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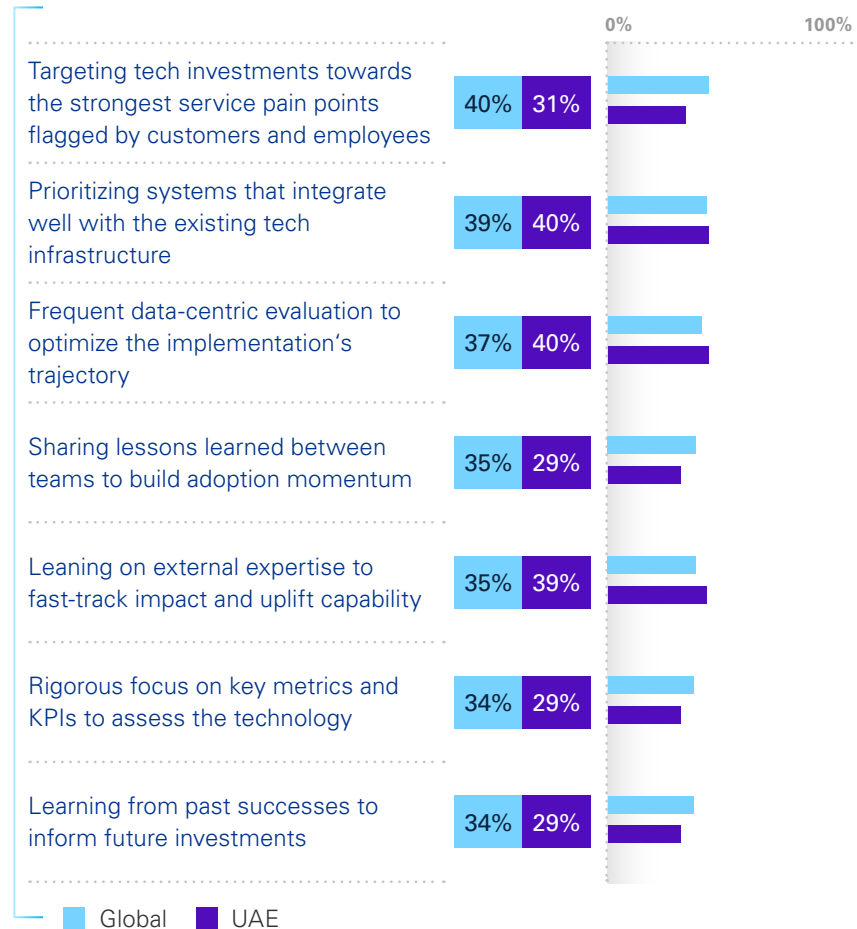
Measuring outcomes and digital transformation priorities

In your experience, which tactics have been the most influential to achieve quick wins from your technology investments?

Tactic	Global	UAE
Targeting tech investments towards the strongest service pain points flagged by customers and employees	40%	31%
Prioritizing systems that integrate well with the existing tech infrastructure	39%	40%
Frequent data-centric evaluation to optimize the implementation's trajectory	37%	40%
Sharing lessons learned between teams to build adoption momentum	35%	29%
Leaning on external expertise to fast-track impact and uplift capability	35%	39%
Rigorous focus on key metrics and KPIs to assess the technology	34%	29%
Learning from past successes to inform future investments	34%	29%

