Everest Group®

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Unearthing Value: Data-driven Approach to Contingent Workforce Management (CWM)

Contents

Introduction

The current business landscape is marked by uncertainties, driven by economic volatility, geopolitical tensions, technology disruptions, and rapidly evolving market conditions. These disruptions present complex challenges for organizations, such as unpredictable demand patterns and the need for continuous business operations. Organizations need to quickly adapt to real-time shifts in market conditions to stay competitive.

Contingent labor has emerged as a strategic solution to address these challenges, allowing organizations to source specialized talent and meet fluctuating workforce demands without long-term commitments. According to a recent Everest Group survey, 80% of organizations plan to expand their contingent workforce as a proportion of their total workforce over the next 12 to 18 months.

However, sourcing and managing contingent talent presents challenges, such as identifying the correct talent sourcing channel, optimizing talent management, ensuring regulatory compliance, and workforce planning.

Data-driven strategies, combined with advanced analytics, plays an important role in addressing these challenges, enabling organizations in making informed decisions.

Predictive analytics forecasts hiring trends, while prescriptive analytics provides actionable recommendations. Moreover, next-generation technologies such as generative AI, Machine Learning (ML), Natural Language Processing (NLP), large language models, and Robotic Process Automation (RPA) are redefining Contingent Workforce Management (CWM). These technologies empower organizations to analyze vast datasets in real time, extract insights, make strategic decisions, and forecast talent needs more precisely.

This Viewpoint explores the transformative role of data and analytics in CWM, highlighting how organizations can leverage data-driven insights to enhance decision-making and operational efficiency. It examines the relevance of analytics for different stakeholders, the integration of next-generation technologies, the key focus areas to build a future-ready CWM program, and strategies to embed robust analytics into existing frameworks.

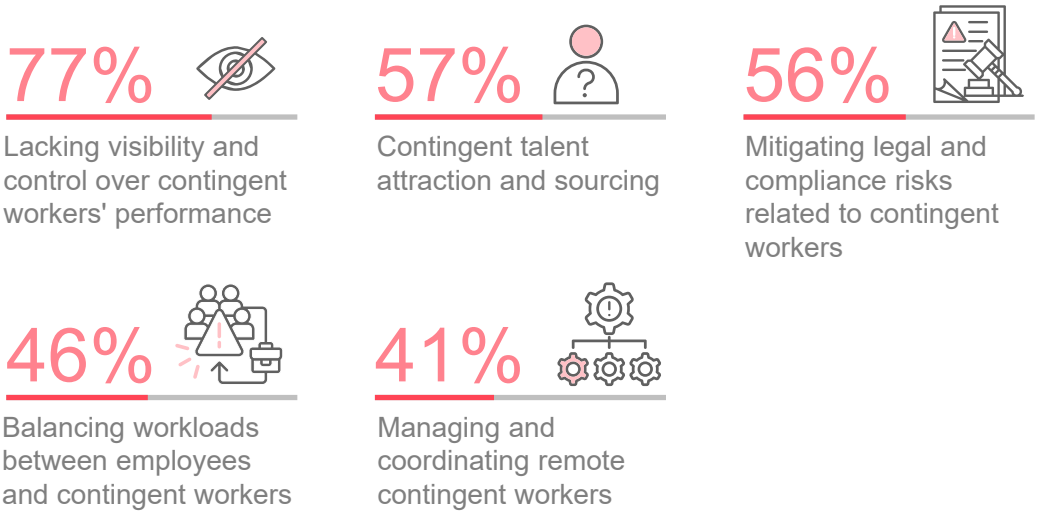
Data and analytics: the cornerstone of an effective CWM program

As organizations increasingly scale their contingent workforce, they often encounter challenges ranging from sourcing to day-to-day worker management. Exhibit 1 represents key challenges organizations face in effectively using the temporary/contingent workforce.

Everest Group surveyed around 150 senior HR and procurement executives from organizations of all sizes, regions, and industries to understand key challenges that organizations face in managing their contingent workforce.

