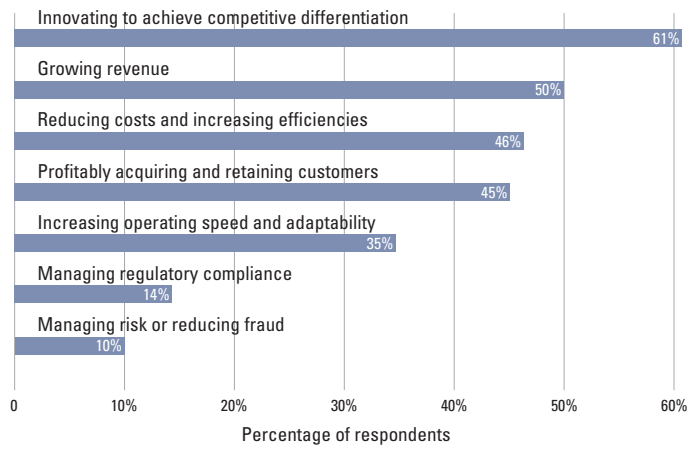




The Survey: Questions and Responses

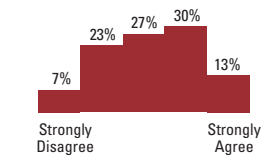
How are organizations using information and analytics? (Results from the 2010 New Intelligent Enterprise Global Executive Survey.)

Q1. What are the primary challenges facing your organization in the next two years? (Please select your top three.)

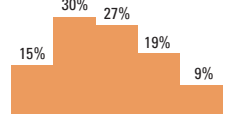


Q2. How well do the following statements describe your organization? (Please rate on a scale of 1 to 5, where 1 = Strongly disagree and 5 = Strongly agree)

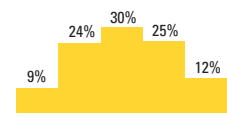
The organization predicts and prepares for the future by proactively evaluating scenarios or potential trade-offs



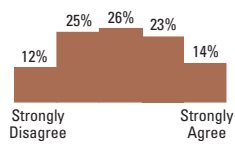
The organization makes decisions based on rigorous analytic approaches (e.g., quantitative modeling, simulation)



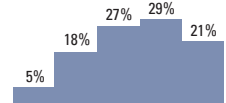
The organization manages data to enable the ability to share and aggregate data across departments or business units



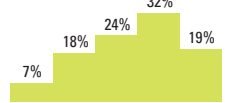
Business information and analytics differentiate us within the industry



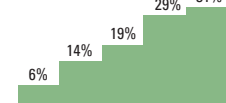
Improving our information and analytics capability is a top priority in our organization



