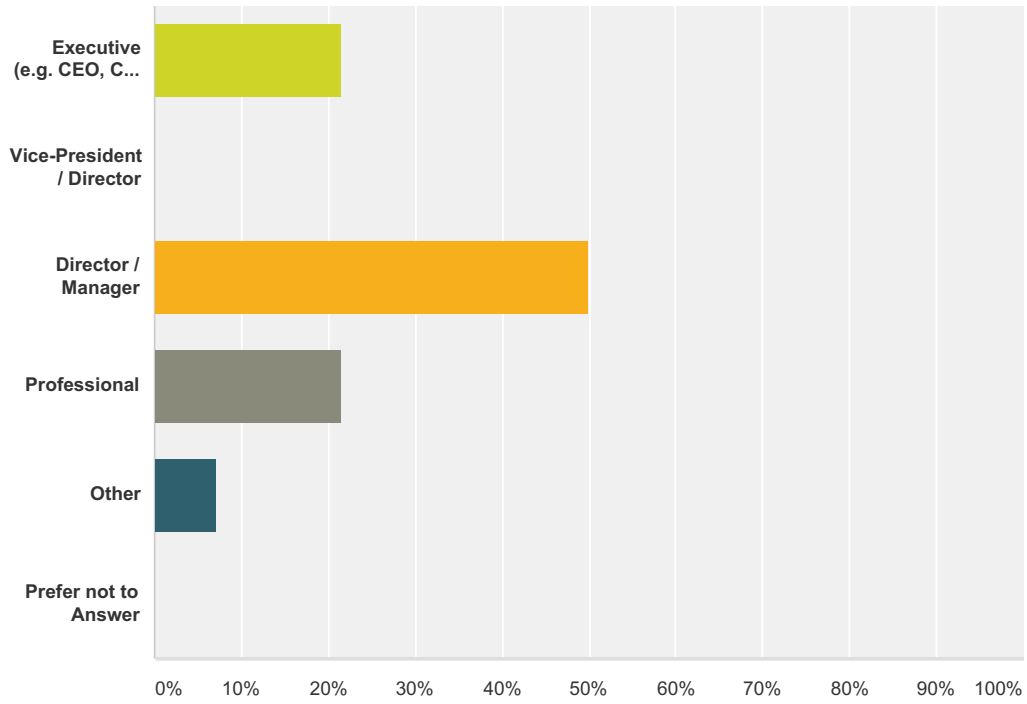# Q1 Which of the following best describes the position you hold in the organization? Please select one answer.

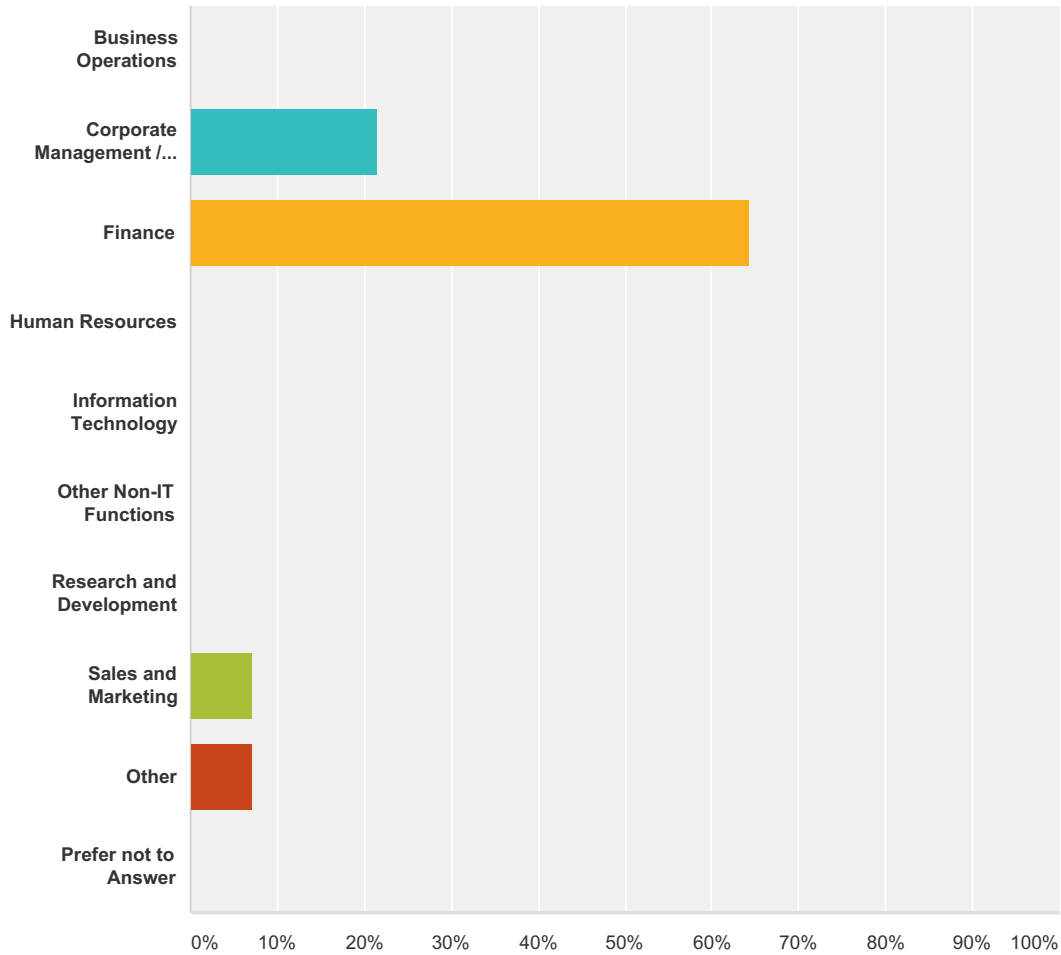**Answered: 14    Skipped: 0**



| Answer Choices | Responses | |
|---|---|---|
| Executive (e.g. CEO, CFO, CIO) | **21.43%** | 3 |
| Vice-President / Director | **0.00%** | 0 |
| Director / Manager | **50.00%** | 7 |
| Professional | **21.43%** | 3 |
| Other | **7.14%** | 1 |
| Prefer not to Answer | **0.00%** | 0 |
| **Total** | | **14** |

## Q2 Which of the following best describes the function you hold in your organization? Please select one answer.

Answered: 14    Skipped: 0



| Answer Choices | Responses | |
|---|---|---|
| Business Operations | **0.00%** | 0 |
| Corporate Management / Executive | **21.43%** | 3 |
| Finance | **64.29%** | 9 |
| Human Resources | **0.00%** | 0 |
| Information Technology | **0.00%** | 0 |
| Other Non-IT Functions | **0.00%** | 0 |
| Research and Development | **0.00%** | 0 |
| Sales and Marketing | **7.14%** | 1 |
| Other | **7.14%** | 1 |
| Prefer not to Answer | **0.00%** | 0 |

