May 29, 2025
Dresner Advisory Services, LLC

# Wisdom of Crowds® Business Intelligence Market Study Excerpt

## 2025 Edition

Licensed to Domo

## Executive Summary

- Operations, IT, executive management and finance most often drive business intelligence practices in organizations.

- Executives, individual contributors and professionals, and middle and line managers are most targeted for BI. Suppliers and customers gathered the most targeting momentum in 2025, while executives and line managers lost targeting momentum. Executive and external audience targeting is higher in younger BI practices. Successful BI organizations target broad audiences.

- Better decision making is the most critical and top objective for BI; efficiency/cost and revenue goals are the next most important. Younger organizations pursue the widest breadth of objectives.

- Top BI achievements mirror objectives, and all achievements see high or moderate achievement that is slowly increasing over time.

- Penetration of BI within organizations improves over time; expansion plans continue to be bullish. BI success is linked to higher penetration.

- The average number of BI tools in use remains in a fairly narrow historical range, despite an abundance of new subscription and role-based tools. The number of tools increases with organization size.

- Data security, data quality, and reporting are the most important BI initiatives. Natural language analytics and ESG reporting are among the gainers this year; data preparation and data engineering fell in importance.

- Success with BI is sustained over time and most often measured via user feedback. The strongest contributors to BI success are cultural; both culture and technology execution are the biggest obstacles to BI success. BI success correlates to broad BI portfolios, higher global headcount, strategic commitment to artificial intelligence, and higher average BI penetration.

- More than 90% are increasing or maintaining current BI budgets and historic budget trends are intact, though some budgets are challenged by industry, geography or function. More than 80% of budget increases are new investment and not reallocations. Subscriptions and headcount are the biggest allocations.

- Most BI tools are in place five years or less, and though longevity is increasing, tool retirement and replacement is a variable mix of licensed and subscription products and services. BI success comes with extended tool life and longevity increases with organization size

- User measures of industry and vendor performance declined slightly and extended longer-term downward trends across nine measures: sales/acquisition experience; value for price paid, quality and usefulness; technical support; BI vendor consulting; integrity; vendor recommendations; overall industry performance improvement; and perceived total cost of ownership.

- Our BI market models and individual vendor ratings are shown.

## Vendor Ratings

In this section, we offer ratings of business intelligence vendors. We rate vendors using 33 different criteria, on a five-point scale for each. Criteria cover sales/acquisition experience (eight criteria), value for price paid (1), quality and usefulness of product (12), quality of technical support (5), quality and value of consulting services (5), whether the vendor is recommended (1), and integrity (1).

As we explore vendor performance in more detail, it is important to understand the scale we use in scoring the industry and vendors:

- 5.0 = Excellent
- 4.0 = Very good
- 3.0 = Adequate
- 2.0 = Poor
- 1.0 = Very poor

Based on our scoring methodology, all vendors perform at a level that is considered more than “adequate” for all criteria categories.

*Please note that “average score” is the mathematical mean of all items included in vendor ratings. Each column in the chart represents a scale consisting of varying numbers of items (for example, "sales" is a scale consisting of eight items, while "value for price paid” is one item). As such, each column is weighted differently (based on the number of items represented and the number of respondents rating those items) in calculating the overall average rating. The average score cannot be calculated by simply averaging across the subscale scores.*

## Business Intelligence Market Models

We use three models for examining and understanding the business intelligence/analytics market. Using quadrants, we plot aggregated user sentiment into x and y axes.

The inclusion of vendors in our models is based on user responses. Since not all users answer every question, this results in incomplete data for some vendors. Consequently, only vendors with sufficient data, determined by user response rates, are included in each model.

### Customer Experience Model

The Customer Experience Model considers the real-world experience of customers working with BI products daily (fig. 1).

For the x axis, we combine all vendor touchpoints—including the sales and acquisition process (eight measures), technical support (five measures), and consulting services (five measures)—into a single “sales and service” dimension.

On the y axis, we plot customer sentiment surrounding the product, derived from the 12 product and technology measures used to rank vendors. On the resulting four quadrants, we plot vendors based on these measures.

The upper-right quadrant contains the highest-scoring vendors and is named Overall Experience Leaders. Technology Leaders (upper-left quadrant) identifies vendors with strong product offerings but relatively lower services scores. Service Leaders offer strong customer service but fall short on product and technology. Contenders (lower-left quadrant) would benefit from varying degrees of improvement to product, services, or both.

User sentiment surrounding outliers (outside of the four quadrants) suggests that significant improvements to product and services are required.

