

Survey Report



ICMA-Gallup Survey on Use of Data Analytics by Finance Professionals in Pakistan

Preamble

ICMA, in collaboration with Gallup Pakistan, conducted a survey in July 2025 to explore how finance professionals in Pakistan are applying data analytics. The study highlights how analytics is shaping decision-making, efficiency, and business growth in the finance sector.

The results are published in this issue of the Chartered Management Accountant Journal under the theme Fintech Innovations & Data Analytics. We believe the insights will help our members, students, and readers better understand the adoption, benefits, and challenges of data analytics in today's financial landscape.

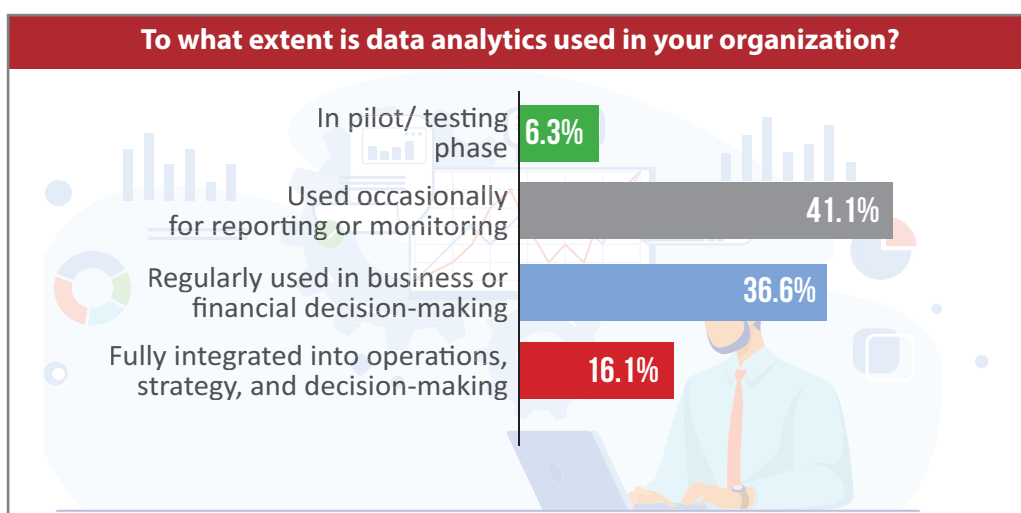
Survey Methodology

Gallup Pakistan, in collaboration with ICMA, conducted an opinion-based survey to understand how finance

professionals in Pakistan are using data analytics. The questionnaire was designed by ICMA, with Gallup adding refinements to enhance its effectiveness. The survey was hosted online, shared through a group link, and also circulated by ICMA from its own platform. To expand outreach, Gallup further emailed it to over 5,000 individuals, including ICMA members. The survey remained open for six weeks and closed on August 15, 2025. All responses were carefully reviewed and analyzed using statistical software. The key findings were shared with ICMA, which further reviewed the report and enriched it with value additions in line with its policy, ensuring greater relevance and insight for its members and readers.

Survey Results

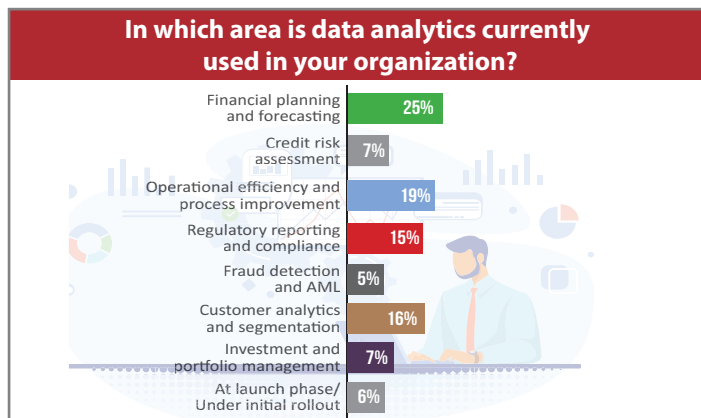
94% of organizations in Pakistan actively leverage analytics



