

# **AI Meets Governance And Compliance: Enabling Cross-Functional Intelligence To Accelerate Strategic Execution**

How A Connected Tech Stack Can Spur Greater Collaboration  
And Faster, Insights-Driven Decision-Making

A FORRESTER CONSULTING THOUGHT LEADERSHIP PAPER COMMISSIONED BY THOMSON REUTERS, OCTOBER 2025



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## Executive Summary

Despite a volatile business environment, one truth remains: Making customers the center of your company's leadership, strategy, and operations remains critical. Customer-obsessed organizations remain agile by optimizing technology and processes for customer-facing and business enabling functions. Doing so facilitates customer-led, insights-driven decision-making; enables business model evolution based on changing customer needs; and eliminates cooperation obstacles internally and with partners.<sup>1</sup>

In April 2025, Thomson Reuters commissioned Forrester Consulting to evaluate how a more integrated tech stack across business enabling functions in corporate governance and compliance (i.e., legal, risk management, tax, and trade) can improve the effective execution of strategic business objectives. To explore this topic, Forrester conducted an online survey with 527 director-level and above respondents in North America and Europe at medium- and large-sized organizations responsible for the core technology, data solutions, and collaboration processes used by their corporate governance and compliance functions.

We found that although cross-functional collaboration is critical for supporting strategic business objectives, these processes remain disjointed among enabling functions. These inefficiencies impact compliance, decision-making, and CX — and legacy tech and siloed systems and data are largely to blame. To solve this, insights-driven organizations sync data, analytics, and optimization capabilities (e.g., seamlessly integrated tech solutions, connected data ecosystems, and AI-augmented workflows) across their enabling functions. Doing so allows them to unlock transformative collaboration and business benefits.

## Key Findings

### **Enabling function cross-collaboration drives adaptiveness during volatility.**

Top near-term business goals focus on CX, operational efficiencies, and continued tech enablement. Eighty percent of survey respondents said that collaboration across corporate governance and compliance roles is important to support these goals.

**Despite more connected priorities, collaboration across enabling functions needs to improve.** Most respondents lacked the required context to complete cross-functional tasks and nearly half lacked cross-functional data visibility or workflow governance, leading to increased compliance risks, inefficient decision-making, and poor customer experience.

**Insights-driven organizations integrate tech for connected data and workflows across enabling functions.** Respondents at insights-driven organizations are two times more likely to use integrated tech solutions across corporate governance and compliance roles, and three times more likely to use the same vendor for their integrated solutions.

### **Connected tech, data, and AI-augmented workflows across enabling functions spur more collaboration and improved business outcomes.**

Respondents whose enabling functions used seamlessly integrated solutions from one vendor reported transformative benefits in communication, productivity, and coordination — and improved operational efficiency, revenue, customer loyalty, customer satisfaction, decision-making, and competitive advantage.



## Collaboration Across Enabling Functions Drives Adaptiveness In Times Of Volatility

Business enabling functions in corporate governance and compliance are critical for helping maintain business agility — which is even more critical during times of market volatility. To stay on top of rapidly changing market conditions, organizations need improved collaboration across enabling functions to help them make fast, well-informed decisions based on strategic business objectives. We found that:

- **Top near-term business objectives revolve around CX, efficiency, and technology enablement.** Respondents indicated their organizations' top goals over the next year are improving customer experience, operational efficiency, and digital transformation (see Figure 1). During periods of high volatility, adapting operations and removing obstacles for continued delivery of great CX is critical, as are targeting opportunities to simplify technology stacks, maintaining investments in AI readiness, and embracing risk management to calm future business volatility.<sup>2</sup>
- **Collaboration between enabling functions is important for achieving strategic business goals.** Eighty percent of respondents indicated cross-departmental collaboration between corporate governance and compliance roles was important or critical for their organization's ability to deliver on strategic business objectives. The vast majority of respondents reported that they collaborate across all enabling functions at least quarterly (see Figure 2).

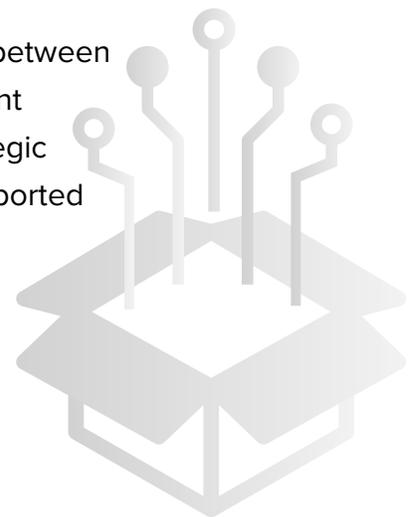
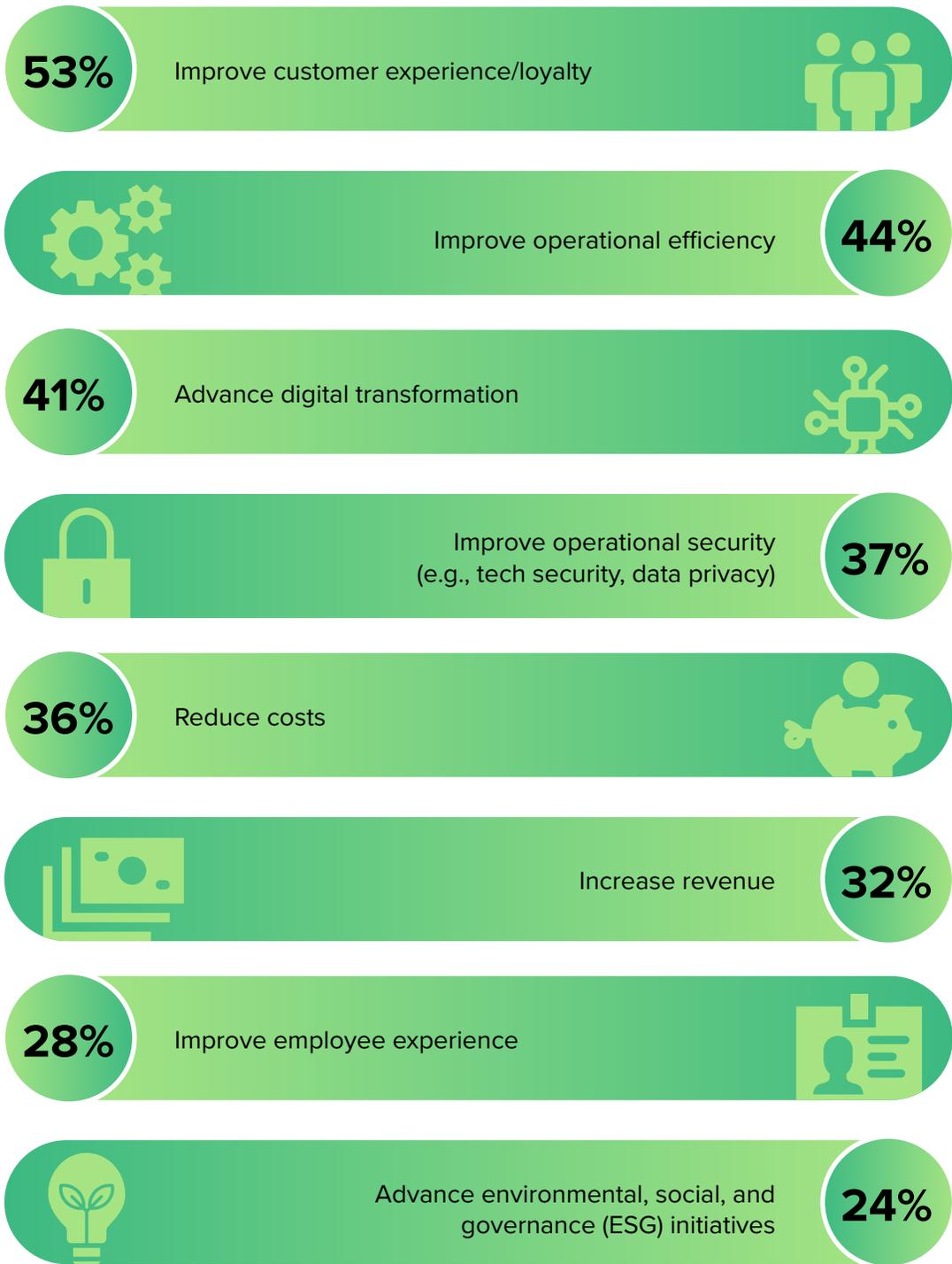