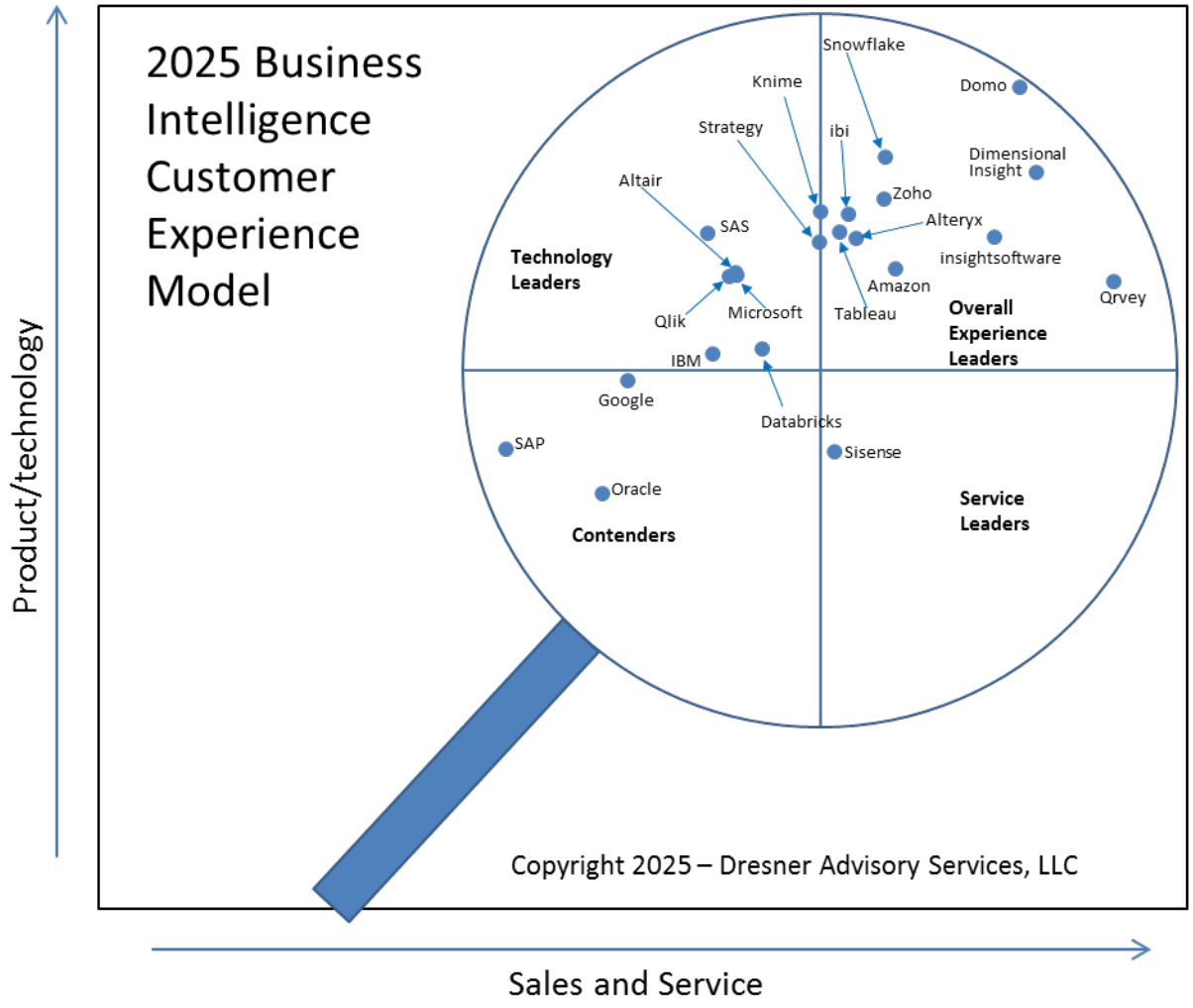


**Figure 1 – 2025 Business Intelligence Customer Experience Model**

## Vendor Credibility Model

The Vendor Credibility Model considers how customers “feel” about their vendor (fig. 2). The x axis plots perceived value for the price paid. The y axis combines the integrity and recommend measures, creating a “confidence” dimension. The resulting four quadrants position vendors based on these dimensions.

The upper-right quadrant contains the highest-scoring vendors and is named Overall Credibility Leaders. Trust Leaders (upper-left quadrant) identifies vendors with solid perceived confidence but relatively lower value scores. Contenders (lower-left quadrant) would benefit from working to improve customer value, confidence, or both.

User sentiment surrounding outliers (outside of the four quadrants) suggests that significant improvements are required to improve perceived value and confidence.