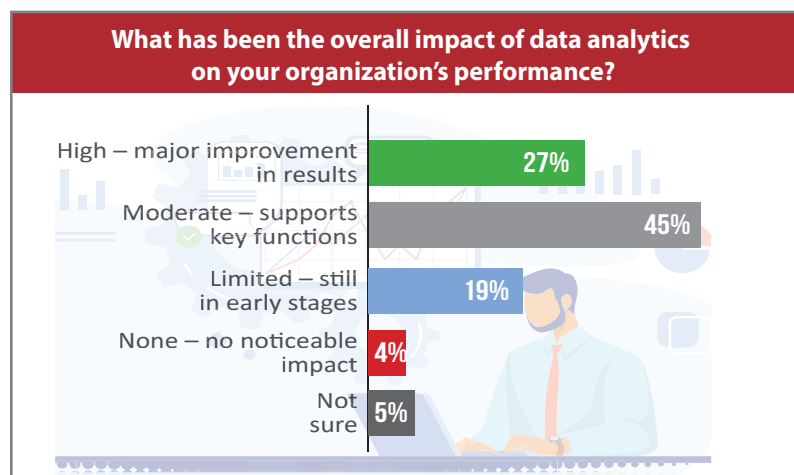
Analytics is widely adopted across organizations in Pakistan, with 94% actively using it. 16% have fully integrated analytics into their processes, 37% use it regularly to support decision-making, and 41% utilize it on an occasional basis for reporting and monitoring. Only 6% remain in the pilot or testing phase.

75% use data analytics for key business functions

Analytics is widely applied across organizations in Pakistan, with 75% of respondents using it for key business functions such as financial planning and forecasting (25%), operational efficiency (19%), customer insights (16%), and regulatory compliance (15%). Smaller uses include credit risk (7%), portfolio management (7%), product rollout (6%), and fraud detection (5%).



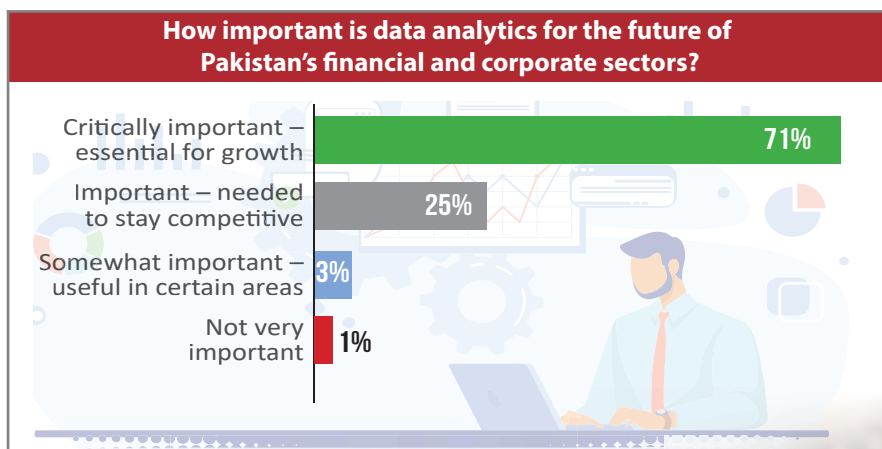
72% report a positive impact of analytics on organizational performance



72% of respondents said analytics moderately (45%) as well as strongly (27%) supports key functions, showing a positive impact on the organizational performance. Around 19% participants said the impact is still limited, whereas 4% saw no impact, and 5% were unsure.

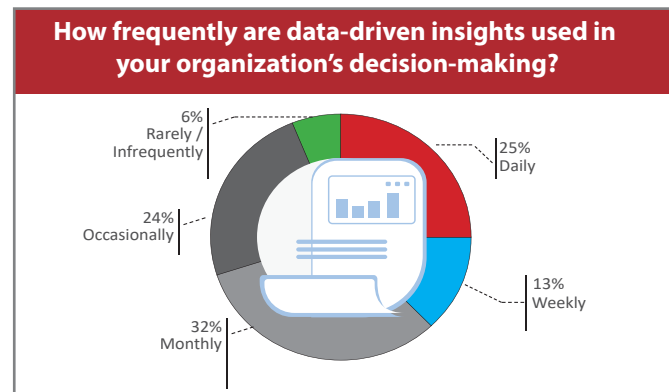
71% say data analytics is essential for future growth

71% of respondents said data analytics is very important for organizational growth. Another 25% said it is important to stay competitive, 3% said it is somewhat important, and 1% said it is not very important.

