Understanding the Challenge, Seizing the Opportunity

A Study of Enterprise Data Maturity among Canadian Pension Administrators

fuse

Contents

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The authors would like to thank our clients and colleagues for the many thought-provoking conversations on the topic of data maturity and, in particular, Ontario Pension Board for their partnership in this research. We appreciate and applaud all efforts to enhance data maturity in the pension industry.

Why research data maturity?

Data is foundational to any modern business – and especially critical for pension administrators. Yet, despite this truism, Canadian pension administrators have persistently low enterprise data maturity that creates a myriad of strategic, operational and member experience challenges.[1] Delivering accurately on pension administration despite low data maturity – as Canadian pensions do – requires disproportionate effort. Organizations compensate through manual work, reconciliation, and repeated validation rather than relying on trusted, automated data processes. Administrators are increasingly aware of the need to improve data maturity, and this research seeks to support that goal.

Delivering accurately on pension administration despite low data maturity– as Canadian pensions do –requires disproportionate effort.

In partnership with the Ontario Pension Board, Fuse conducted a comprehensive study of pension administrator enterprise data maturity across four categories of our proprietary enterprise Data Management Maturity Model – i) governance and strategy, ii) people and stewardship, iii) data quality and lifecycle management, and iv) supporting disciplines.

Like all our research, this study sought to understand the data-related *choices* firms are making and the *capabilities* built to implement them, looking comprehensively at the full set of activities and attitudes required to enable data-driven decision-making. We are grateful to the 12 administrators across the country who participated in the quantitative survey and shared their assumptions, aspirations and insights in qualitative discussions.

Our research brought the challenging reality of pension administration enterprise data management into stark relief: data strategy and governance are not yet enterprise-operating disciplines, stewardship and accountability are siloed, uneven and role-dependent, data quality and lifecycle management remain reactive, and foundational data disciplines – such as architecture, metadata, and analytics enablement – lag operational needs.

Pension administrators recognize the need to significantly increase their enterprise data maturity and are thoughtfully and pragmatically tackling this challenge. This report details the industry's aspiration, the leading practices of exemplars in select domains, and our belief that getting governance and

[1] While investment management tends to enjoy more sophisticated data management, our focus is pension administration.

strategy right is the most impactful thing pension administrators can do to accelerate data maturity.

We hope it helps pension leaders on this journey and welcome feedback on this important discussion.

Understanding the Data Challenge, Seizing the Data Opportunity

To understand the importance of accelerating data maturity, it is first important to understand how its absence is impacting pension administrators – constraining leadership, creating operational inefficiency, and impacting the member experience.

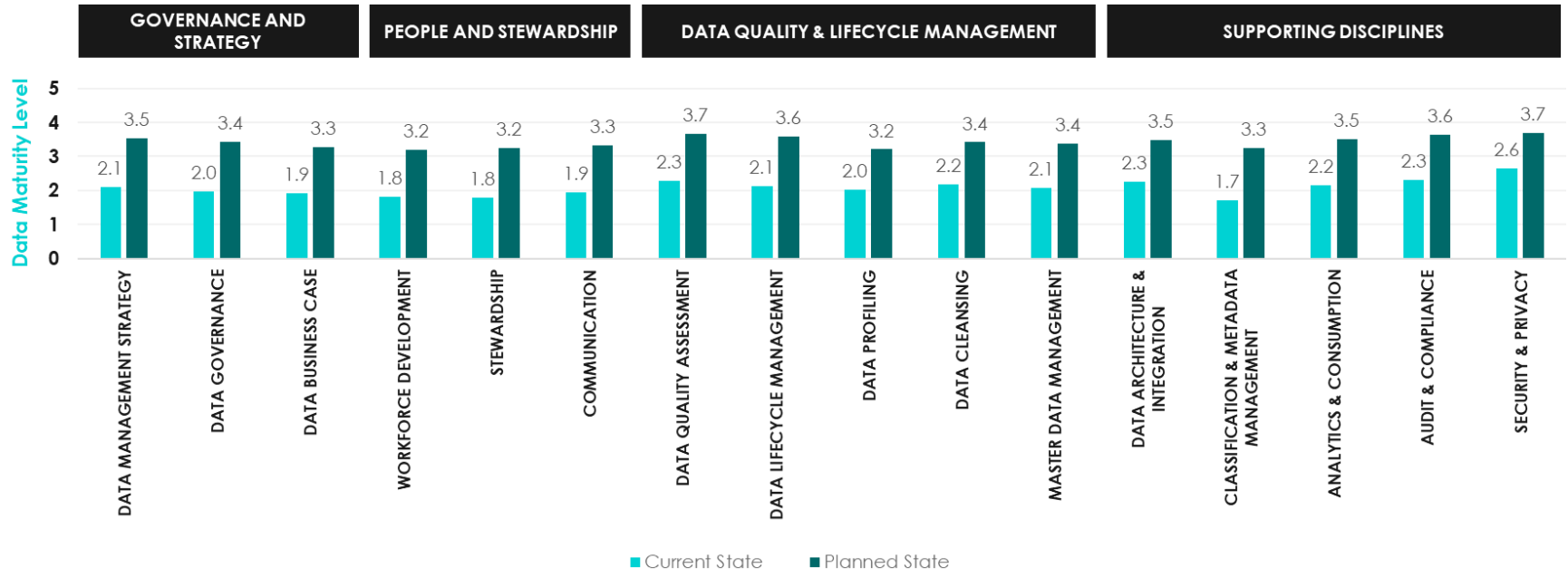
The heart of the challenge is the desire by pension leaders to make data driven decisions to run and transform their operations, delivering positive change. This excellent appetite is not easily satisfied by today's organizations. We observe more effort going into accessing and validating data, than in using it for decisions; conflicting interpretations of data and resulting inconsistent reporting across departments; and, ultimately, decisions made on incomplete or imperfect information.

