial domains. Within the Finance, Insurance, and Banking sector, participation remains robust. Respondents most frequently identified with universal banks (32%) and retail or commercial banks (30%), followed by buy-side firms (13%) and asset servicing and market infrastructure organizations (10%). Representation across other industry sectors also remains strong: consulting services (12%), software/technology/platform providers (10%), government entities (6%), pharmaceutical and healthcare organizations (6%), and manufacturing firms (5%). Collectively, this distribution highlights the increasingly cross sector relevance of data management as a strategic enterprise capability

Data Management Program

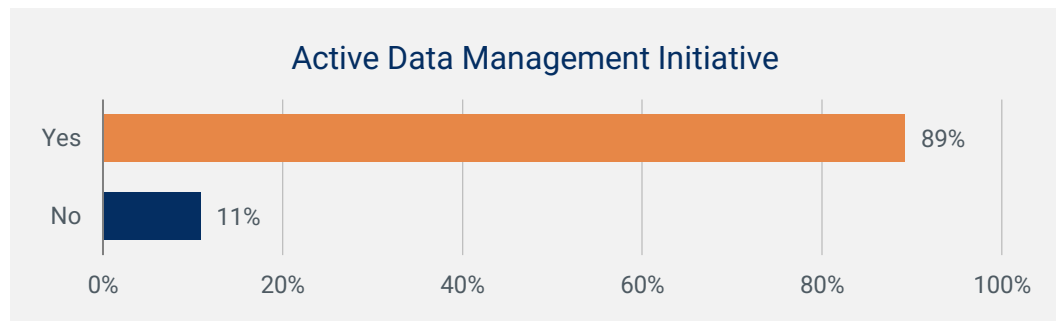
ORGANIZATION SIZE

Data management programs continue to grow across all industry sectors. Participation from mid-tier organizations (those with 1,000–10,000 employees) increased notably to 30% in the 2026 survey, up from 23% in 2023, reflecting broader adoption among organizations of this size. Engagement among the largest enterprises has remained steady year over year. From a revenue perspective, the 2026 distribution closely mirrors the 2023 results, with organizations in the \$100M–\$999M revenue tier continuing to represent the smallest portion of respondents.



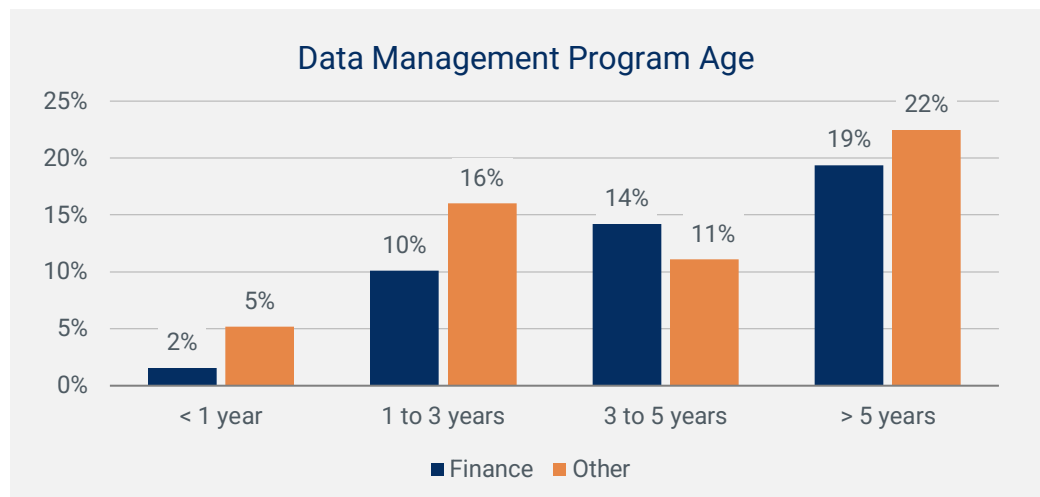
INITIATIVE

The proportion of respondents reporting that their organization has a formal data management initiative remains consistent with prior years. The highest adoption rates are found in government, data service providers, finance-insurance-banking, and academia, where more than 90% of organizations indicate such initiatives are in place. Other sectors—including retail, software and technology platforms, pharmaceutical and healthcare, and consulting services—also demonstrate strong engagement, with prevalence rates ranging from 75% to 89%.



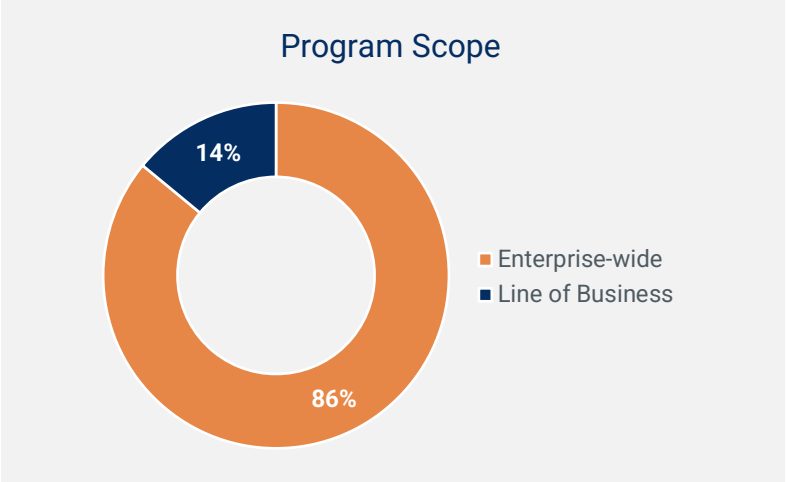
PROGRAM AGE

Data management programs continue to expand across industries as new initiatives are launched. In the financial services sector—where data management practices are most mature—existing programs show continued advancement. Sixty-seven percent of programs have been in place for three years or more, up from 56% in 2023 and 43% in 2020. Conversely, the share of newer programs has declined: 33% have been established within the past three years, compared with 45% in 2023 and 57% in 2020. This shift reflects both the growing longevity of established programs and the ongoing, though moderating, introduction of new initiatives.



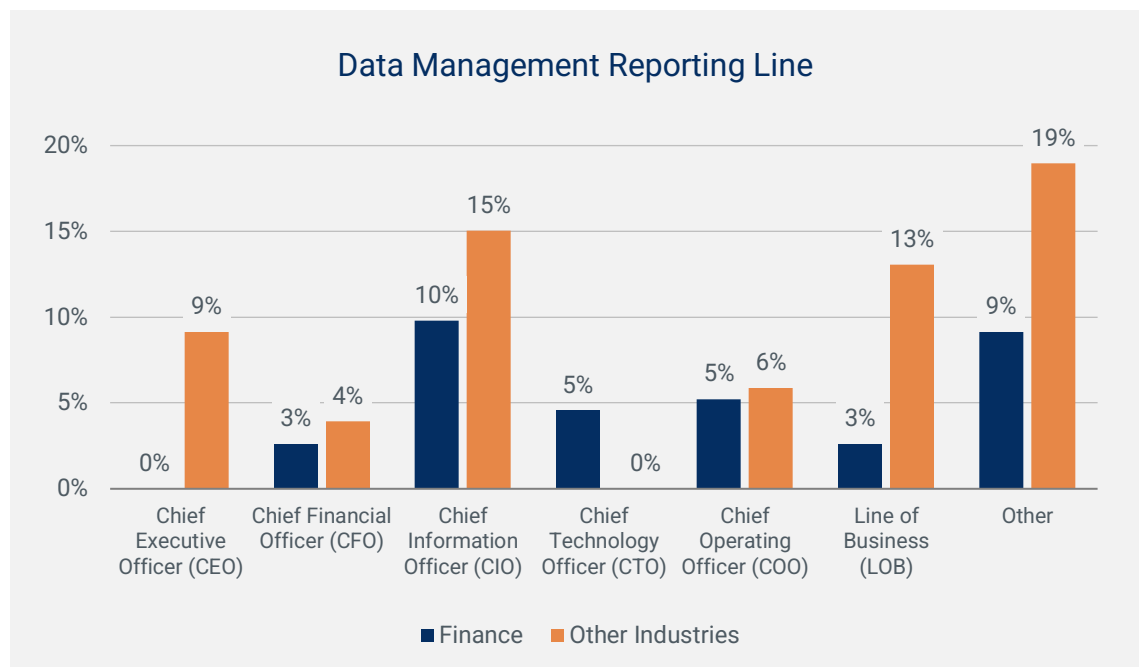
PROGRAM SCOPE

Remaining consistent with the 2023 survey, this year’s survey reveals that enterprise-wide program scope is the dominant approach, with 86% of respondents implementing organization-wide initiatives compared to just 14% limiting programs to individual lines of business. When examining correlations with organizational demographics, industry sector emerges as the most significant differentiator— financial services organizations demonstrate the highest enterprise-wide adoption rate at approximately 90%, reflecting the sector’s stringent regulatory environment and critical data governance requirements, while manufacturing organizations show the lowest adoption at 72%, suggesting more decentralized operational structures. Revenue size exhibits a moderate positive correlation, with organizations exceeding \$10 billion in annual revenue showing 88% enterprise-wide adoption compared to 82% for those under \$100 million, indicating that larger organizations may possess greater resources and strategic imperative for coordinated data management. Notably, employee count shows minimal correlation with program scope, as organizations of all sizes, from fewer than 1,000 to greater than 10,000 employees— demonstrate remarkably consistent enterprise-wide adoption rates between 85% and 86%, suggesting that workforce scale alone does not significantly influence the decision to implement enterprise-wide data management programs.



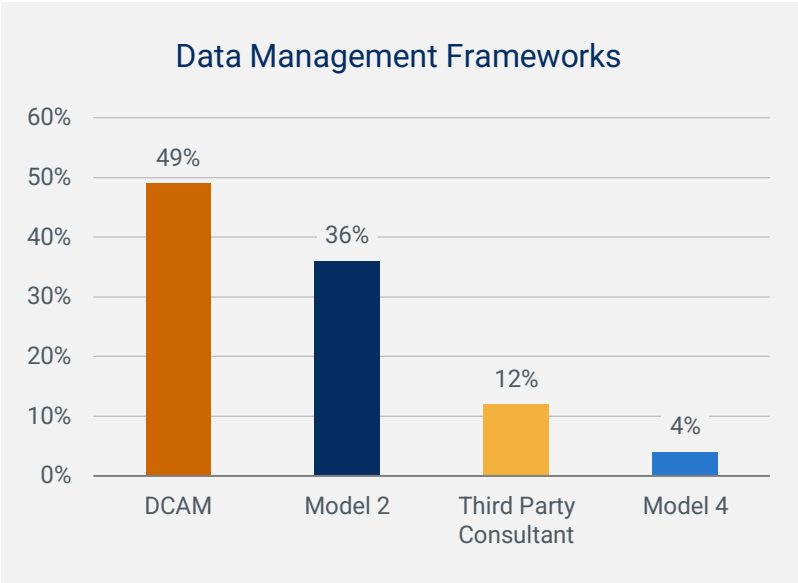
REPORTING LINES

Overall, the Chief Information Officer (CIO) or Chief Technology Officer (CTO) emerge as the predominant reporting line, representing 30% of all organizations, a structure that is particularly prevalent in highly regulated sectors such as finance, healthcare and academia. A substantial portion of organizations—28%— responded in the “other” reporting structures, indicating that many firms continue to experiment with governance models tailored to their unique operating environments. Line-of-business reporting is more frequently observed in customer facing industries, including retail and consulting, where data usage is closely tied to operational decisions. While CEO reporting is rare overall at 9%, it is notably more common among data services vendors, reflecting the centrality of data to their core business offerings. CFO reporting is the least common arrangement (7%), suggesting that data management is generally viewed as a strategic and operational function rather than a purely financial one.