FIGURE 1

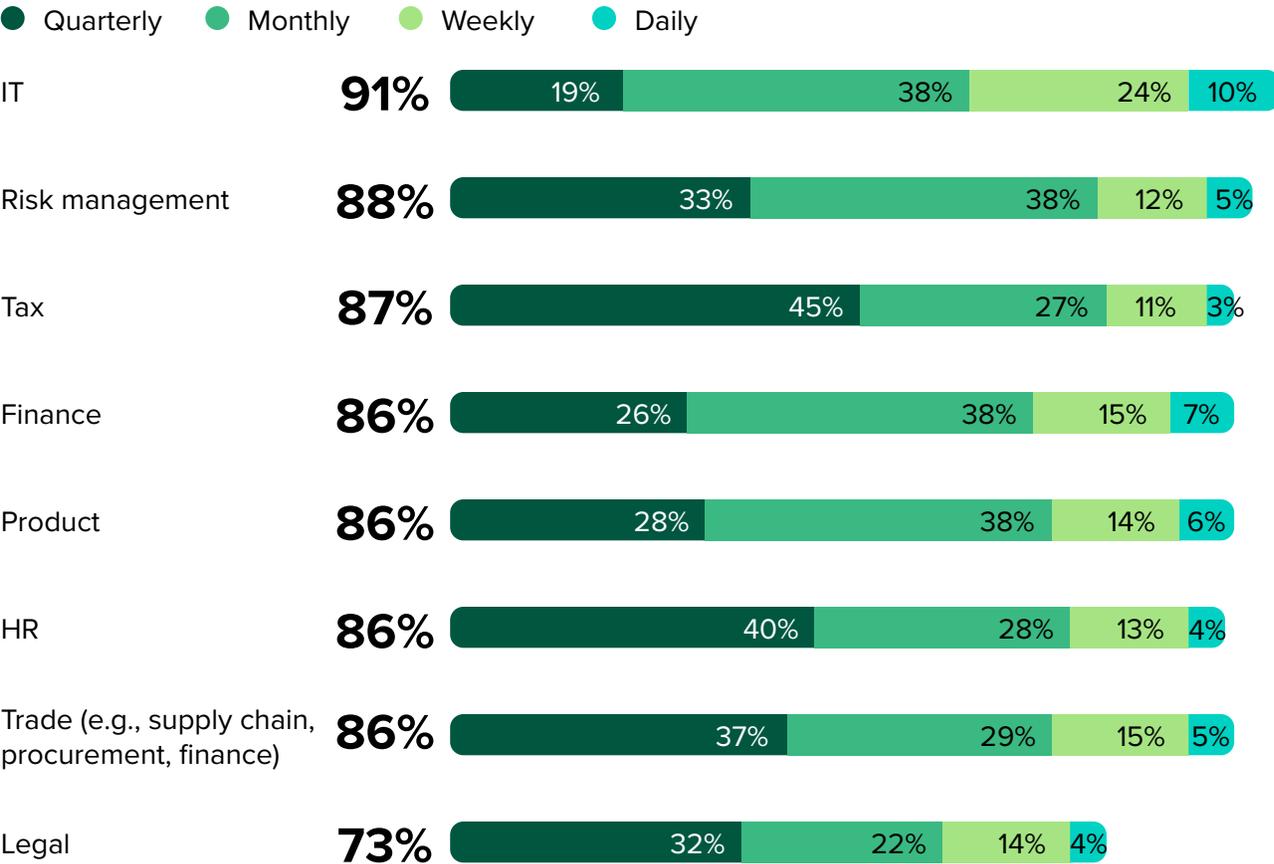
Top Organizational Goals Over The Next 12 Months



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Note: Multiple responses accepted  
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 2

### Collaboration Cadence Across Enabling Functions



Base: 413 to 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Note: Respondents were not shown their own department; individual percentage values may not sum to totals due to rounding.

Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

### BUSINESS ENABLING FUNCTIONS ARE INCREASINGLY INTERTWINED

When we asked respondents to identify their top departmental goals, one common theme emerged — the ability to execute on their goals requires close collaboration across all corporate governance and compliance enabling functions (see Figure 3). The following functions have intertwined goals:

- **Legal:** Respondents in legal departments indicated their top goal was to improve their ability to maintain compliance for the business. This requires close collaboration with risk management to implement and monitor compliance framework adherence; with tax functions to ensure accurate

reporting and tax payment; and with trade functions to implement operational processes to ensure compliance (i.e., managing customs documentation, tariff classifications, and trade restrictions).

- **Risk:** Respondents in risk management indicated their top goal is to minimize fraud. This requires close collaboration with legal functions to determine the legal implications of potential fraud instances; with tax functions to ensure tax processes will comply with regulations and include safeguards to protect against fraud; and with trade functions to analyze trade operations and pinpoint and monitor areas most susceptible to fraud.
- **Tax:** Respondents in tax departments indicated their top goal as improving accuracy and compliance with tax laws and regulations. This requires close collaboration with legal teams to interpret regulations, advise on changes in regulations, and ensure tax strategies align with regulations; with risk management to ensure adherence to internal controls and external regulations; and with trade functions to ensure adherence to customs regulations, fulfillment, and accuracy of tax documentation requirements as well as proactive tax scenario planning, cost optimization, and risk mitigation.
- **Trade:** Respondents in trade functions indicated their top goal is to better leverage the provisions of existing trade agreements to achieve more favorable outcomes. This requires close collaboration with legal to ensure

FIGURE 3

### Top Priorities For Enabling Functions



Base: 102 to 114 director and above core technology and data solution decision-makers in legal, risk, tax, and trade  
Note: Showing top response for each function  
Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

contracts address key trade issues, liabilities, customs obligations, and trade law compliance and with risk management to ensure agreements include dispute resolution mechanisms and compliance safeguards and protections against unexpected disruptions.

## Despite Increasingly Connected Priorities, Collaboration Across Enabling Functions Remains Inefficient And Disjointed

Although increasingly connected goals between corporate governance and compliance roles require closer partnership between functions, cross-functional collaboration processes are not keeping pace. We found that:

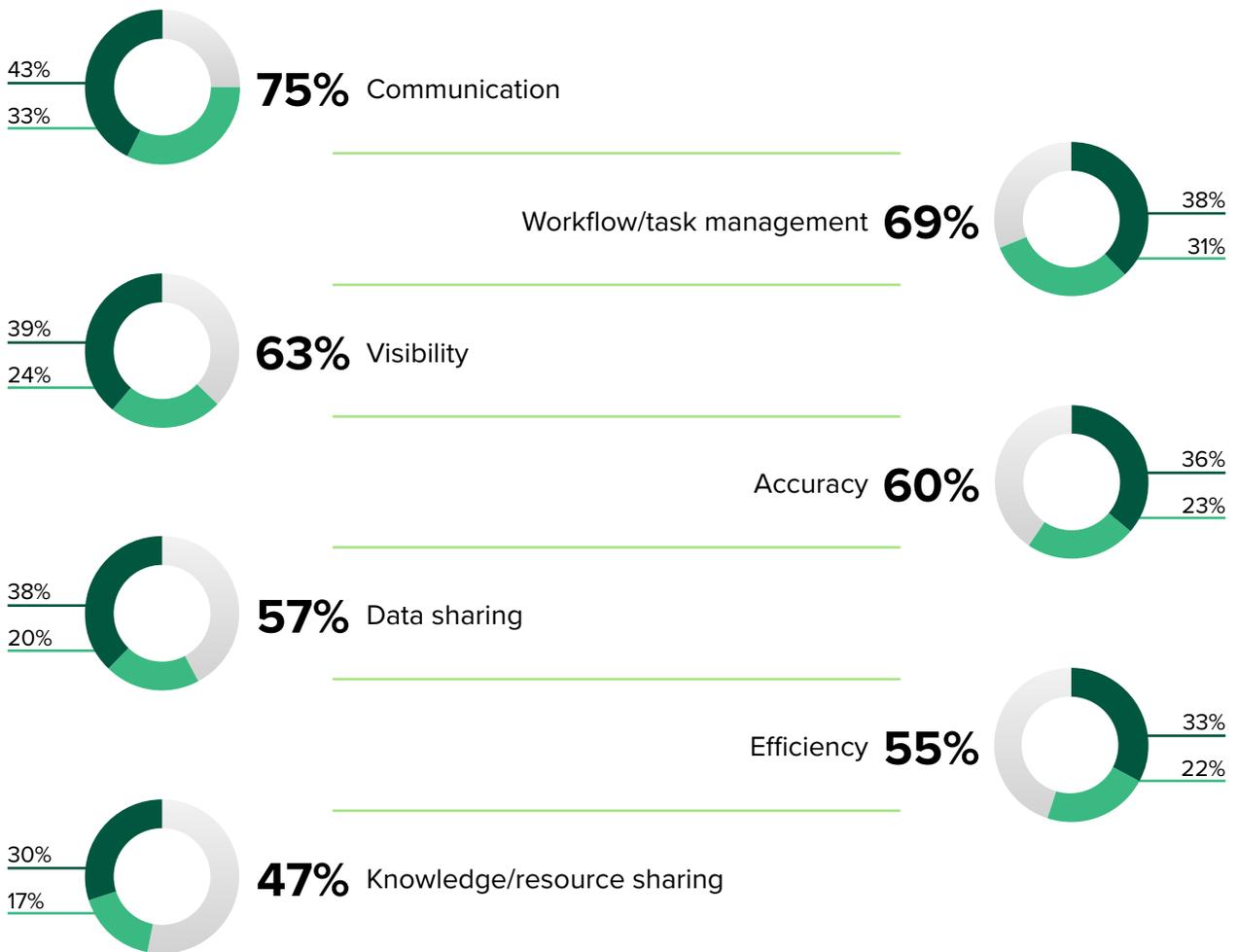
- **Collaboration across enabling functions needs improvement.** Decision-makers in corporate governance and compliance roles are struggling to collaborate with each other today. Respondents reported that communication, workflow/task management (i.e., tracking, prioritization, accountability, governance), visibility, accuracy, data sharing, efficiency, and knowledge sharing between enabling functions at their organizations need significant improvement (see Figure 4).
- **Enabling functions lack connected data and workflows.** More than half of respondents said their organizations lack the required context to complete tasks that are part of cross-functional corporate governance and compliance workflows. Nearly half said they lacked a continuous, cross-functional view of data and insights and governance for workflows. More than one in three also lacked standard workflow turnaround times, an effective way to coordinate workflows between functions, a cross-functional view of exposure to risk, or a standard way to track the progress of workflows across functions. Furthermore, three in 10 lacked collective accountability for task completion across functions (see Figure 5).
- **Insufficient integration of collaborative processes is leading to significant operational inefficiencies.** More than half (55%) of respondents reported that disjointed workflows lead to excessive tracking time for requests from different platforms, 45% reported excessive internal follow-ups with other enabling function departments, and 42% indicated spending an excessive amount of time searching for and requesting data needed to complete tasks.