There is a significant operational inefficiency in this model. The current state of data quality and management results requires meaningful amounts of rework to produce ad hoc or new reporting. To be clear, Canadian pension administrators are well-run organizations and they strive to ensure accuracy in their work; however, achieving this currently is more effort than it needs to be. And it's a recurring challenge, as most organizations lack the capacity to address root causes of data issues and instead find themselves remediating them cycle after cycle.

This reality also directly impacts the member experience. Data issues can lead to slower response times, operational friction, and occasionally errors that must be corrected. As segmentation efforts see pension administrators collecting ever-larger member data sets and (hopefully!) member education efforts bear fruit and catalyze better questions and more engagement, sophisticated data capabilities will increasingly be central to building and maintaining member trust.

To structure these issues – and highlight the path forward – we used Fuse's Data Management Maturity Model to baseline industry current state and define future plans across i) governance and strategy, ii) people and stewardship, iii) data quality and lifecycle management, and iv) supporting disciplines (see Figure 1). Full details of this model can be found in Appendix 1.

Figure 1: Fuse Data Management Maturity Model, industry average current vs. planned state



Source: Fuse Research

And forward progress is, in our view, required – with three very pressing catalysts for change deserving of pension administrators' attention: system modernization, artificial intelligence and democratized IT.

System modernization is a major priority for many pension administrators, who are facing the requirement to upgrade legacy pension administration systems, workflows or portal technologies. Weak data foundations can significantly increase the risk of an already complex and expensive program.

The ability to mitigate risk and maximize the potential of artificial intelligence rests meaningfully on having high quality data for the technology to ingest; a 'garbage in, garbage out' experience of AI risks undermining innovation and putting the pension industry behind on a generational learning curve.

Similarly, the increasing demand for democratized IT – where business functions can self-serve the reporting required to inform decision-making – depends on mature data management capabilities. Role-based access to an analytics layer that rests over production data supported by clear processes and toolkits significantly unlocks the potential of organizational data while managing the costs to provision.

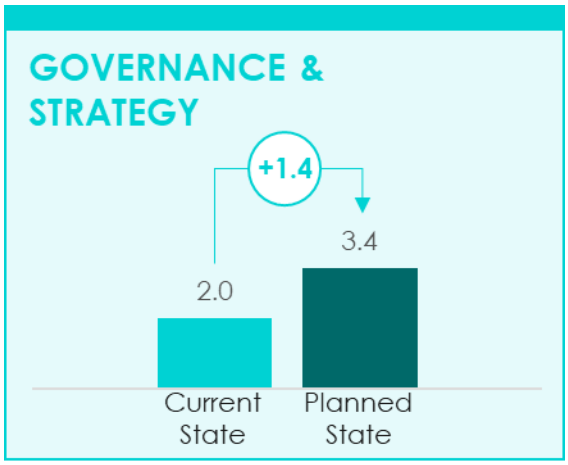
Modernization, AI and democratized IT all must rest on solid data management foundations

Pension administrators are doing incredible work to deliver accurate information and timely service to stakeholders with relatively low data maturity. As demonstrated in the research, their data maturity aspirations are meaningful, yet pragmatic and appropriate for the industry. Progress toward these goals is imperative and foundational to sustained success – and we hope this research can contribute to focused and forward momentum.

Governance and Strategy: Not yet enterprise operating disciplines

The Governance and Strategy category considers data management strategy, data governance and the business case for data – and is an area of significant aspiration for pension administrators. There is a strong desire to evolve from the 'throughput' attitude of acquiring, using and exporting data in its functional context to an enterprise vision of what to do with data.

Figure 2: Governance and Strategy, current (2 out of 5) vs. planned state (3.4 out of 5)



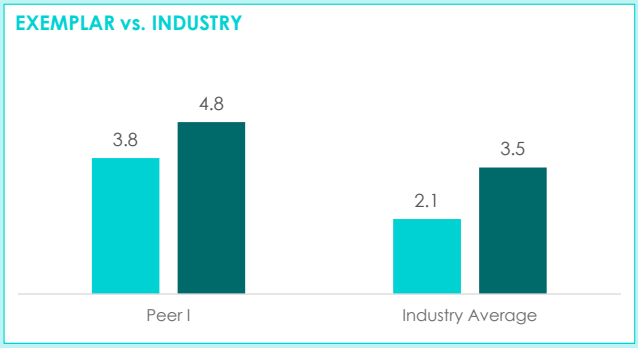
Source: Fuse Research

In the current state, data strategy, governance, and value management exist to a certain degree, but they are not consistently embedded into enterprise planning, funding, and performance cycles. Some prioritization of data initiatives occurs (often in isolation from other initiatives), but traceability to strategic outcomes is inconsistent. In many organizations, there is no accountable executive for data, and as a result, it becomes a de facto accountability of IT without a clear mandate to address business-driven root causes of data issues. Performance measurement is largely activity-based, with limited linkage to business KPIs. Data management strategy and business case activity is periodic rather than continuous.

In the planned state, firms want data management objectives explicitly aligned to enterprise strategy, with measurable KPIs. They seek cross-functional governance forums that can actively prioritize and steer data investments. Enterprise data business cases will be used to track value realization and inform funding. There will be regular, structured strategy reviews tied to planning and operating cycles and formalized, enterprise level Governance frameworks with clearly defined roles and accountabilities.

What does good look like in Data Management Strategy?