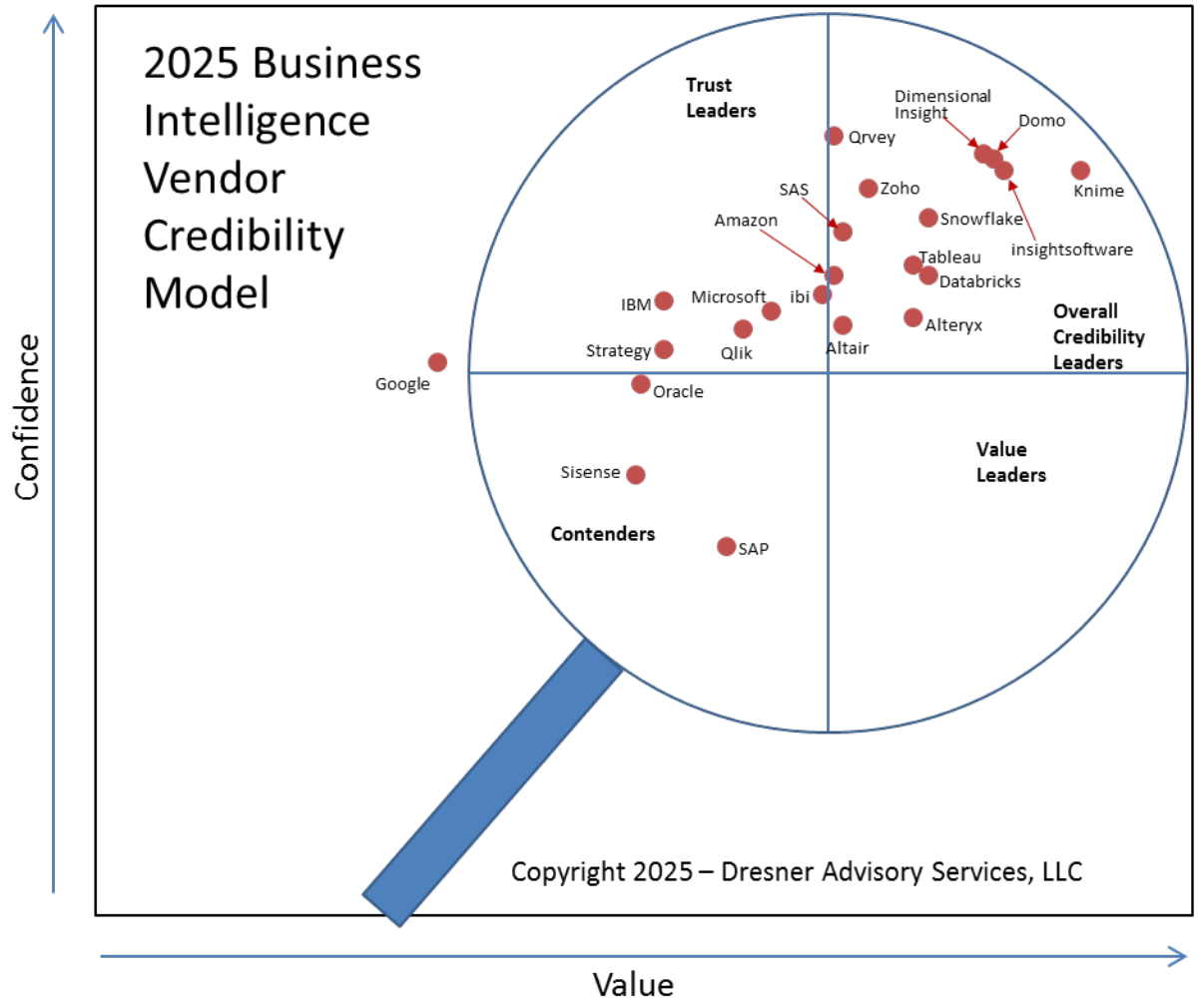


**Figure 2 – 2025 Business Intelligence Vendor Credibility Model**

## BI Value/TCO Model

Starting last year, we created a new model, the BI Value/Total Cost of Ownership (TCO) Model (fig. 3). This model is based solely on input from users of each BI vendor and represents opinions related to the perceived value for price paid and perceived TCO.

On the X axis, we measure perceived value left to right, from low to high. On the Y axis, we measure perceived TCO, bottom to top, from high to low. Hence, vendors in the upper right quadrant hold the highest perceived value and lowest perceived TCO.