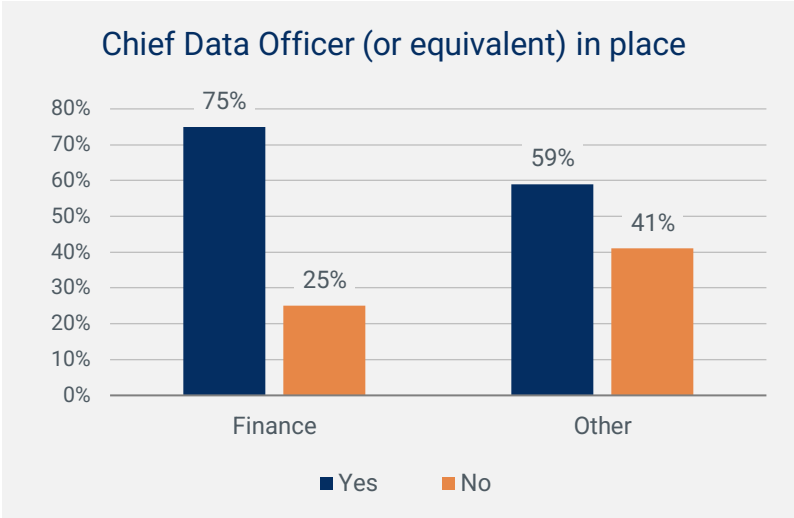
**BEST PRACTICE
FRAMEWORKS**

Overall, the respondents who are using an industry standard data management model, 49%, are using DCAM. Regulated industries continue to show the strongest preference for DCAM, with Finance (62.6%) and Government (70.4%) demonstrating the highest adoption levels, driven largely by regulatory and compliance obligations. Across all sectors, however, organizations commonly employ hybrid or customized frameworks—ranging from 40% to 75% usage—indicating that most firms tailor their approaches rather than relying on a single model. “Model 2” in the results shows concentrated adoption in specific sectors, particularly Retail Trade (72.7%) and Data Services Vendors (66.7%). Academic institutions remain the least mature in their framework adoption, with 30.8% reporting no use of formal models. Notably, multi-framework adoption is widespread, with combined usage rates frequently exceeding 100%, demonstrating that many organizations leverage multiple frameworks simultaneously to meet diverse governance, operational, and strategic requirements.



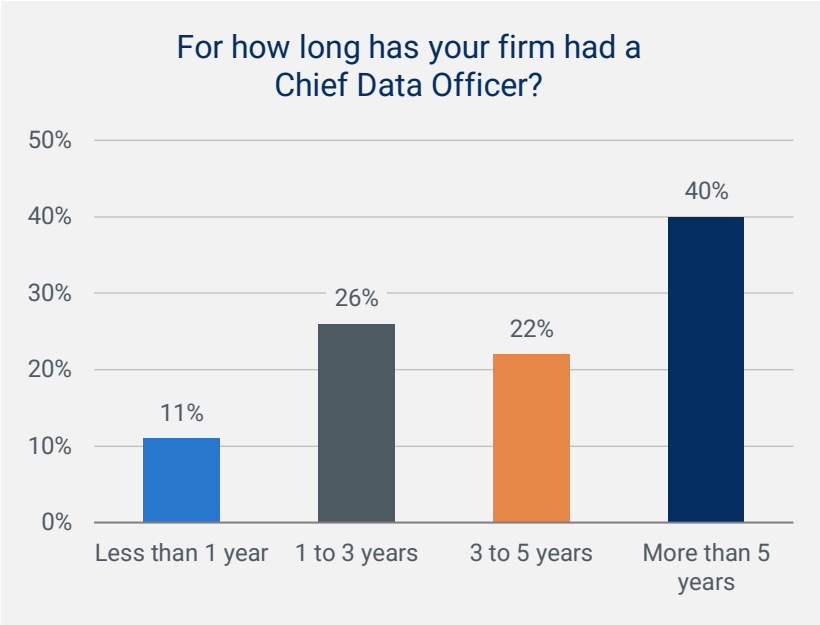
CHIEF DATA OFFICER (CDO)

Seventy-two percent of surveyed organizations report having the Chief Data Officer (CDO) in place. Adoption is strongest in the government sector, where 85% of respondents indicate that a CDO has been formally appointed. The finance, insurance, and banking sector, the largest respondent group, also demonstrates high adoption at 75%. Other industries show a broad range, with CDO adoption levels spanning from the low 70-percent range down to approximately 50% at the lower end. These results reflect the longstanding regulatory drivers that have positioned both government and financial services at the forefront of CDO adoption and data leadership practices.



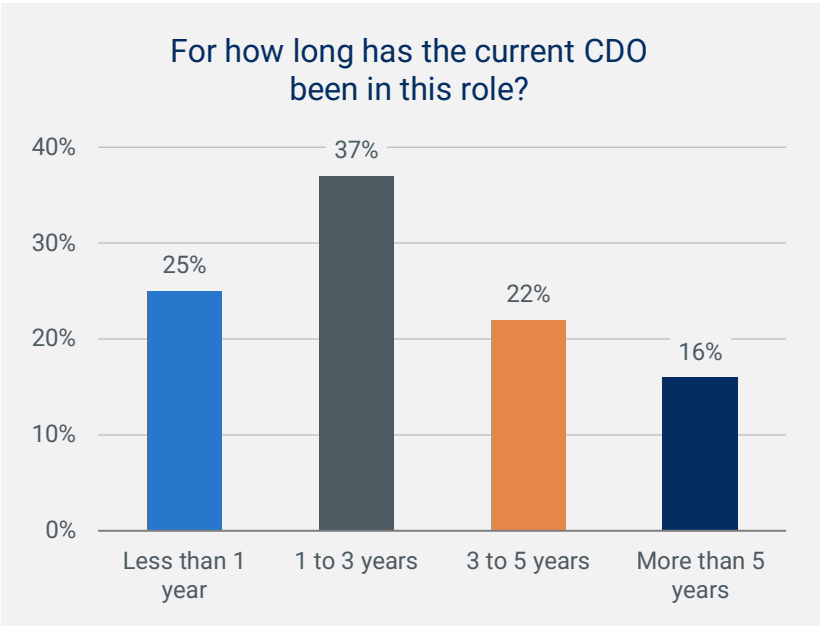
EXECUTIVE LEADERSHIP

Survey results reveal a strong alignment between the tenure of Chief Data Officer position and the duration of organizational data management (DM) programs, with 62.8% of respondents showing parallel maturity patterns. The correlation is most pronounced in organizations with well-established programs: among those whose DM programs have been in place for more than five years, 71% also report CDOs with comparable tenure, underscoring that data leadership roles tend to solidify as programs mature. Only a small share—12%—indicate that the CDO role predates the current program, suggesting that CDO appointments typically coincide with or follow the establishment of formal data management capabilities. This relationship is equally evident among newer programs, where 58% of organizations with programs less than one year old also have CDOs in their first year, highlighting a clear trend of concurrent development between data leadership and program maturity.



CURRENT CDO TENURE

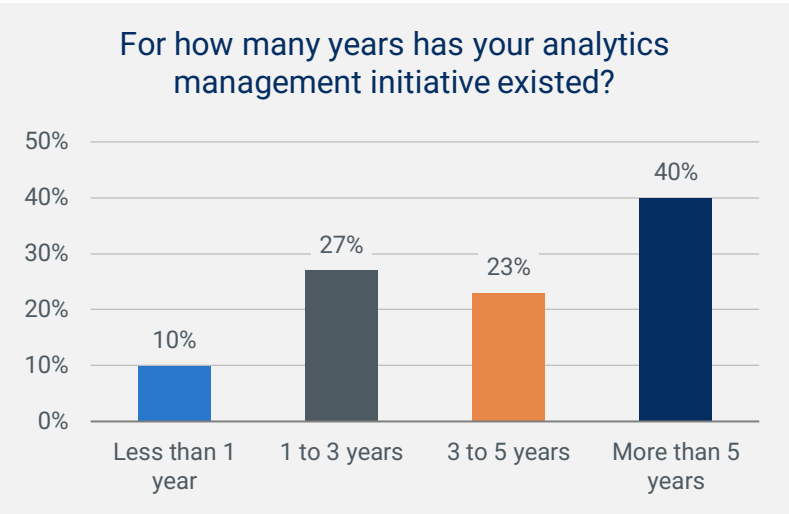
Based on survey responses across all industries, approximately 60% of organizations show alignment between the creation of the CDO role and the tenure of the current CDO. However, turnover in the CDO role remains a challenge with 37% of responses exhibiting evidence of leadership turnover. Notably, this alignment declines as roles mature—falling from 79% for CDO roles less than one year old to just 39% for roles established more than five years ago—indicating increasing instability in the CDO role over time. Among organizations with mature CDO roles, 41% have experienced a CDO transition within the past three years. Industry-level differences are pronounced: finance organizations display substantially lower alignment (49%) and nearly double the turnover rate of non-financial sectors, suggesting persistent churn even in long-established roles. In contrast, consulting, data services vendors, and government demonstrate stronger retention patterns, while retail and transportation show higher instability.



Analytics Program

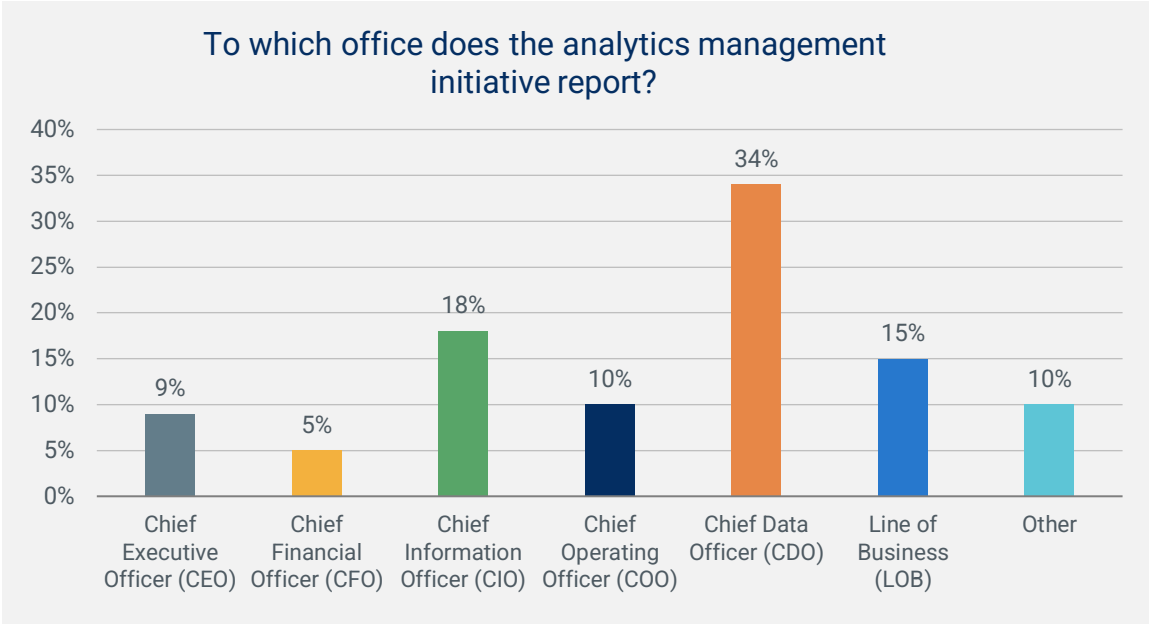
SCOPE & YEARS IN OPERATION

77% of respondents reported that their organizations have established analytics programs. A very small fraction – about 3.5% – of respondent organizations have pursued an analytics management initiative without first (or concurrently) having a data management initiative. This observation was not specific to any particular industry sector. The vast majority (73.5%) have both, which makes sense given that analytics programs typically depend on well-managed data foundations. For respondents that indicated they had both data management and analytics programs, 60% identified that the analytics management and data management programs started in the same time period, 15% indicated the data management program started before the analytics management program, and 25% indicated that the analytics program started prior to the data management program.