Exemplar significantly outperforms the industry today with ambitions for defining best-in-class data strategy practices

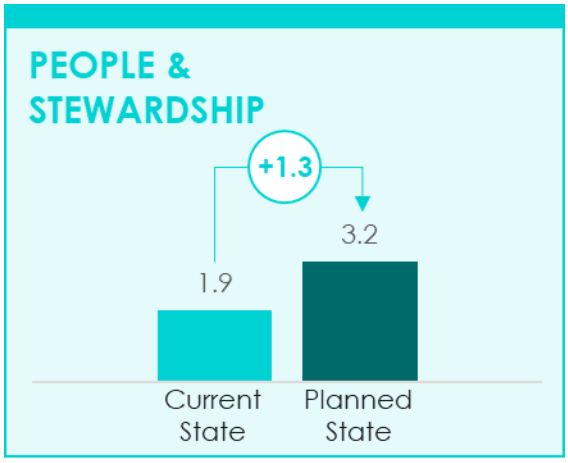


The top peer in Data Management Strategy rated itself at 3.8/5, well ahead of the industry average of 2.1, reflecting a deliberate and disciplined approach to data strategy. This peer demonstrates how foundational pieces are working together: strategic alignment with enterprise goals, a structured and transparent prioritization process, a monitored tactical plan, and consistent use of KPIs to guide adjustments. In their planned state, a maturity target of 4.8/5 represents a meaningful leap. Their aspiration is to have a fully integrated, continuously improving data strategy, embedded in enterprise planning, strengthened by predictive analytics, and refined through ongoing benchmarking and insight-driven reviews.

People and Stewardship: Stewardship and accountability are siloed, uneven and role dependent

People and Stewardship includes workforce development, stewardship and communication – capabilities critical for effectively engaging humans in the work of managing data.

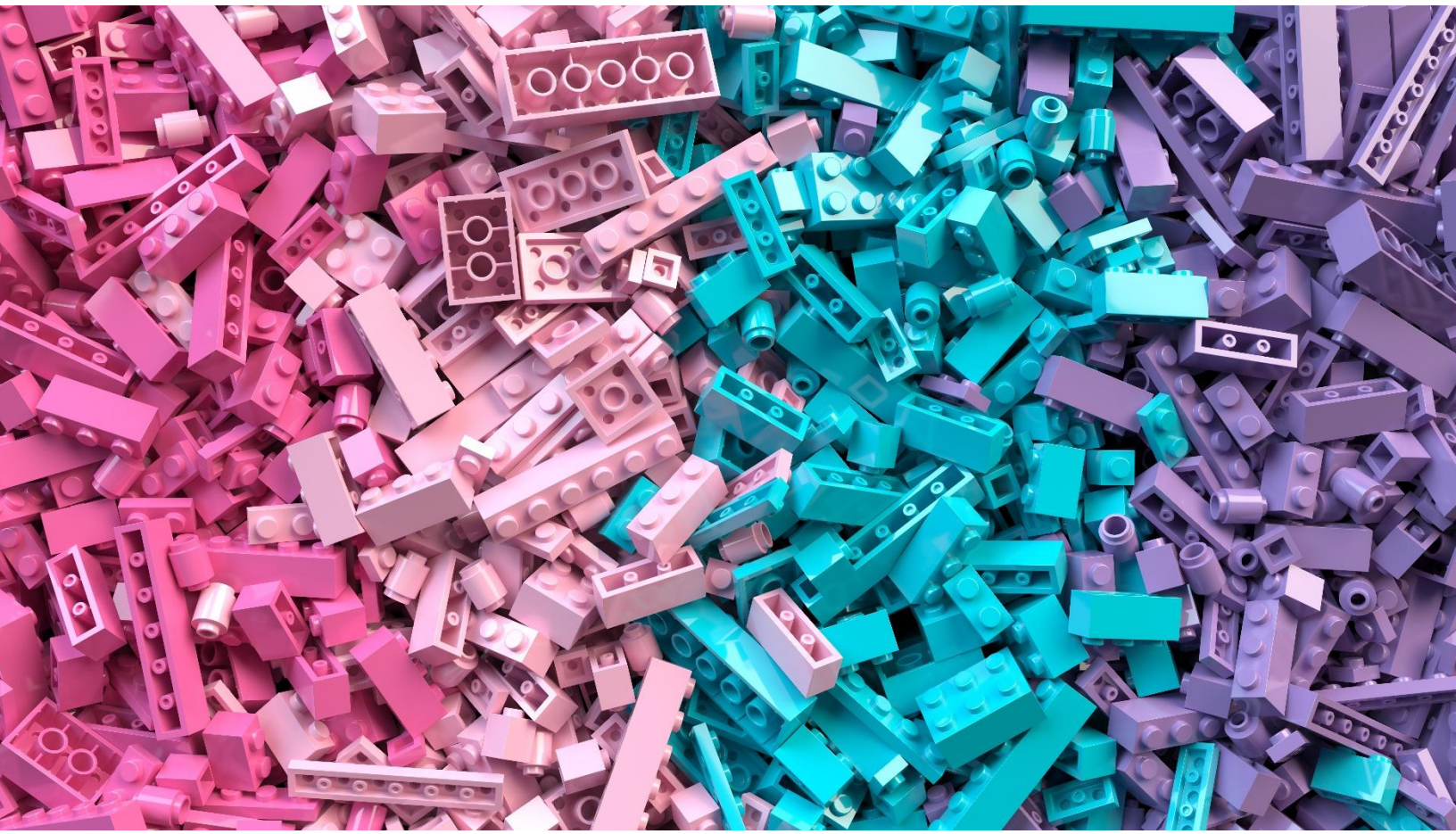
Figure 3: Governance and Strategy, current (1.9 out of 5) vs. planned state (3.2 out of 5)



Source: Fuse Research

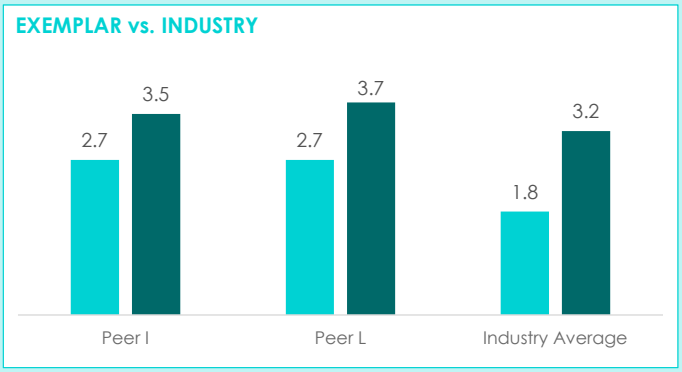
In the current state, our research showed data roles and stewardship responsibilities are informal or defined but not consistently embedded in performance management. While everyone may know what subject matter expert to call with questions, clear accountability for data ownership is rarely included in job descriptions or the skill sets hired for non-IT roles. Role-based training exists but coverage and tailoring vary by function; roles are not effectively empowered to make change with data. Stewardship execution is uneven across domains; it is often siloed across organizations with limited collaboration. And while leadership awareness generally exists, sustained executive sponsorship for data maturity is often episodic rather than institutionalized.