| Total | 14 |
|---|---|

| Total | 14 |
|---|---|

## Q3 How many employees does your organization employ in Canada? Please select one answer.

Answered: 14    Skipped: 0
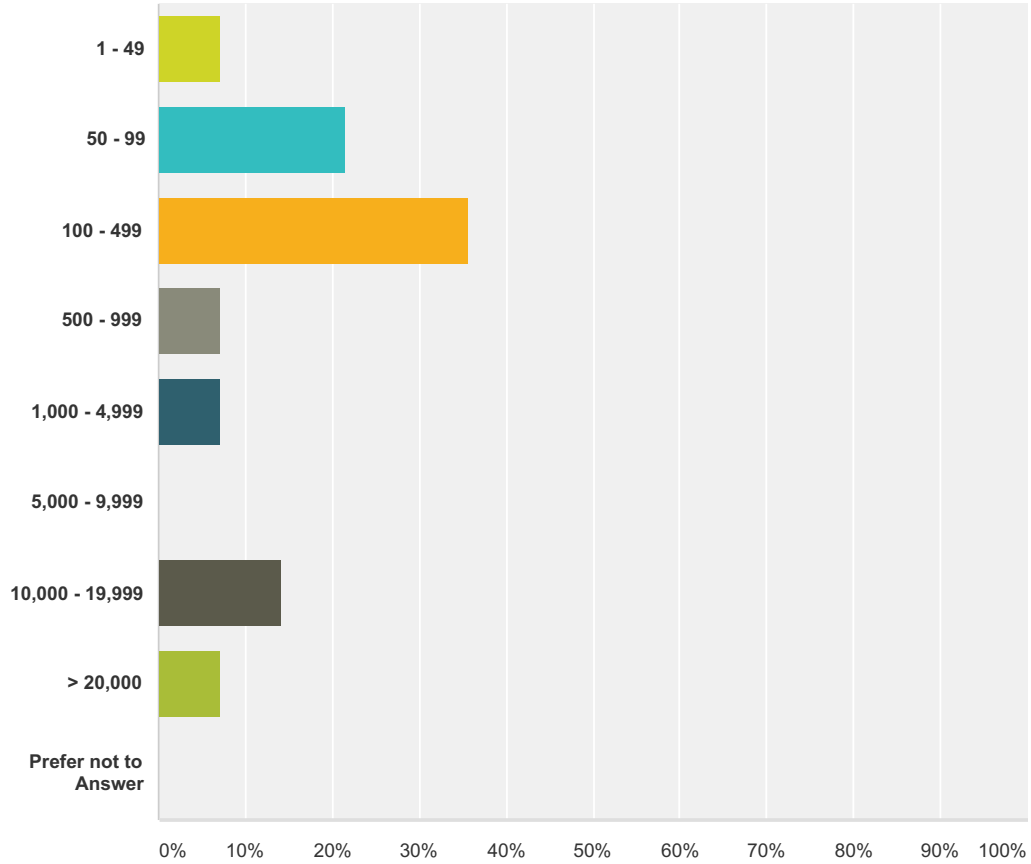


| Answer Choices | Responses | |
|---|---|---|
| 1 - 49 | **7.14%** | 1 |
| 50 - 99 | **21.43%** | 3 |
| 100 - 499 | **35.71%** | 5 |
| 500 - 999 | **7.14%** | 1 |
| 1,000 - 4,999 | **7.14%** | 1 |
| 5,000 - 9,999 | **0.00%** | 0 |
| 10,000 - 19,999 | **14.29%** | 2 |
| > 20,000 | **7.14%** | 1 |
| Prefer not to Answer | **0.00%** | 0 |
| **Total** | | **14** |

## Q4 What was your organization's total annual gross revenues in 2015 in Canada ($CDN)? Please select one answer.

Answered: 14    Skipped: 0
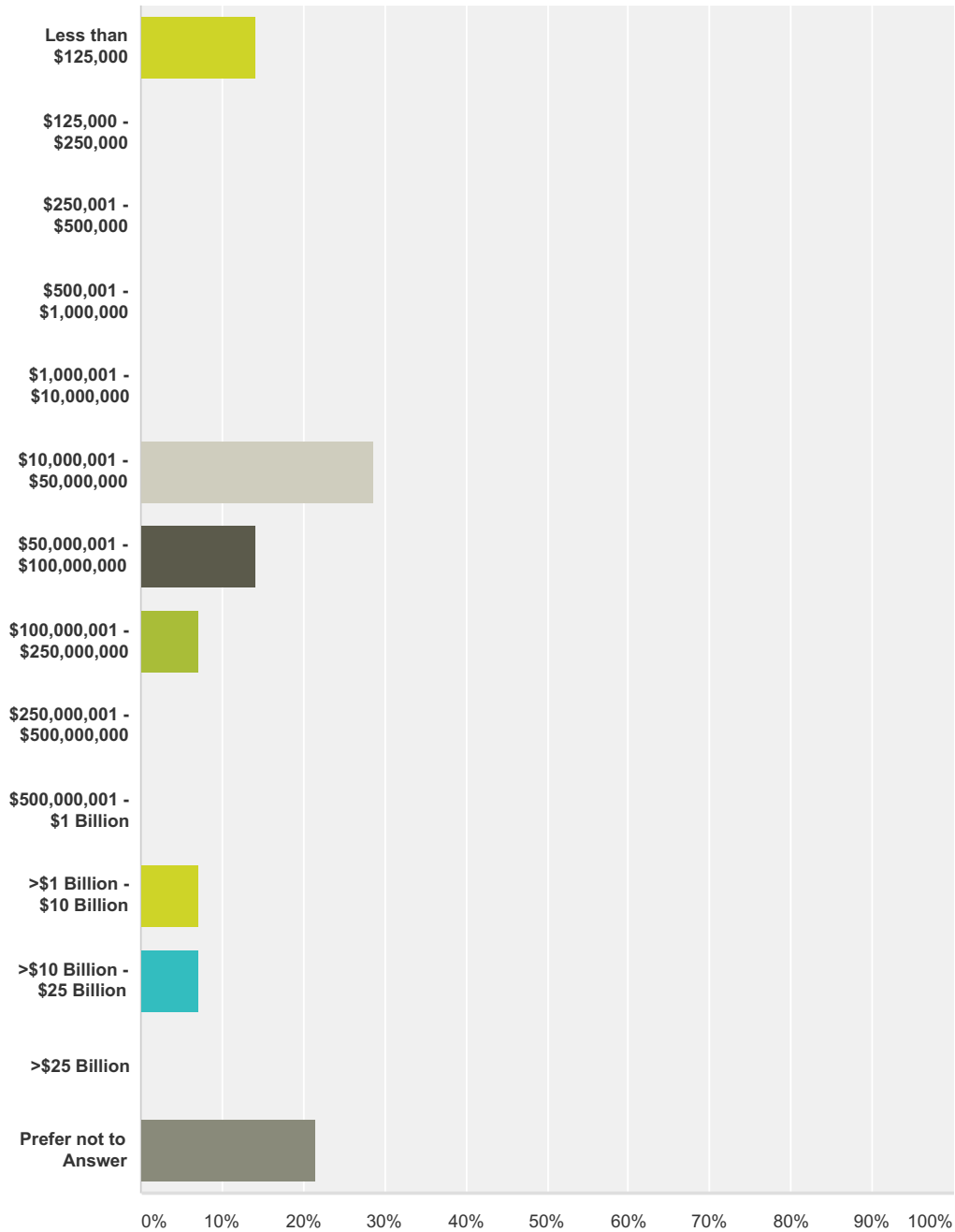


| Answer Choices | Responses | |
|---|---|---|
| Less than $125,000 | **14.29%** | 2 |
| $125,000 - $250,000 | **0.00%** | 0 |
| $250,001 - $500,000 | **0.00%** | 0 |

| | | |
|---|---|---|
| $500,001 - $1,000,000 | **0.00%** | 0 |
| $1,000,001 - $10,000,000 | **0.00%** | 0 |
| $10,000,001 - $50,000,000 | **28.57%** | 4 |
| $50,000,001 - $100,000,000 | **14.29%** | 2 |
| $100,000,001 - $250,000,000 | **7.14%** | 1 |
| $250,000,001 - $500,000,000 | **0.00%** | 0 |
| $500,000,001 - $1 Billion | **0.00%** | 0 |
| >$1 Billion - $10 Billion | **7.14%** | 1 |
| >$10 Billion - $25 Billion | **7.14%** | 1 |
| >$25 Billion | **0.00%** | 0 |
| Prefer not to Answer | **21.43%** | 3 |
| **Total** | | **14** |