- Operational inefficiencies are negatively impacting businesses.** Siloed data and teams across corporate governance and compliance roles are leading to increased compliance risks, inefficient decision-making, and poor customer experiences for more than half of organizations (see Figure 6). These enabling function inefficiencies prevent organizations from adapting to market changes and keeping up with shifting customer needs.

**FIGURE 4**

**Level Of Improvement Needed Across Areas Of Collaboration**

● Moderate need for improvement    
 ● Significant need for improvement

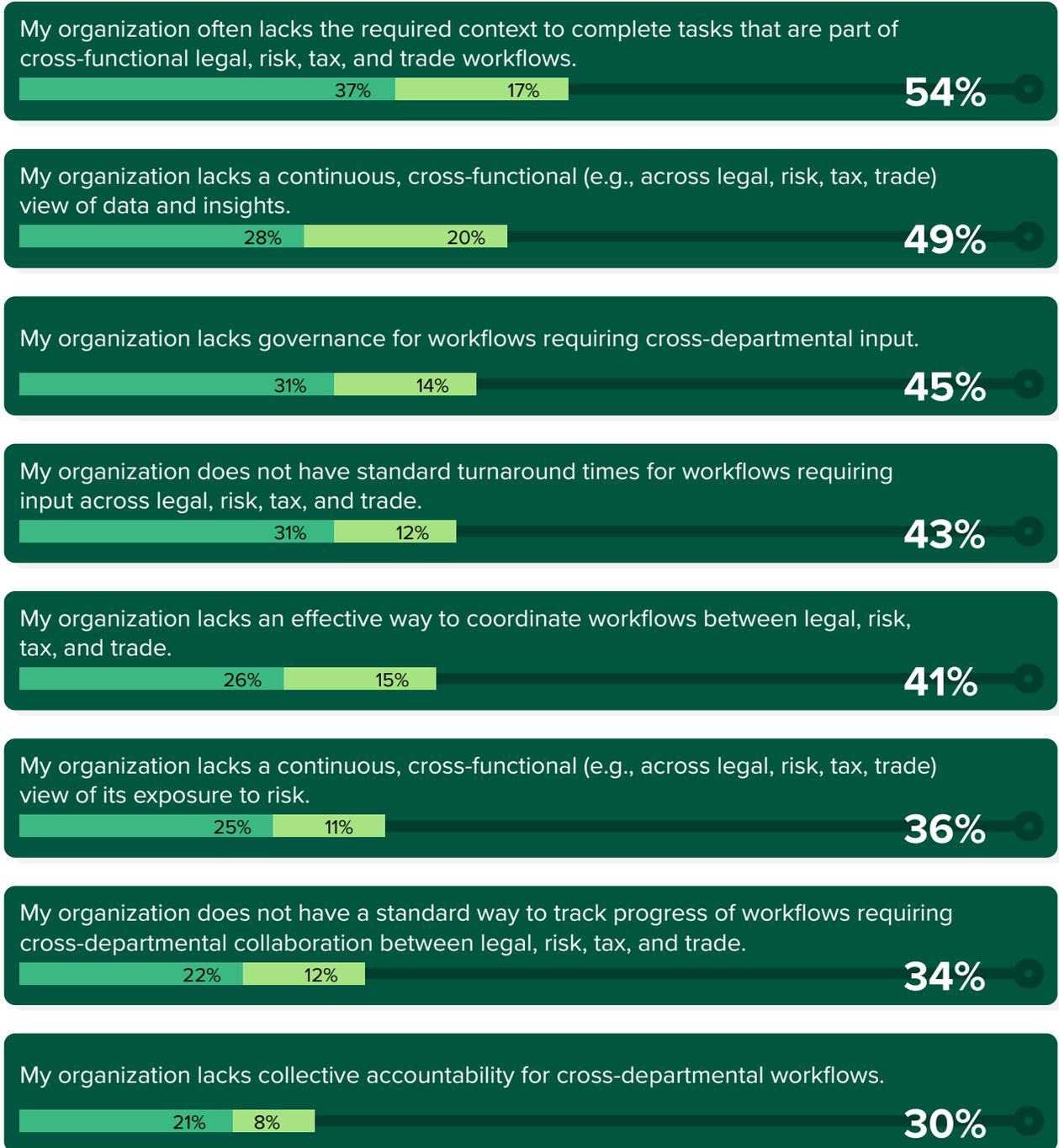


Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
 Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 5

## Collaboration Challenges For Enabling Functions

● Agree ● Strongly agree



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT

Note: Individual percentages may not sum to totals due to rounding

Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 6

### Business Impact Of Enabling Function Collaboration Challenges



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

## Tech Solutions For Enabling Functions Are Not Helping Connect Data And Workflows

Technology like workflow and data management platforms can help lay the foundation for greater cross-functional collaboration and ways of working together. However, the current tech solutions for enabling functions at most organizations are not helping lay this groundwork. We found that:

- **Legacy tech, skill gaps, inadequate data, and siloed systems are operational roadblocks.** When asked what hurdles are preventing their department from achieving its goals, 48% of respondents reported legacy technology, 42% reported skill shortages, 40% reported a lack of data/poor data quality, and 36% reported siloed data/systems.
- **Different enabling functions use different tech solutions and vendors.** Just 32% of respondents indicated their organization uses integrated technology solutions across corporate governance and compliance roles, and a mere 14% indicated they use tech solutions from the same vendor that are integrated (see Figure 7).
- **For most organizations, enabling function data remains siloed.** Although approximately half of respondents reported their function has access to transactional and master/reference data, far fewer reported access to risk, accounting/general ledger, and legal data (see Figure 8).
- **More than four in 10 organizations lack connected solutions for managing workflows across enabling functions.** Managing workflows across enabling functions is not an easy task for many organizations — a mere 19% of respondents indicated their organization uses one solution to manage workstreams between corporate governance and compliance roles. Although 40% reported using multiple, connected solutions, another 41% indicated using siloed, separate, disconnected, or ad hoc solutions (see Figure 9).

**FIGURE 7**

### Level Of Solution Integration

We use solutions from the same vendor that are fully integrated together.

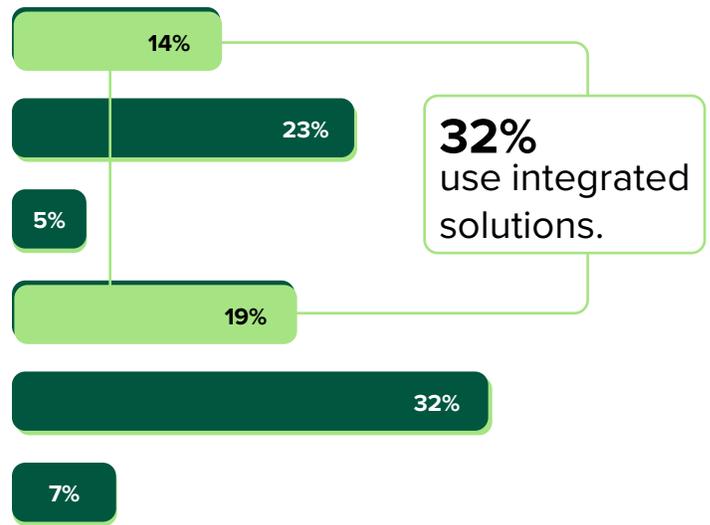
We use solutions from the same vendor that are partially integrated together.

We use solutions from the same vendor that are not integrated together.

We use solutions from different vendors that are fully integrated together.

We use solutions from different vendors that are partially integrated together.

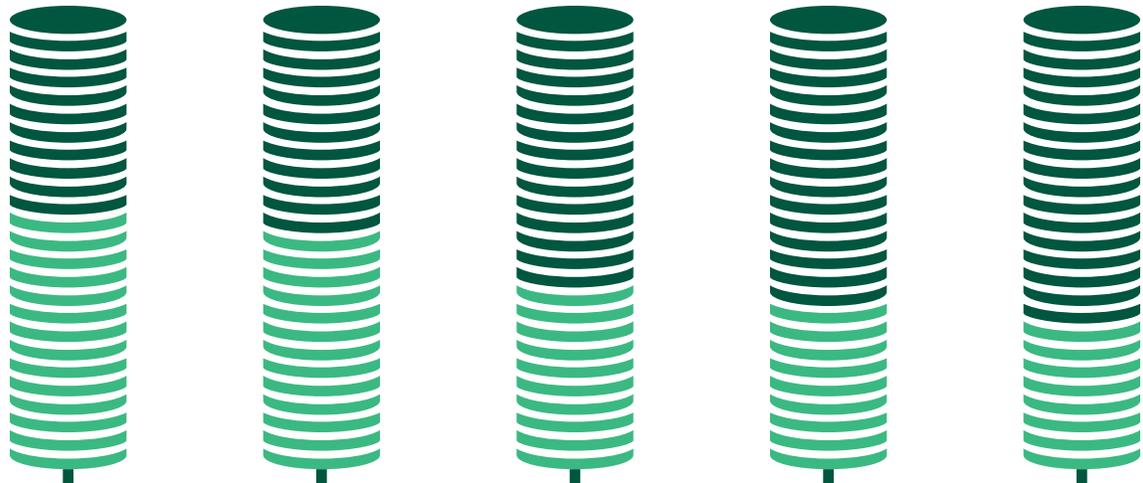
We use solutions from different vendors that are not integrated together.



