



# The Data Commerce Revolution:

## Turning Analytics into Revenue-Generating Products

*When Your Data Becomes Your Next Product*



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## Introduction

In every industry, the most valuable resource isn't data itself — it's what you do with it. For decades, analytics has been treated as a cost centre: a function that supports decisions rather than creates value. That era is ending.

Today, leading organisations are monetising analytics by treating **data as a product**. They're designing data pipelines like products, complete with defined users, SLAs, and measurable ROI. The result is a new business model — one where data becomes revenue-generating capital.

This is the Data Commerce Revolution: the convergence of analytics, automation, and commercial strategy.

**Gartner predicts that by 2026, 80% of organisations pursuing a data-product strategy will achieve measurable improvements in data reuse and business outcomes.**  
— Gartner Data & Analytics Summit 2024

emite empowers this shift — providing the integration, governance, and visualisation framework that turns raw data into trusted, shareable, and monetisable products.

These twin  
forces

DATA AS  
PRODUCT



COMMERCE  
RE-IMAGINED

give rise  
to the

DATA COMMERCE  
REVOLUTION





# Why Data Commerce Matters Now

## The Economic Context

The data economy has reached a tipping point. Every transaction, sensor, and system generates insight, but most organisations struggle to convert it into income.

- **Gartner's 2024 Evolution of Data Management Survey** found that only 43 % of organisations have cohesive, integrated data ecosystems.
- **Forrester's Next Era of Commerce 2025 Report** highlights that data, content and AI are now the primary growth levers for digital-first businesses.

Data is no longer simply an input for dashboards; it's the foundation of value creation, differentiation, and digital-age competitiveness.

## From Data Management to Data Monetisation

This transformation parallels earlier revolutions in software and cloud. Just as SaaS turned software into a subscription product, **Data-as-a-Product (Daap)** is transforming analytics into monetisable, governed, repeatable offerings.

**"By 2027, 35 % of B2B enterprises will monetise their data, up from 15 % today."  
— Forrester, The Next Era of Commerce 2025**

Those who master data commerce will define new categories of growth, from internal efficiency to partner ecosystems and insight marketplaces.







# The Data-as-a-Product Mindset

Those who master data commerce will define new categories of growth — from internal efficiency to partner ecosystems and insight marketplaces.

## From Project to Product

Treating data as a product means shifting from one-off dashboards to managed assets with:

- **Defined Users:** who consumes the data and why.
- **SLAs:** guaranteeing freshness, accuracy, and uptime.
- **Roadmaps:** continuous improvement cycles tied to ROI.
- **Value Metrics:** revenue generated, cost saved, or efficiency gained.

**“A data-product approach aligns delivery with measurable business value and user outcomes.”**

**— Gartner D&A Summit 2024**

## Cultural Transformation

This mindset recasts the role of the data team:

From	To
Report Producers	Product Managers
Reactive Analytics	Reactive Analytics
Data Custodian	Business Partners

When data is treated like a product, the entire organisation speaks a **common language** of **trust**, **accountability**, and **impact**.