Employees are encouraged to challenge current practices and approaches



The organization has more data than it knows how to use effectively

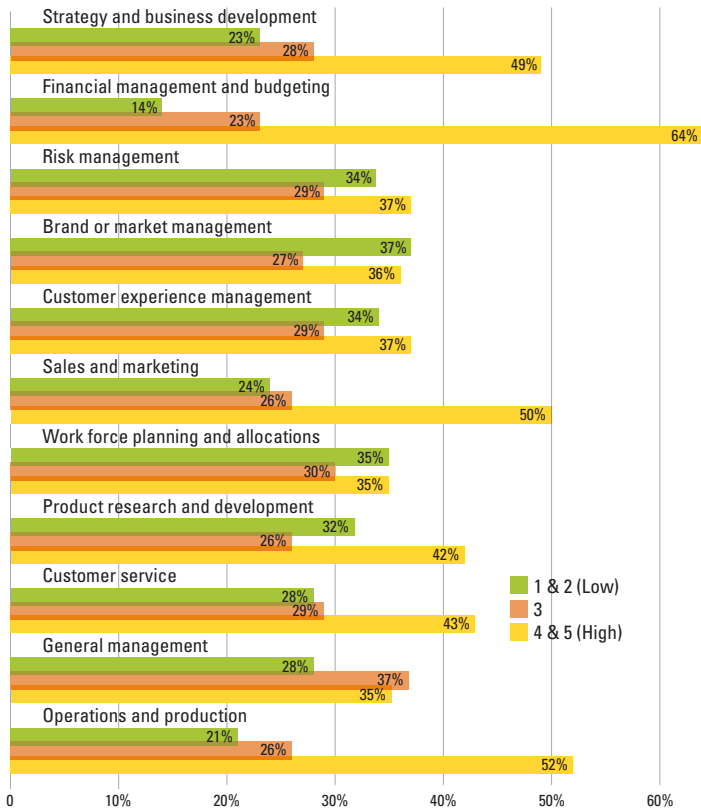


About the Research

To understand the challenges and opportunities associated with the use of business analytics, *MIT Sloan Management Review*, in collaboration with the IBM Institute for Business Value, conducted a survey of more than 3,000 business executives, managers and analysts from organizations located around the world. The survey captured insights from individuals in 108 countries and more than 30 industries, and involved organizations of various sizes. The sample was drawn from a number of different sources, including MIT alumni and *MIT Sloan Management Review* subscribers, IBM clients and other interested parties.

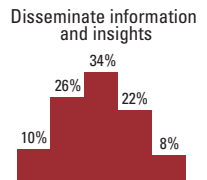
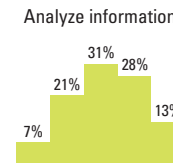
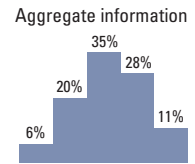
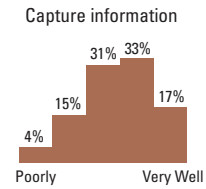
In addition to these survey results, we also interviewed academic experts and subject matter experts from a number of industries and disciplines to understand the practical issues facing organizations today. Their insights contributed to a richer understanding of the data, and the development of recommendations that respond to strategic and tactical questions senior executives address as they operationalize analytics within their organizations. We also drew upon a number of IBM case studies to illustrate further how organizations are leveraging business analytics and illuminate how real organizations are putting our recommendations into action in different organizational settings.

Q3. To what extent does your organization apply analytics to the following activities?

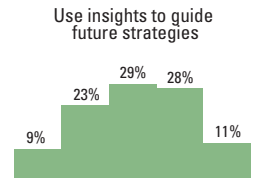
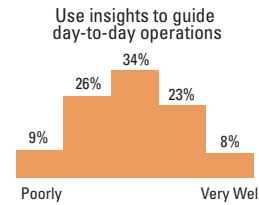


Q4. How well does your business unit or department perform the following information and analytic tasks?
(Please rate on a scale of 1 to 5, where 1 = Poorly and 5 = Very well)

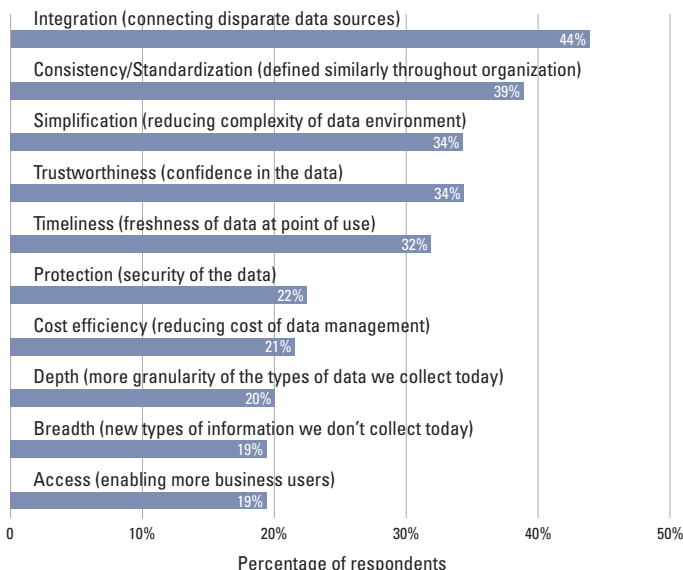
Ability to perform data management functions