**ANALYTICS
RESPONSIBILITY &
REPORTING**

For respondents that indicated the organization has both an analytics management and a data management program, 63% have the same reporting line. This represents about 13% of the full population of respondents. The trend of Chief Data Officers being responsible for the analytics function continues to grow at 34% compared to 30% in 2023. Some interesting reporting lines noted in the other category include Chief Risk Officer, Chief Strategy Officer, Chief Platforms Officer, and Chief Growth Officer.



Data Management Drivers & Priorities

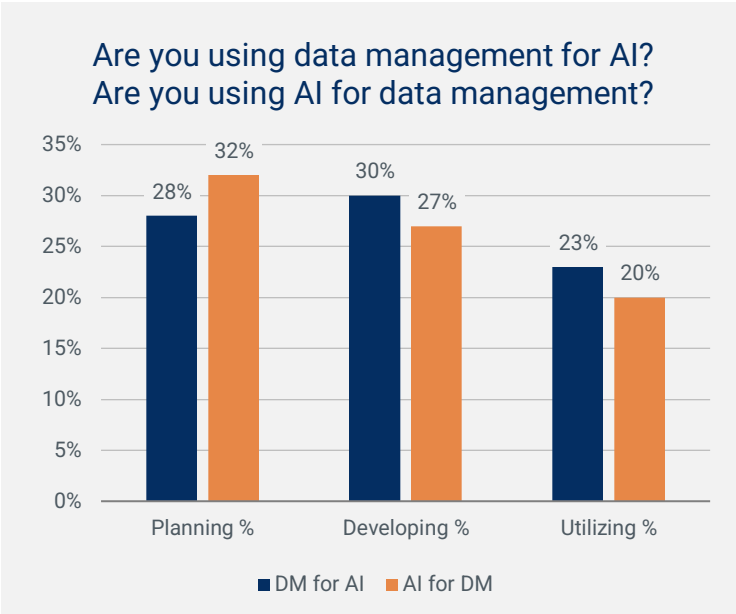
Since 2015, insights from the EDMA Global Benchmark Survey have helped shape the programming of the EDM Association. We learn about the issues facing data management professionals and facilitate Special Interest Groups on those topics to gather best practices and produce guidance and tools to aid in the development, implementation, and evolution of a successful data management program. In this survey, we focused on the plans of the data management organization related to the use of Artificial Intelligence (AI). The input was requested from two perspectives – is your organization:

- Using Data Management for Artificial Intelligence?
 - Are you properly managing the data that is feeding AI?
- Using Artificial Intelligence for Data Management?
 - Are you using AI as a tool to improve data management capabilities?

The focus of these questions was to better understand where organizations are today in their journey with data as it relates to AI, Planning, Developing or Utilizing.

Across industries, adoption patterns reveal meaningful differences in how artificial intelligence is being applied to data management.

Software/Technology and Consulting Services demonstrate the highest levels of active utilization across both dimensions—using data management to support AI and using AI to enhance data management—indicating greater operational maturity and integration of AI capabilities. Software and Technology organizations lead this trend, with more than half actively utilizing data management for AI (52%) and nearly half applying AI directly to data management activities (47%). In contrast, Finance organizations are predominantly in the “Developing” phase, particularly for data management in support of AI (43%), reflecting substantial ongoing investment but comparatively slower transition to full-scale utilization. Government respondents show lower current utilization but elevated planning rates, suggesting a deliberate, policy-driven approach with strong future adoption potential. Academia follows a similar pattern, exhibiting high levels of planning (55% for data management supporting AI) but limited utilization to date, underscoring structural and resource constraints that may delay operational deployment despite strategic intent.



Methodology

An original web-based survey informed by evidence from past literature and validated scales was developed. An email campaign was used to disseminate the survey link to an online Qualtrics survey to EDM Association membership, partners, webinar attendees, event attendees, and a list of Chief Data Officers between October 2025 and February 2026. The campaign was also published to the EDMA social media platforms, edmcouncil.org, EDMConnect and LinkedIn.

The analysis section of this report contains tables and charts describing the 'Average DCAM' score and 'Achieved / Enhanced' for each of the survey questions. The individual DCAM scores provided by the respondents were combined into an Average DCAM Score. The percentage of responses with scores of 5 or 6 for each question determined the percentage Achieved / Enhanced.

These aggregate scores and individual score distributions are used to compare the 2026 benchmark scores with the 2023 Global Benchmark Report.



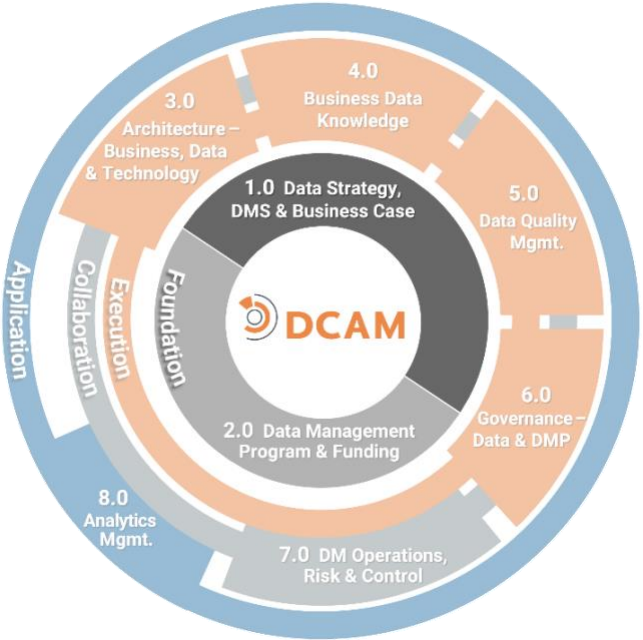
Survey Results & Observations

1.0 Data Strategy, Data Management Strategy & Business Case

The Data Strategy, Data Management Strategy & Data Management Business Case component defines how data and data management capabilities are linked to top-level business objectives and embedded into the operations of the organization. It articulates the long-term value and vision for data, the data management capabilities, and identifies the stakeholders that must be aligned to achieve the organization’s business objectives with data.

The Data Strategy focuses on connecting strategic business objectives and priorities with the necessary data scope needed to achieve those goals while ensuring alignment with stakeholders. The Data Management Strategy builds on this by outlining the data management capabilities essential for attaining these objectives and delivering business value. It clarifies the rationale behind the required capabilities, along with their associated goals and anticipated benefits. The Data Management Strategy serves as a blueprint for the organization to assess, prioritize, plan, measure, implement, and enhance data management capabilities across the DCAM components. Additionally, the Data Management Strategy outlines the steps for effectively mobilizing the organization to successfully implement these capabilities. The Data Management Business Case evaluates the investment required and the benefits derived from data management capabilities, also serving as a contribution to component 2.0, Program Management & Funding. Like other business capabilities, Data Management needs to be justified, funded, measured, and assessed as part of the organization’s strategic planning process. This methodology fosters clear objectives, mutual agreement, and backing from senior executives and various stakeholders.

Organizations that have enterprise and operating unit executives and stakeholders who understand, support, and provide direction for Data Management initiatives have better acceptance of data management at all levels of the organization.



Findings 1.0 Data Strategy, Data Management Strategy & Business Case

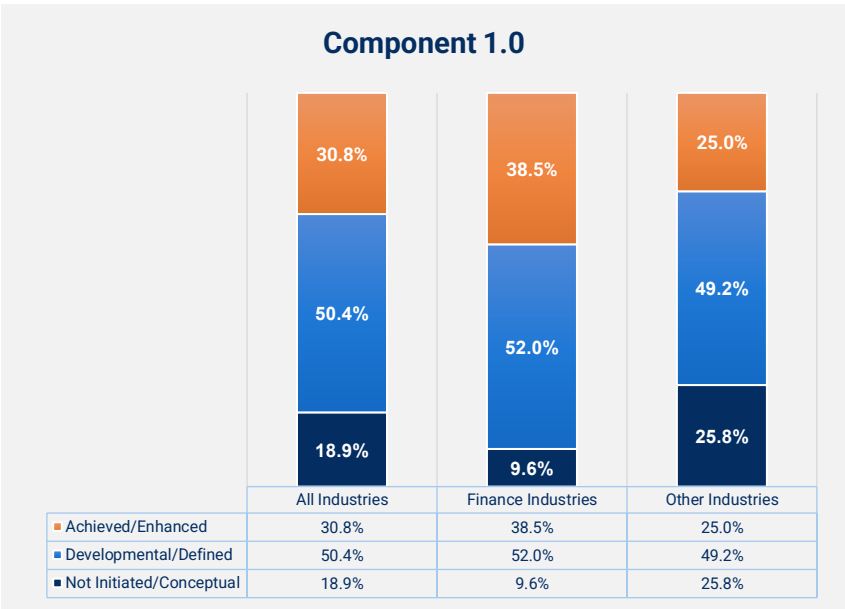
Organizations across industries are still in the early stages of building the strategic foundations that DCAM considers essential—A strategy for data that is driven by the business needs and objectives. These elements describe the “vision and value for data” within an organization and are only partially in place for most respondents. The distribution highlights this: across all industries, only 30.8% identify reaching the Achieved or Enhanced levels, while half remain in the Developmental/Defined range and nearly one fifth are still at Not Initiated or Conceptual. This indicates growing awareness but uneven execution, with many organizations still formalizing requirements, aligning stakeholders, and defining target state capabilities.

Industry	Average Score
All Industries	3.71
Financial Industries	4.03
Other Industries	3.46

Finance organizations are the most advanced, with 38.5% identifying at the higher levels and only 9.6% remaining at the earliest stages. Their average score of 4.03 reflects an environment of stronger regulatory drivers, clearer governance expectations, and more established strategic practices. These organizations are more likely to have established strategy for data and a business case that quantifies value—aligning closely with DCAM’s expectations for prioritization, alignment, and justification. Still, more than half of finance respondents remain in the Developmental/Defined range, showing that even the leading sector is still working toward best practice achievement.