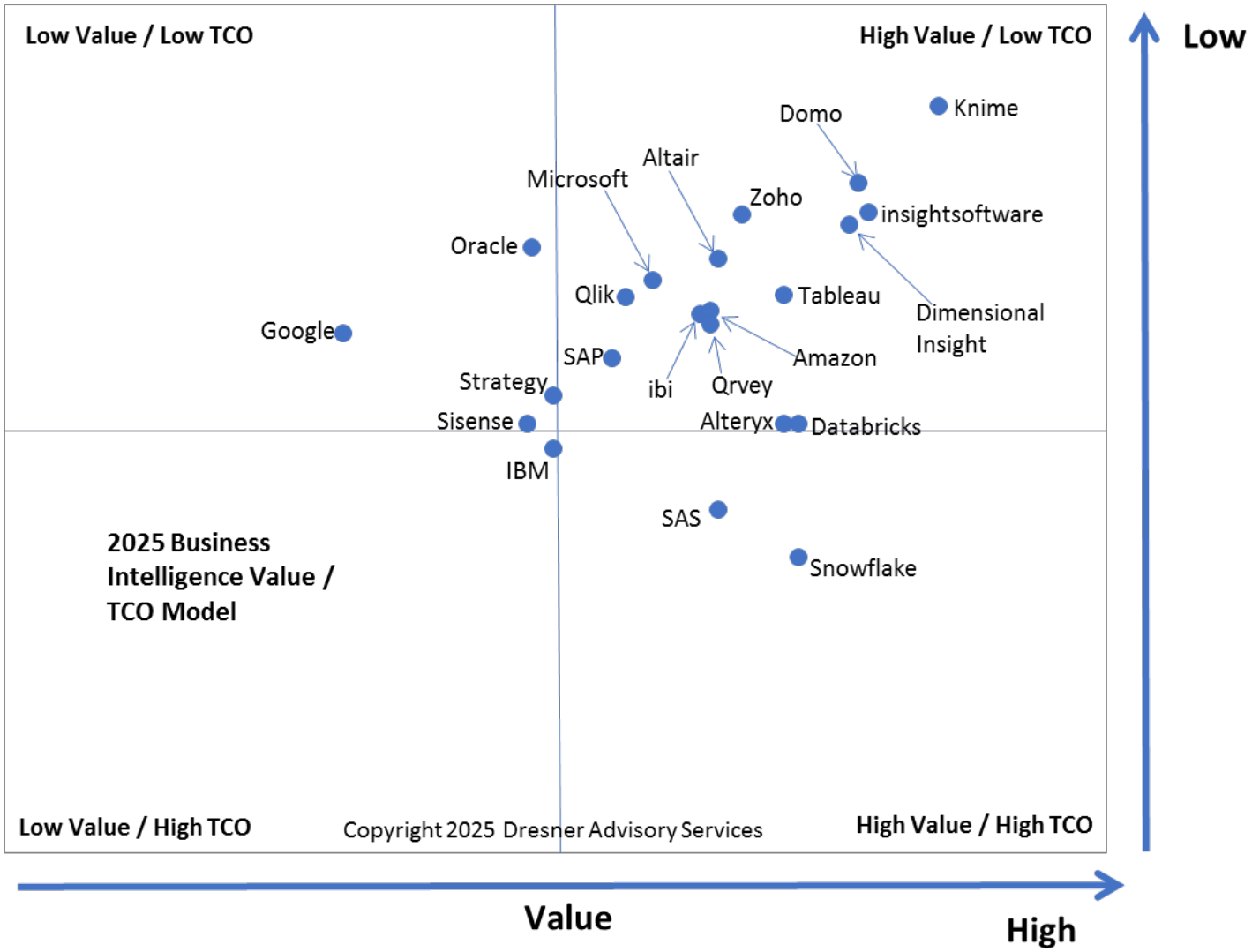


Figure 3 – 2025 Business Intelligence Value/TCO Model

## Detailed Vendor Ratings

In this section, we offer detailed vendor scores. Using our 33-criteria evaluation model, we compare each vendor's performance to its previous year's performance and to the average for all vendors (all records in the study population).

Table 1 shows the detailed criteria. We include "clock" position information to assist in locating specific scores.

**Table 1 - Detailed vendor rating criteria**

- **Sales/acquisition experience** *(12 - 2 o'clock)*
  - Professionalism
  - Product knowledge
  - Understanding our business/needs
  - Responsiveness
  - Flexibility/accommodation
  - Business practices
  - Contractual terms and conditions
  - Follow-up after the sale
- **Value for price** *(3 o'clock)*
- **Quality and usefulness of product** *(3 - 7 o'clock)*
  - Robustness/sophistication of technology
  - Completeness of functionality
  - Reliability of technology
  - Scalability
  - Integration of components within product
  - Integration with third-party technologies
  - Overall usability
  - Ease of installation
  - Ease of administration
- **Quality and usefulness of product (continued)**
  - Customization and extensibility
  - Ease of upgrade/migration to new versions
  - Online forums and documentation
- 
- **Quality of technical support** *(8 - 9 o'clock)*
  - Professionalism
  - Product knowledge
  - Responsiveness
  - Continuity of personnel
  - Time to resolve problems
- **Quality and value of consulting services** *(9 - 10 o'clock)*
  - Professionalism
  - Product knowledge
  - Experience
  - Continuity
  - Value
- **Integrity** *(11 o'clock)*
- **Whether vendor is recommended** *(12 o'clock)*