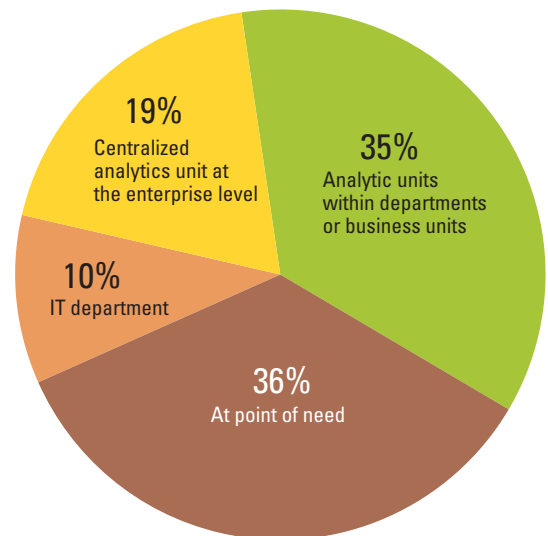
Ability to apply insights



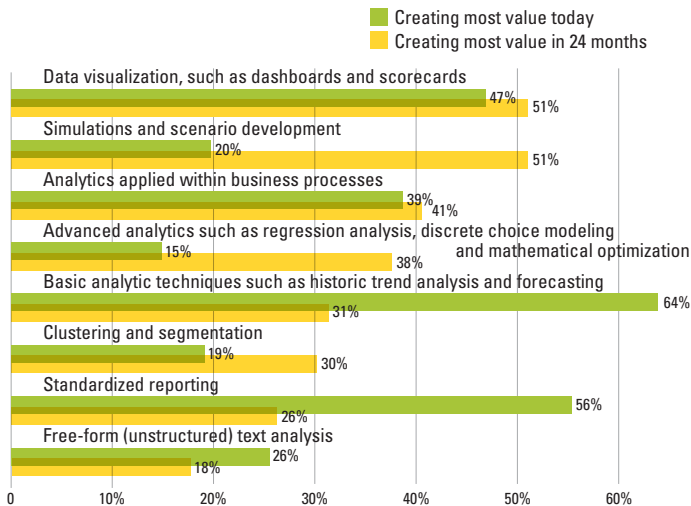
Q5. What are the highest data priorities for your organization?
(Please select up to three.)



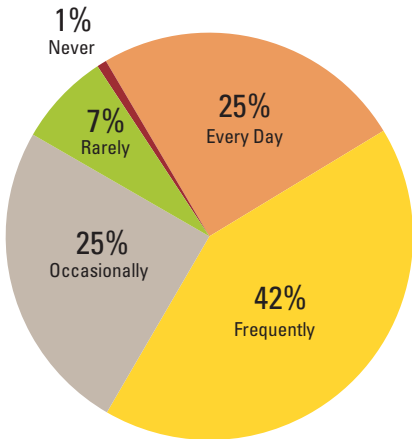
Q6. Where are analytics primarily performed within your organization?
(Please select one.)



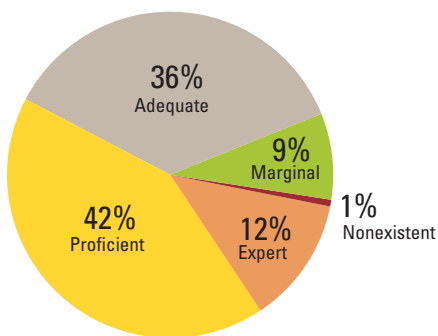
Q7. Select the type of analytics creating the most value in your organization today and in 24 months.



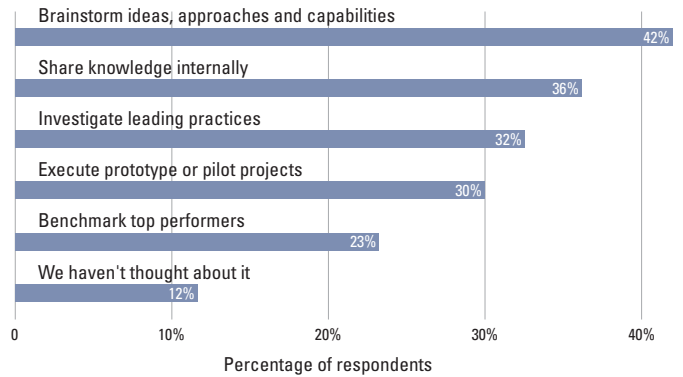
Q8. How often do you use information and analytics to inform your actions and support decision making in your day-to-day role?