Other industries lag, with 25.0% reaching Achieved/Enhanced and a larger share—25.8%—still at Not Initiated or Conceptual. This contrasts with the best practice to define prioritized data needs and establish a roadmap for implementation, suggesting that non-financial sectors may lack the regulatory pressure or organizational drivers that typically accelerate strategic data management adoption.

Across all industries, three patterns stand out: strategic foundations are still forming; finance industries lead but remain distant from achieving data management best practices; and non-financial sectors trail significantly, with many yet to initiate or formalize these capabilities. These results reinforce DCAM’s position that Data Strategy and Data Management Strategy are foundational prerequisites for advancing into higher-order capabilities such as architecture, quality, and governance.

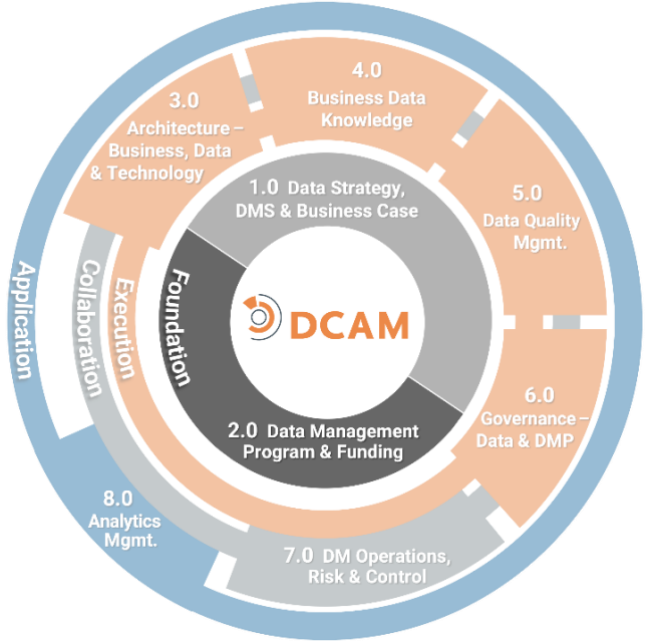


2.0 Data Management Program & Funding

The Data Management Program is an organizational function dedicated to the management of data as an asset throughout an organization. It is important to note that the Data Management Program is an organization, or function, within the Data Management Organization in which typical Program/Project Management Office capabilities and skills reside. It illustrates how the management of key data activities and the related data quality support strategic, business, and operational objectives. It also reinforces the necessity of orchestration, active collaboration, and alignment among diverse stakeholders to instill confidence in data as a trusted factor of input into business and operational processes.

The purpose of a data management program is to organize and embed the Data Management concepts into the operational framework of an organization on a sustainable basis. The creation and implementation of the Data Management program elevates the importance of Data Management and integrates it as a core aspect of organizational operations. It establishes Data Management as a sustainable activity by ensuring sustainable funding and resources. It reinforces the importance of managing data across the organization via education, training, and communication and prepares for challenges, by committing to activities that drive effective change and alignment with organizational goals.

The Funding Model describes the overall funding approach and the expectations for high-level engagement of senior management used to ensure that the objectives and processes of Data Management become a sustainably funded activity within the organization.



Findings 2.0 Data Management Program & Funding

Results for Data Management Program & Funding indicate that most organizations continue to operate in the middle stages of capability development, with most responses clustered in the Developmental and Defined ranges. This pattern is consistent with DCAM's

characterization of an effective Data Management Program as a formal, independent, and sustainably funded organizational function supported by governance and program management. While many organizations have established foundational elements, they have not yet achieved consistent enterprise-wide adoption, empowerment, or long-term sustainability.

Industry	Average Score
All Industries	3.60
Financial Industries	3.96
Other Industries	3.34

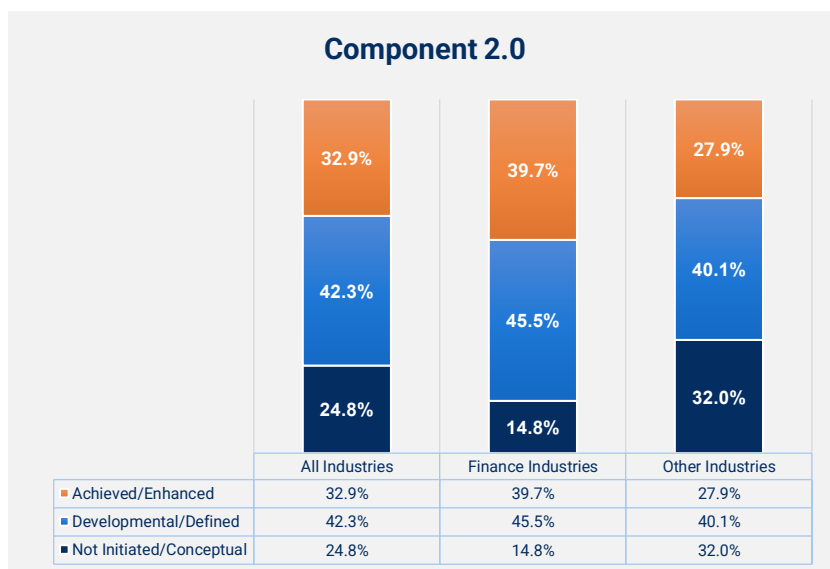
Across industries, there is broad recognition of the need for a structured data management program, but execution remains uneven. Finance organizations consistently outperform other sectors, more frequently reaching the Achieved or Enhanced levels, while non-financial industries report higher concentrations of early-stage capabilities. This divergence reflects the stronger regulatory drivers and governance expectations within financial services, which continue to accelerate formalization and adoption of data management practices.

At a capability level, approximately 41% of organizations report Achieved or Enhanced in establishing a formal Data Management Program, indicating meaningful progress but also highlighting that a substantial share remains at earlier stages. Organizational structure shows similar strength, particularly within finance, where 43% of respondents report Achieved or Enhanced capability compared with 34% in other industries. Roadmaps, plans, and deliverables are actively being developed, with 44% of organizations operating in the Developmental or Defined range, suggesting planning activity is well underway but not yet consistently executed at scale.

In contrast, enabling and sustainability-oriented capabilities lag behind. Only 18% of organizations report Achieved or Enhanced for sustainable funding models,

while funding remains Developmental or Defined for roughly 40% of respondents. Continuous improvement, change enablement, and communications show similarly constrained progress, with Achieved or Enhanced rates ranging from 26% to 29% and sizable portions of organizations still reporting Not Initiated or Conceptual states. Measurement and evaluation represent the weakest area overall, with just 23% of organizations reporting higher capability and 30% remaining in early stages, underscoring ongoing challenges in demonstrating value and guiding program improvement through defined metrics.

Together, these results suggest that organizations are laying the structural groundwork for data management programs but have yet to fully operationalize and sustain them. Finance continues to

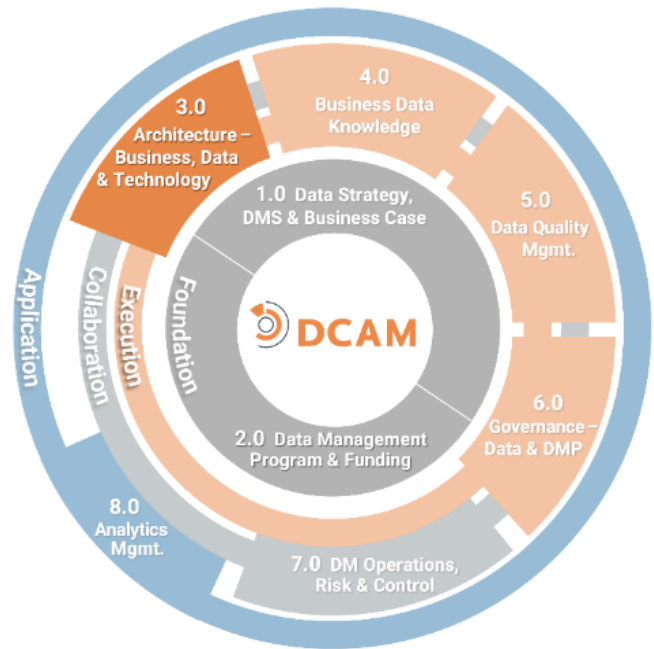


lead due to regulatory and governance pressures, while other industries show greater variability and earlier-stage adoption. The most significant gaps—sustainable funding, change enablement, communications, continuous improvement, and measurement—align closely with DCAM’s guidance that data management must be funded, measured, and embedded into the operating model to achieve consistent enterprise-wide adoption and long-term effectiveness.



3.0 Architecture – Business, Data & Technology

The Architecture – Business, Data & Technology component focuses on establishing an integrated architecture as a foundation for best-practice data management. Ensuring collaboration among business, data, and technology architectures is essential for achieving business objectives. The architecture disciplines provide the structure and blueprints that are leveraged in other data management capabilities. Business Architecture is the strategy, design, and execution of business capabilities needed to support the organization’s business processes and activities with a focus on deliverables used as inputs for data architecture. Data Architecture is the strategy and execution of design processes for data structures, definitions of data meaning, and metadata to support the organizational objectives. Technology Architecture is the strategy and execution of the design of the physical infrastructure based on business and data architecture to support the data needs of the organization.



Business architecture is the blueprint for organizations to define and organize their business operations. Simply put, business architecture involves analyzing, designing, and communicating an organization’s core business capabilities, processes and models. The diagram below provides a simple representation of this concept.

The DCAM framework uses ‘business architecture’ as a broad term for the function, group(s) or individual(s) that generate the business strategy, objectives, requirements, and needs for data. Data and data management requirements typically can be defined by business capabilities or business processes. Some organizations may not have a formal business architecture team, so it is important for Data Management to identify and collaborate with the appropriate business team to drive the identification of data requirements.

Findings 3.0 Architecture – Business, Data & Technology

Responses for Component 3 indicate that organizations across industries are progressing through the middle stages with most capabilities clustering in the Developmental/Defined range. This aligns with the DCAM guidance that effective architecture requires

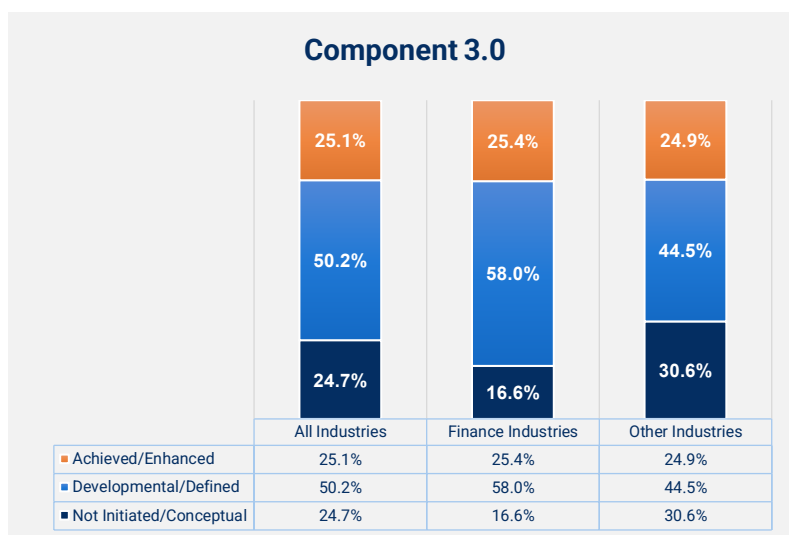
“clearly defined inputs and outputs, role responsibilities, collaboration, and governance controls,” suggesting that many organizations are continuing to formalize these foundational structures related to architecture. Establishing a formal data architecture function, the average score sits in the mid-3 range, with nearly half of respondents in the Developmental/Defined tier and just over one-fifth in Achieved/Enhanced. For the capability, this reflects that while data architecture functions are emerging, they are not yet consistently embedded as business-as-usual.