In the planned state, pension administrators are seeking to embed data ownership and stewardship into roles, KPIs, and accountability frameworks. They are building toward standardized, role-specific training delivered regularly and measured for effectiveness. Stewards will operate through formal workflows with business and IT to proactively manage data, collaborating in forums designed to define data, formalize documentation and transfer knowledge. Engaged leaders should receive regular, insight-driven governance briefings, reinforcing sponsorship.



What does good look like in Workforce Development?

Two top peers are embedding workforce development to stay ahead of industry norms



Two peers scored 2.7/5 with their progress in developing a skilled data focused workforce, well ahead of the industry average of 1.8, in a domain where most organizations are still in early stages of defining roles and building basic literacy.

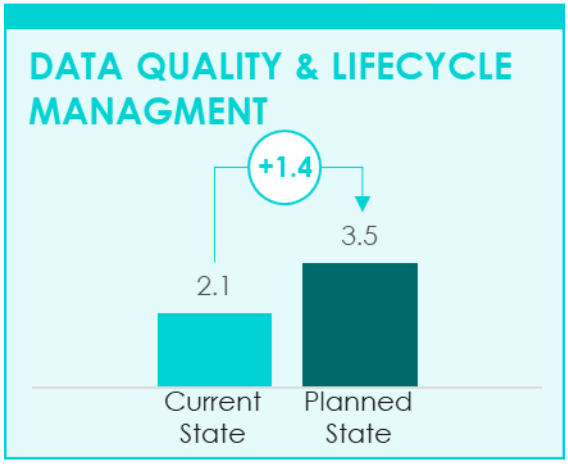
Both organizations have formalized data roles and responsibilities and provide some degree of role-specific training, though consistency varies. One peer's training is more ad-hoc and uneven across roles, whereas the other shows slightly more structure in role-based education. Both have pockets of tailored training, informal succession practices, and periodic leadership engagement but, enterprise-wide coverage is still developing.

In their planned state, with targets of 3.5 (Peer I) and 3.7 (Peer L), both aim to strengthen workforce development by embedding data responsibilities into job expectations, formalizing role-based training programs, introducing structured succession planning, and improving impact measurement. Peer L is reaching slightly further toward enterprise-level standardization of training, while Peer I is focused on improving accountability mechanisms and leadership alignment. The planned trajectory for both organizations reflects a move from solid but early-stage practices toward more systematic, embedded, and outcomes-driven workforce development.

Data Quality and Lifecycle Management: Evolving from reactive to proactive capability

The Data Quality and Lifecycle Management category of our model incorporates data quality assessment, data profiling, data cleansing, data lifecycle management, and master data management – the technical heart of data management activity. Our research showed operations teams are primarily driving the industry's ambition in this area, where inputs from employers (especially in plans with multiple and/or small employers) and legacy systems constraints pose significant and recurring challenges. Newer organizations, and those with newer technology stacks, demonstrated relatively higher data quality and lifecycle management maturity than peers.

Figure 4: Data Quality and Lifecycle Management, current (2.1 out of 5) vs. planned state (3.5 out of 5)



Source: Fuse Research

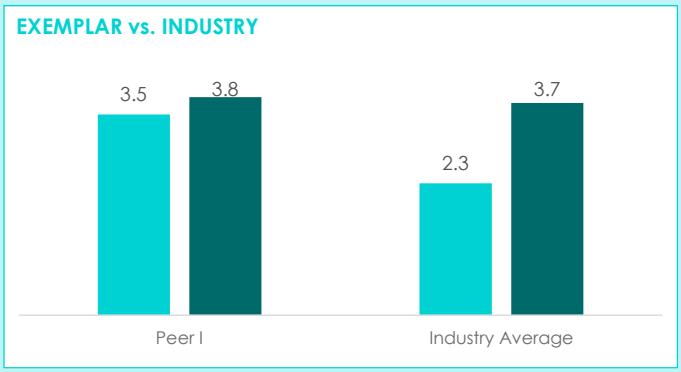
In the current state, our research identified that data quality practices exist in pockets, often driven by specific projects, regulatory requirements or reporting needs. Issue management and cleansing are largely reactive rather than embedded in daily operations. Lifecycle, retention, and ownership practices are documented but unevenly executed. While member data is of central importance and typically subject to strong policies, auditing and

tracking of these policies can still lag. There is commonly immature master data and golden record management with no singular source of truth, and fragmented sources pose challenges for downstream use of data in analytics or transformation.

In the planned state, firms are working to embed data quality rules, profiling, and issue management into daily operations. Metrics linked to member service, reporting accuracy, and operational efficiency will be developed. Lifecycle management will be automated where possible, with clear owners and service level agreements (SLAs). Governed master data will be used consistently across reporting and operations, benefiting from clear enterprise ownership and authoritative sources.

What does good look like in Data Quality Assessment?