## Q5 Which of the following best describes your organization's major industry? Please select one answer.

Answered: 14    Skipped: 0
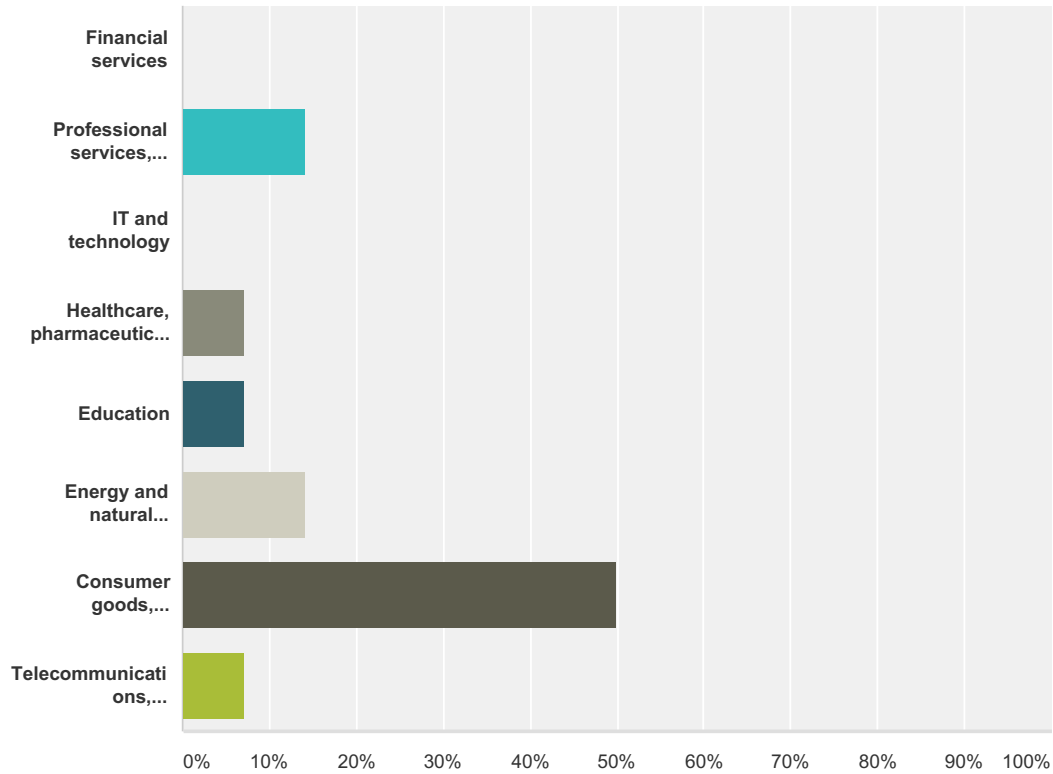


| Answer Choices | Responses | |
|---|---|---|
| Financial services | **0.00%** | 0 |
| Professional services, Manufacturing | **14.29%** | 2 |
| IT and technology | **0.00%** | 0 |
| Healthcare, pharmaceuticals and biotechnology | **7.14%** | 1 |
| Education | **7.14%** | 1 |
| Energy and natural resources | **14.29%** | 2 |
| Consumer goods, Entertainment, media and publishing, Government/Public sector, Logistics and distribution, Construction and real estate, Retailing | **50.00%** | 7 |
| Telecommunications, Transportation, travel and tourism, Automotive, Agriculture and agribusiness, Aerospace/Defense, Chemicals | **7.14%** | 1 |
| **Total** | | **14** |

## Q6 Please identify the title of the senior-most executive champion for big data and analytics strategy in your organization (e.g. Chief Executive Officer, Chief Analytics Officer)
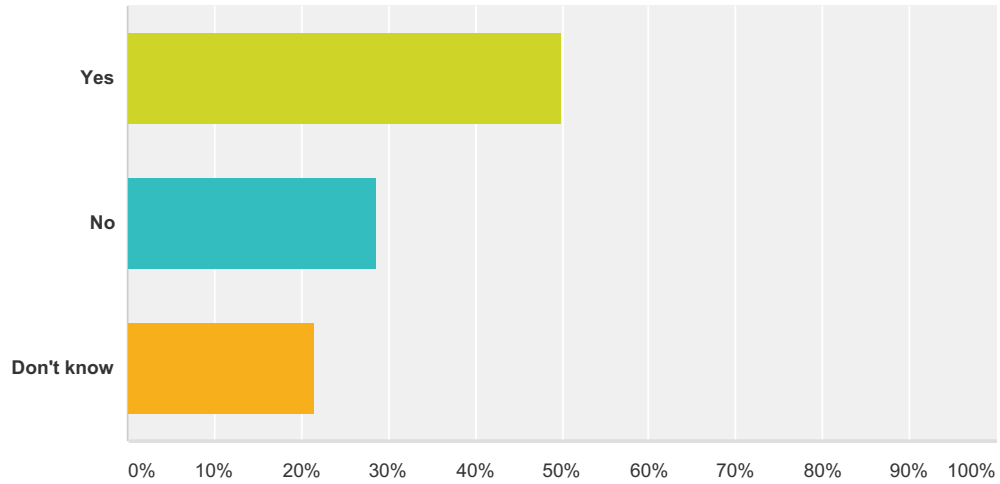
**Answered: 14    Skipped: 0**
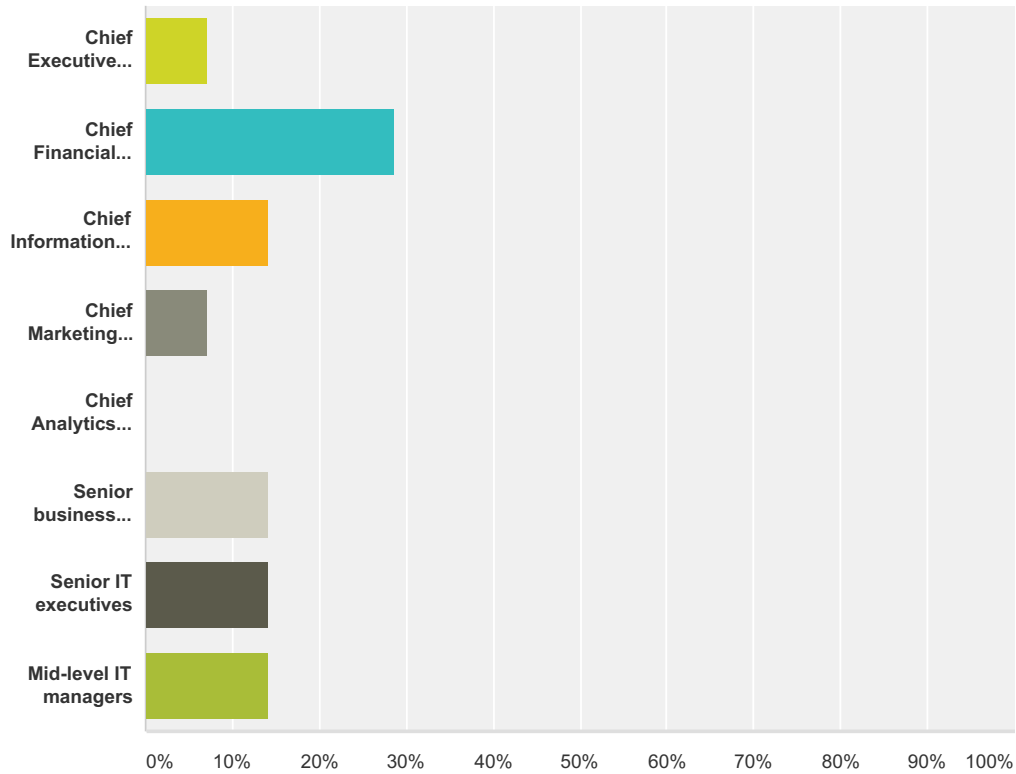


| Answer Choices | Responses | |
|---|---|---|
| Chief Executive Officer (CEO) | **7.14%** | 1 |
| Chief Financial Officer (CFO) | **28.57%** | 4 |
| Chief Information Officer (CIO) | **14.29%** | 2 |
| Chief Marketing Officer (CMO) | **7.14%** | 1 |
| Chief Analytics Officer (CAO) | **0.00%** | 0 |
| Senior business executives | **14.29%** | 2 |
| Senior IT executives | **14.29%** | 2 |
| Mid-level IT managers | **14.29%** | 2 |
| **Total** | | **14** |

## Q7 Does your organization consider big data and analytics as a key component of your enterprise-wide strategy?

Answered: 14    Skipped: 0

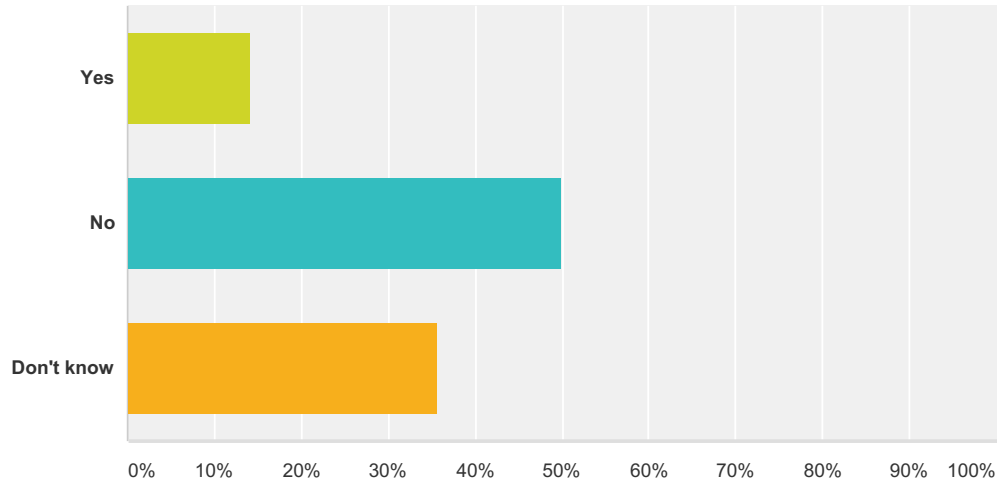

| Answer Choices | Responses | |
|---|---|---|
| Yes | **50.00%** | 7 |
| No | **28.57%** | 4 |
| Don't know | **21.43%** | 3 |
| **Total** | | **14** |

## Q8 Does your organization currently have the big data and analytics executive talent needed?

Answered: 14    Skipped: 0



| Answer Choices | Responses | |
|---|---|---|
| Yes | **14.29%** | 2 |
| No | **50.00%** | 7 |
| Don't know | **35.71%** | 5 |
| **Total** | | **14** |

## Q9 What is your organization's ideal education and training background for your executive big data and analytics talent? Please select the top three answers:

Answered: 13    Skipped: 1
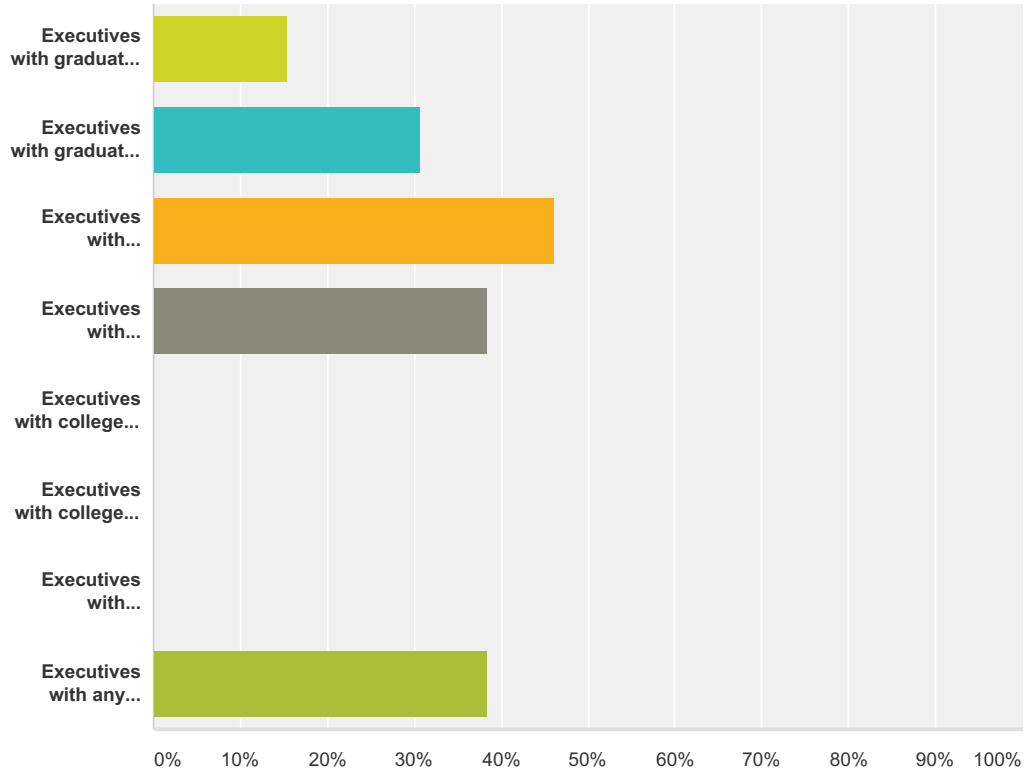


| Answer Choices | Responses | |
|---|---|---|
| Executives with graduate degrees (e.g. M.Sc., PhD) in big data and/or analytics | **15.38%** | 2 |
| Executives with graduate degrees (e.g. M.Sc., PhD) in disciplines related to big data and/or analytics (e.g. Engineering, Computer Science, Mathematics, Statistics). | **30.77%** | 4 |
| Executives with undergraduate degrees (e.g. B.Sc.) in big data and/or analytics | **46.15%** | 6 |
| Executives with undergraduate degrees (e.g. B.Sc.) in disciplines related to big data and/or analytics | **38.46%** | 5 |
| Executives with college diplomas in big data and/or analytics | **0.00%** | 0 |
| Executives with college diplomas in disciplines related to big data and/or analytics | **0.00%** | 0 |
| Executives with certificates in big data and/or analytics | **0.00%** | 0 |
| Executives with any combination of education and training background, given the appropriate experience profile | **38.46%** | 5 |
| **Total Respondents: 13** | | |

## Q10 To what extent has your organization already deployed big data and analytics?

**Answered: 14    Skipped: 0**
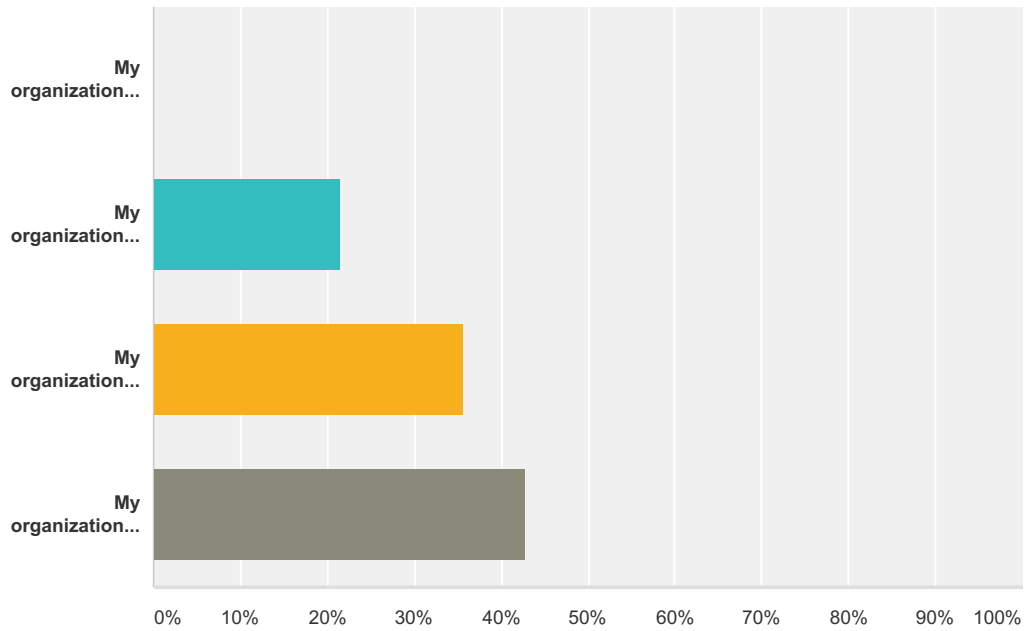


| Answer Choices | Responses | |
|---|---|---|
| My organization has deployed big data and analytics enterprise-wide | **0.00%** | 0 |
| My organization has deployed big data and analytics across one or more of our functional areas | **21.43%** | 3 |
| My organization has deployed big data and analytics for one or more strategic, operational, and/or tactical applications (e.g. Supply Chain Management, Customer Intelligence) | **35.71%** | 5 |
| My organization has not deployed any big data and/or analytics applications | **42.86%** | 6 |
| **Total** | | **14** |

## Q11 What are your organization's biggest challenges in extracting value from big data? Select up to two.

Answered: 14    Skipped: 0
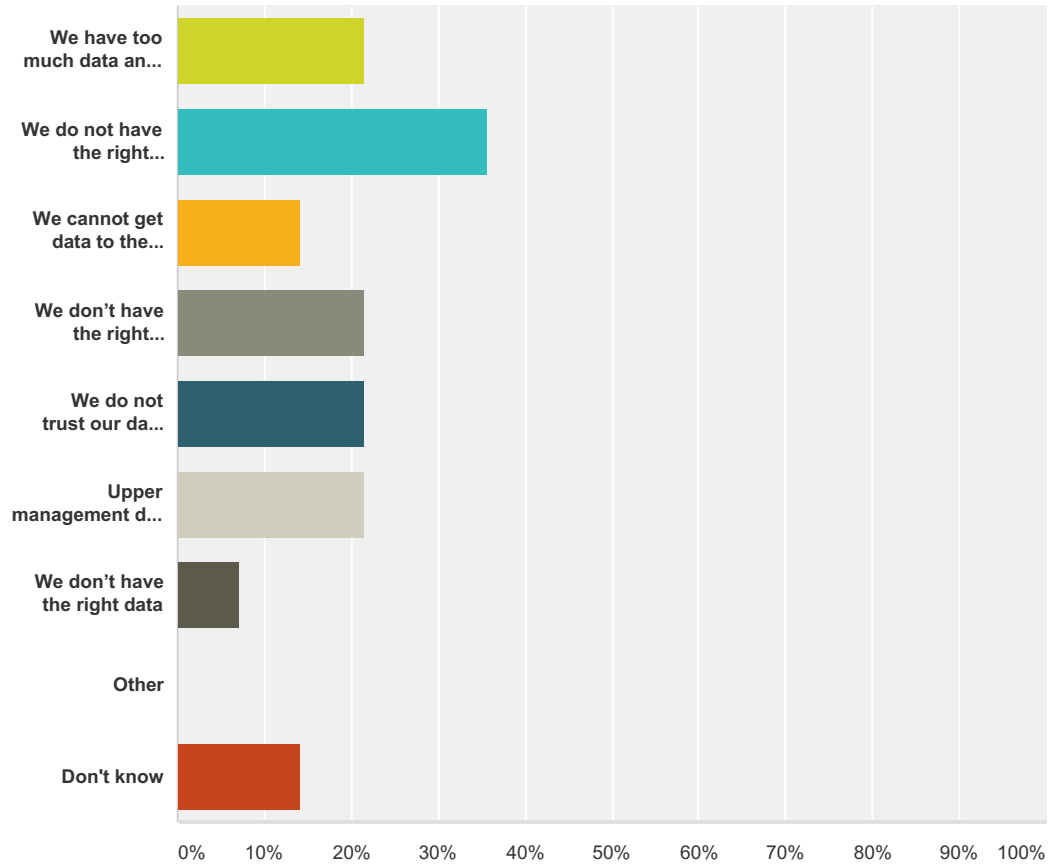


| Answer Choices | Responses | |
|---|---|---|
| We have too much data and too few resources to manage them | **21.43%** | 3 |
| We do not have the right skills within the organization to manage data effectively | **35.71%** | 5 |
| We cannot get data to the right people within the organization | **14.29%** | 2 |
| We don't have the right analytical skills to know how to use the data effectively | **21.43%** | 3 |
| We do not trust our data enough to inform critical decisions | **21.43%** | 3 |
| Upper management does not see the value of data | **21.43%** | 3 |
| We don't have the right data | **7.14%** | 1 |
| Other | **0.00%** | 0 |
| Don't know | **14.29%** | 2 |
| **Total Respondents: 14** | | |

# Q12 What opportunities do you see for your organization as the result of the availability of increased amounts of data? Select all that apply.