Industry	Average Score
All Industries	3.44
Financial Industries	3.61
Other Industries	3.31

Finance organizations score slightly higher overall, consistent with their regulatory pressures and need for structured data models. A similar pattern appears in business architecture integration within the data management

program. Nearly half of organizations fall into the Developmental/Defined tier, and fewer than one-third reach Achieved/Enhanced. This indicates that business-driven data requirements are recognized but not yet fully institutionalized across most organizations. Capabilities related to physical data repositories, technology strategy alignment, and tool enablement show comparable response levels. For physical repository management, more than

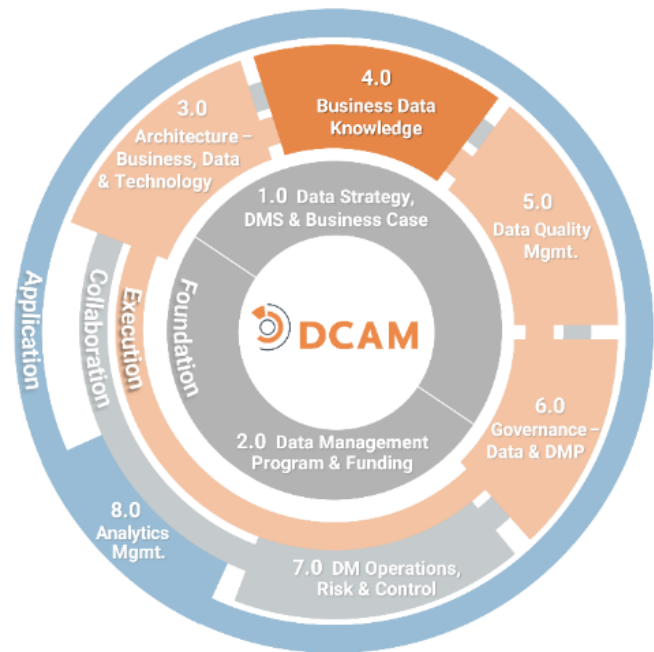
half of organizations fall within the Developmental/Defined tier, suggesting that mapping repositories to logical business functions—described in the framework as “essential to the data domains”—is underway but not yet optimized. Technology strategy alignment and tool enablement show slightly stronger performance, with roughly 27–33% of organizations reaching Achieved/Enhanced. This suggests that technology strategy and tooling are somewhat more advanced in integration with data management than the integration of business and data architecture. Finance organizations again outperform other industries across these capabilities, reflecting the heightened governance expectations and regulatory demands that shape their architectural practices.



Overall, the results portray a landscape where organizations recognize the importance of integrated architecture but are still moving toward consistent governance, alignment, and operationalization in this area. The dominance of the Developmental/Defined tier across all capabilities indicates that foundational structures—such as data domains, repository inventories, architecture governance routines, and tool strategies—are being built but are not yet fully embedded or optimized. The relatively lower Achieved/Enhanced percentages highlight opportunities for organizations to strengthen cross-functional collaboration, formalize architecture processes, and elevate architecture from project-based activity to sustained enterprise practice.

4.0 Business Data Knowledge

As the demands, volumes, and varieties of data continue to expand due to advancements in technologies such as artificial intelligence, organizations across all industry sectors are increasingly recognizing the importance of comprehending their data and associated practices. The Business Data Knowledge component presents capabilities to help an organization improve awareness of data through a formal education program, capture common understanding of the business knowledge in a business glossary, and collect information about critical data to ensure availability, quality, and trustworthiness to the organization. By prioritizing these efforts, organizations can ensure they are well-equipped to navigate the complexities of the evolving data landscape and leverage their data assets for strategic advantage.



Incorporating these practices is crucial for achieving operational excellence and maximizing the value derived from data as a strategic asset:

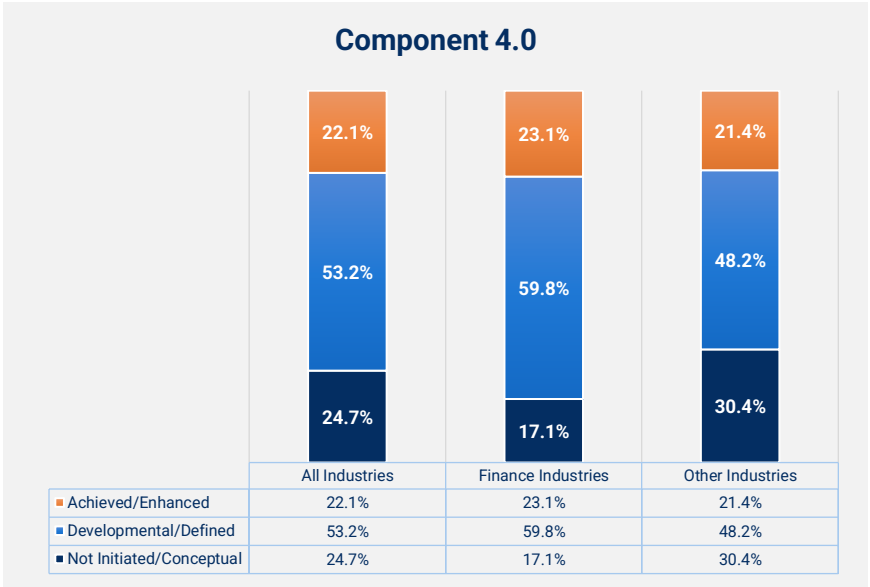
- Orchestrate successful data education programs by promoting shared data understanding and creating an environment of cross-organization collaboration around data, fostering a positive improvement in organizational data knowledge.
- Identify, document, and share information regarding the internal stakeholders who define, produce, and utilize specific data, will improve effective coordination, collaboration, and communication related to this data. This practice helps mitigate operational, financial, and reputational risks linked to the use of incorrect data for analytics, decision-making, and regulatory reporting.
- Systemically record information about critical data elements, datasets, and documents, demonstrate a deeper understanding and a more effective utilization of this data. This practice lays the groundwork for automated data life cycle management ensuring the quality of information essential for complex business processes.
- Sustainably maintain data definitions, metadata and data provenance will be better prepared to respond to regulatory compliance and effective risk management. Further, data utilized in artificial intelligence and machine learning applications is anticipated to need comprehensive documentation of data sources and transformations.

Findings 4.0 Business Data Knowledge

Component 4 responses reveal an environment where organizations are steadily strengthening their foundational Business Data Knowledge capabilities, but most are still working toward best practice. Across data education, business glossary practices, and metadata management, most respondents fall into the Developmental/Defined range. This reflects the DCAM observation that organizations must “build and continuously maintain...data awareness and shared understanding,” a goal that many are still working toward as they scale their data programs.

Industry	Average Score
All Industries	3.38
Financial Industries	3.54
Other Industries	3.25

Survey responses for data education shows that organizations are making progress but have not yet achieved widespread cultural adoption. With nearly half of respondents in the Developmental/Defined tier and just over one-fifth in Achieved/Enhanced, the data suggests that education programs exist but are not yet fully embedded or consistently reinforced across all levels of staff. The framework emphasizes that a strong education program “fosters an informed ‘data culture,’” and the survey results indicate that this cultural shift is still underway. Finance organizations score somewhat higher, which aligns with their need for stronger data literacy to support regulatory and operational demands.



Business glossary practices show a similar profile. More than half of organizations fall into the Developmental/Defined tier, suggesting that while glossary processes—such as defining and harmonizing business terms—are being established, they are not yet fully institutionalized. This highlights the risks of inconsistent terminology, noting that “the same terms may have different meanings, or different terms may refer to the same concepts,” and the survey results reflect that organizations are still working to resolve these inconsistencies. Finance again shows stronger performance, likely due to the sector’s reliance on precise definitions for reporting and risk management.

Just over half of the respondent organizations are in the Developmental/Defined tier for metadata management, with roughly one-quarter reaching Achieved/Enhanced. This indicates that while organizations understand the importance of metadata—described in the DCAM as “essential for effectively managing a data ecosystem now and in the future”—their metadata strategies, repositories, and governance routines are still evolving. The stronger performance in finance reflects the sector’s heightened need for lineage, provenance, and documentation to support compliance and auditability.

The responses show that organizations recognize the importance of Business Data Knowledge but are still building the structures, routines, and cultural reinforcement needed to fully operationalize it. The consistent clustering in the Developmental/Defined tier suggests that foundational capabilities—such as education programs, glossaries, and metadata repositories—are in place but not yet optimized or universally adopted. The relatively modest Achieved/Enhanced percentages highlight opportunities to deepen cross-functional engagement, strengthen governance, and embed Business Data Knowledge as a sustained enterprise discipline rather than a set of emerging initiatives.



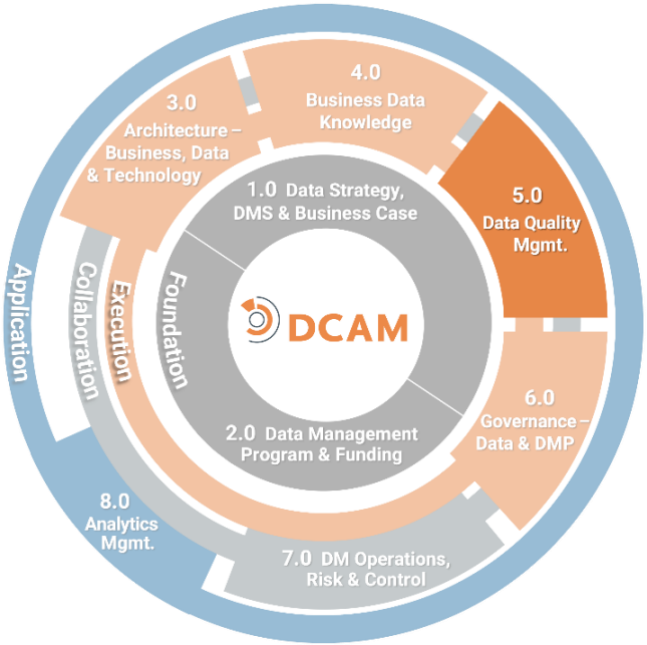
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5.0 Data Quality Management

Data Quality Management defines the goals, approaches and plans of action that ensure data content is of sufficient quality to support defined business objectives of the organization. Data Quality Management should be developed in alignment with business requirements, measured against defined data quality dimensions and based on an analysis of the current state of Data Quality. Data Quality Management is a series of processes across the full data life cycle to ensure that the data provisioned meets the needs of its intended consumers.