The exemplar's ambition is to remain ahead of peers by leveraging its strong foundation

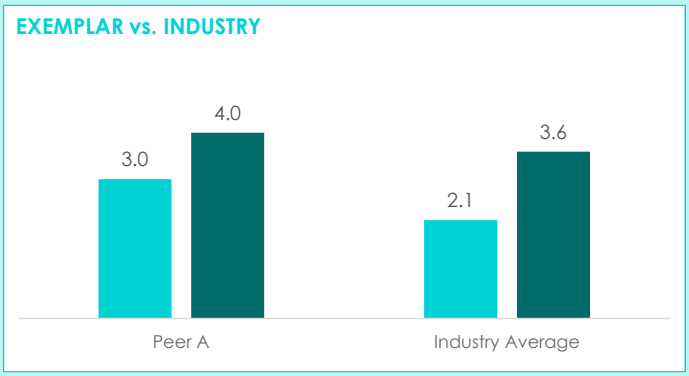


With an overall maturity of 3.5, the top peer stands clearly ahead of the industry average of 2.3. The top peer's well-established foundation reflects more disciplined operations than typically observed across the sector. In their current state, the organization has well-defined rules and standards for critical domains, and these are embedded in daily operations. Issue management is well-structured, with standardized workflows and clear ownership. Routine profiling and validation exist for key data sets, though coverage and follow-through are not yet universal. There is growing recognition of the business impacts of data quality issues, even if formal KPI linkages remain immature.

With a planned score of 3.8, this administrator is working towards automated checks, more extensive monitoring and stronger integration of quality metrics into decision-making. Automated checks and regular reporting for most critical data sets are expected to drive faster response cycles, while maturing linkage to business outcomes will help elevate data quality as a strategic lever rather than an operational concern.

What does good look like in Data Lifecycle Management?

The top peer is positioning themselves to drive strong lifecycle management processes

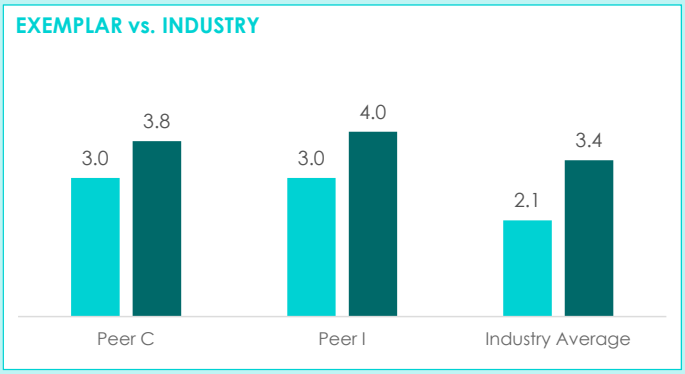


With an overall score of 3.0, the top peer is well ahead of the industry average of 2.1. Their stronger position reflects an intentional approach through documented policies, defined accountability, and embedded processes. In current state, the organization has documented lifecycle policies that cover creation, use, retention, and archival, and most systems follow these rules with only occasional exceptions. Ownership is assigned for core domains, and business and IT understand their respective roles. Core lifecycle processes are embedded in key workflows, though enterprise-wide consistency is still forming, and some pockets still rely on manual interventions or workarounds when system processes fall short.

With a target score of 4.0, the top peer aims to strengthen automation, consistency, and accountability. Lifecycle management is expected to become deeply embedded into daily operations, with automated retention and disposal where possible, consistent adherence across all systems, and compliance actively tracked.

What does good look like in Master Data Management?

Top peers are enforcing master data as a key capability, to enable seamless data flow



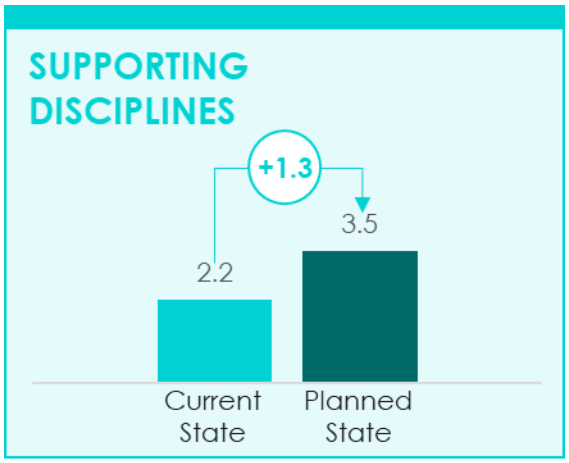
Both leading peers scored 3.0/5 overall, placing them above the industry average of 2.1; they have moved beyond defining domains to actively operating around "golden records" and authoritative sources. Critical reporting and operations are established, with clear movement toward reducing reconciliation and duplication. Peer C stands out for clarity of ownership (domains, owners, and stewards are well defined and understood), while Peer I shows more consistent governance and process maturity across change management and quality workflows (even if enterprise adoption is still catching up). For both, the main friction point is the same: legacy processes and incomplete system integration still prevent truly end-to-end master data harmonization.

In their future states, Peer I targets 4.0, while Peer C targets 3.8, with both aiming to deepen operationalization: consistent governance across domains, controlled approval workflows for master data changes, and stronger enterprise adherence to authoritative sources. Both are pushing toward tighter "golden record" execution, where updates flow reliably into downstream systems and governance mechanisms actively detect exceptions and duplication risks.

Supporting Disciplines: Foundational disciplines lag operational needs

Our model considers data architecture and integration, classification and metadata management, analytics and consumption, audit and compliance, and security and privacy in assessing the supporting disciplines required to enable data management maturity. The core structural challenge in this domain relates to underinvestment in enterprise data architecture – when data movement is only understood at a product level, rather than at an enterprise level, it severely limits downstream analytics and the cross-function potential of the data.

Figure 5: Supporting Disciplines, current (2.2 out of 5) vs. planned state (3.5 out of 5)



Source: Fuse Research

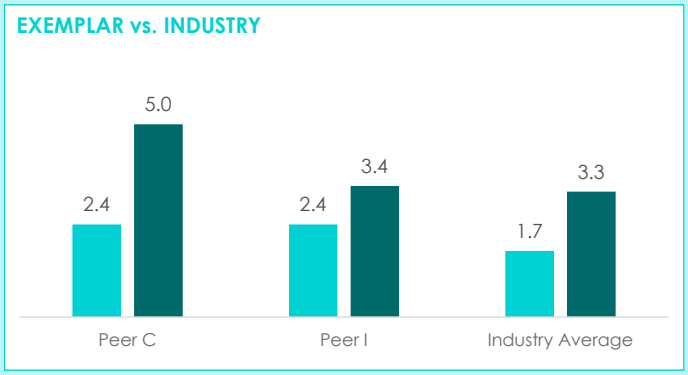
In the current state, data architecture and lineage exist at the system level but are fragmented and outdated, often due to overreliance on pension administration solution vendors or third-party technology providers as well as underinvestment in enterprise architecture and documentation. Metadata and glossary management is often informal, usually maintained in spreadsheets and primarily managed by individuals instead of as a governed enterprise asset. Reporting and analytics typically uses non-standard data

sources with inconsistent definitions and limited usage tracking; while significant effort is put into establishing discipline for repeat reports, new or ad hoc reporting is a heavy lift to produce. Compliance and security controls are largely policy-driven, are not consistently embedded into daily operations, and are not automated.