Global ▮ UAE ▮

Targeting tech investments at service pain points flagged by customers and employees, and prioritizing integration with existing tech infrastructure are considered key tactics for achieving quick wins according to global tech leaders (40% and 39% respectively). Similarly in the UAE, there is a strong emphasis on systems that integrate with the organization's existing infrastructure (40%), alongside frequent data-centric evaluation to optimize implementation (40%).
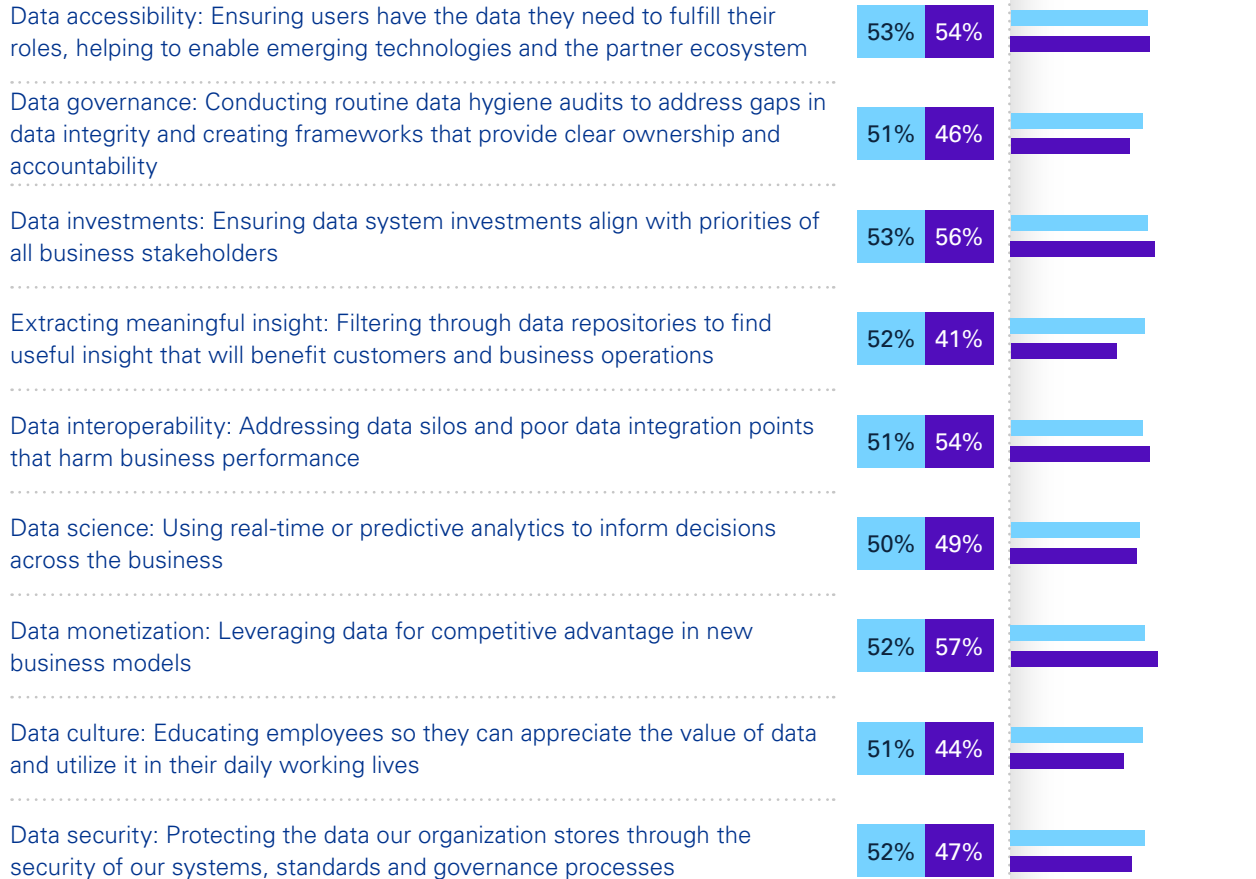
To track the value of their digital transformation projects and tech investments, global organizations focus on strategic evaluation of their tech investment portfolio to align with long-term goals (42%), as well as regularly reviewing their value-tracking metrics to keep up with market changes (40%). 39% of UAE organizations also perform regular metric updates, with a strong reliance on real-time data insight to guide their decision making. There is notable attention to stopping underperforming projects (36%) and incorporating user feedback (34%) in the UAE, indicating a robust approach to value tracking.

What strategies does your organization use to track the value of your digital transformation projects and your tech investments?

Strategy	Global	UAE
Our tech leaders strategically evaluate our tech investment portfolio to ensure it aligns with our long term goals	42%	33%
We regularly review and update our value-tracking metrics to stay aligned with market changes	40%	39%
Real-time or near real-time data insight guide our decision-making	37%	39%
We use both qual and quant metrics to establish causal and correlational trends	36%	31%
We have the ability to stop projects when it becomes clear they are not delivering the anticipated value	34%	36%
User feedback (employees and customers) guides our implementation/rollout	33%	34%
Predictive forecasts guide our decision-making	28%	20%

Global ▮ UAE ▮

How effective are your data and analytics activities in the following areas?