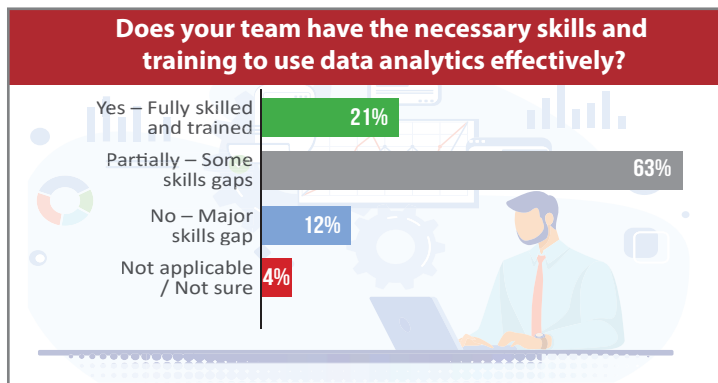


70% organizations rely on data-driven insights at least monthly

A significant 70% of respondents continually use data-driven insights, with 25% using them daily, 13% weekly, and 32% monthly. An additional 24% use them occasionally, while only 6% rely on them rarely or infrequently.



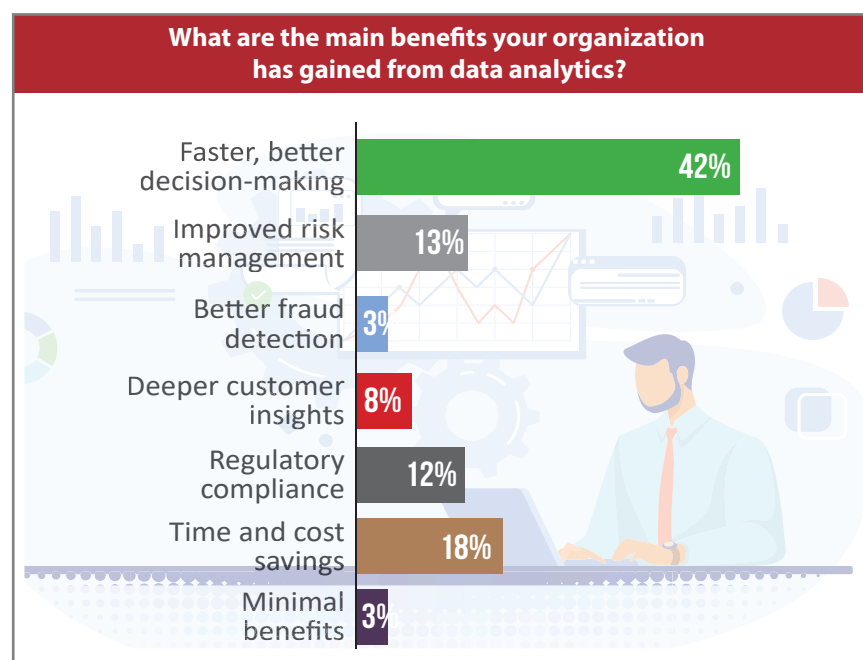
63% of teams face skill gaps, presenting opportunities for growth



63% of survey respondents reported that their teams lack some of the skills needed for analytics. Meanwhile, 21% said their teams are fully skilled, 12% reported major gaps, and 4% were unsure. This highlights a clear opportunity for organizations to strengthen workforce capabilities in analytics while acknowledging that a significant portion of teams already possess essential skills.

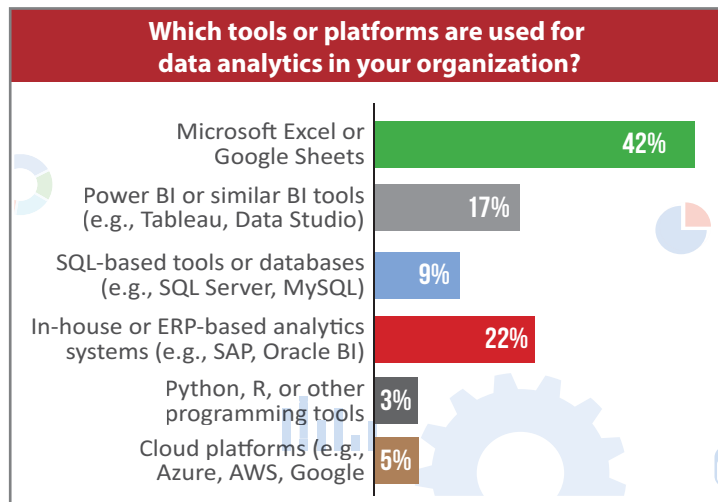
60% see faster decisions and cost savings as the main benefit of analytics