# Building the Data Commerce Engine

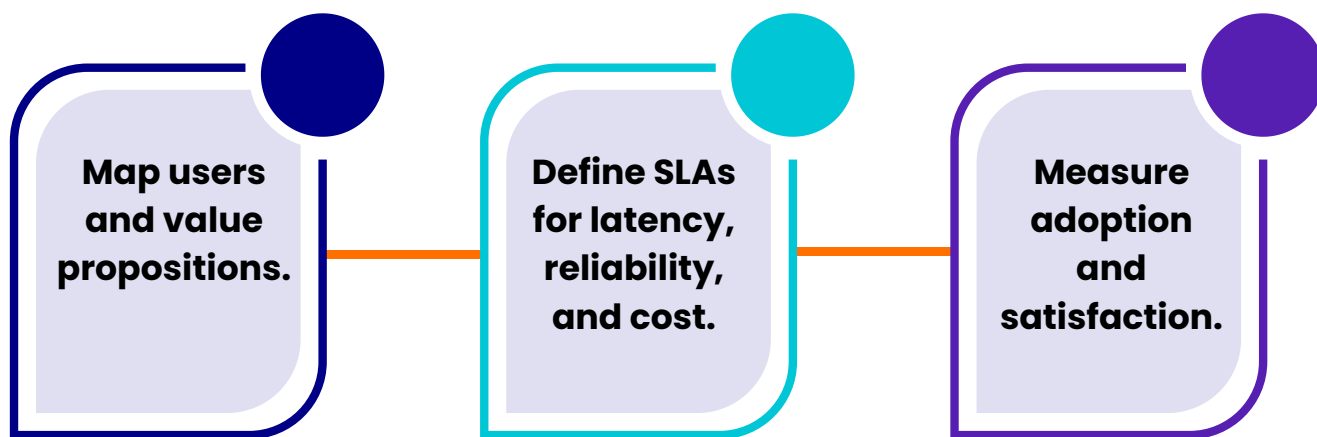
The Data Commerce Engine is the architecture that transforms analytics from siloed reporting into monetisable insight. It consists of three pillars.

## 1. Data Pipelines as Products

Every data flow has consumers, dependencies, and ROI.

- The pipeline isn't simply ETL → report; it becomes a deliverable asset that is versioned, monitored, and improved.
- Owners define KPIs: utilisation, trust score, uptime, time-to-insight.

### Apply product discipline:



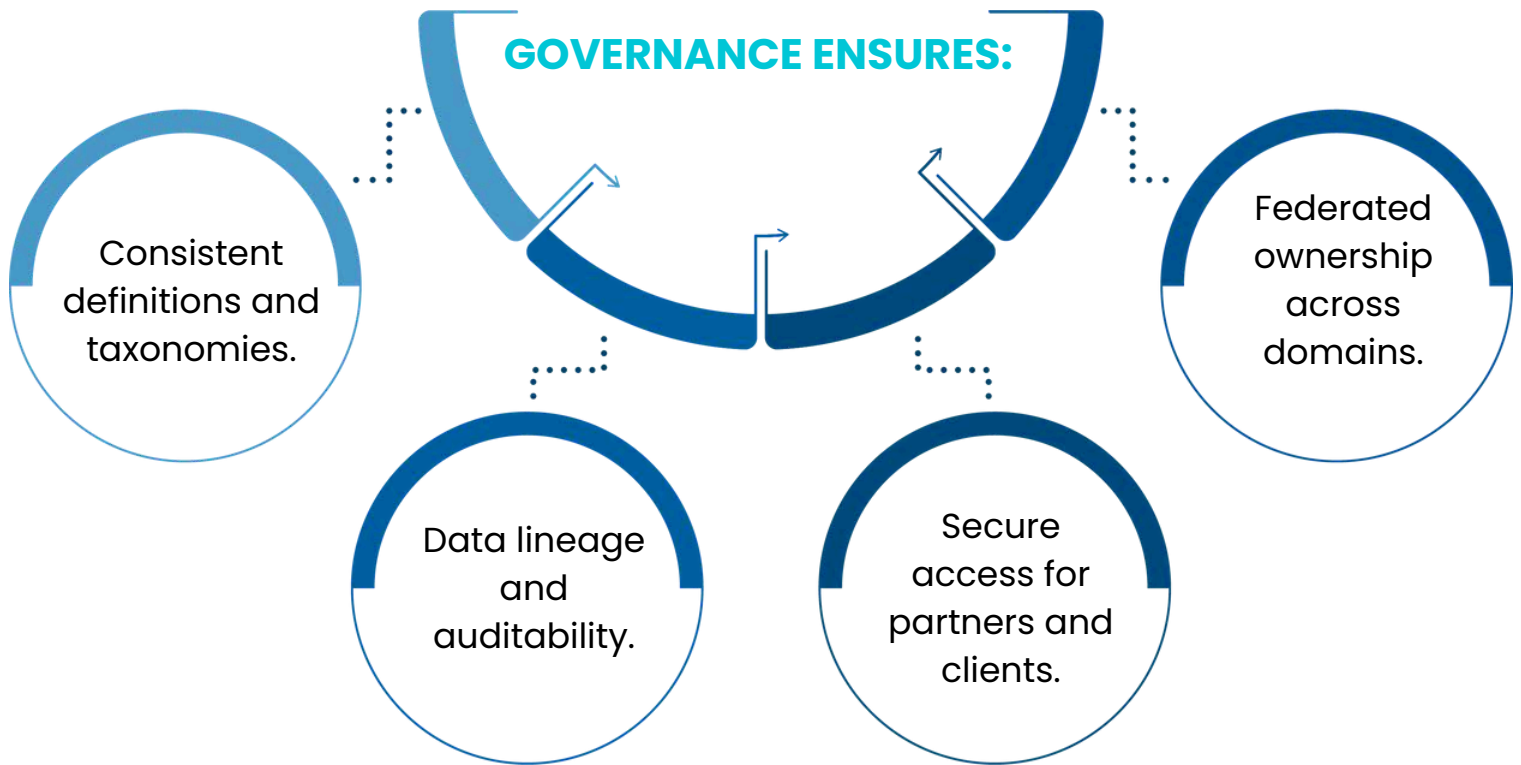
**“There must be clear KPIs for how data products are built, run and grown — usage, uptime, and expansion.”**  
— Gartner 2024