Answered: 14    Skipped: 0
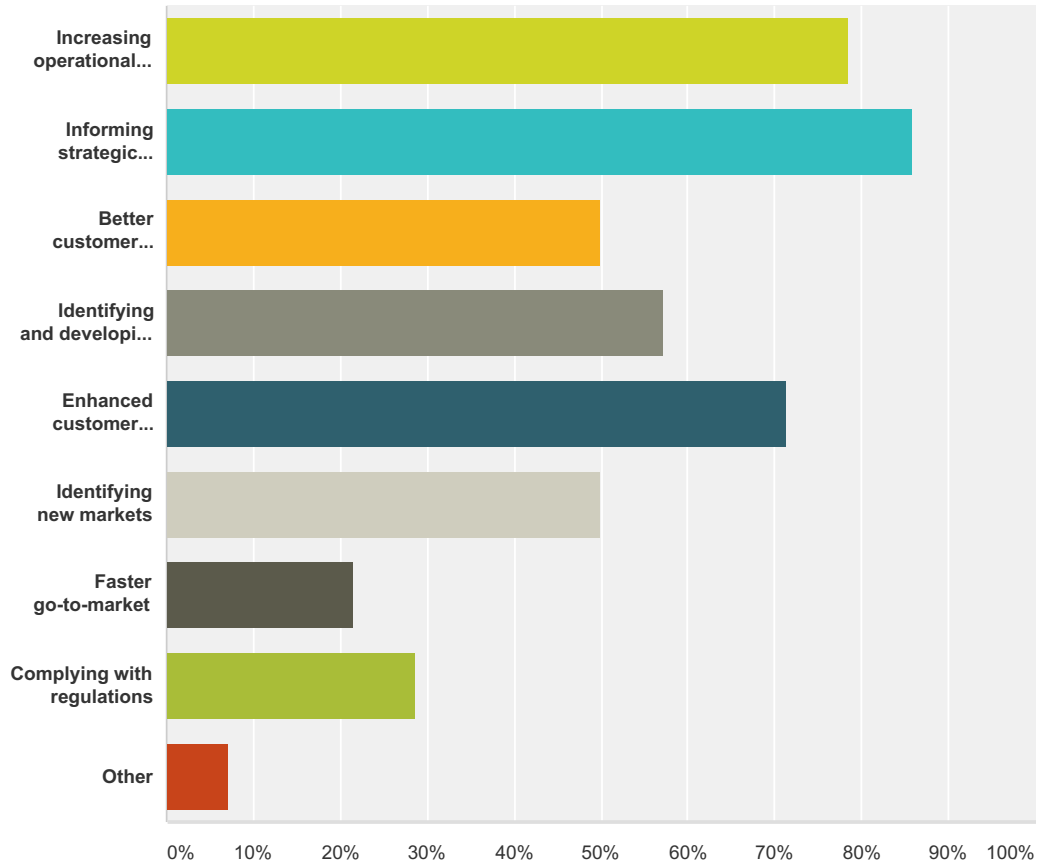


| Answer Choices | Responses | |
|---|---|---|
| Increasing operational efficiency | **78.57%** | 11 |
| Informing strategic direction | **85.71%** | 12 |
| Better customer service | **50.00%** | 7 |
| Identifying and developing new products and services | **57.14%** | 8 |
| Enhanced customer experience | **71.43%** | 10 |
| Identifying new markets | **50.00%** | 7 |
| Faster go-to-market | **21.43%** | 3 |
| Complying with regulations | **28.57%** | 4 |
| Other | **7.14%** | 1 |
| **Total Respondents: 14** | | |

# Q13 Is your organization either currently engaged in or planning to embark on a big data project within the next two years?
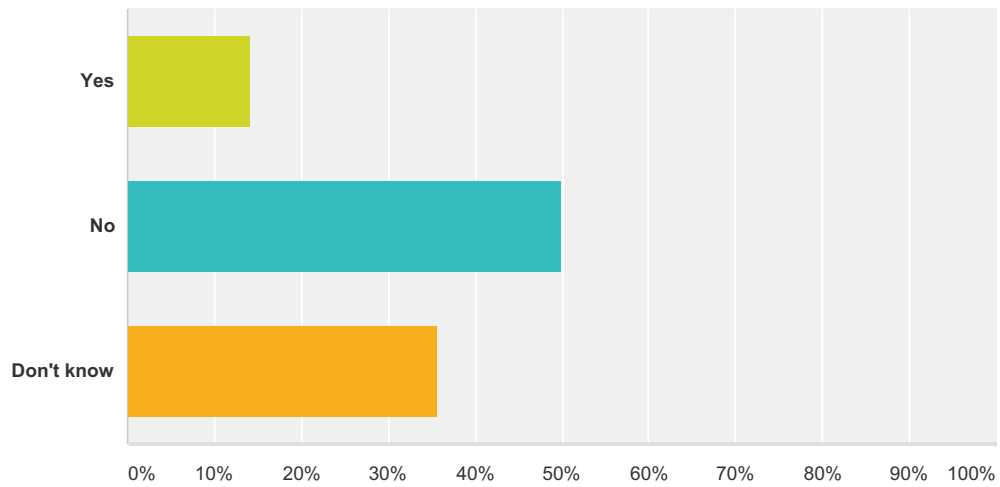
Answered: 14    Skipped: 0
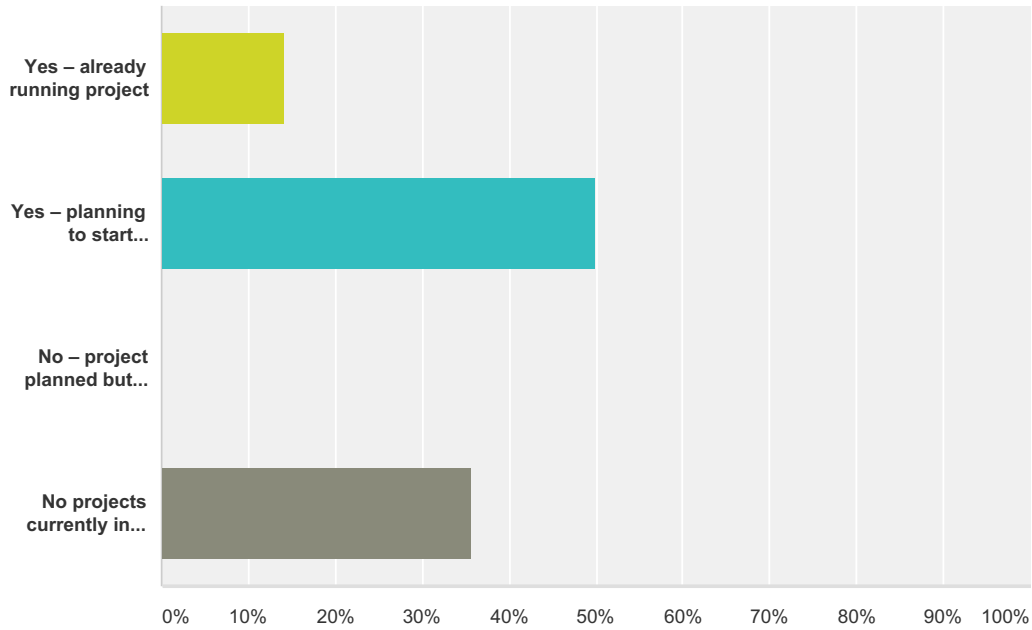


| Answer Choices | Responses | |
|---|---|---|
| Yes – already running project | **14.29%** | 2 |
| Yes – planning to start project within in next two years | **50.00%** | 7 |
| No – project planned but unlikely to start within next two years | **0.00%** | 0 |
| No projects currently in the pipeline | **35.71%** | 5 |
| **Total** | | **14** |