By ensuring that data cleansing and validation processes are efficient and effective, Data Quality Management enables the organization to maintain a robust data control environment. This ensures that data is fit for its intended purpose, supports informed decision-making, enhances operational efficiency, and delivers measurable value to the business.

Data Quality is a broad conceptual term that needs to be understood in the context of organizational processes where data is used. Seeking to create “perfect” data is not always a viable objective. The organization needs to develop a Data Quality Management approach and establish overall plans for managing the integrity and relevance of its data. The quality of the data needs to be defined in terms that are relevant to the data consumers to ensure that it is fit for its intended purpose. The overall goal of Data Quality is to ensure that data consumers have confidence in the data they receive from data producers. Given that consumers are using data to support business functions and make decisions, the data must communicate facts that conform with the user’s domain, context, and operational requirements. There should be little or no need for reconciliation or manual transformation of the data on the part of the consumer. Data Quality is a process not a project. One of the essential objectives is to create a shared culture of Data Quality stemming from executive management and integrated throughout the operations of the organization.



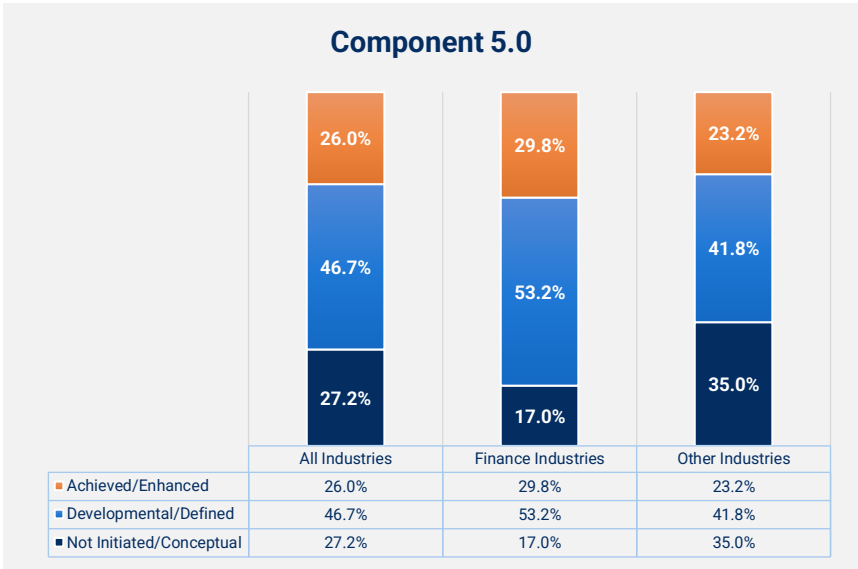
Findings 5.0 Data Quality Management

Responses indicate that organizations are progressing in the establishment of core Data Quality Management capabilities, but with an average score of 3.42 most have not yet achieved sustained practices. Across all four capabilities—Data Quality Management function, profiling and measurement, issue management and remediation, and continuous monitoring—responses are concentrated in the Developmental and Defined stages. This profile reflects that data quality is not operationalized as an ongoing discipline embedded across an organization’s operations, rather than treated as a discrete initiative.

Industry	Average Score
All Industries	3.42
Financial Industries	3.73
Other Industries	3.19

Formal Data Quality Management function responses show average scores in the low-to-mid 3 range. Approximately 45% of organizations report Developmental or Defined, while just over one quarter indicate Achieved or Enhanced capability. These results suggest that roles, accountabilities, and governance structures for data quality are increasingly defined, but not yet consistently embedded or operating at scale. Financial services organizations demonstrate higher average scores, consistent with data quality as a foundational control supporting regulatory compliance, risk management, and operational effectiveness.

Nearly half of respondents fall within the Developmental/Defined tier for data profiling and measurement, indicating that profiling routines, quality



rules, and metrics are being implemented but are not yet applied consistently across prioritized data domains. Profiling and measurement are essential to effective monitoring and control; however, the results indicate that many organizations are still working to standardize and operate these practices. Finance organizations again outperform other industries, reflecting stronger alignment between quality thresholds, controls, and business requirements.

Responses indicate that 48% of organizations are in the development/defined stage with data quality issue management and remediation while about one quarter reaching Achieved or Enhanced. While issue identification, logging, and remediation workflows are increasingly in place, these processes are not yet consistent. Moving to the achieved stage is more difficult as organizations must understand and address underlying people, process, data, or technology causes of data issues which can be a challenge, and the survey results suggest that many organizations are still moving toward this end-to-end, corrective approach.

Continuous monitoring shows comparatively stronger performance, with nearly 28% of organizations reporting Achieved or Enhanced capability. Even so, most respondents remain in the Developmental or Defined tier, indicating that monitoring controls are recognized as critical but are

not yet fully automated or embedded into day-to-day operations. The results highlight that achieving higher capability requires increased automation, integration with the data life cycle, and alignment with operational control frameworks.

Overall, the findings reflect a data quality capability landscape that is advanced but not yet institutionalized. Organizations are establishing foundational structures, controls, and processes, yet opportunities remain to strengthen automation, reinforce cross-functional accountability, and embed data quality more deeply into operating models. The consistently stronger performance of financial services underscores the role of regulatory expectations and risk-based drivers in accelerating to best practice, suggesting that other industries may benefit from adopting similar disciplines as they advance their Data Quality Management capabilities.

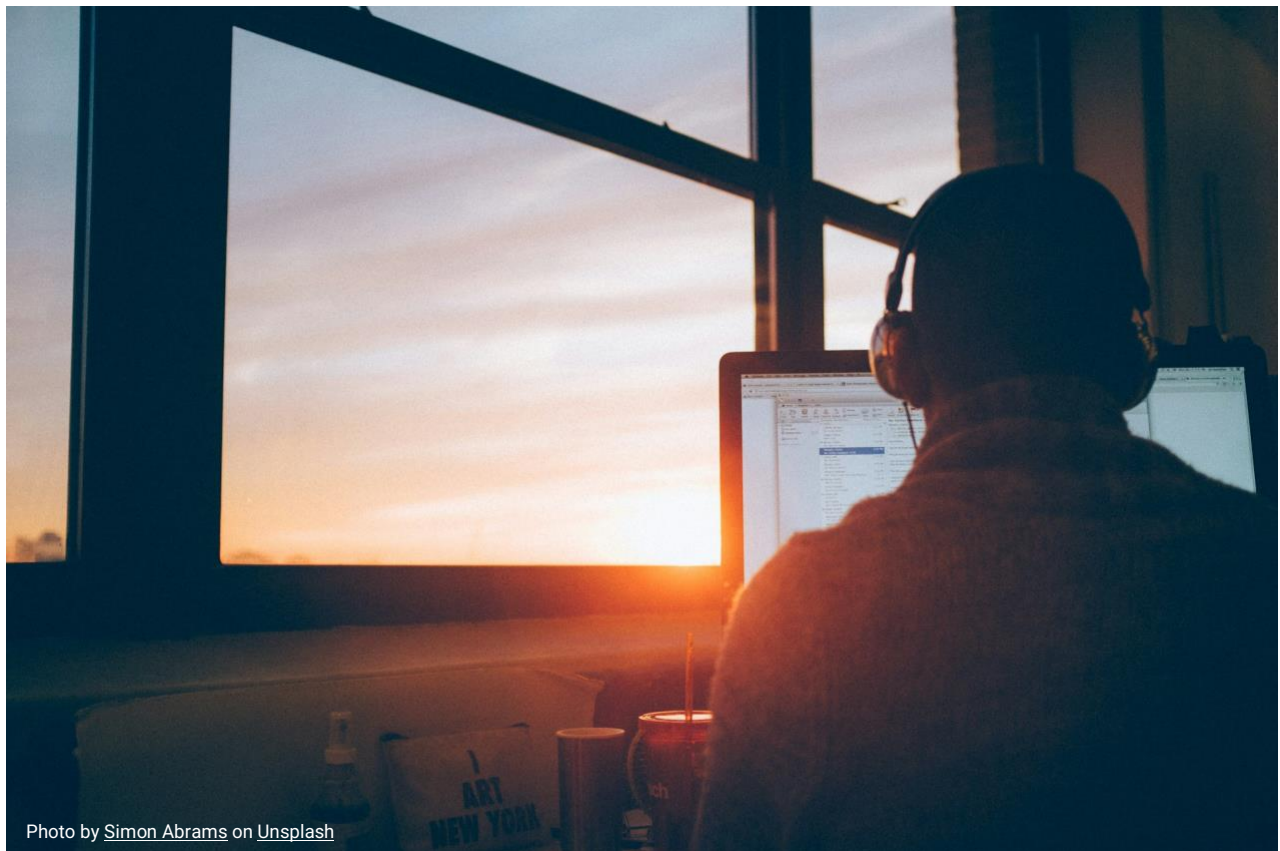


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6.0 Governance – Data & Data Management Program

Governance is essential for a successful Data Management Program. It involves formalizing oversight and coordination of all DCAM capabilities by setting control guidelines, approval processes, and evaluating adherence to policies, standards, and processes. Accountability is ensured by designating owners and stakeholders to uphold this framework. Data Management requires aspects of governance across the full spectrum of the data development life cycle. To fully understand the scope of Data Governance across the data life cycle, key considerations must include (but are not limited to):

- Data Requirements – curating requirements based on the business needs and objectives, with review and approval consistent with the organization’s data governance practices.
- Data Architecture – establishing consistent definition, design, standards, models, terminology, and formatting rules for data.
- Data Ownership and Stewardship – clearly defining responsibilities for managing specific data assets within the organization.
- Data Quality – ensuring data is accurate, complete, consistent, reliable, and validated for intended purpose.
- Data Privacy – complying with privacy regulations such as GDPR and CCPA.
- Data Security – safeguarding data from unauthorized access, breaches, and misuse.
- Data Access and Use – regulating data access and usage based on roles and permissions.
- Data Ethics – ensuring that data management, usage, and collaboration practices align with the organization's values and ethical standards.
- Data Development Life Cycle – managing data throughout its entire life cycle, from creation to disposal, including archiving and retention practices.
- Regulatory Compliance – aligning Data Management practices with applicable industry regulations and laws.

The goal is to ensure that the data of the organization, based on requirements, is accurate, reliable, accessible, protected, adheres to policies and standards, and is used consistently and appropriately. Appropriate usage is based on an understanding of who is using data and the purpose for which it is being used. The Data Governance Approach and Plan must be aligned with the Data & Data Management Strategies which are established and maintained based on the ongoing needs and objectives of the business.

Findings 6.0 Governance – Data & Data Management Program

Survey results show that organizations are further along in Governance capability than in many of the other components, yet there is still variation across capabilities.

Governance stands out as one of the stronger areas overall, reflecting the DCAM assertion that “Data

Governance is the key to successful, sustained data management,” and the survey data supports this with higher average scores and a larger share of respondents in the Achieved/Enhanced tiers. Formally establishing a Data Governance function shows the strongest response performance, with more than 40% of organizations in Achieved/Enhanced and another 41% in

Developmental/Defined. This suggests that many organizations have moved beyond conceptual discussions and have implemented governance structures, policies, and routines that are actively used. This reflects the experience that many organizations have begun their data journey with data governance. Financial services organizations score particularly high, consistent with the sector’s regulatory expectations for governing data. The capability focused on self-governance of the Data Management program shows more mixed results. While finance organizations again demonstrate strong response—with nearly half in Achieved/Enhanced—other industries show a more even distribution across tiers, including a sizable portion in the Not Initiated/Conceptual range.