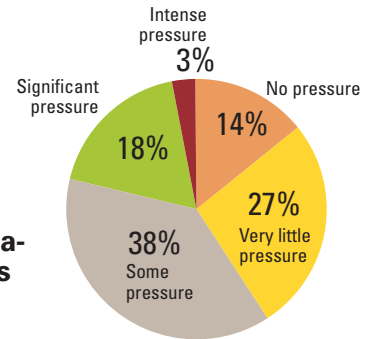
Q9. How would you rate your personal analytic skill level?



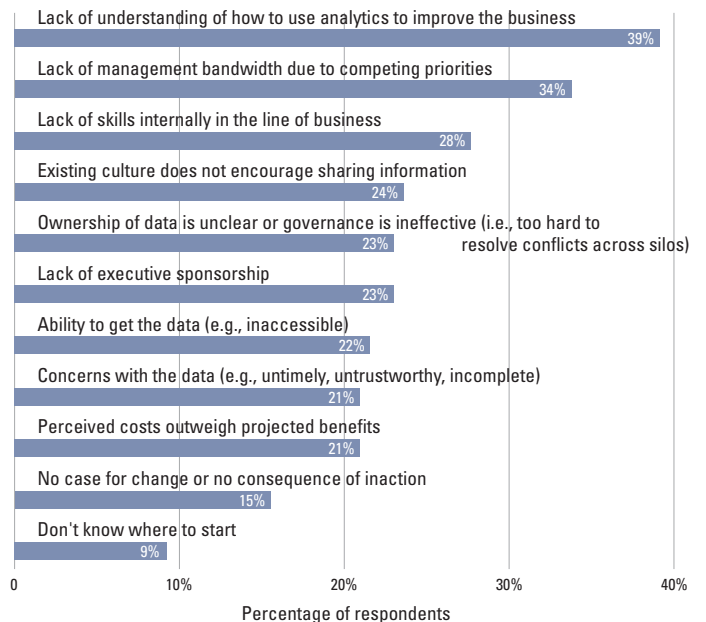
Q10. How is your organization most likely to explore new uses of analytics? (Please select up to two.)



Q11. To what extent is your business unit or department under pressure to adopt new/advanced information and analytics approaches?

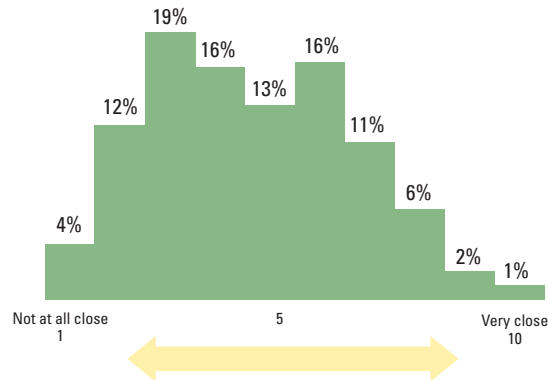


Q12. What are the primary obstacles to widespread adoption and use of information and analytics in your organization? (Please select up to three.)



Q13. Imagine an organization transformed by better ways to collect, analyze and be prescriptively guided by information. How close are you to that ideal?

(Please rate on a scale of 1 to 10, where 1 = Not at all close and 10 = Very close)

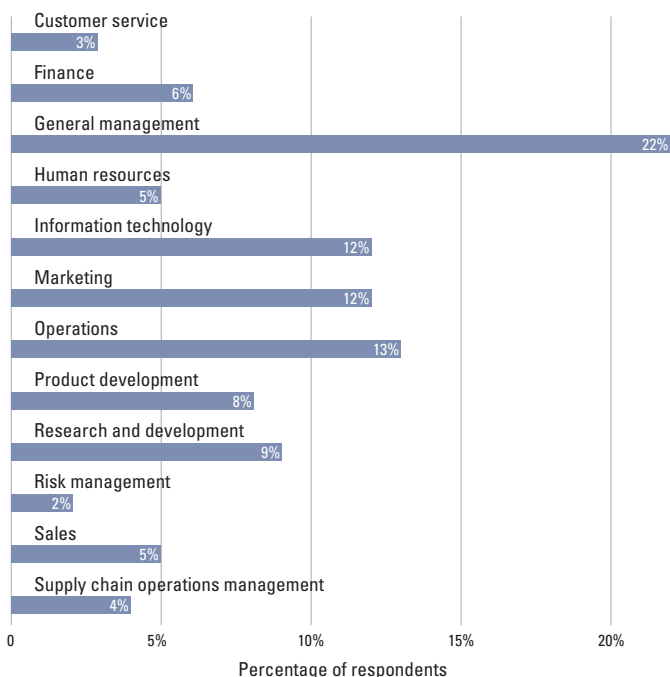


(TEXT RESPONSES)