60% of respondents said the biggest benefit of data analytics is faster decision-making (42%) and saving time and costs (18%). Other benefits included better risk management (13%), compliance (12%), and understanding customers (8%). A small number noted fraud detection (3%) or minimal benefits (3%).

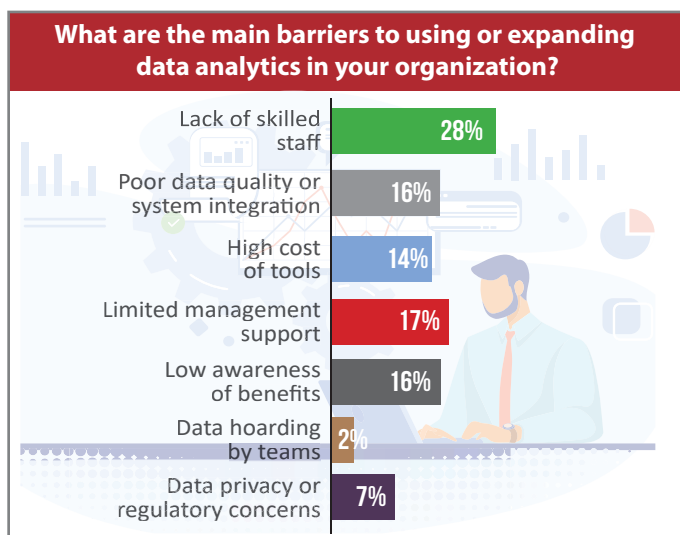


58% organizations use advanced analytics tools beyond Excel or Google Sheets

While 42% of respondents still rely on Excel or Google Sheets, a majority use more advanced platforms for analytics: 22% use in-house or ERP systems, 17% adopt BI tools like Power BI or Tableau, 9% use SQL databases, 5% rely on cloud platforms, and 3% use Python/R. This reflects growing adoption of specialized analytics tools alongside traditional spreadsheets.



28% see skill shortage as the main barrier in analytics adoption



Around 28% of respondents identified a lack of skilled personnel as the main obstacle to analytics adoption. Other challenges included limited management support (17%), data quality or system integration issues (16%), low awareness of benefits (16%), high tool costs (14%), data privacy concerns (7%), and data hoarding (2%). This highlights that while skill gaps remain the top barrier, organizations are increasingly aware of and working to overcome multiple challenges in expanding analytics capabilities.

Respondents Overview

The survey engaged a diverse group of finance professionals from across Pakistan, representing a range of sectors, roles, and experience levels:

- **Organizational Sector:** 50% of respondents work in corporate or industrial organizations, 32% in other sectors, 15% in public sector or regulatory authorities, 2% in non-banking financial institutions, and 1% in banks.
- **Roles and Seniority:** Participants held a variety of positions, including 29% Managers/Assistant Managers/AVPs, 21% Department Heads/Senior Managers/VPs, 20% C-level executives, 14% Directors, and 18% in other roles such as Analysts, Advisors, Consultants, or Technical Experts.
- **Professional Experience:** The majority of respondents are seasoned professionals, with 70% having over 10 years of experience, 12% with 6–10 years, 10% with 3–5 years, and 9% with less than 3 years.

DISCLAIMER: The views expressed by the survey participants do not necessarily reflect the official viewpoint of the Institute of Cost and Management Accountants of Pakistan. Furthermore, Gallup Pakistan has conducted this poll according to the ESOMAR Code of Ethics and internationally recognized principles of scientific polling. The results of this report do not represent views held by the authors or Gallup Pakistan. The results only represent public opinion, computed based on views expressed by anonymous respondents.