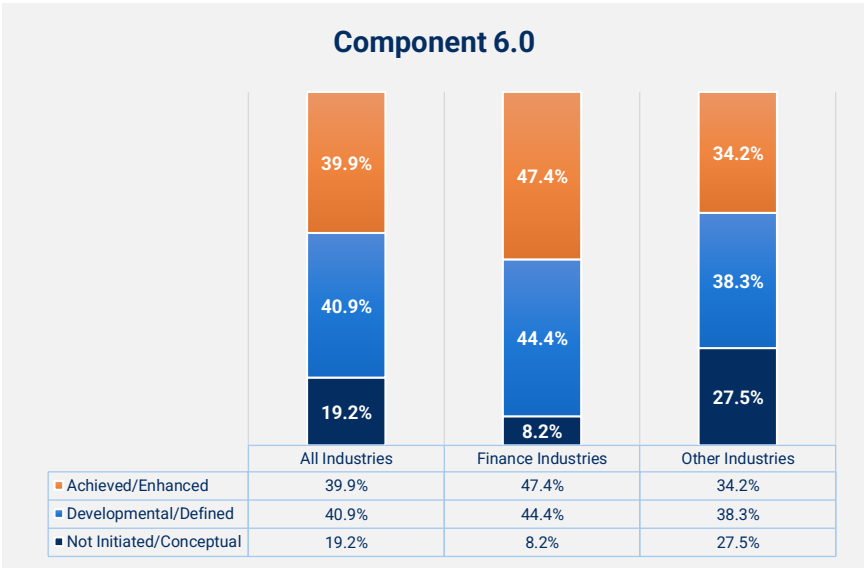
This indicates that while many organizations have established governance bodies and oversight routines, fewer have fully embedded self-governance into program management, funding oversight, and cross-functional compliance processes. DCAM best practice highlights that governance must span “policies, standards, funding, issue management, and the full data development life cycle,” and the survey results suggest that many organizations are still working to integrate these elements into a cohesive operating model.

Across both capabilities, the data paints a picture of governance that is maturing but not yet uniformly institutionalized.

Organizations appear to understand the importance of governance and have taken meaningful steps to define structures, assign roles, and formalize

decision-making routines. However, the persistence of Not Initiated/Conceptual responses—particularly outside financial services—indicates that governance is still evolving from a set of formal structures into a fully operational, business-as-usual discipline. The results highlight opportunities to strengthen cross-organizational alignment, deepen executive engagement, and ensure that governance processes are consistently applied across the data life cycle. Best practice notes that governance must be periodically evaluated and adjusted to remain effective, and the survey results suggest that many organizations are still on that journey toward sustained, enterprise-wide governance for data and data management.

Industry	Average Score
All Industries	3.84
Financial Industries	4.22
Other Industries	3.54

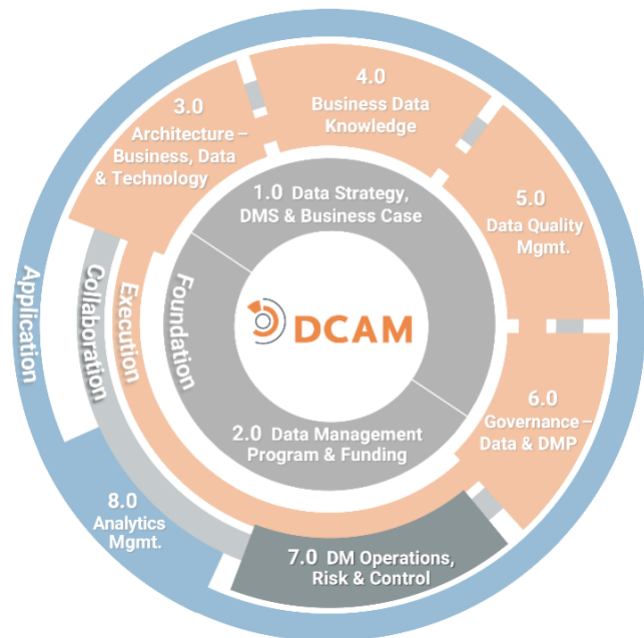


7.0 Data Management Operations, Risk & Controls

Data Management Operations, Risk and Control, refer to the state of operation in which the data assets of an organization are managed holistically throughout the organization. There are three elements of a successful data management environment:

- The data management objectives and capabilities (described within this document) have been embraced and adopted throughout the organization.
- The data development life cycle is fully supported by all stakeholders. These stakeholders ensure understanding, awareness, risk management and control of data throughout the data supply chain—from source to consumption to disposition.
- Data Management is part of the organization’s data ecosystem. It is integrated and coordinated with all other control functions organization wide.

The Data Management Operations, Risk, and Control component addresses the organization’s operational implementation of Data Management through the coordination of resources, processes, and technology in a cohesive and consistent set of practices. The Data Development Life Cycle is a key capability for managing data throughout its entire lifespan of data within an organization. It ensures confidentiality, integrity, and availability of data, and the storage, usage, analysis, and disposition of data, while maximizing its value and meeting business objectives. Data development life cycle management enables better data risk and control management, while providing coordination and collaboration of resources, practices, and methods for other DCAM concepts including data requirements, data architecture, data quality, and data governance.



The extent to which the Data Development Life Cycle is achieved impacts the improvement of data risk management results. Data risk should be defined and managed in alignment with the organization’s risk management framework. Well-coordinated Data Management is foundational for organizations striving to optimize Data Management Operations, comply with regulatory requirements, and unlock business value from data.

Findings 7.0 DM Operations, Risk & Controls

The survey results for Data Management Operations, Risk & Control indicate that overall capability across industries is concentrated at the Developmental/Defined level, with approximately 48–50% of respondents consistently reporting this stage across all capabilities. At the same time, only about 25–26% of organizations have reached an Achieved/Enhanced state, while a similar proportion—roughly 25–26%—remain at a Not Initiated/Conceptual level. This distribution highlights that, although foundational practices for managing data operations, risk, and controls are increasingly in place, most organizations have not yet embedded these capabilities as fully institutionalized, business-as-usual practices.

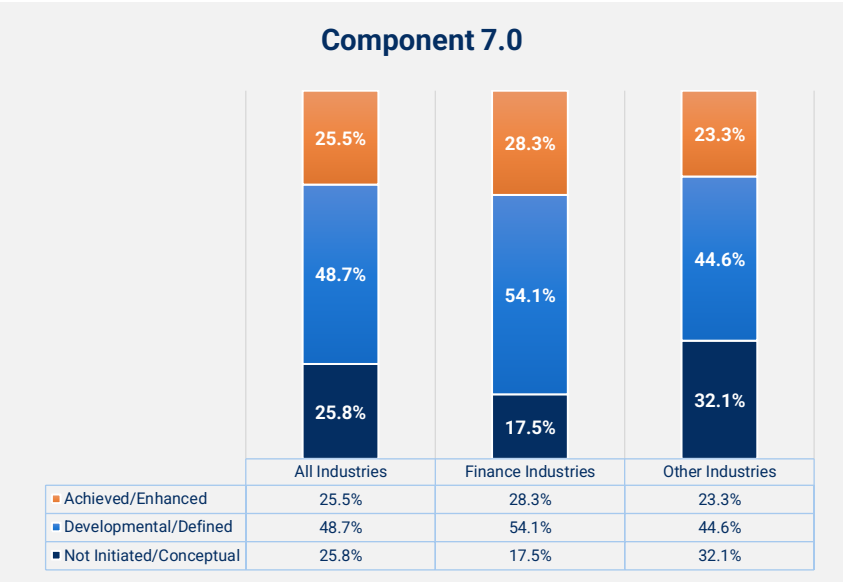
Industry	Average Score
All Industries	3.44
Financial Industries	3.64
Other Industries	3.28

For Data Management Operations, 48.1% of respondents across all industries report operating at a Developmental/Defined level, while 25.4% indicate Achieved/Enhanced and 26.5% remain Not Initiated/Conceptual. Financial services organizations demonstrate comparatively stronger progress toward best practice, with 27.5% reporting Achieved/Enhanced capability versus 23.9% in other industries. Notably, only 18.7% of financial institutions report Not Initiated/Conceptual status, compared with 32.4% of organizations in other sectors, underscoring a more consistent adoption of end-to-end data life-cycle operating models within financial services.

A similar profile is evident in Data Risk Management. Across all industries, 48.5% of respondents report Developmental/Defined, 26.2% report Achieved/Enhanced, and 25.4% remain Not Initiated/Conceptual. Financial institutions again outperform other sectors, with 29.2% reporting Achieved/Enhanced compared with 23.9% in other industries. Conversely, only

17.3% of financial firms report that data risk management is still Not Initiated/Conceptual, while this figure rises sharply to 31.5% for other industries. These results suggest that formal alignment of data risk with enterprise risk management frameworks is more advanced in regulated environments.

The strongest overall results appear in Data Control Management, where 49.6% of respondents across all industries report Developmental/Defined, 24.9% report Achieved/Enhanced, and 25.4% remain Not Initiated/Conceptual. Financial services organizations continue to lead, with 28.4% achieving Achieved/Enhanced compared with 22.3% in other industries. In contrast, 32.3% of non-financial organizations remain at a Not Initiated/Conceptual stage, nearly double the 16.6% reported by financial institutions. This gap indicates more mature standardization, reuse, and monitoring of data controls within financial services.



Taken together, the results across Data Management Operations, Data Risk Management, and Data Control Management reveal consistent progress to best practice pattern. While nearly half of organizations have defined and partially implemented these capabilities, only about one quarter have fully operationalized them. Financial services organizations consistently demonstrate higher levels of advanced capability and significantly lower levels of uninitiated capability, reflecting stronger integration of operational practices with risk and control disciplines. For most organizations, the primary challenge lies in progressing from defined practices to sustained, measurable, and continuously improved capabilities that are embedded into daily business operations.



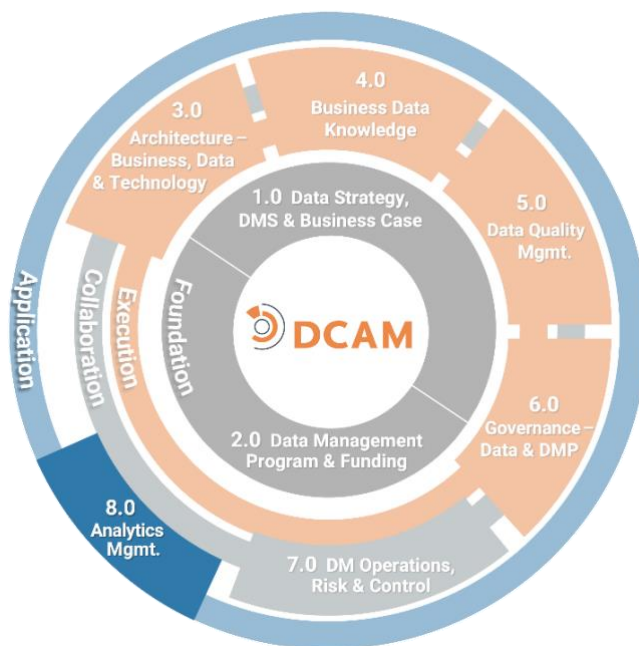
Photo by Meanwhile In San Diego on Unsplash

8.0 Analytics Management

The Analytics Management component, the eighth element of the DCAM framework, plays a dual role within data management processes by acting as both a data creator and consumer. As a data creator, Analytics Management must adhere to the principles set out by the first seven components of DCAM, which define the core capabilities necessary for effective Data Management. This ensures consistency and accuracy in the way data is consumed, and insights are generated, supporting the organization's decision-making processes. To assist analytics professionals, there must be clear processes that govern how the Analytics Management function is structured and managed. These processes must outline the necessary governance frameworks for designing, executing, validating, and delivering models, including those related to Large Language Models, to meet organizational needs.