Base: 436 director and above core technology and data solution decision-makers in legal, risk, tax, and trade  
Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

**FIGURE 8**

### Types Of Accessible Data



**53%**

Transactional data

**47%**

Master/reference data

**40%**

Risk and ESG data

**34%**

Accounting and general ledger data

**32%**

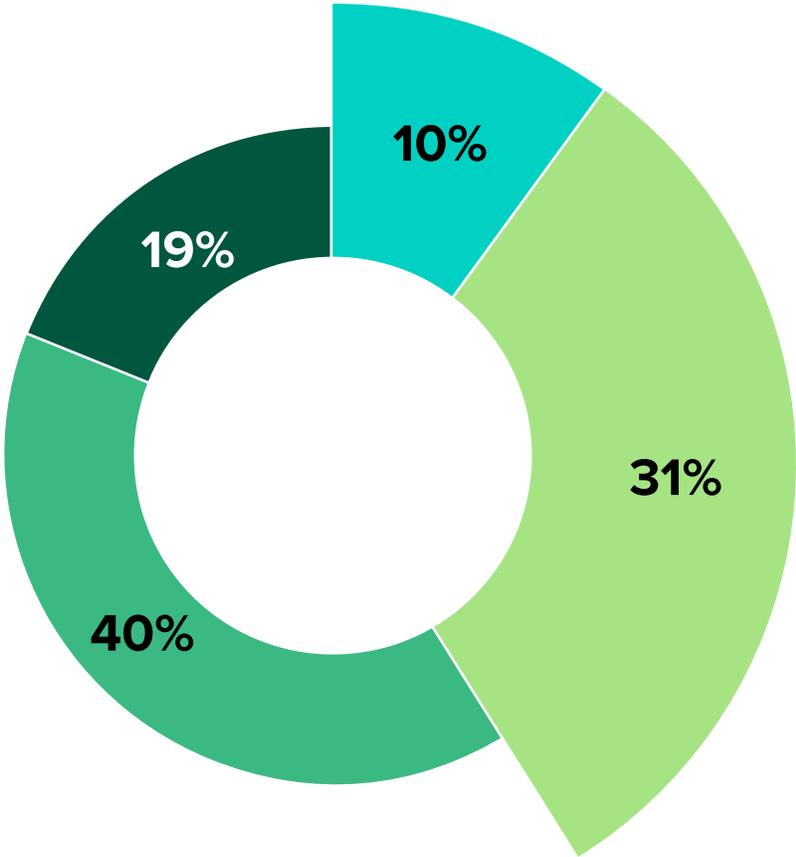
Legal data

Base: 436 director and above core technology and data solution decision-makers in legal, risk, tax, and trade  
Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

**FIGURE 9**

**Type Of Solution Used For Cross-Departmental Workflow Management**

- We use one solution to manage cross-departmental workflows.
- We use multiple connected solutions to manage cross-departmental workflows.
- We use siloed, separate, and disconnected solutions that vary by department.
- We use ad hoc manual solutions.



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

## Insights-Driven Organizations Integrate Enabling Function Technology For Connected Data And Workflows

Forrester defines insights-driven businesses as those that sync data, analytics, and optimization capabilities across their enterprises. They gain sustained market differentiation by doing this at an unprecedented scale, thereby unleashing high levels of decision-making and innovation.<sup>3</sup>

We created a maturity model to evaluate how insights-driven organizations approach their use of technology solutions across enabling functions.

Our model assessed respondents on their organization's level of insights-driven maturity across strategy, partners/people, processes, and platforms/tech (see Figure 10). We grouped respondents at organizations with the most advanced insights-driven practices across all four categories into the "high maturity" category and grouped respondents at organizations with the least advanced insights-driven practices into the "low maturity" category. Compared to their less mature peers, we found that mature, insights-driven organizations are:

- **Two times more likely to use integrated tech solutions across enabling functions.** Mature organizations understand that using integrated technology can help spur greater collaboration, visibility, and insights-driven decision-making. Forty-six percent of respondents at these organizations indicated they use integrated tech solutions across their corporate governance and compliance roles, although just 26% of respondents at low maturity organizations indicated the same (see Figure 11).
- **Three times more likely to use integrated tech solutions from the same vendor.** Mature organizations understand that using tech solutions from the same vendor that are designed to work together can drive operational efficiencies such as consolidating the number of technology platforms, data, and workflow solutions they use for enabling functions. Among respondents at mature organizations, 19% reported

using solutions from the same vendor that are integrated across enabling functions, although just 6% of respondents at low maturity organizations reported this (see Figure 12). These results show that even for mature organizations' enabling functions, it's difficult to find a full suite of tech solutions designed to work together across corporate governance and compliance roles.

- **More likely to connect enabling function data sources.** Mature organizations are realizing that connecting data across enabling functions is vital for their insights-driven decision-making. Twenty percent of respondents at mature organizations reported using one platform to access corporate governance and compliance data sources, whereas just 5% of those at low maturity organizations indicated the same (see Figure 13).



FIGURE 10

## Maturity Model Assessment Statements

### STRATEGY

- 1 My organization makes strategic investments in insights capabilities.
- 2 Enterprise business leaders (CxOs) in my organization are accountable for data, analytics, and insights strategy and execution.
- 3 My organization has clear, measurable business objectives tied to the use of data and insights, such as enabling customer obsession and differentiating customer experiences.
- 4 There is a CEO top-down mandate to apply insights toward differentiating my organization's products/services across the enterprise.

### PARTNERS/PEOPLE

- 1 My organization prioritizes investments in data/analytics talent and skills (across all IT, data/analytics, and business functions), including cross-training key individuals and supporting enterprise data literacy.
- 2 A majority of business decision-makers at my organization are empowered to and capable of making data-driven decisions without heavy support from its data and analytics teams.
- 3 My organization's cross-functional business, data, and analytic organizations have shared responsibilities for all components of the end-to-end, data-to-insights-to-actions cycle.
- 4 My organization has a federated structure with a central, cross-functional data and analytics center of excellence along with autonomous data owners operating in business units.

Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

**FIGURE 10**

**Maturity Model Assessment Statements (cont.)**

**PROCESS**

- 1** My organization has formulized and incorporated collaboration-based performance metrics.
- 2** My organization organizes into blended, cross-functional teams to create better outcomes.
- 3** My organization’s leaders nurture a mindset that applies collaboration to a common purpose.
- 4** My organization has formal governance and operations processes, methodologies, and standards for the entire data-to-insights-to-action cycle.

**PLATFORMS/TECH**

- 1** My organization leverages AI for intelligent automation and augmented analytics.
- 2** Insights are delivered where decision-makers spend most of their workday — embedded in all systems of work.

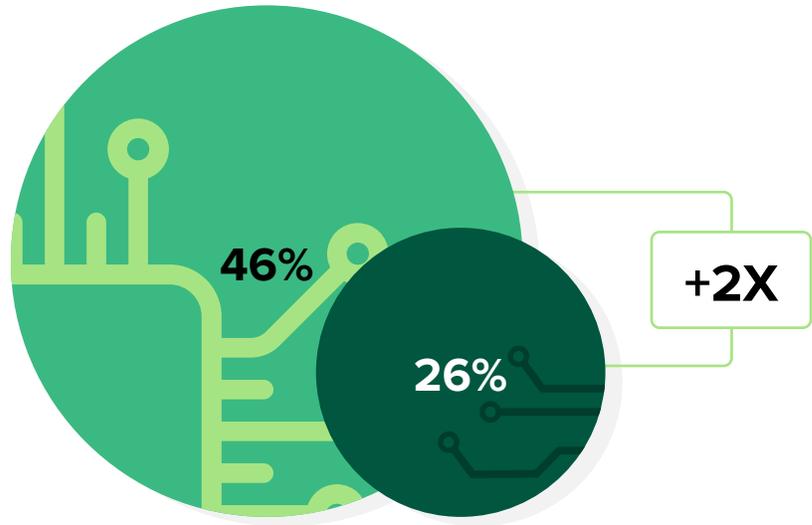
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 11

### Use Of Fully Integrated Enabling Function Tech Solutions

- High maturity
- Low maturity

We use solutions that are fully integrated together.