— Influential/embedded

0% — 100%

Data accessibility: Ensuring users have the data they need to fulfill their roles, helping to enable emerging technologies and the partner ecosystem
53% | 54%

Data governance: Conducting routine data hygiene audits to address gaps in data integrity and creating frameworks that provide clear ownership and accountability
51% | 46%

Data investments: Ensuring data system investments align with priorities of all business stakeholders
53% | 56%

Extracting meaningful insight: Filtering through data repositories to find useful insight that will benefit customers and business operations
52% | 41%

Data interoperability: Addressing data silos and poor data integration points that harm business performance
51% | 54%

Data science: Using real-time or predictive analytics to inform decisions across the business
50% | 49%

Data monetization: Leveraging data for competitive advantage in new business models
52% | 57%

Data culture: Educating employees so they can appreciate the value of data and utilize it in their daily working lives
51% | 44%

Data security: Protecting the data our organization stores through the security of our systems, standards and governance processes
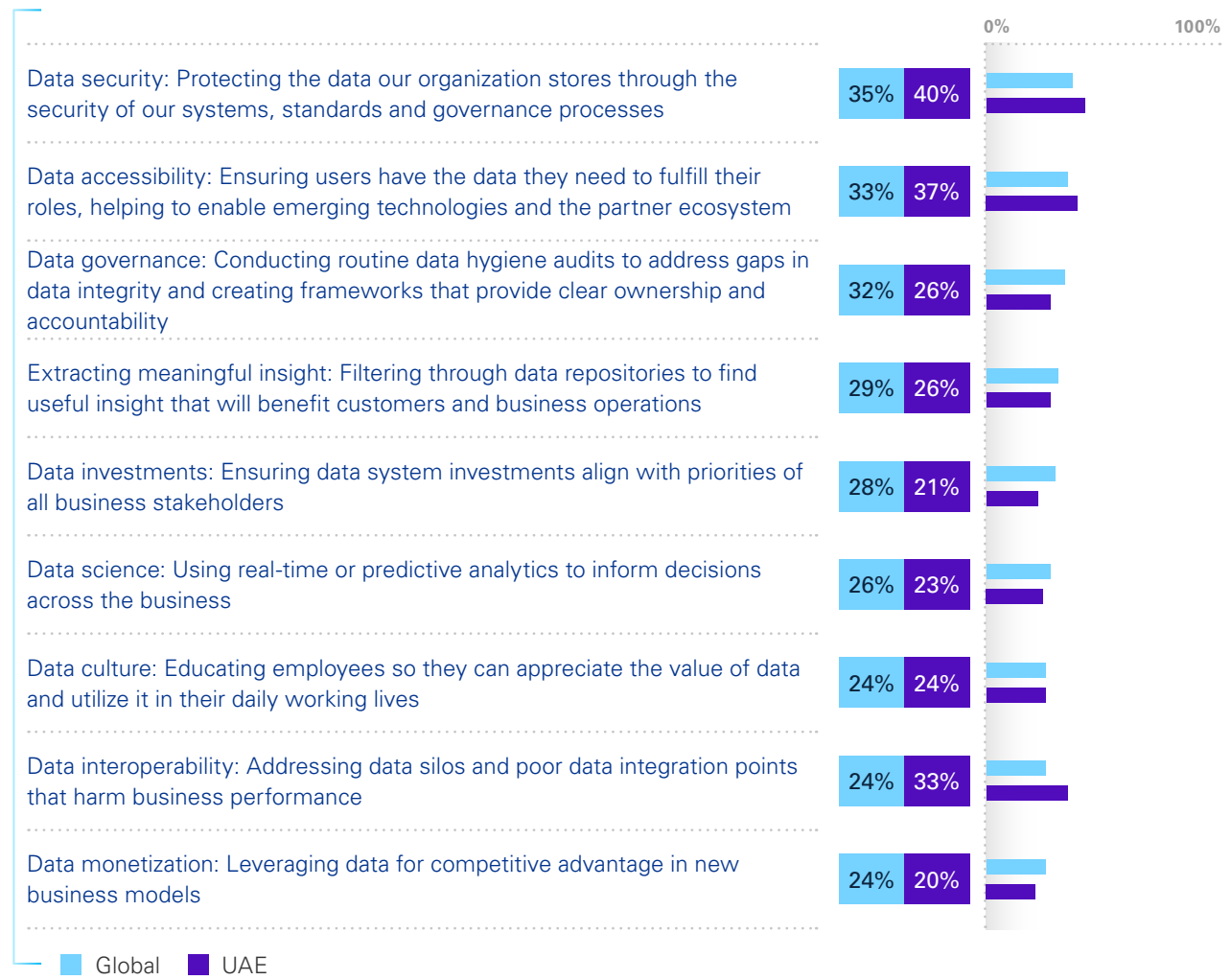52% | 47%