## 2. Governed and Shareable Ecosystem

A scalable data commerce model requires shared context and control.

- **A product mindset demands governance:** metadata, data catalogue, lineage, access controls.
- **This ensures data is** discovered, trusted, consumable.



**"Organisations are seeking decentralised data-product delivery through agile capabilities that deliver data as a product to domains and business teams."**

**— Gartner Modern Data Management 2024**





### 3. Product Metrics and Lifecycle

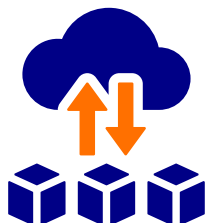
- **Examples:** number of users consuming the data product, percentage meeting SLA, reduction in time-to-decision, incremental revenue from monetised data.
- **A mature data product program tracks build, run and grow metrics.**  
**Gartner commentary:** "There need to be clear KPIs...
  - How they are built (time, budget, meeting requirements),
  - How they are run (user feedback, usage and uptime),
  - How they are grown (speed of adding new data sources or of creating new data products)."

### Treat every data asset like a living product:



#### Build:

Time-to-launch, budget adherence.



#### Run:

Uptime, user feedback, SLA performance.



#### Grow:

Cross-domain reuse, revenue from data licensing.



## 5. From Insight to Monetisation

### Internal Products — Value within the Enterprise

Start by building internal data products that improve performance and decision speed:

- **Executive Performance Portals:** unify KPIs across finance, sales, and operations.
- **Partner Dashboards:** give suppliers or franchisees real-time visibility.
- **Self-Service Analytics APIs:** empower business users without IT dependence.

These products replace siloed reporting with shared visibility — creating operational ROI and cultural trust.

### External Products — Monetising Insight

Once data integrity and governance mature, new revenue models emerge:

- **Data-as-a-Service (Daas):**  
Sell curated datasets or anonymised benchmarks.
- **Insight Subscriptions:**  
Deliver predictive models or market reports as premium services.
- **Data Marketplaces:**  
Allow partners to license or exchange data products.

**“The next era of commerce is powered by data, content and AI to help brands grow smarter.”  
— Forrester 2025**

**The commercial potential extends beyond revenue; it enhances partner ecosystems and strengthens customer trust through transparency.**





## 6. Governance, Trust & Business Alignment

### Governance as the Currency of Trust

Without trust, data commerce fails. Governance turns trust into a repeatable business asset.