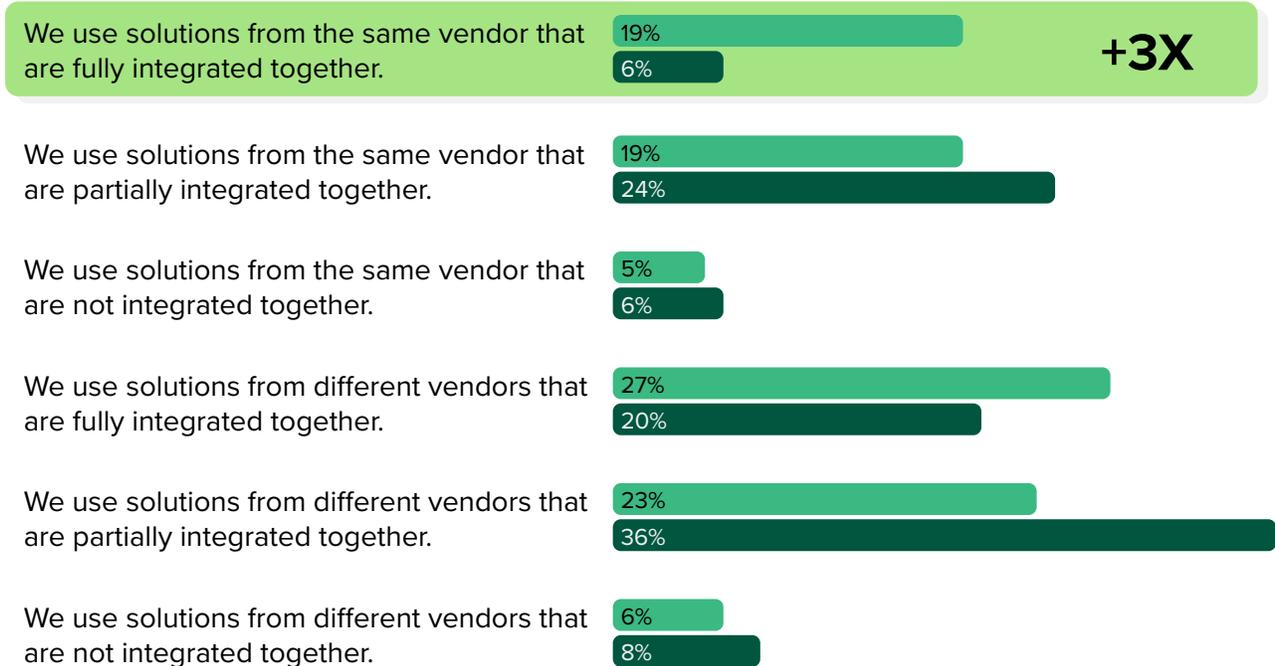


Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 12

### Types Of Enabling Function Tech Solutions Used

- High maturity
- Low maturity

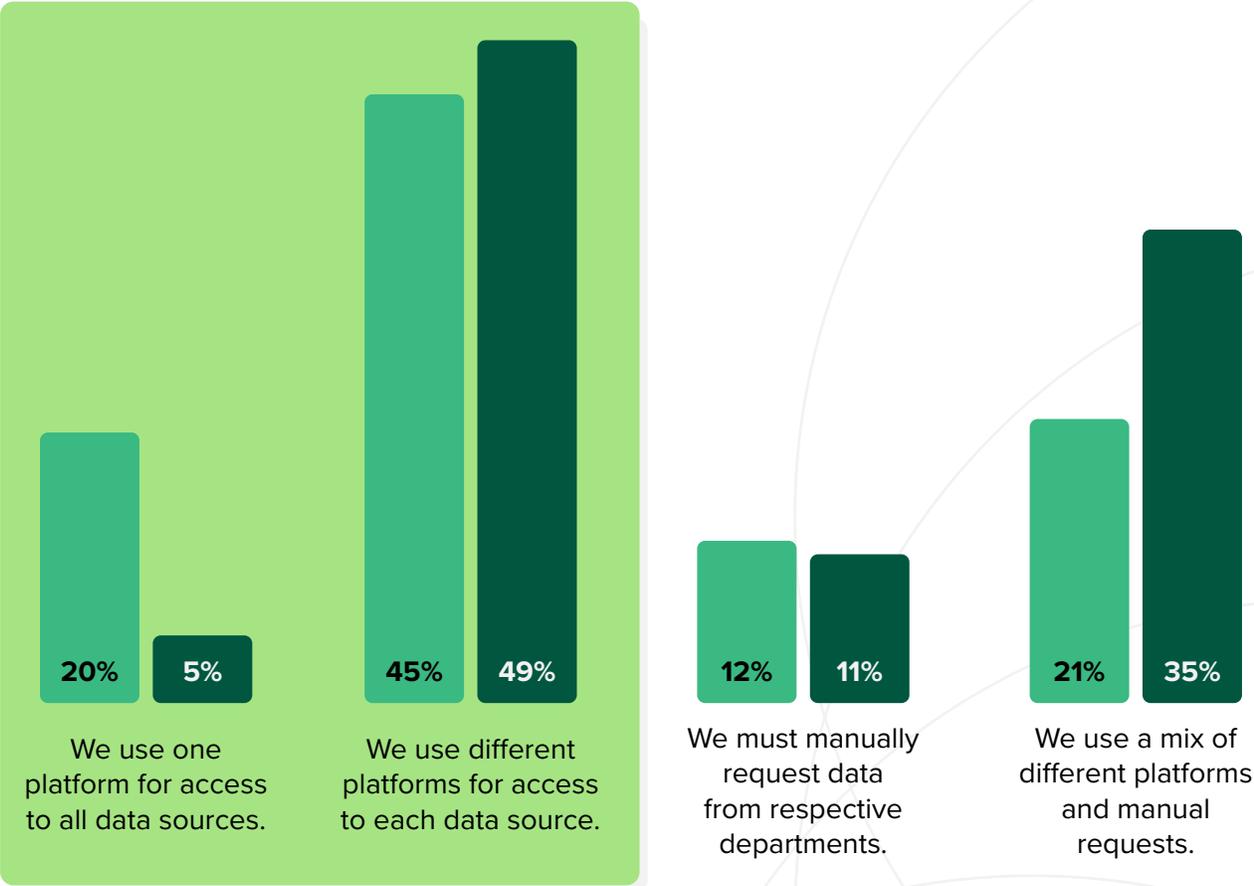


Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Note: Percentages may not total 100 due to rounding  
Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 13

### How Enabling Functions Access Data Today

● High maturity ● Low maturity



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Note: Not showing “Don’t know” option  
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

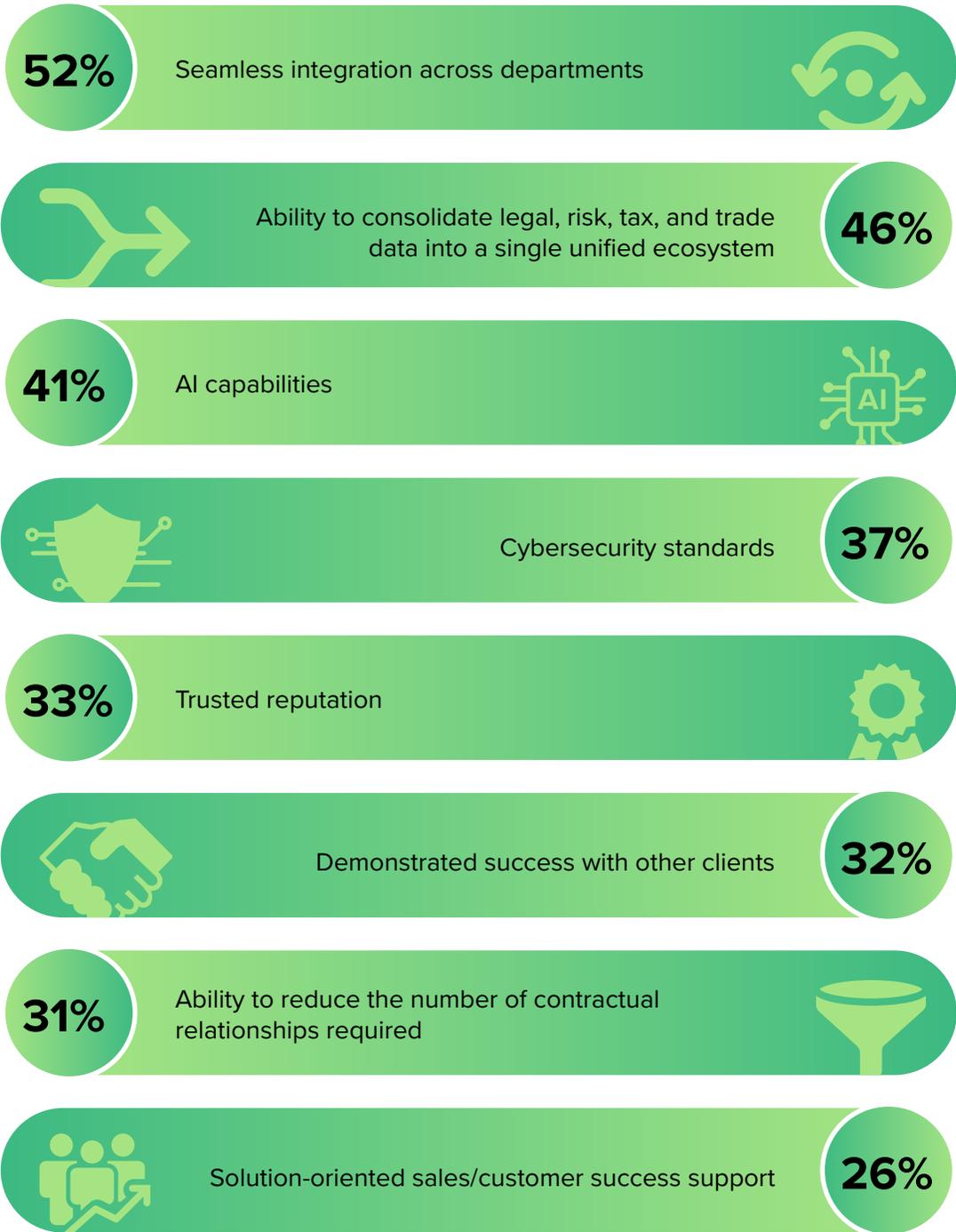
## Tech Solutions For Enabling Functions Need Seamless Integration, Connected Data Ecosystems, And AI Capabilities