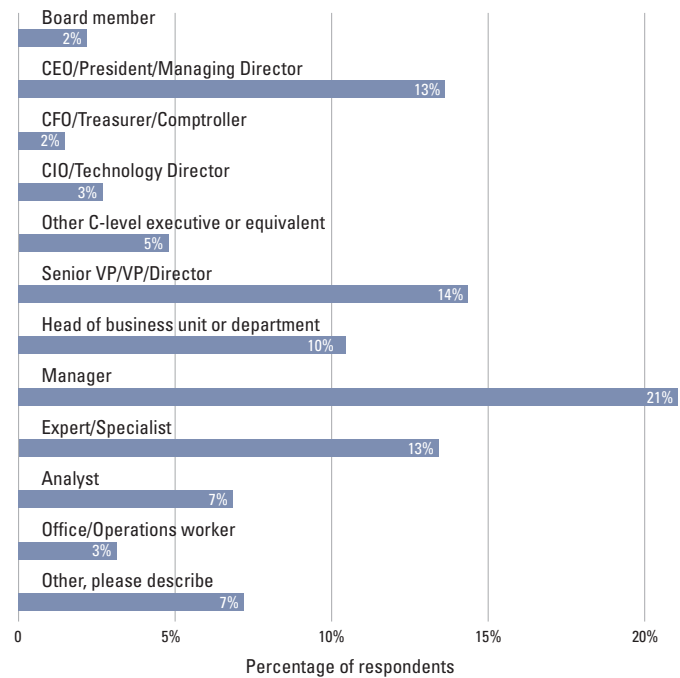
Q14. Where do you think the greatest opportunities with analytics lie for your function, organization or industry?

Q15. May we contact you further about your answer to this question? (If yes, you'll be asked to give us your contact information at the end of the survey.)

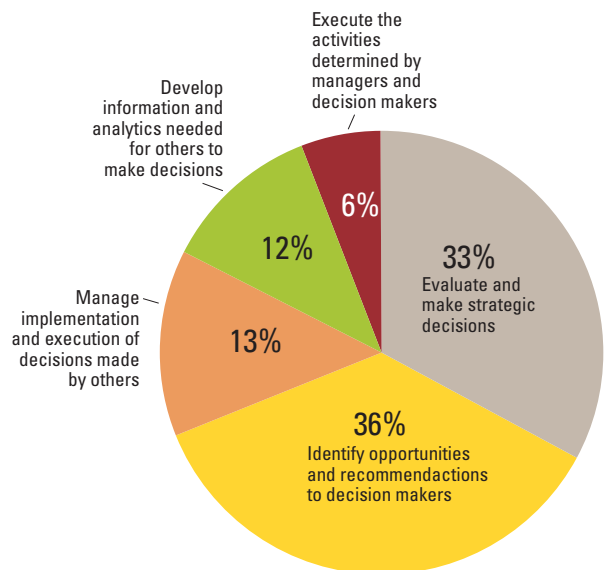
Q17. What is your main functional area?