### Foundations of Governance



#### 1. Ownership & Accountability:

Each product has a named owner.



#### 2. Data Lineage:

Track origin, transformation, and usage.



#### 3. Quality Control:

Monitor completeness, accuracy, timeliness.



#### 4. Security & Compliance:

ISO 27001, SOC 2, GDPR alignment.



#### 5. Transparency:

Publish metadata, SLAs, and change logs.

**“Data products must be governed like any other product — with lifecycle, quality, and accountability.” — Gartner 2024**

### Aligning with Business Outcomes

Each data product must serve a clear goal — revenue growth, margin improvement, customer retention or compliance.

When governance is anchored to business metrics, trust becomes a growth driver.





## 7. Technology & Platform Enablers

### emite Advanced iPaaS

- Connects REST, JDBC, S3, Kinesis, Kafka, EventBridge and webhooks seamlessly.
- Connector-less event-driven architecture simplifies integration across hybrid environments.
- Enables governed data mobility and real-time automation.

### emite Advanced Analytics

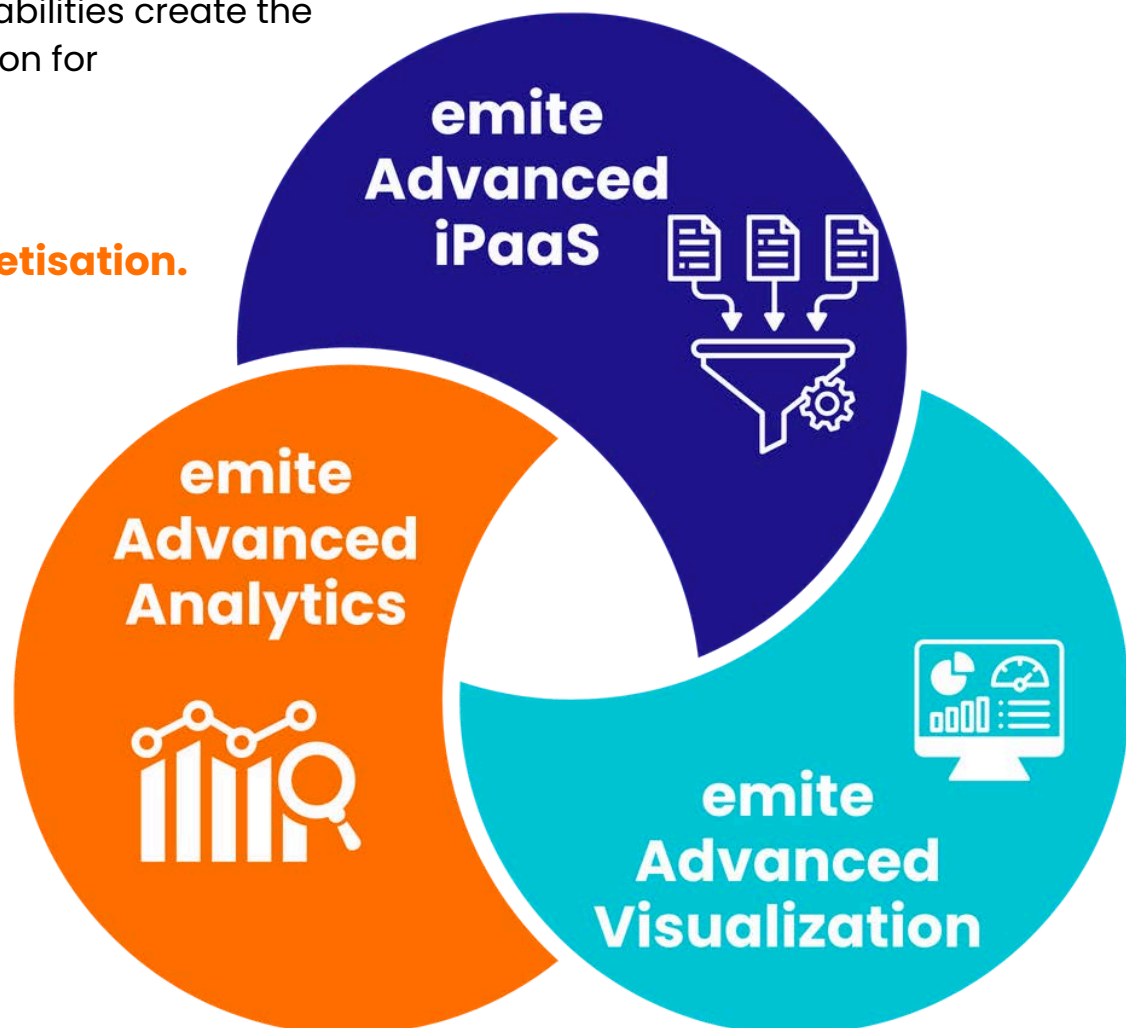
- Transforms data into contextualised insight by unifying operational, experience and financial data.
- Powers predictive and prescriptive analytics to drive data-informed action.