■ Global   ■ UAE

Global and UAE tech leaders assess data and analytics effectiveness across key areas. Data monetization for competitive advantage in new business models is effective for 52% globally and 57% in the UAE. Tech leaders globally (53%) and in the UAE (56%) also find it impactful to align data investments with priorities of all business stakeholders. Ensuring data accessibility and interoperability, including data silos and poor data integration points, are considered beneficial by 54% of local tech leaders.

32% of global leaders and 33% in the UAE integrate data monetization into their strategy through well-defined processes. As for data security, 30% globally and 20% say this is a fundamental part of their business strategy, with structured yet agile guidelines noted by 23% globally and 27% in the UAE, reflecting a balance between security and agility.

What data management areas will your organization focus on improving in the next 12 months?

0% | 100%

Data security: Protecting the data our organization stores through the security of our systems, standards and governance processes
35% | 40%

Data accessibility: Ensuring users have the data they need to fulfill their roles, helping to enable emerging technologies and the partner ecosystem
33% | 37%

Data governance: Conducting routine data hygiene audits to address gaps in data integrity and creating frameworks that provide clear ownership and accountability
32% | 26%

Extracting meaningful insight: Filtering through data repositories to find useful insight that will benefit customers and business operations
29% | 26%

Data investments: Ensuring data system investments align with priorities of all business stakeholders
28% | 21%

Data science: Using real-time or predictive analytics to inform decisions across the business
26% | 23%

Data culture: Educating employees so they can appreciate the value of data and utilize it in their daily working lives
24% | 24%

Data interoperability: Addressing data silos and poor data integration points that harm business performance
24% | 33%

Data monetization: Leveraging data for competitive advantage in new business models
24% | 20%

■ Global ■ UAE

Global and UAE tech leaders are prioritizing the improvement of various data management areas over the next 12 months. Data security is a key focus, with 40% of respondents in the UAE and 35% globally emphasizing the protection of their organizations' stored data through secure systems, standards and governance processes. Data accessibility and democratization follow at 37% in the UAE and 33% globally, ensuring users have the necessary data for their roles and enabling emerging technologies. Addressing data interoperability to reduce silos is also an important goal for organizations both in the UAE (33%) and globally (24%).

What key benefits has your organization achieved from leveraging public cloud platforms/XaaS technologies over the past 12 months?

Benefit	Global	UAE
Better data management and integration	40%	31%
Improved security and compliance	39%	40%
Accelerated adoption of advanced technology	37%	40%
Reduction of carbon footprint/ improved sustainability	35%	29%
Improved efficiency	35%	29%
Reduction of technology debt	35%	39%
Lower total cost of ownership	34%	29%
Expanded scale	34%	29%

■ Global ■ UAE

Tech leaders worldwide, including the UAE, recognize the positive impact of cloud platforms and XaaS on their organizations. A significant portion (38% in the UAE and 37% globally) report enhanced data management and integration as a significant advantage, followed by the reduction of technology debt at 36% and 30% respectively. In the UAE, 32% also acknowledge improvements in security and compliance, with 36% achieving similar benefits globally.

In terms of ESG objectives, 33% globally and 29% in the UAE believe that public cloud platforms/XaaS technologies contribute to sustainability by helping businesses reduce their carbon footprint.