## Domo Detailed Score

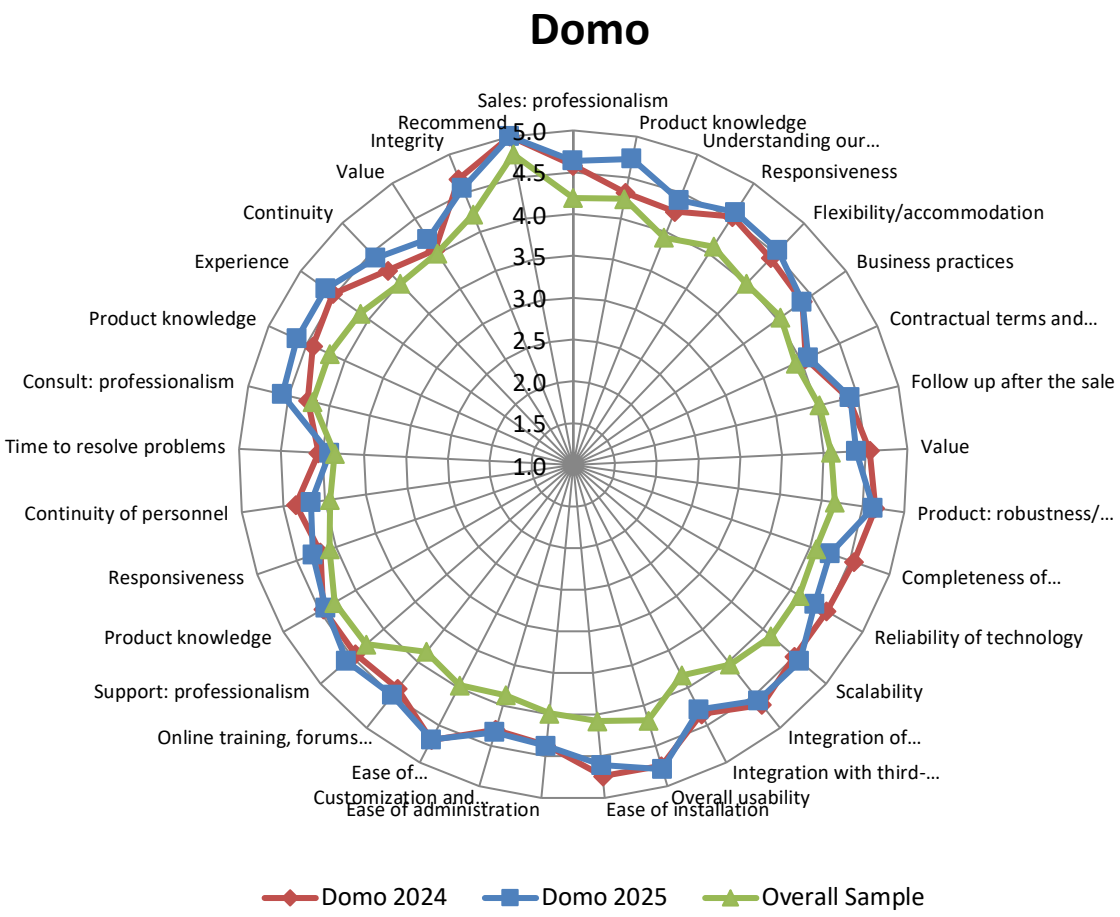


**Figure 4 – Domo detailed score**

In 2025, Domo is above the overall sample for all measures. Its scores are similar to last year with key improvements in sales, product, and consulting. It is an Overall Leader in both Customer Experience and Vendor Credibility models.

Domo is best in class for sales professionalism, product knowledge, and understanding business/needs. It is also best in class for overall value, and product scalability, integration of components within product, overall usability, ease of implementation, ease of upgrade/migration to new versions, and online training, forums and documentation.

It scores well in the Value/TCO Model (low TCO and high value) and maintains a perfect “recommend” score.

## User Roles Targeted for Business Intelligence

By a significant margin, executives remain the most likely primary (53%) and primary/secondary (88%) targeted users of business intelligence in 2025 (fig. 5). Support for executives is traditionally the top BI target area, even though this group did lose a small amount of influence as a BI driver compared to last year (fig. 7). After executives, a second tier of individual contributors and professionals, middle managers, and line managers all are between 71%-77% likely to be primary or secondary targeted users. BI primary/secondary targeting thereafter falls to 60% for customers, 45% for partners/affiliates, and just 34% for suppliers.