In the planned state, enterprise data architecture and lineage are actively maintained and enforced, especially for core domains. Firms envision centralized metadata repositories and glossaries established for consistency and integrated into tools and workflows. Clearly defined reporting and analytics will exist with key data linked to defined data sources; however, firms do not believe traceability must be universal. Security, privacy, and compliance will be embedded into the data management lifecycle and monitored continuously.

What does good look like in Classification and Metadata Management?

Domain Leaders have strong metadata foundations; aspiring to be best-in-class with real-time integration

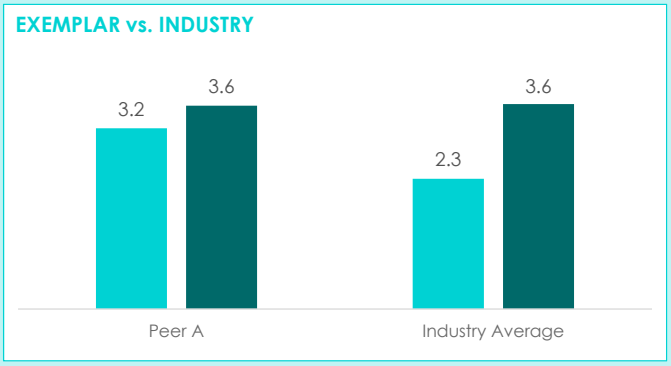


Two peers sit at 2.4/5, placing them above the industry average of 1.7. Across the sector, metadata and classification appear to be handled inconsistently, with limited standardization or operational use. These organizations distinguish themselves by having foundational structures in place and a clear line of sight to more advanced, enterprise-integrated practices. They each have centralized metadata repositories covering critical data, and metadata is referenced for reporting, quality checks, and some change activities. Business glossaries exist but are only partially standardized, with multiple definitions still in circulation and uneven contribution across teams. Metadata governance and stewardship are present but inconsistently applied, and integration into tooling is incomplete.

Peer C's planned state of 5.0 is significantly more ambitious, aiming to treat metadata as a real-time enterprise asset, fully integrated into data pipelines, analytics platforms, and change processes, with automated lineage, dynamic updates, and active cross-functional stewardship. Peer I's planned state of 3.4 focuses on consolidating and stabilizing foundations: strengthening glossary standardization, formalizing metadata governance roles, expanding practical use of metadata in reporting and change management, and completing integration across key tools.

What does good look like in Audit and Compliance?

The leading peer is tightening their compliance by addressing targeted gaps



The top peer scores 3.2/5, placing them above the industry average of 2.3, demonstrating a comparatively strong level of discipline compared to industry peers, primarily around policy adherence, audit execution, and risk oversight. They have well-established compliance policies that are embedded into daily operations, with data handling practices aligned to regulatory requirements. Data-related risks and issues are tracked through a formal enterprise risk register, with remediation progress visible to leadership and governance bodies. Audit practices are mature, with regular audits, clear documentation, and tracked remediation plans. The main gaps are in control testing, which is still largely event-driven, and data asset classification, which exists in pockets but lacks enterprise-wide consistency.

The planned state of 3.6/5 focuses on strengthening two specific areas rather than broad change: i) making control testing more routine for key data processes, moving beyond audit-triggered checks and to formalize a common data classification scheme for high-risk and regulated datasets, and ii) addressing known gaps to improve consistency, defensibility, and operational assurance, ensuring compliance practices remain reliable.

Where to start? Get Governance and Strategy right!

Pension administrators are doing incredible work to deliver accurate information and timely service to stakeholders with relatively low data maturity. As demonstrated in this research, administrators have set maturity aspirations that are meaningful, yet pragmatic and appropriate for the industry. While we are encouraged by the ambition, we are eager to see progress in data maturity – both as a core capability and as the foundation that enables change.

Ask the critical question – what is data in service of?

And the most impactful way to begin this progress is by getting governance right. Establish executive ownership of data and develop a coherent, cross-functional strategy articulating the choices your organization wants to make about data. Ask the critical question – what is data in service of? Is it member service, or streamlining operations, or product design, or risk management? This helps identify the use cases that you need data for and the value they can bring. Identify, task and equip stewards in each domain, bringing them into a forum where they can work together to shift from reactive to proactive management of data. This effort can cost only time and can be very impactful in focusing your organization's data efforts.