## Q14 Does your organization have a strategy or road map for developing big data skills?

**Answered: 14    Skipped: 0**



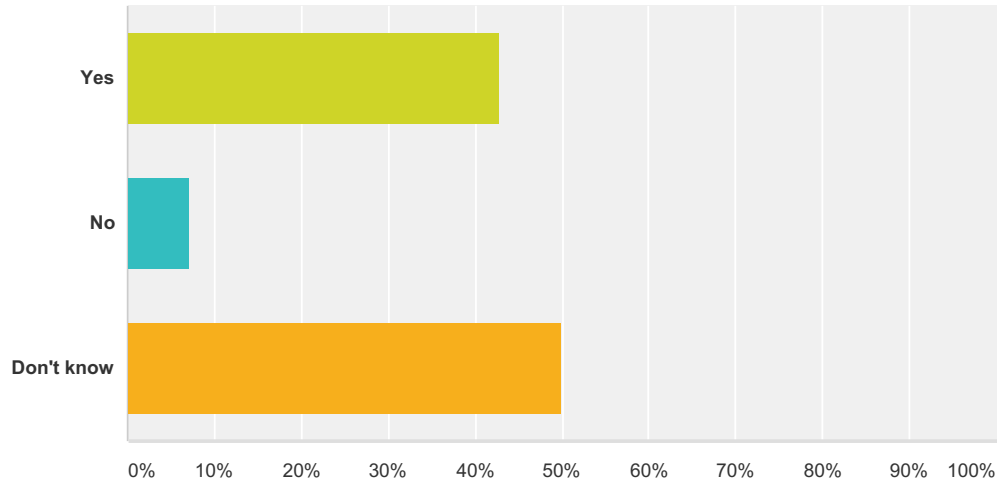| Answer Choices | Responses | |
|---|---|---|
| Yes | **14.29%** | 2 |
| No | **50.00%** | 7 |
| Don't know | **35.71%** | 5 |
| **Total** | | **14** |

## Q15 Do you believe there is a skills shortage in the area of data science/big data/data analytics?

**Answered: 14    Skipped: 0**



| Answer Choices | Responses | |
|---|---|---|
| Yes | **42.86%** | 6 |
| No | **7.14%** | 1 |
| Don't know | **50.00%** | 7 |
| **Total** | | **14** |

## Q16 Are you currently recruiting or thinking of recruiting big data roles?

Answered: 14    Skipped: 0
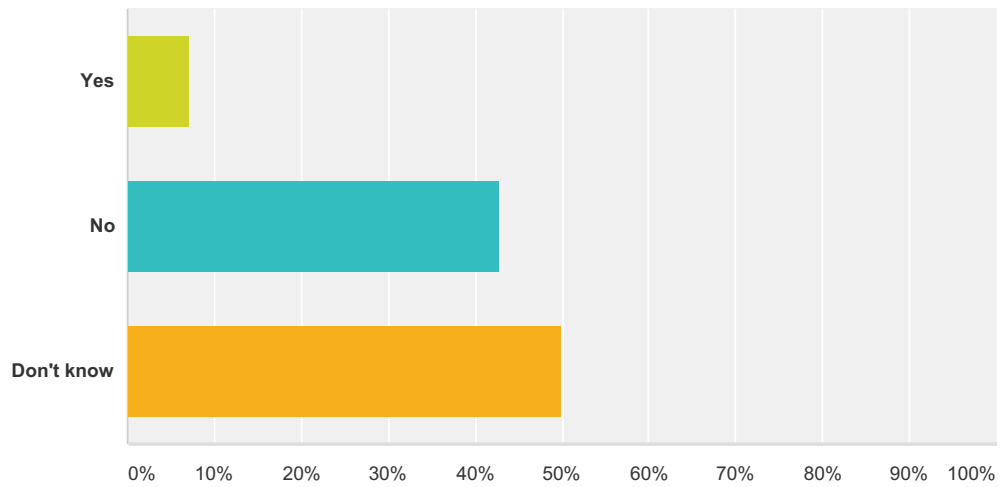


| Answer Choices | Responses | |
|---|---|---|
| Yes | **7.14%** | 1 |
| No | **42.86%** | 6 |
| Don't know | **50.00%** | 7 |
| **Total** | | **14** |

## Q17 What area(s) of the business is this demand coming from/what is the main driver for big data recruitment? (Select all that apply)

Answered: 14    Skipped: 0
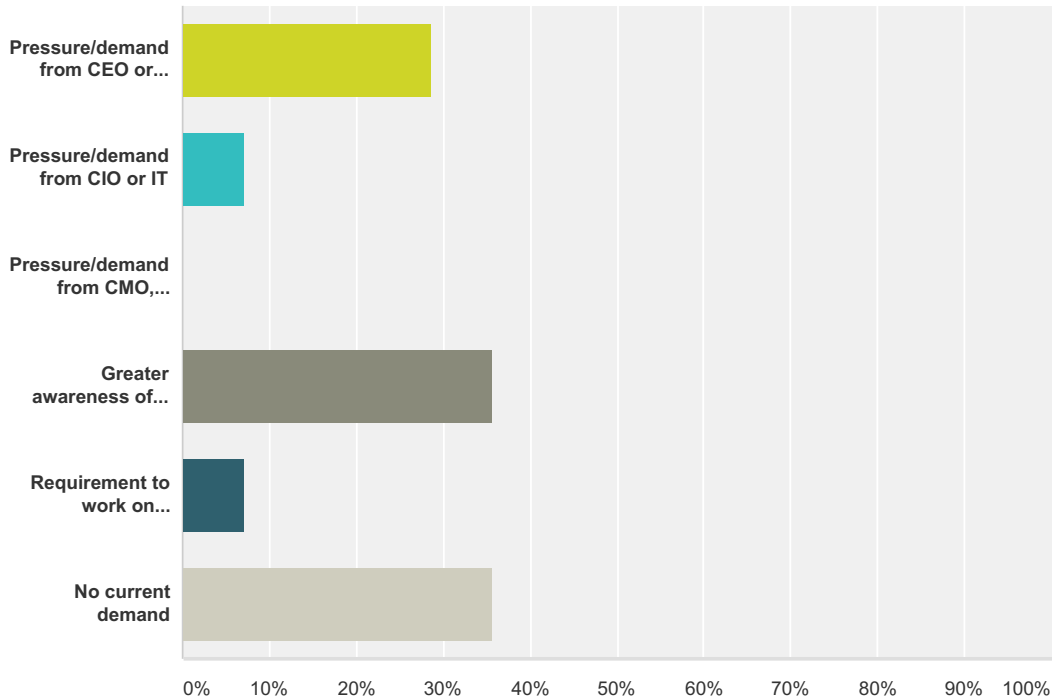


| Answer Choices | Responses | |
|---|---|---|
| Pressure/demand from CEO or management | **28.57%** | 4 |
| Pressure/demand from CIO or IT | **7.14%** | 1 |
| Pressure/demand from CMO, marketing and/or sales | **0.00%** | 0 |
| Greater awareness of commercial potential of big data | **35.71%** | 5 |
| Requirement to work on planned/on-going big data project | **7.14%** | 1 |
| No current demand | **35.71%** | 5 |
| **Total Respondents: 14** | | |

## Q18 What methods/channels are you using (or would you anticipate using) in the recruitment process in order to identify potential candidates for executive big data roles? (Select all that apply)