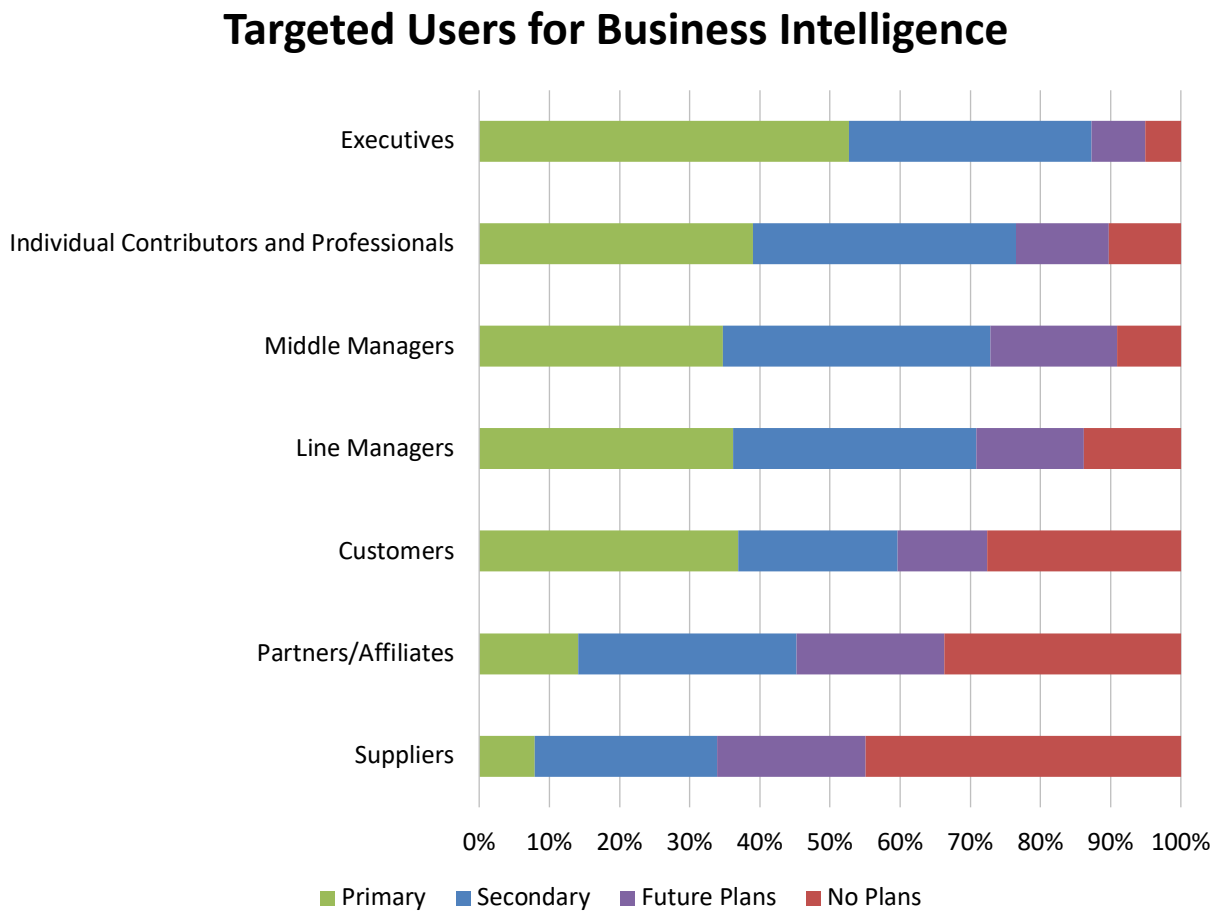


**Figure 5 – Targeted users for business intelligence**

### Targeted Users for Business Intelligence through 2019-2025

Fig. 6 shows the six most recent years of data measuring targeting of users for business intelligence. Most noticeable is a year-over-year or two-year decline in targeting of executives and managers—audiences that were historically the first and most served in BI rollouts. Since these audiences have reached full participation, attention has turned downstream to extended networks of contributors and professionals, customers, partners, and suppliers—audiences that all saw increased BI targeting in 2025.

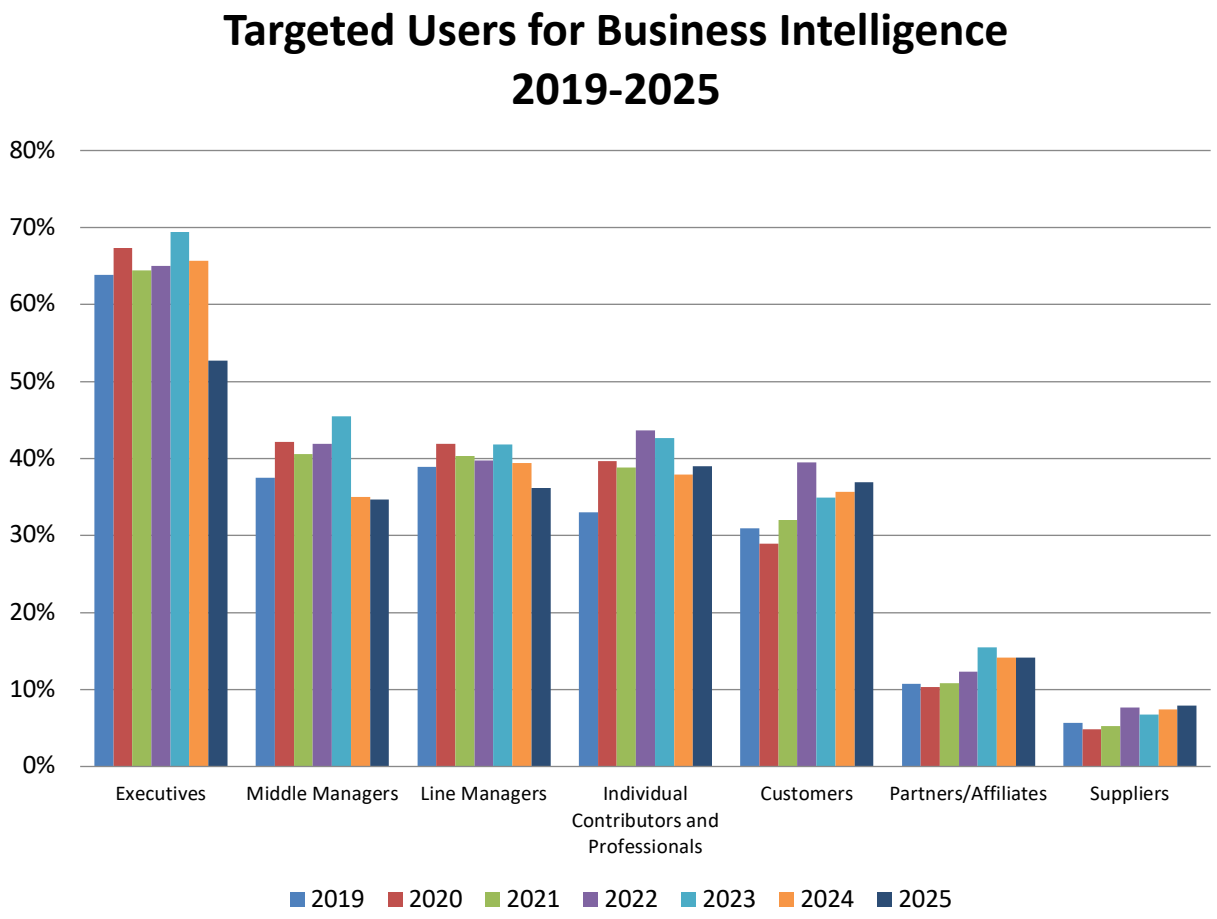


Figure 6 – Targeted users for business intelligence 2019-2025

## Objectives for Business Intelligence

In 2025 (and throughout the 15 years of our study), the nonspecific goal of better decision making still sits well atop respondents' business intelligence objectives (fig. 7). We can observe at a glance that better decision making (which we associate with organizations seeking improvements wherever they may be found) is far more likely to be critical (46%) compared with any other objective. The next-most important objective is improved operational efficiency/cost savings (critical to 31%, and critical or very important to 74%) and growth in revenue (critical or very important to 66%). All three top findings are at least important to nearly 90% or far more of our respondents. The remaining three objectives—increased competitive advantage, enhanced customer service, and compliance/risk management—are critical or very important to 50%-64%. In sum, every objective is at least important to all respondents, and depending on the organization and scenario, any or all six objectives might be central to BI strategy and tactics.