Using disparate enabling function data and workflow solutions makes cross-functional collaboration inherently cumbersome and more difficult than necessary. To become more insights-driven and improve collaboration, organizations need solutions for workflow and data management that are designed to work together. We found that:

- **Seamless integration, connected data ecosystems, and AI capabilities can help.** Respondents indicated that these three factors, in addition to cybersecurity, were the most important considerations for their organization when choosing a suite of tech solutions for their corporate governance and compliance roles (see Figure 14).
- **United systems and data make AI-augmented workflows possible.** For corporate governance and compliance, connected systems and data set the foundation for AI-augmented workflows. Due to the complex, sensitive, and compliance-driven nature of the data these functions use regularly, the only way to enable AI-augmented workflows is by using secure, connected systems and data to ensure the accuracy and security of information used in the AI model. The five AI capabilities that respondents indicated their enabling functions would find most useful include: the ability to automatically generate risk and identity analysis; interpreting and summarizing data; querying data across corporate governance and compliance roles; automatically configuring their organization's tax engine; and finding differences among documents (see Figure 15).

FIGURE 14

### Most Important Capabilities When Selecting A Technology Solution To Use Across Enabling Functions

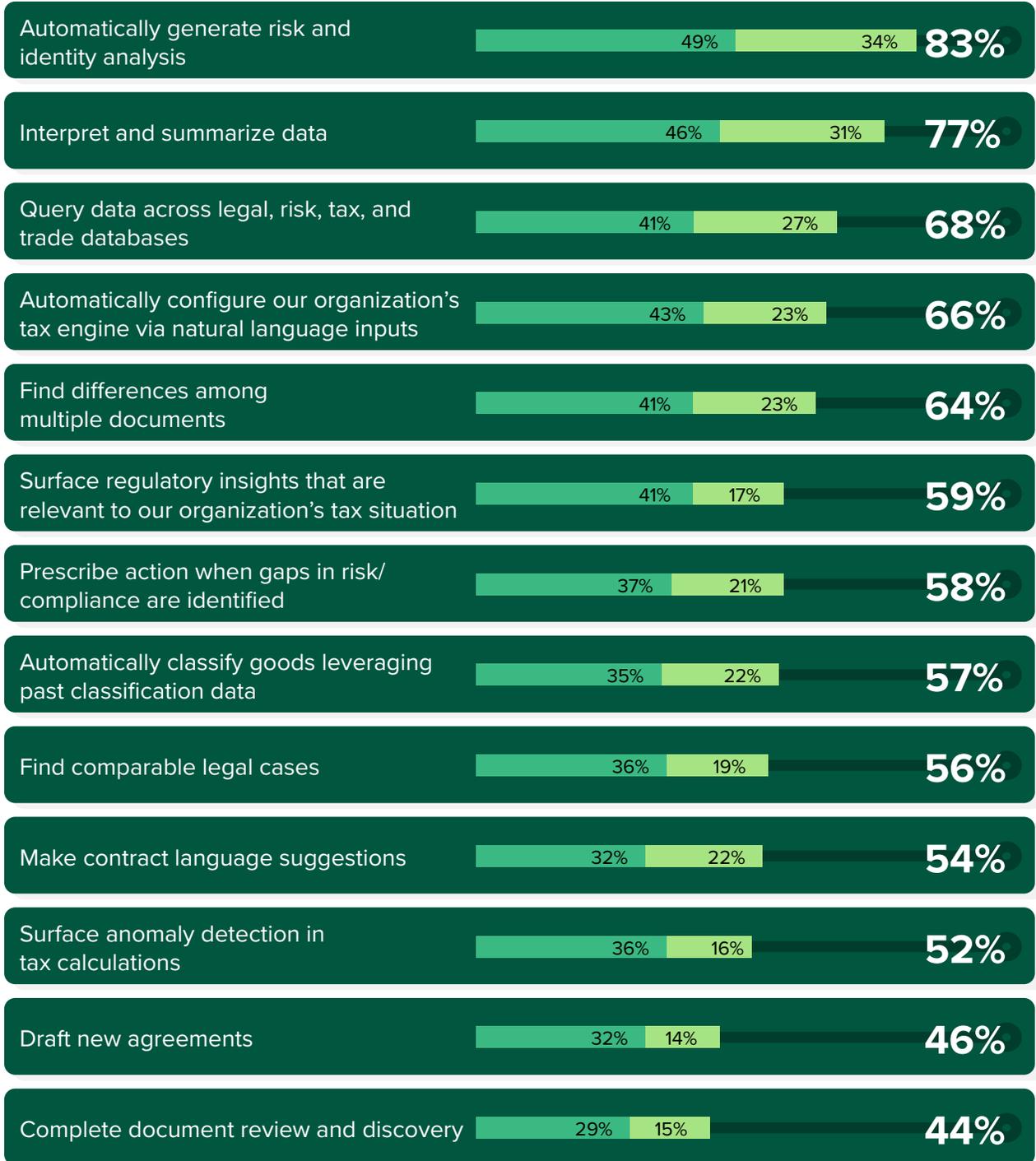


Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Note: Multiple responses accepted  
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

FIGURE 15

## Value Of AI Capabilities For Enabling Functions

● Valuable ● Extremely valuable



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT

Note: Individual percentage values may not sum to totals due to rounding

Source: Forrester's Q2 2025 Operations and Tech Efficiency Survey [E-62571]

## Connected Tech Across Enabling Functions Spurs Greater Collaboration, Faster Decision-Making, And Improved Business Agility

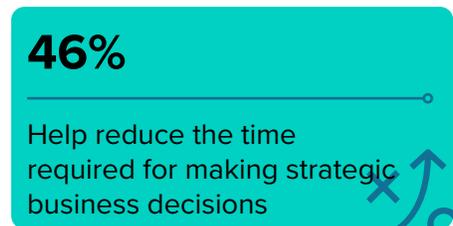
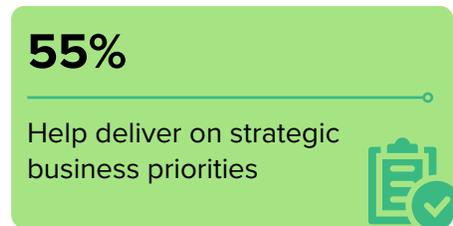
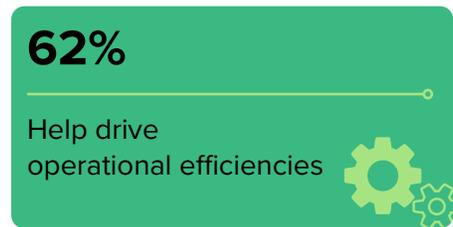
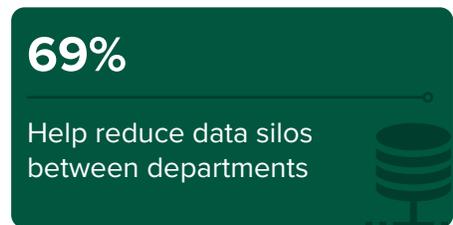
Due to an increased pace of business change, organizations must make faster, more ad hoc business decisions than ever before. Seamlessly integrated tech solutions with connected data ecosystems and AI-augmented workflow capabilities can help enabling functions improve collaboration for more accurate, faster, insight-driven decisions — improving an organization’s agility for responding to market volatility. We found that connected solutions designed to work together across corporate governance and compliance roles can:

- **Supercharge collaboration and faster decision-making.** The majority of respondents agreed that integrated tech solutions (i.e., connected solutions that are designed to work together) would help reduce data silos between enabling functions, drive operational efficiencies, and help deliver on strategic business priorities. Nearly half also reported these solutions would lead to reduced decision-making time (see Figure 16).
- **Help improve business agility.** Solutions that incorporate connected corporate governance and compliance workflows and data can help improve business agility and the ability to respond to market volatility. The majority of respondents reported that integrated tech solutions with these characteristics would be

FIGURE 16

### Collaboration Benefits From Unified Tech Solutions For Enabling Functions

(Showing “Agree” or “Strongly agree”)