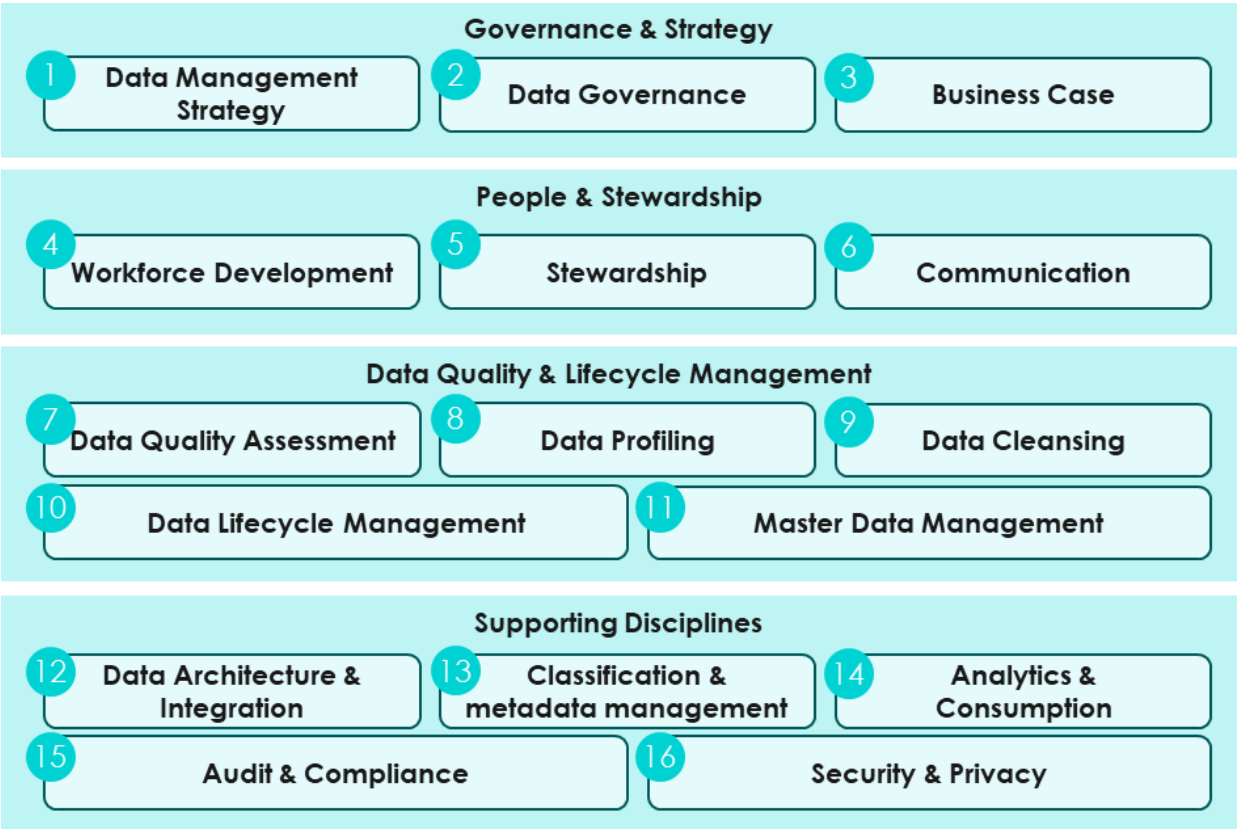
Once governance is in place, communication and education become a next best step – evangelizing your data capabilities so that they can be maintained and leveraged by functional teams. Identify the different data user roles in your organization – hopefully tied to your strategy use cases – and tailor information to explain what data is available, what it means and how it can be used.

Stimulating demand from the business will set the requirements for the tooling to enable analytics, reporting and other data investments – improving data maturity should not start with shopping for technology! Rather, establishing clear governance and communicating the potential of data will set the guardrails for and focus the investments in data management as a capability, maximizing its positive impact for pension administrators.

Appendix 1: Fuse's Data Management Maturity Model

Fuse has developed an enterprise data management maturity model tailored to pension administrators. Our Data Management Maturity Framework provides a structured view of the organization's data capabilities across four categories and 16 domains.

Figure 6: Fuse's Data Management Maturity Model



Source: Fuse Research

In developing this model, Fuse synthesized leading frameworks - DAMA Data Management Body of Knowledge and CMMI Data Management Maturity (DMM) - then simplified and sequenced them for practical assessment. We then embedded pension-specific drivers (member service excellence,

regulatory compliance, operational efficiency) and domains such as Master Data for members/employers and actuarial/BI usage.

Each of the primary categories are supported by a specific set of domains with defined capabilities.

Governance and Strategy focuses on defining the authority, structure, and business alignment for data management. It ensures that data governance is embedded in enterprise direction, with leadership backing and a clear rationale for investment. *Establishes how data supports strategic priorities like member service, compliance (e.g., FIPPA), and operational excellence.*

1) Data Management Strategy

Aligns data priorities with enterprise goals, defining the vision, goals, and objectives for the data management program, and ensuring that all relevant stakeholders are aligned on priorities and the program's implementation and management.

2) Data Governance

Defines decision rights, roles, and accountability for data, establishing the decision-making framework and accountability structure for managing data as a strategic asset. It defines the policies, standards, roles, and processes needed to ensure data is accurate, secure, consistent, and used responsibly across the organization.

3) Data Business Case

Links data investments to business value and outcomes, providing a rationale for determining which data management initiatives should be funded and ensuring the sustainability of data management by making decisions based on financial considerations and benefits to the organization.

People and Stewardship covers the roles, responsibilities, skills, and communications needed to manage data effectively. It emphasizes the human dimension - ownership, training, and cultural adoption of governance practices. *Clarifies who is accountable for data across departments (e.g., HR,*

Privacy, Member Services), and ensures people are enabled to fulfill these roles.

4) Workforce Development

Build data skills and literacy at all levels, focusing on building and sustaining the skills, knowledge, and roles needed to manage data effectively across the organization. It includes defining data-related responsibilities, delivering tailored training, supporting role-based development (e.g., for stewards, custodians, and executives), and planning for succession.

5) Stewardship

Assign ownership to manage and improve data quality, establishing, supporting, and sustaining the assignment of responsibility for the management, quality, and protection of data across the organization (Persons, Members, Employments, Employment Transactions, Membership Cumulations, Other Pension Info). Assigns accountabilities to designated roles / individuals for specific data assets throughout their lifecycle – from creation and use to archival and deletion.

6) Communication

Promote data awareness through ongoing engagement, ensuring that policies, standards, processes, progress announcements, and other data management communications are published, enacted, understood, and adjusted based on feedback.

Data Quality and Lifecycle Management focuses on the control of data quality from creation to retirement. It includes the ability to define, monitor, and improve data standards and proactively manage data across its lifecycle. *Helps identify and resolve quality issues in pensioner data, employer submissions, and contributions while managing retention and archival.*

7) Data Quality Assessment

Measure and manage data accuracy, consistency, and completeness, ensuring that data meets defined standards of accuracy, completeness, consistency, timeliness, and validity. It includes establishing data quality

rules, conducting regular profiling and monitoring, managing issue resolution, and linking data quality to business outcomes.