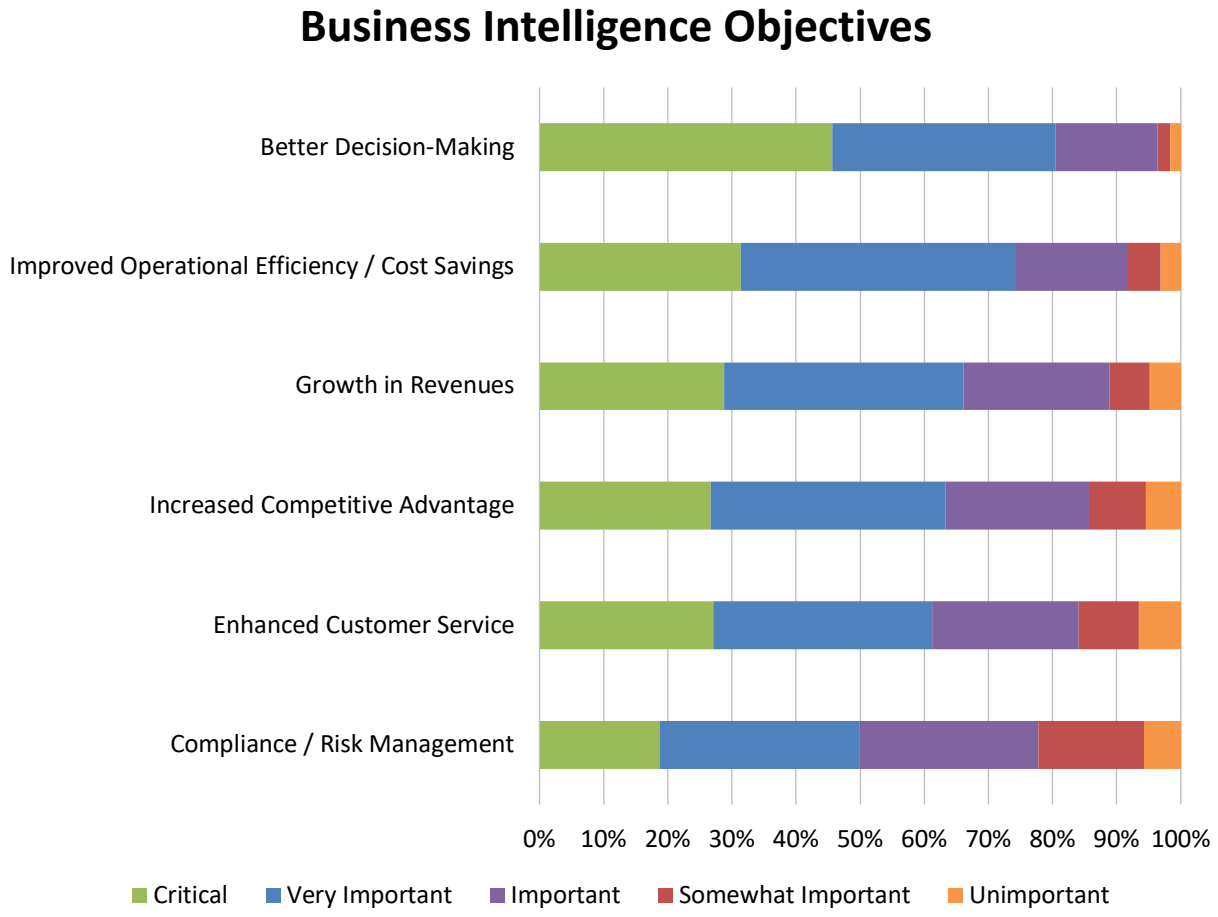


Figure 7 – Business intelligence objectives

## Change in Technology Priorities 2024-2025

Fig. 8 shows year-over-year technology priority momentum and some interesting trending throughout. (Note: Changes are respondent perceptions and not based on actual investment.) The biggest relative gainers in 2025 include natural language analytics (+6%), ESG reporting (+5%), low code/no code analytics (+5%), Internet of things (+5%), model ops (+5%), and generative AI (+4%). The biggest declines by percentage include data preparation (-6%) and data engineering (-6%).