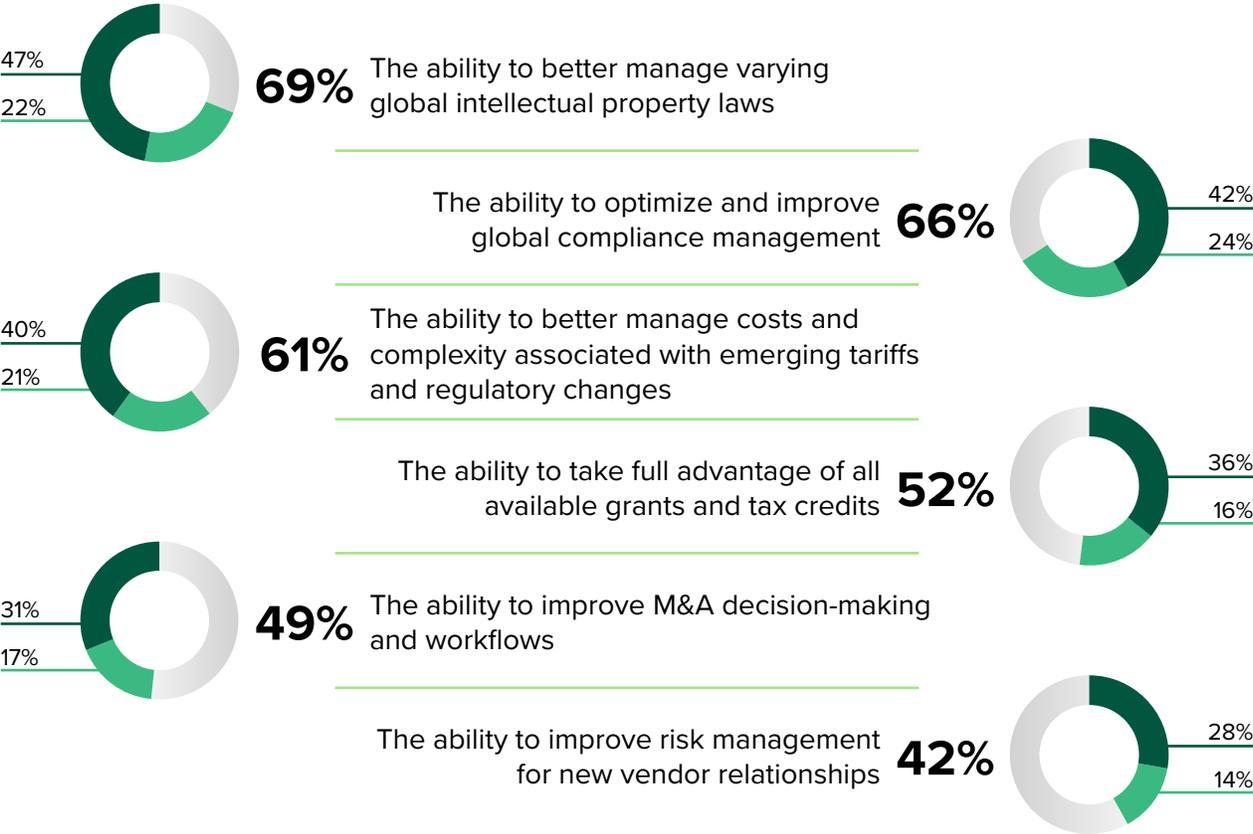
Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

valuable for their organization’s ability to better manage varying global intellectual property laws, improve global compliance management, better manage costs and complexity associated with tariffs and regulatory changes, and take full advantage of all available grants and tax credits. Nearly half also reported that these solutions would be valuable for improving M&A decision-making, and roughly four in 10 said they would be valuable for improving risk management for new vendor relationships (see Figure 17).

**FIGURE 17**

**Business Value Of A Unified Solution That Incorporates Legal, Risk, Tax, And Trade Workflows And Data**

● Valuable ● Extremely valuable



Base: 527 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT  
 Note: Individual percentage values may not sum to totals due to rounding  
 Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

## ORGANIZATIONS WITH CONNECTED SOLUTIONS FROM THE SAME VENDOR ACROSS ENABLING FUNCTIONS HAVE EXPERIENCED TRANSFORMATIVE BUSINESS BENEFITS

Organizations that have adopted integrated technology solutions from the same vendor for their enabling functions are overcoming their most significant challenges and achieving their key strategic goals. We found that these organizations have experienced:

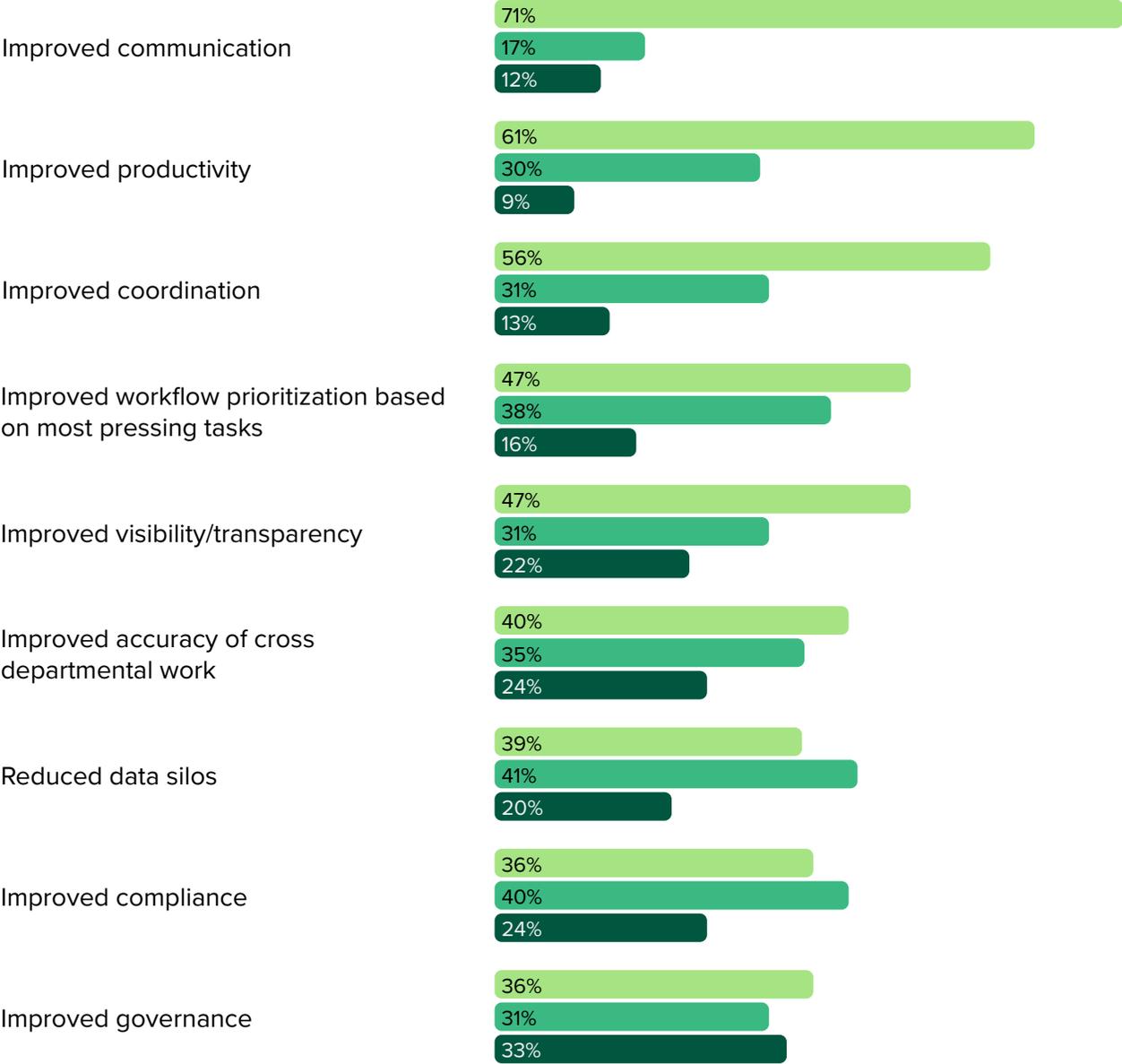
- **Improved cross-functional collaboration.** More than half of respondents at organizations with integrated enabling function tech solutions from the same vendor reported improved communication, productivity, and coordination. Nearly half also reported improved visibility and workflow prioritization (see Figure 18).
- **Transformed business outcomes.** The majority of respondents at organizations that have integrated tech solutions for enabling functions from the same vendor reported improved operational efficiency, revenue, customer loyalty, customer satisfaction, and competitive advantage as well as faster/improved decision-making (see Figure 19).



**FIGURE 18**

**Collaboration Benefits Experienced By Respondents At Organizations With Unified Tech Solutions From The Same Vendor For Enabling Functions**

- My organization has experienced this.
- My organization expects to experience this.
- My organization does not expect to experience this.