8) Data Profiling

Monitor data health using checks for anomalies and gaps, analyzing data to assess its structure, quality, and content. It includes identifying patterns, anomalies, completeness, consistency, validity, and duplication within datasets.

9) Data Cleansing

Correct data issues to ensure reliable operations, including the process of identifying, correcting, or removing inaccurate, incomplete, duplicate, or inconsistent data to ensure accuracy and reliability across systems. It focuses on improving data quality at the field and record level to support business operations, reporting, and analytics.

10) Data Lifecycle Management

Govern the flow of data through its entire lifecycle including creation and usage to retention, archival, and eventual disposal. It ensures that data is handled consistently and in alignment with business needs, regulatory requirements, and organizational policies.

11) Master Data Management

Maintain a single, trusted source for core data domains, ensuring that core, shared data entities such as members, employers, and pension plans are consistently defined, uniquely identified, and accurately maintained across all systems. It enables a single source of truth for key reference data used across transactions, analytics, reporting, and service delivery.

Supporting Disciplines focuses on the control of data quality from creation to retirement. It includes the ability to define, monitor, and improve data standards and proactively manage data across its lifecycle. *Helps identify and resolve quality issues in pensioner data, employer submissions, and contributions while managing retention and archival.*

12) Data Architecture and Integration

Design and manage data flows across systems, defining the structure, organization, and flow of data across the organization's systems and platforms. It ensures that data is organized, stored and connected in a way that supports business operations and analytics. This includes defining enterprise data models, managing data movement between systems and maintaining data lineage and traceability.

13) Classification and Metadata Management

Document Technical, Business and operational metadata, data definitions, lineage, and ownership, focusing on organizing and describing data so it can be easily discovered, understood, and governed. It includes defining metadata such as data definitions, formats, ownership, lineage, and business context, as well as classifying data based on sensitivity, usage, and regulatory requirements.

14) Analytics and Consumption

Govern reporting, analytics, and decision-making tools, including processes, tools, and practices that enable the organization to access, analyze, and leverage data for decision-making, reporting, and service delivery. It ensures that data is transformed into actionable insights through trusted, governed channels.

15) Audit and Compliance

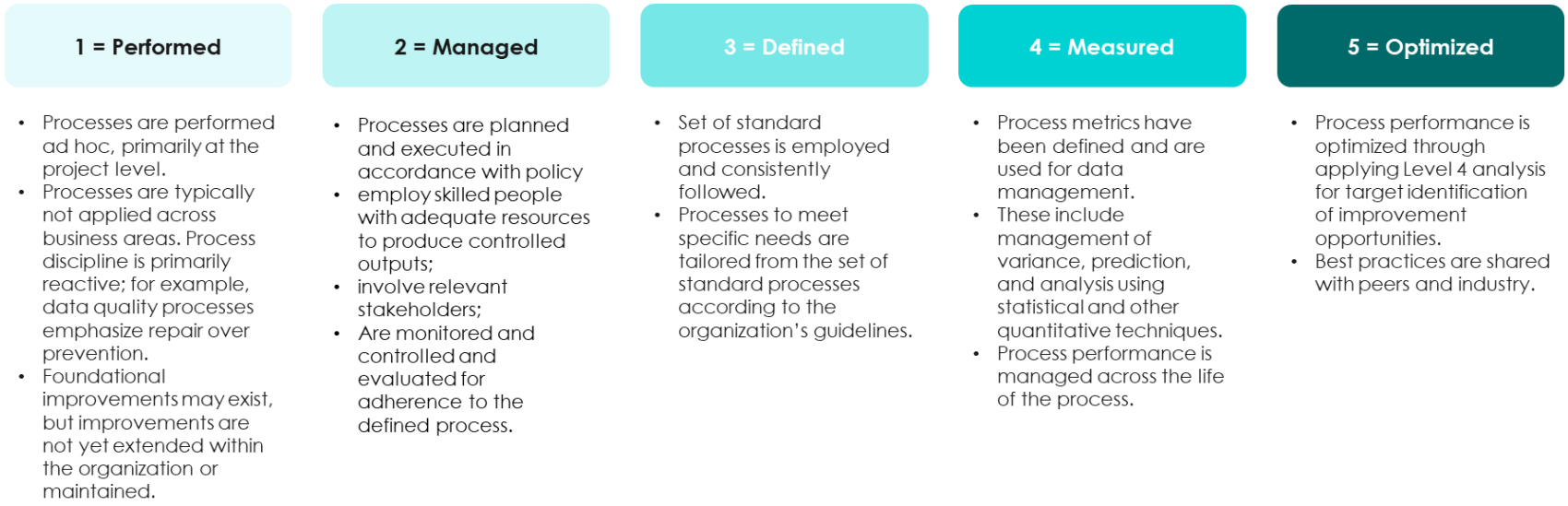
Ensure data processes meet regulatory and policy standards, ensuring that data management practices align with internal policies, external regulations, and industry standards. It covers the documentation, monitoring, and verification of data-related processes such as retention, access, quality control, and governance through internal or external audits.

16) Security and Privacy

Protect data confidentiality, integrity, and access, ensuring that data is protected from unauthorized access, misuse, or breaches, while respecting regulatory and ethical requirements for privacy. It includes access controls, data classification, encryption, monitoring, and privacy impact assessments.

Research participants assessed their data maturity against these categories and domains using the five-point scale outlined in Figure 7.

Figure 7: Data Maturity Five-Point Evaluation Scale



Source: Fuse Research

This comprehensive quantitative survey was supplemented by qualitative research interviews, where participants added context and colour to assessments that informed the development of leading practice case studies in each domain.

Would you like to learn more about this perspective, or how we can help you apply it? Do you have questions, comments, or ideas to share? Please contact:

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