### emite Advanced Visualisation

- Makes data consumable and shareable through interactive dashboards.
- Empowers teams and partners with real-time visibility and AI-ready context.

Together, these capabilities create the technology foundation for data commerce

**From integration to insight to monetisation.**



# 8. Implementation Roadmap

## Phase 1: Discover & Define



Map current data assets; identify consumption gaps; define user personas; draft data product canvas (owner, users, SLA, pricing/monetisation model).

- Audit data assets and usage patterns.
- Identify high-value domains (finance, CX, supply chain).
- Define ownership and governance models.
- Build a Data Product Canvas: Users | SLA | Value | ROI.

## Phase 2: Build & Launch MVDP



Build first version with limited scope; define SLAs; publish servicing catalogue; promote to users; measure uptake.

- Create a Minimum Viable Data Product for one use case.
- Validate data quality and SLAs.
- Pilot internally to gather feedback.
- Measure adoption and business impact.

## Phase 3: Operationalise & Monetise



Establish product governance; monitor usage/performance; iterate; launch external monetisation models; manage billing/licensing; feed back into roadmap.

- Establish ongoing governance and monitoring.
- Integrate feedback loops for continuous improvement.
- Launch external offerings (subscription, API licensing, marketplace).
- Scale across domains and partners.

This phased approach de-risks innovation while building trust and momentum.