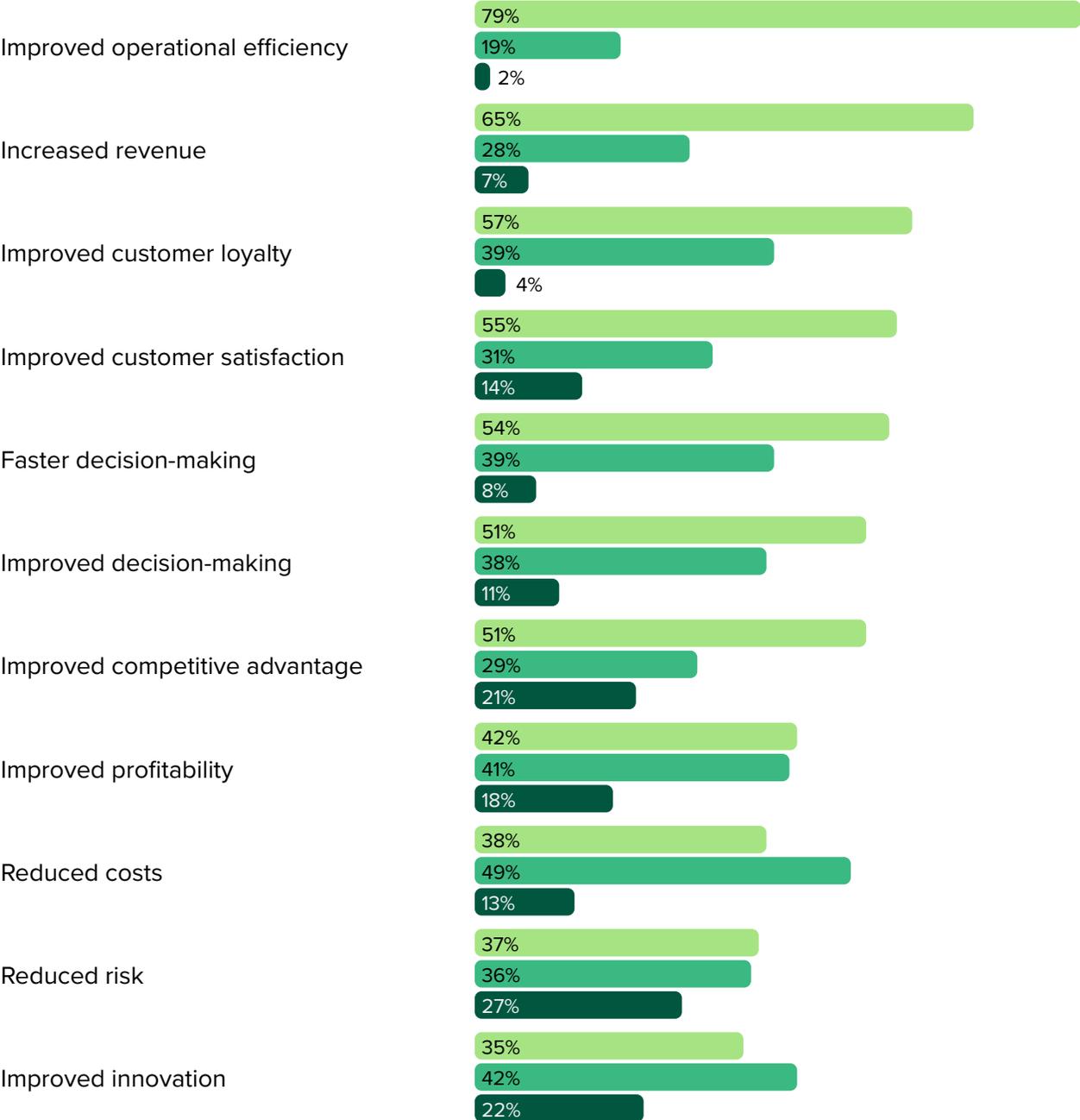
Base: 192 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT who use solutions for legal, risk, tax, and trade from the same vendor that are fully or partially integrated together  
 Note: Showing top responses sorted by “my organization has experienced this;” percentages may not total 100 due to rounding.

Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

**FIGURE 19**

**Business Benefits Experienced By Respondents At Organizations With Unified Tech Solutions From The Same Vendor For Enabling Functions**

● My organization has experienced this. ● My organization expects to experience this.  
 ● My organization does not expect to experience this.



Base: 192 director and above core technology and data solution decision-makers in legal, risk, tax, trade, and IT who use solutions for legal, risk, tax, and trade from the same vendor that are fully or partially integrated together  
 Note: Showing top responses sorted by “my organization has experienced this;” percentages may not total 100 due to rounding  
 Source: Forrester’s Q2 2025 Operations and Tech Efficiency Survey [E-62571]

## Key Recommendations

Forrester's in-depth survey of decision-makers in enabling functions about how a more integrated tech stack can improve their ability to execute on strategic business objectives yielded several important recommendations:

**Put the customer at the center of all operations.** Although enabling functions are not customer-facing, the customer should still be top of mind. Customer-obsessed organizations interconnect all levers of enterprisewide operations across culture, structure, people, process, technology, and metrics, with the customer at the center. As a result, they see higher rates of growth for revenue, profitability, customer retention, and employee engagement.<sup>4</sup>

**Implement connected tech solutions across enabling functions to encourage collaboration best practices.** Use tech solutions that bring together workflows, data, and intelligence as tools to break down silos and blaze new ways of working toward strategic business objectives across enabling functions.

**Give your enabling functions the recognition they deserve.** Due to the nature of non-customer-facing roles, enabling functions are often underappreciated across other areas of the organization. Recognize your enabling function employees as key to driving strategic business success and to maintaining business agility in volatile operating environments.

**Articulate the value of integrated tech solutions for your enablement functions to your broader organization.** The benefits of integrated tech solutions for enablement functions aren't just for those using the solutions daily. High-performing IT departments have connected goals in areas like enabling data and analytics-driven business, investing in tech that can transform core operations, and reducing technical debt.<sup>5</sup> But don't stop there — our survey found that C-level stakeholders would see value and reason to invest in solutions that improve and support strategic business decision-making.

**Reframe AI as a tool that can help augment tasks and workflows, not replace jobs.**

The hype about AI has rightfully led to concerns that it will replace jobs. However, the reality is that organizations can use AI as a tool that helps improve employee capabilities and productivity. By 2030, Forrester forecasts that genAI will influence 4.5 times as many jobs as it replaces.<sup>6</sup> For corporate governance and compliance, our survey found that the most valuable AI capabilities can help reduce cognitive load from low-impact tasks, giving employees more time to focus on strategic execution.

**Embrace cross-functional risk management with connected workflows and data.**

Accept that business volatility is here to stay and use it as an opportunity to make risk management efforts more targeted and effective.<sup>7</sup> Use integrated workflows and data solutions to embed more proactive risk management throughout your enabling functions and to improve your organization's understanding of enterprise, ecosystem, and external risk factors.<sup>8</sup>

## Appendix A: Methodology

In this study, Forrester conducted an online survey with 527 director-level and above respondents in North America and Europe. Survey participants included decision-makers in corporate governance and compliance (e.g., legal, risk management, tax, and trade) and IT with decision-making authority for the core technology, data solutions, and collaboration processes their organization’s business enabling functions use.

Questions provided to the participants asked about how frequently they collaborate with other enabling functions, how integrated the technology and data solutions they currently use are, and the benefits that exist from greater data and tech platform integration. Respondents were offered a small incentive as a thank-you for time spent on the survey. The study began in March 2025 and was completed in April 2025.

## Appendix B: Demographics

GEOGRAPHY	
United States	39%
Canada	20%
United Kingdom	11%
Germany	10%
France	10%
The Netherlands	10%

INDUSTRY	
Manufacturing	22%
Tech/tech services	20%
Financial services/Insurance	20%
Retail	18%
Oil and gas	10%
Energy utilities/renewables	10%

COMPANY SIZE	
>\$5B	10%
\$1B to \$5B	35%
\$500M to \$999M	32%
\$400M to \$499M	17%
\$100M to \$399M	6%

TITLE	
C-level	17%
Vice president	31%
Director	51%

DEPARTMENT	
Trade	22%
Risk	21%
Legal	21%
Tax	19%
IT	17%

Note: Percentages may not total 100 due to rounding.

## Appendix C: Supplemental Material

### RELATED FORRESTER RESEARCH

[How To Thrive Through Volatility](#), Forrester Research, Inc., March 27, 2025.

[Technology Leaders: How To Thrive Through Volatility](#), Forrester Research, Inc., March 27, 2025.

[Regain Control Over Business Risk With The Three E's Framework](#), Forrester Research, Inc., March 27, 2025.

[Be The Change Leader Your Organization Needs](#), Forrester Research, Inc., September 20, 2024.

### ADDITIONAL RESOURCES

Sharyn Leaver, [To Thrive Through Volatility, Master These Three Areas](#), Forrester Blogs.

Alla Valente, [Step Right Up: To Manage Volatility, You're All Risk Leaders Now!](#), Forrester Blogs.

April 29, 2025, [Leading Through Volatility: Webinar Series Technology Expert Panel](#), Webinar.

## Appendix D: Endnotes

<sup>1</sup> Source: [Operating A Customer-Obsessed Enterprise](#), Forrester Research, Inc., May 26, 2021

<sup>2</sup> Source: [How To Thrive Through Volatility](#), Forrester Research, Inc., March 27, 2025.

<sup>3</sup> Source: [Gauge Your Insights-Driven Business Maturity](#), Forrester Research, Inc., June 6, 2023.

<sup>4</sup> Source: [Operating A Customer-Obsessed Enterprise](#), Forrester Research, Inc., May 26, 2021.

<sup>5</sup> Source: [Master Seven Priorities To Achieve High-Performance IT](#), Forrester Research, Inc., February 12, 2024.

<sup>6</sup> Source: [The Generative AI Advantage](#), Forrester Research, Inc., November 29, 2023.

<sup>7</sup> Source: [Regain Control Over Business Risk With The Three E's Framework](#), Forrester Research, Inc., March 27, 2025.

<sup>8</sup> Ibid.



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