As organizations enhance their Data and Analytics capabilities, the necessity of aligning Analytics Management with Data Management best practices becomes increasingly clear. Effective analytics relies on high-quality, well-understood data, much of which is produced upstream from the Analytics Management function or sourced externally. Therefore, it is essential that Analytics Management follows the principles outlined in DCAM, particularly when dealing with complex modeling issues such as Artificial Intelligence and Machine Learning, as well as adhering to the organization's Code of Data Ethics.

The primary objective of Analytics Management is to formalize how analytics activities are structured, governed, and executed within an organization. This ensures that these activities align with the broader Data Management practices. The organizational structure, whether the Analytics teams are centralized or distributed, will depend on the organization's culture. However, a coherent framework for analytics can enhance synergies, maximize efficiencies, and improve overall effectiveness when aligned with a comprehensive Analytics Strategy.



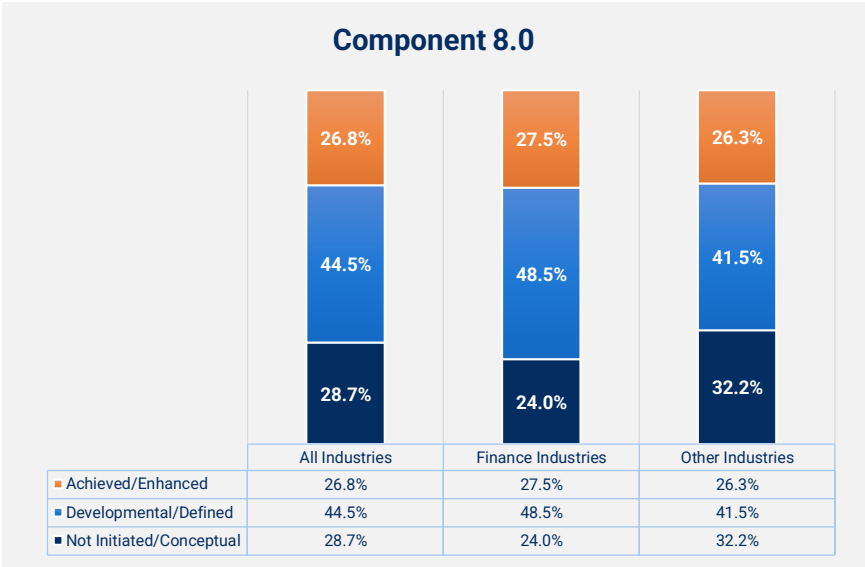
Findings 8.0 Analytics Management

Across industries, the analytics capability averages 3.38 on the capability scale, with financial services at 3.51 and other industries at 3.29, indicating a broadly established but still maturing function with finance maintaining a modest lead. Consistent with DCAM guidance, organizations that strengthen alignment to business objectives, formalize life cycle and control practices, and invest in education tend to progress more rapidly toward sustained, business-as-usual adoption.

Industry	Average Score
All Industries	3.38
Financial Industries	3.51
Other Industries	3.29

Within the analytics management function, 33.5% of organizations report an Achieved or Enhanced state, 42.3% are Developmental or Defined, and 24.2% remain Not Initiated or Conceptual. Financial institutions demonstrate stronger formalization, with 36.0% achieved and 20.1% not initiated, compared with 31.7% achieved and 27.2% not initiated in other industries. Alignment with business strategy and priorities shows a similar profile, with 30.3% at Achieved or Enhanced, 45.0% at Developmental or Defined, and 24.7% Not Initiated or Conceptual. Finance again leads, reporting 33.3% achieved and 20.0% not initiated, versus 28.1% achieved and 28.1% not initiated across other industries, signaling stronger prioritization and executive sponsorship.

Alignment with data management and data architecture is less advanced overall. Only 23.7% of organizations have reached Achieved or Enhanced, while 46.5% are Developmental or Defined and 29.8% remain Not Initiated or Conceptual. Other industries slightly outperform finance on achievement, at 24.6% compared with 22.4%, but they also exhibit higher non-initiation, at 33.0% versus 25.5% in financial services, indicating a split between leaders and laggards outside finance. The analytics platform shows 29.1% Achieved or Enhanced, 45.6% Developmental or Defined, and 25.3% Not Initiated or Conceptual. Financial institutions report fewer fully advanced platforms, at 26.5% compared with 31.1% in other industries, but a larger share in the developmental tier, at 51.8% versus 41.0%, consistent with ongoing consolidation toward governed, scalable environments that separate innovation from production.



Life cycle rigor around analytic models emerges as a key differentiator. Overall, 25.4% of organizations report Achieved or Enhanced practices, 42.2% are Developmental or Defined, and 32.4% remain Not Initiated or Conceptual. Financial services show stronger discipline, with 30.1% achieved and 23.3% not initiated, compared with 22.0% achieved and 39.0% not initiated in other industries. Analytics education and adoption is the least mature capability, with only 19.1% of organizations at Achieved or Enhanced, 45.1% at Developmental or Defined, and 35.8% Not Initiated or Conceptual. Other industries slightly exceed finance on achievement, at 20.6% versus 17.0%, but also show higher non-initiation, at 37.7% compared with 33.3%, underscoring a widespread need to scale skills development and change management to embed analytics into everyday decision-making.



Overall, the results are concentrate in the Developmental or Defined band across the analytics capability set, with roughly 30–50% of organizations demonstrating advanced practices and a comparable share still at conceptual or uninitiated stages. Advancing capability will require integrated operating disciplines, stronger governance, and sustained investment in platforms and education to drive adoption at scale.

2026 Benchmark Advisory Team



John Bottega
President
EDM Association

John Bottega is the President of the EDM Association. He began working with the Association as an industry contributor in 2005 and served as Chairman from 2007 to 2014. He joined the Association's executive team as a Senior Advisor in 2014 and took over as the Chief Executive in 2017.

John is a senior strategy and data management executive with more than 40 years of experience in the industry. Over his career, John has served as Chief Data Officer in both the private and public sectors, serving as CDO for Citi and Bank of America, as well as for the Federal Reserve Bank of New York, and head of data management for the US Department of the Treasury's Office of Financial Research (OFR).



Jim Halcomb
Chief Research & Development Officer
EDM Association

Jim Halcomb is Chief Research & Development Officer for the EDM Association. He is a strategy, data management, and cybersecurity executive with 30 years of international business experience.

Jim has worked with the Council since its inception in 2005, eventually leading the initial research and development of the DCAM from late 2011 to 2014.



Rob Wentz
Senior Advisor, Product Management
EDM Association

Rob Wentz is a Senior Advisor of Product Management for the EDM Association. He began working with the Association in 2014 as a vendor contributor and KPMGs Executive sponsor, data evangelist and DCAM Authorized Partner leader until joining the Association in 2023.

Previously, Rob was a senior practice leader and executive with over 40 years of experience advising his Fortune 1000 clients in sustainable data management and advanced analytics programs. Over his advisory career, Rob has served clients in both private and public sectors and across many industries for KPMG, KPMG Consulting, BearingPoint and PwC.



Alex Izotic

Manager, Data Excellence and Partner Programs
EDM Association

Alex Izotic is Manager of Data Excellence and Partner Programs for the EDM Association, where she leads the strategic vision and execution of the Association's Data Excellence and Partner programs and serves as the strategic Account Manager for 70+ US-based Partners and Public Sector Members. She brings 15+ years of experience spanning information technology, retail, and construction industries, with expertise in leading teams, process improvement, and advanced analytics.



Teresa Sarubbi

Data Analyst, Member Services
EDM Association

Teresa Sarubbi is part of the Member Services team at the EDM Association, where she supports member organizations through training administration, reporting, billing support, and operational analytics. She brings experience in data analysis, customer support, and process improvement, with a strong focus on clear communication, technical problem-solving, and enhancing the overall member experience.

Appendix 1 – Survey Questions

Component	Questions
Data Strategy & Business Case	<ul style="list-style-type: none">• Business requirements for data, including prioritization, are aligned with business objectives.• Data & Data Management Strategy have been established and communicated to organizational stakeholders.• A data management business case has been developed and communicated to organizational stakeholders.
Data Management Program	<ul style="list-style-type: none">• The organization has a formally established data management initiative.• Funding for the data management program is in place.• The data management organization structure is established.• Formal plans, roadmaps, and deliverables have been defined and articulated to stakeholders.• A continuous business process improvement program is applied to your data management initiative.• The data management organization has an established change management approach and plan for the program.• The data management organization has an established communications approach and plan for the program.• The data management initiative is measured and evaluated against business objectives.
Architecture – Business, Data & Technology	<ul style="list-style-type: none">• The organization has a formally established and supported data architecture function with focus on the definition and modeling of data content.• Business architecture is established and integrated into your data management program.• Physical data repositories (stores) are identified, mapped to logical business functions, defined and modelled using standard identifiers and classifications.• Your organization has developed a technology vision and strategy aligned with the data management initiative.• Tools required to support the data management program have been identified and implemented.

Business Data Knowledge	<ul style="list-style-type: none"> • A comprehensive data education program is established to educate all employees in appropriate data concepts, skills and accountabilities. • A business glossary(ies) has been established as a source of clear and precise definitions, understanding of business terms and shared vocabulary for use across the organization. • A metadata management approach and plan are established providing the steps necessary to establish and maintain the metadata repository.
Data Quality Management	<ul style="list-style-type: none"> • A data quality management function is formalized and established. • Data is profiled and metrics are being captured. • Data quality issues are prioritized and remediated. • Data quality is monitored and maintained continuously.
Governance – Data & DMP	<ul style="list-style-type: none"> • Data governance function is established formally and operational. • The data management initiative/program is governed.
Data Management Operations, Risk & Control	<ul style="list-style-type: none"> • Data management operations are established through the data life cycle to control data and mitigate risk. • Data management controls work in collaboration with other organizational control functions. • Data risk management is established to identify, assess and mitigate data related risk.
Analytics Management	<ul style="list-style-type: none"> • The analytics management function is established. • Analytics management is aligned with business strategy, objectives and priorities. • Analytics Management is aligned with data management strategy and data architecture. • The analytics management platform is designed and operational. • Analytic models follow a formal model development life cycle to ensure effective management and mitigate unintentional bias. • An analytics education program is established to educate appropriate employees in analytic concepts, skills and accountabilities.



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