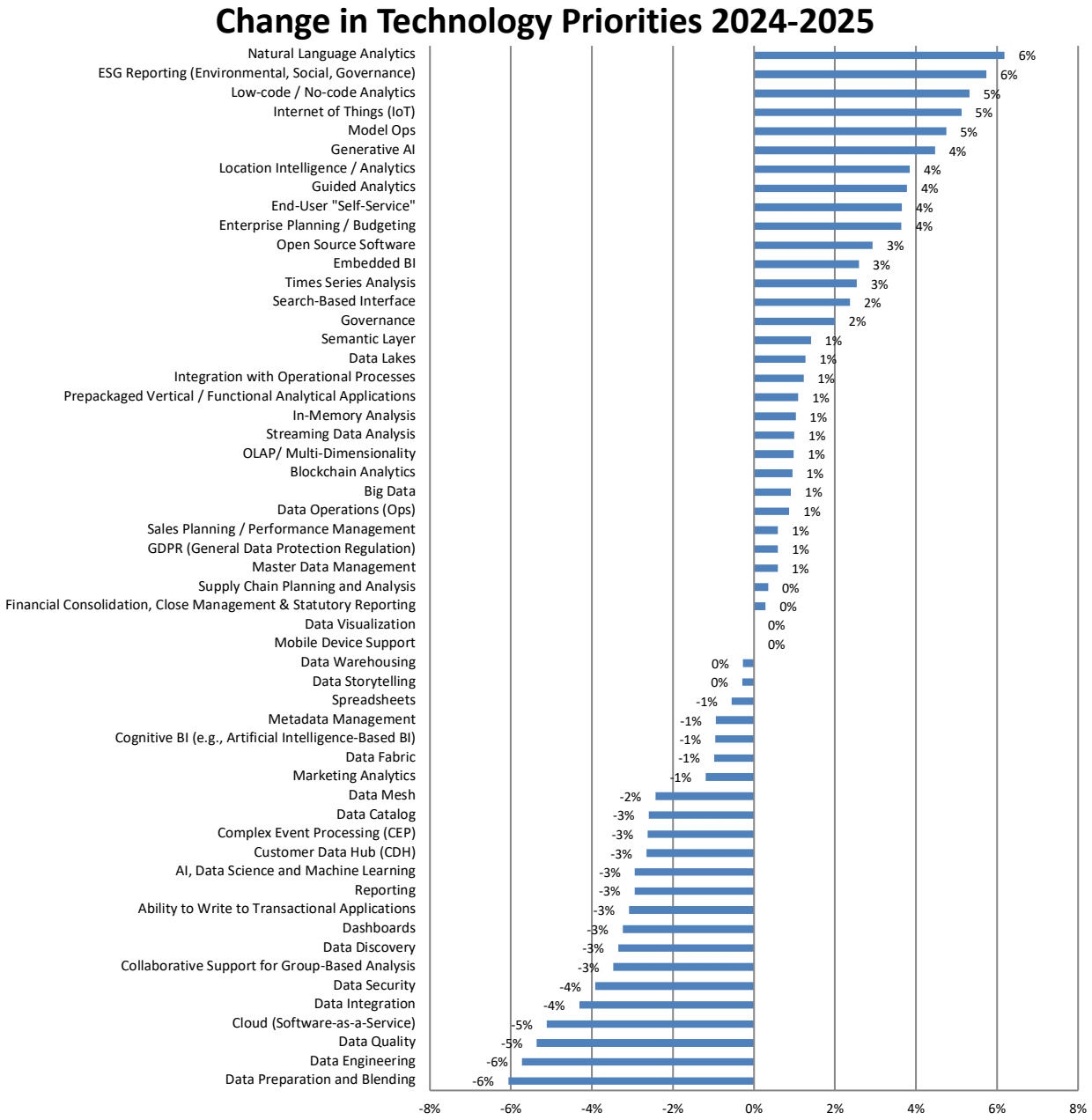


**Figure 8 – Change in technology priorities 2024-2025**

## About Howard Dresner and Dresner Advisory Services

The Wisdom of Crowds® Business Intelligence Market Study was conceived, designed, and executed by Dresner Advisory Services, LLC—an independent advisory firm—and Howard Dresner, its president, founder, and chief research officer.

Howard Dresner is one of the foremost thought leaders in business intelligence and performance management, having coined the term "business intelligence" in 1989. He published two books on the subject, *The Performance Management Revolution – Business Results through Insight and Action* (John Wiley & Sons, Nov. 2007) and *Profiles in Performance – Business Intelligence Journeys and the Roadmap for Change* (John Wiley & Sons, Nov. 2009). He lectures at forums around the world and is often cited by the business and trade press.

Prior to Dresner Advisory Services, Howard served as chief strategy officer at Hyperion Solutions and was a research fellow at Gartner, where he led its business intelligence research practice for 13 years.

Howard conducted and directed numerous in-depth primary research studies over the past three decades and is an expert in analyzing these markets.

Through the Wisdom of Crowds® Business Intelligence Market Study reports, we engage with a global community to redefine how research is created and shared.

Other research reports include:

- Active Data Architecture®
- Analytical Platforms
- Cloud Computing and BI
- Collective Insights®
- Data Engineering
- Data Governance
- Embedded BI
- Generative AI
- Guided Analytics®
- Self-Service BI
- Semantic Layer

You can find more information about Dresner Advisory Services at www.dresneradvisory.com.

## About Jim Ericson

Jim Ericson is Vice President and Distinguished Analyst with Dresner Advisory Services.

Jim has served as a consultant and journalist who studies end-user management practices and industry trending in the data and information management fields.

From 2004 to 2013, he was the editorial director at *Information Management* magazine (formerly *DM Review*), where he created architectures for user and industry coverage for hundreds of contributors across the breadth of the data and information management industry.

As lead writer he interviewed and profiled more than 100 CIOs, CTOs, and program directors in an annual program called “25 Top Information Managers.” His related feature articles earned ASBPE national bronze and multiple Mid-Atlantic region gold and silver awards for Technical Article and for Case History feature writing.

A panelist, interviewer, blogger, community liaison, conference co-chair, and speaker in the data-management community, he also sponsored and co-hosted a weekly podcast in continuous production for more than five years.

Jim’s earlier background as senior morning news producer at NBC/Mutual Radio Networks and as managing editor of MSNBC’s first Washington, D.C. online news bureau cemented his understanding of fact-finding, topical reporting, and serving broad audiences.