Answered: 14    Skipped: 0
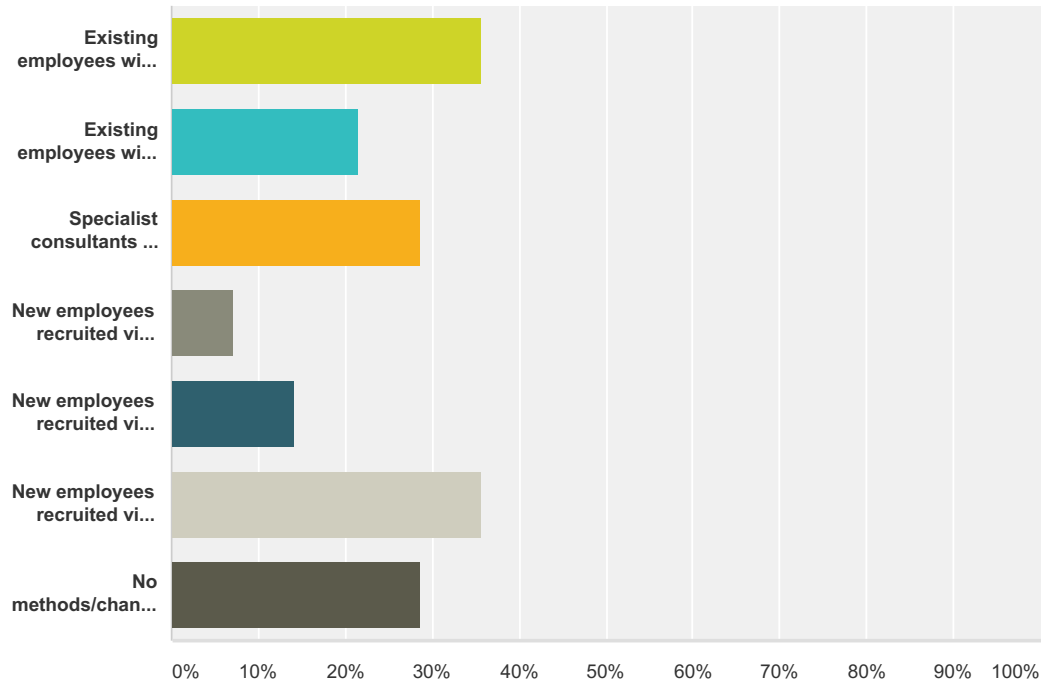


| Answer Choices | Responses | |
| --- | --- | --- |
| Existing employees with business background | **35.71%** | 5 |
| Existing employees with IT background | **21.43%** | 3 |
| Specialist consultants on contract | **28.57%** | 4 |
| New employees recruited via specialist IT recruiter | **7.14%** | 1 |
| New employees recruited via non-IT recruiter | **14.29%** | 2 |
| New employees recruited via internal HR using internet sites | **35.71%** | 5 |
| No methods/channels currently being used or discussed | **28.57%** | 4 |
| **Total Respondents: 14** | | |

# Q19 For your organization, what is the most effective way to build big data skills? (Select the most appropriate)

Answered: 14    Skipped: 0
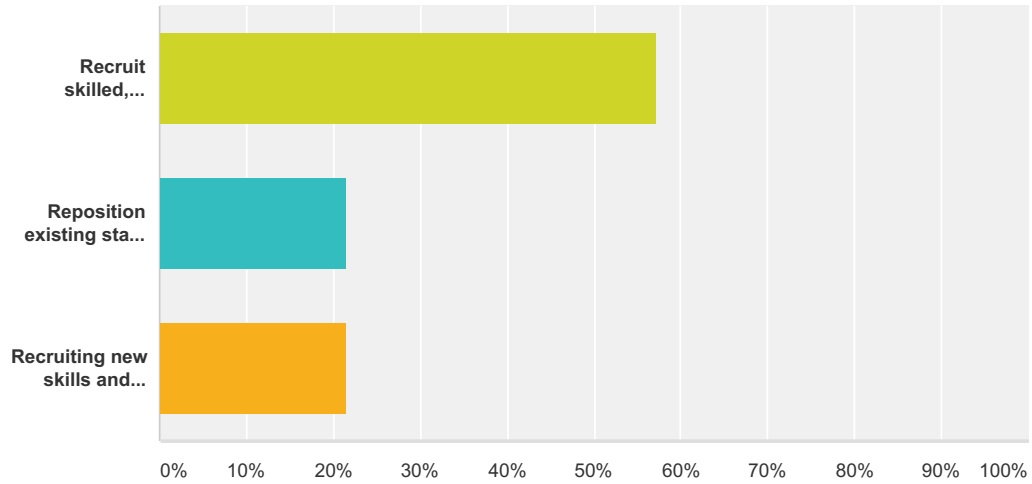


| Answer Choices | Responses | |
|---|---|---|
| Recruit skilled, experienced people | **57.14%** | 8 |
| Reposition existing staff and retrain for big data | **21.43%** | 3 |
| Recruiting new skills and retraining existing staff are equally important | **21.43%** | 3 |
| **Total** | | **14** |

## Q20 Which of the following tactics does your organization believe will be most effective to retrain existing talent to meet your big data and analytics talent needs? Please rank the following in order of importance (where "1" is the most important):

Answered: 13    Skipped: 1
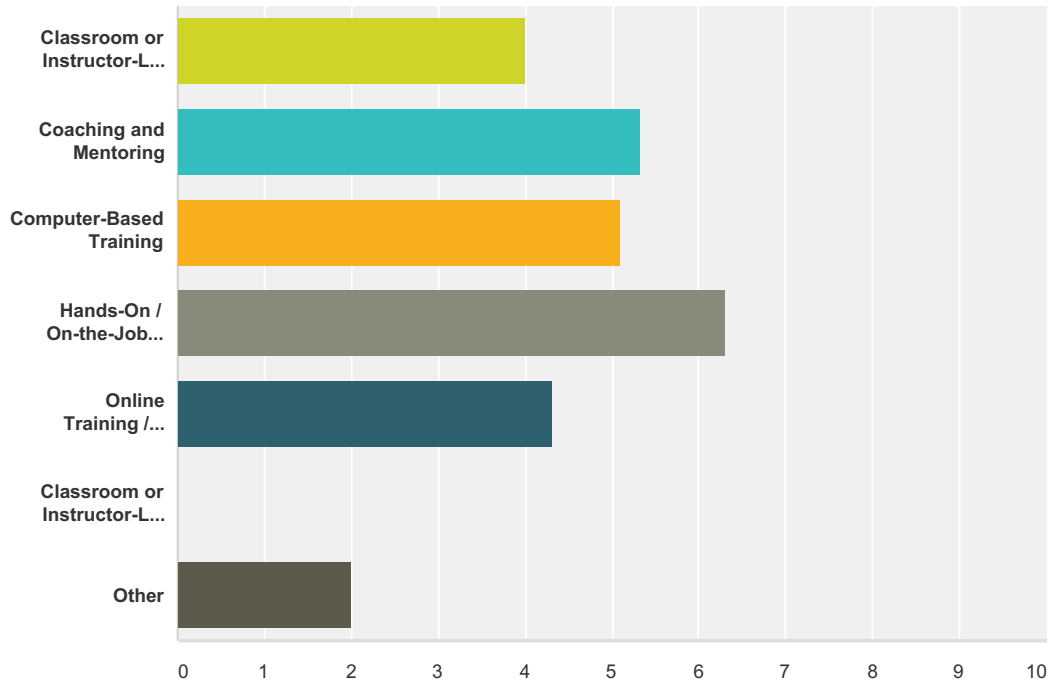


| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | Score |
|---|---|---|---|---|---|---|---|---|---|
| Classroom or Instructor-Led Training | 9.09%<br>1 | 9.09%<br>1 | 18.18%<br>2 | 9.09%<br>1 | 45.45%<br>5 | 9.09%<br>1 | 0.00%<br>0 | 11 | 4.00 |
| Coaching and Mentoring | 25.00%<br>3 | 33.33%<br>4 | 8.33%<br>1 | 16.67%<br>2 | 16.67%<br>2 | 0.00%<br>0 | 0.00%<br>0 | 12 | 5.33 |
| Computer-Based Training | 18.18%<br>2 | 18.18%<br>2 | 27.27%<br>3 | 27.27%<br>3 | 9.09%<br>1 | 0.00%<br>0 | 0.00%<br>0 | 11 | 5.09 |
| Hands-On / On-the-Job Training | 53.85%<br>7 | 23.08%<br>3 | 23.08%<br>3 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 13 | 6.31 |
| Online Training / e-Learning | 0.00%<br>0 | 16.67%<br>2 | 25.00%<br>3 | 33.33%<br>4 | 25.00%<br>3 | 0.00%<br>0 | 0.00%<br>0 | 12 | 4.33 |
| Classroom or Instructor-Led Training | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0 | 0.00 |
| Other | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 0.00%<br>0 | 100.00%<br>9 | 0.00%<br>0 | 9 | 2.00 |