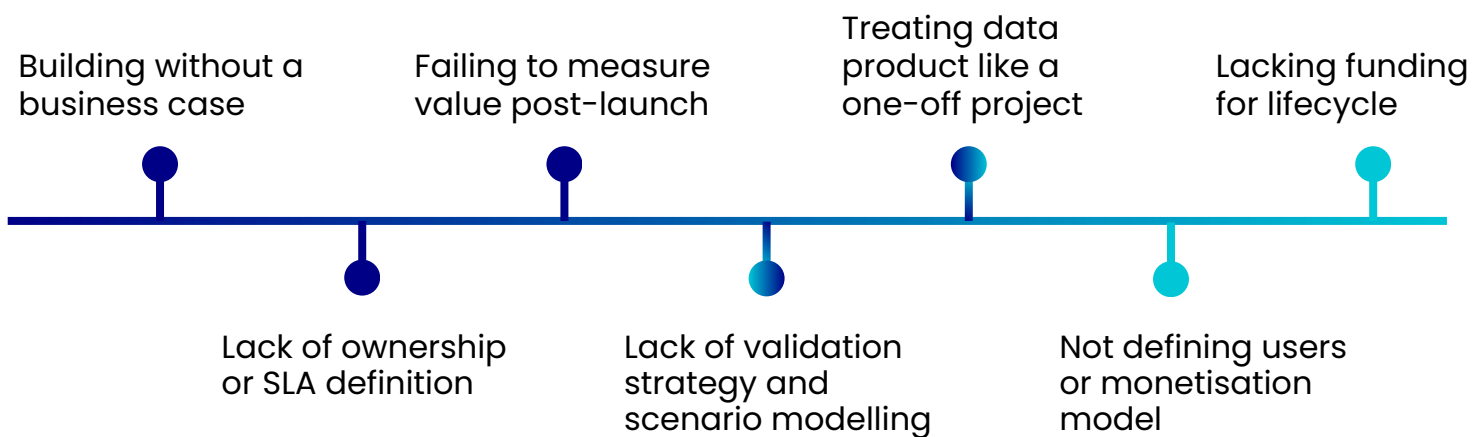




## 9. Measuring Success & ROI

- **Key metrics:** user growth, data product consumption rate, time-to-insight, internal cost savings, external revenue from data, trust score.
- **Governance metrics:** SLA compliance, data quality, churn of data product users.
- **Quantitative KPIs:** Data product adoption rate, SLA uptime and compliance, Reduction in time-to-insight, Internal cost savings from reuse, External revenue from data services
- **Qualitative KPIs:** User trust and satisfaction scores, Executive confidence in data-, driven decisions, Partner engagement and renewal rates

### Pitfalls to Avoid



**“Clear KPIs must exist for how data products are built, run and grown — from usage and uptime to cross-domain adoption.”**  
— Gartner 2024

**Best practices:** Continuous monitoring; feedback loops; product marketplace for discoverability.





# 10. Future Trends in Data Commerce

## Data Marketplaces & Exchanges

Organisations will create internal and external marketplaces for discovering, trading, and licensing data products.

## Insight-as-a-Service

Analytics will evolve into automated insight streams integrated directly into business workflows.

## AI-Embedded Data Products

Contextual data feeds will power predictive AI models and autonomous decisioning. Convergence of commerce and data: As Forrester says, commerce is now “data, content and AI to help brands grow smarter.

## Network Effects & Ecosystems

The more users consume and contribute to data products, the more valuable they become — creating self-reinforcing economic loops.

More users of data product →



Improved Insight →



More Value →



More Users.

**“Clear KPIs must exist for how data products are built, run and grown — from usage and uptime to cross-domain adoption.”**  
— Gartner 2024



# 11. Conclusion & Call to Action

Data commerce is reshaping how organisations create value. By treating data as a product, enterprises build trust, unlock efficiency, and open new revenue streams.

## With emite, you can:

- **Unify** disparate systems through Advanced iPaaS.
- **Analyse** contextual insights through Advanced Analytics.
- **Visualise** and share trusted data through Advanced Visualisation.
- **Monetise** your analytics through data commerce.

The future of business belongs to those who turn insight into income.



## About emite

emite bridges analytics and action.

Through **Advanced iPaaS**, **Advanced Analytics**, and **Advanced Visualisation**, emite helps organisations build



**data ecosystems** that turn **insight** into **revenue**.

**emite — Where Data Becomes Commerce.**



# Appendices

## Glossary

Term	Definition
Data Product	A governed, reusable dataset with defined users, SLA, and ROI.
Data Mesh	A governed, reusable dataset with defined users, SLA, and ROI.
Data Marketplace	Platform for discovering and monetising data products.
SLA	Service Level Agreement ensuring data quality and availability.

## Checklist: 10 Steps to Launch a Data Product

1. Define business purpose and audience.
2. Audit data availability and quality.
3. Assign product ownership.
4. Create data governance model.
5. Develop MVDP prototype.
6. Validate accuracy and timeliness.
7. Launch internally.
8. Measure adoption and ROI.
9. Refine for scale and security.
10. Monetise via API or marketplace.

## References

- Gartner (2024): Data Products — How You Should Build, Manage and Sustain Them for D&A Success
- Gartner (2024): Modern Data Management to Drive Value
- Gartner (2024): Evolution of Data Management Survey
- Forrester (2025): The Commerce Services Landscape Q3 2025
- Forrester (2024): Global Retail E-Commerce Forecast 2024-2028





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