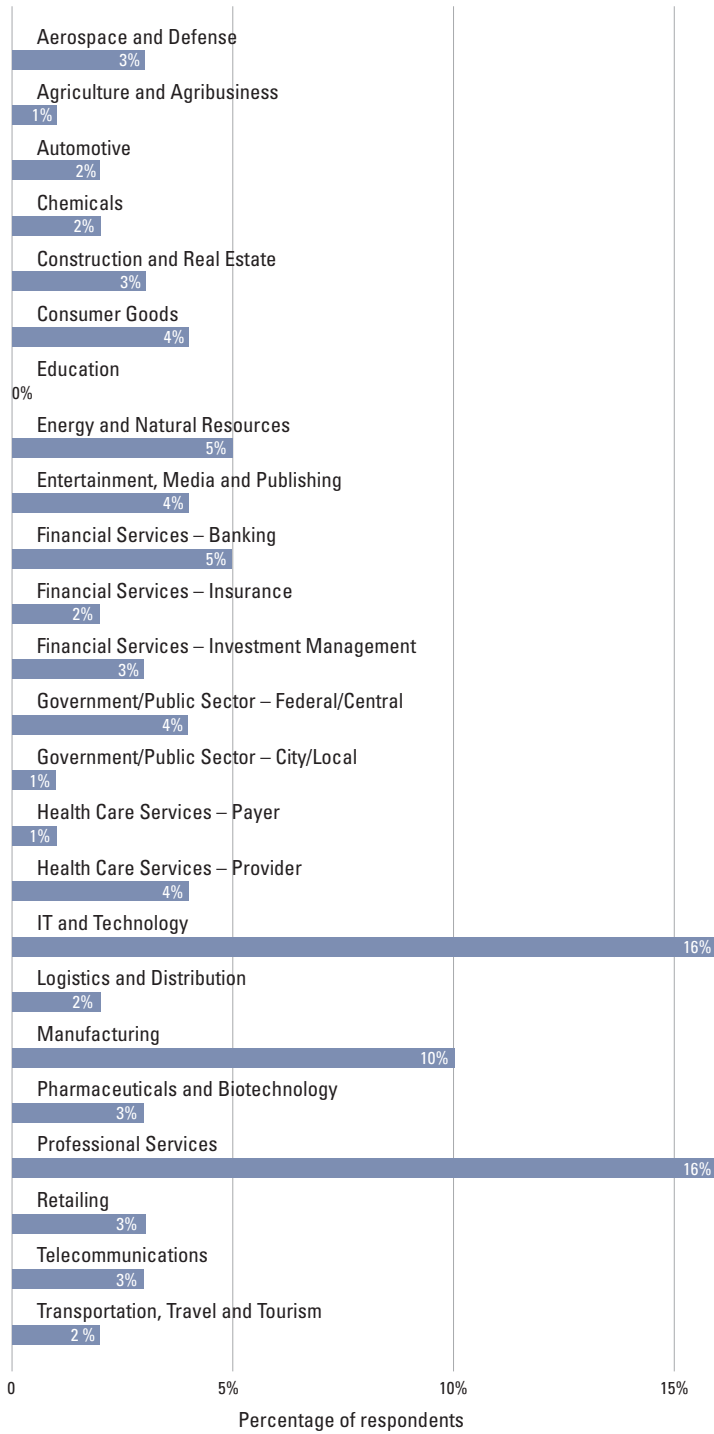
Q16. Which of the following best describes your role?



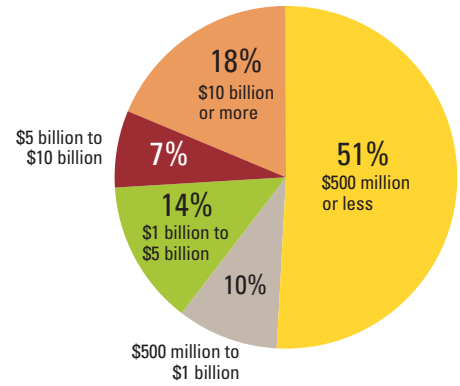
Q18. Which of the following best describes the activities involved in your day-to-day role?



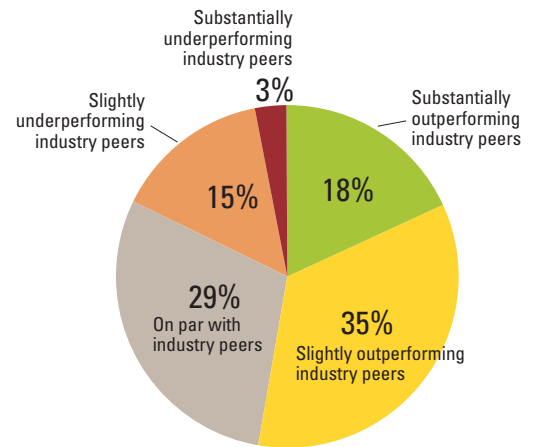
Q19. What is your primary industry?



Q20. What is your organization's global annual revenue in U.S. dollars?



Q21. How would you describe your organization's competitive position?



Q22. In which geographic region are you personally located?