## Q21 In your view what are the most important qualities a data-driven executive should have? (Please select a minimum of one and a maximum of three essential qualities)
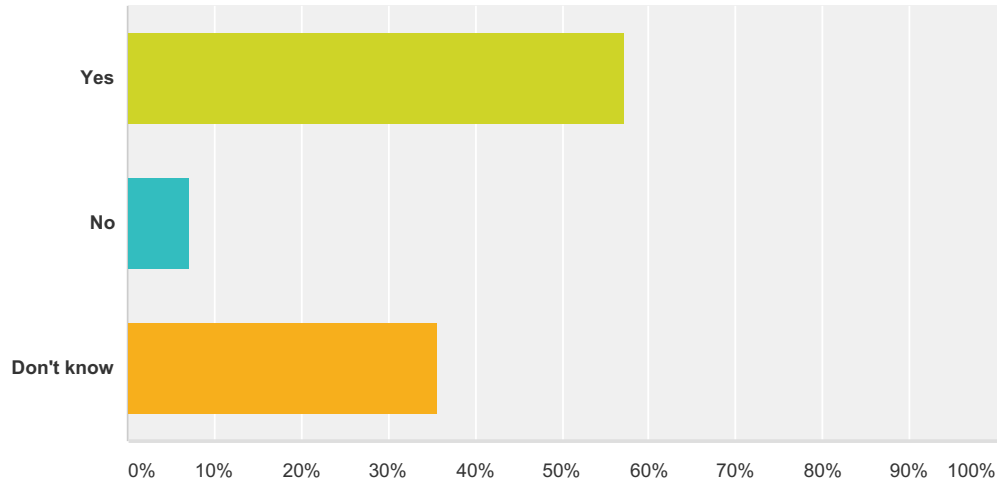
Answered: 14    Skipped: 0
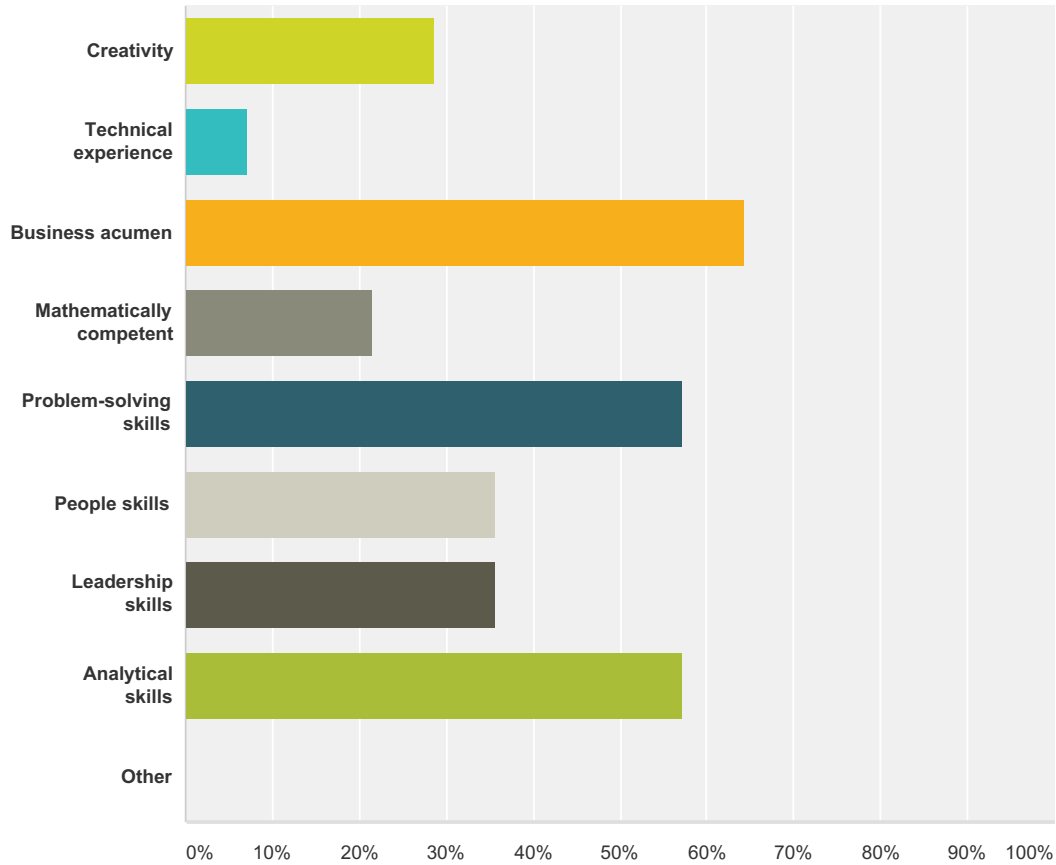


| Answer Choices | Responses | |
|---|---|---|
| Creativity | **28.57%** | 4 |
| Technical experience | **7.14%** | 1 |
| Business acumen | **64.29%** | 9 |
| Mathematically competent | **21.43%** | 3 |
| Problem-solving skills | **57.14%** | 8 |
| People skills | **35.71%** | 5 |
| Leadership skills | **35.71%** | 5 |
| Analytical skills | **57.14%** | 8 |
| Other | **0.00%** | 0 |
| **Total Respondents: 14** | | |

## Q22 In your experience, is it difficult to find/develop executives with the right mix of skills needed to advance and lead a data-driven organization?
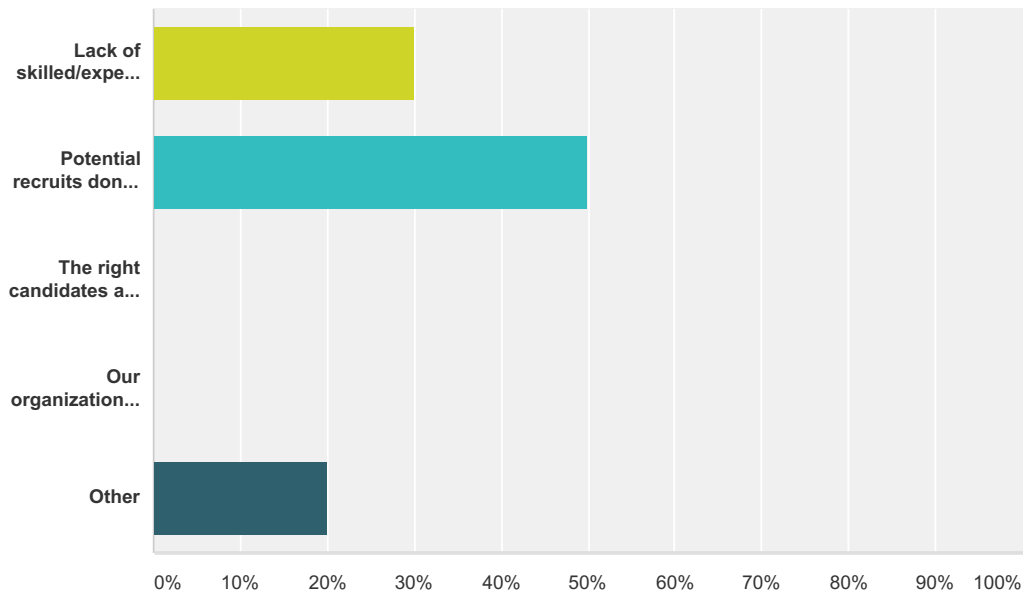
**Answered: 14    Skipped: 0**



| Answer Choices | Responses | |
|---|---|---|
| Yes | **57.14%** | 8 |
| No | **7.14%** | 1 |
| Don't know | **35.71%** | 5 |
| **Total** | | **14** |

## Q23 If yes, what is the main reason for this? (Please tick one option)

Answered: 10    Skipped: 4



| Answer Choices | Responses | |
|---|---|---|
| Lack of skilled/experienced candidates | **30.00%** | 3 |
| Potential recruits don't have the right combination of business/IT/analytics/communication skills | **50.00%** | 5 |
| The right candidates are often too expensive | **0.00%** | 0 |
| Our organization struggles to define what it is looking for | **0.00%** | 0 |
| Other | **20.00%** | 2 |
| **Total** | | **10** |

## Q24 In your experience, do you think today's graduates have the necessary skills to analyze data effectively?

Answered: 14    Skipped: 0
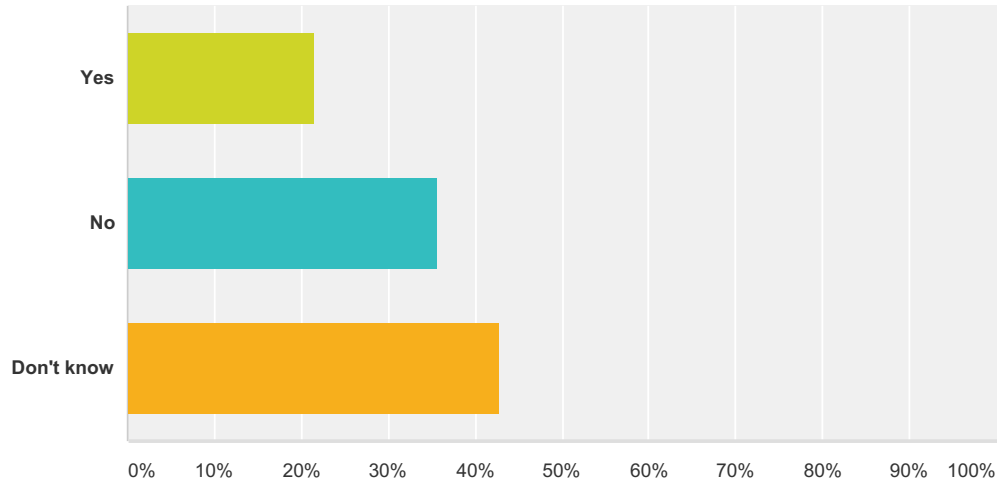
| Answer Choices | Responses | |
|---|---|---|
| Yes | **21.43%** | 3 |
| No | **35.71%** | 5 |
| Don't know | **42.86%** | 6 |
| **Total** | | **14** |