Exhibit 1: Key CWM challenges organizations face

Source: Everest Group (2024)



A robust data and analytics strategy enables organizations to transform CWM from being a reactive function to becoming a proactive and strategic workforce enabler. By leveraging analytics, organizations can optimize talent sourcing, improve compliance, enhance supplier performance, and align workforce strategies with business goals.
An Everest Group survey of senior HR and procurement executives reveals that:

92% **of enterprises consider data analytics and predictive workforce intelligence in talent acquisition as important**

Source: Everest Group (2024) survey with ~150 senior HR and procurement executives from organizations of all sizes, regions, and industries

However, organizations are at different maturity stages when it comes to leveraging data and analytics in CWM. Exhibit 2 presents four levels that classify the journey from basic data usage to advanced predictive analytics.

The progression underscores the importance of tailoring data strategies to an organization's specific maturity level. As companies move up the maturity curve, they unlock new opportunities to derive actionable insights and drive smarter workforce decisions. While most enterprise CWM programs are at a reactive or operational stage (basic and tactical), emerging next-generation technologies are paving the way for proactive and strategic stages, making the true data-driven approach to CWM a reality.

In the subsequent sections, we will explore how these data-driven insights serve different stakeholder groups and how these next-generation technologies are unlocking real value by harnessing data analytics' full power.

Exhibit 2: Enterprise maturity in leveraging data and analytics for CWM

Source: Everest Group (2025)

Strategic
Intelligent workforce management

Advanced
Proactive decision-making with advanced analytics

Tactical
Process optimization through data

Basic
Basic data utilization

Data utilization and integration

Basic	Tactical	Advanced	Strategic
Manual data collection from disparate systems, due to lack of integration among platforms	Some automation in reporting and analytics processes	Some integration to support real-time workforce tracking and reporting	Fully integrated data ecosystem leveraging AI, ML, NLP, and RPA for real-time decision-making

Analytics and decision-making maturity

Basic	Tactical	Advanced	Strategic
Limited use of data; primarily used for compliance reporting and basic workforce tracking	Dashboards are created for tracking workforce costs, supplier performance, and compliance adherence	Increased reliance on AI-driven analytics for workforce planning and supplier and candidate selection	Predictive and prescriptive analytics guiding strategic workforce planning, risk mitigation, and cost optimization

Relevance of data-driven insights for different stakeholders

As organizations mature in their journey to adopt a data-driven approach to CWM, the insights generated become increasingly valuable and actionable. The possibilities are now further compounded by the increasing leverage of next-generation technologies such as AI/ML and generative and agentic AI. However, with various datasets available for CWM programs, each providing unique insights, not all are equally relevant to every stakeholder. Each function within an enterprise requires a distinct set of data-driven insights due to the different responsibilities and key ownership areas:

- **Hiring managers** focus on defining the job requirements, selecting the right candidates, and overseeing contingent workers' performance
- **Program managers** oversee the overall contingent workforce program and ensure it aligns with business objectives
- **Finance and procurement teams** rely on workforce data and analytics to control labor costs and make informed budgetary decisions for CWM programs
- **C-suite leaders** need a high-level view of the contingent workforce's contribution to organizational goals, along with strategic insights to support long-term workforce planning and investment decisions

Evaluating datasets and understanding their specific relevance to different stakeholders is essential to efficiently track data and make informed decisions. Exhibit 3 illustrates the relevance of data-driven insights for different enterprise stakeholders.

Exhibit 3: Relevance of data-driven insights to different enterprise stakeholders

Source: Everest Group (2025) [NOT EXHAUSTIVE]

Users	Hiring manager	Program manager	Finance and procurement leaders	C-suite leaders
Relevant data points	Candidate performance ratings	Workforce utilization	Spend managed across departments, units, and more	Budget management and forecasting
	Sourcing channel effectiveness	Permanent to contingent workforce ratio	Budget utilization	Workforce utilization
	Supplier performance metrics	Compliance audit score	Contingent labor cost ratio	Diversity, Equity, and Inclusion (DE&I) ratio
	Time-to-fill forecast	Workforce demand forecast	Hiring cost projection	Future workforce-mix
		Attrition risk score		Skills demanding forecast

Laying the foundation: essential reporting, dashboards, and metrics

Modern reporting has evolved beyond static data, providing dynamic, real-time insights into the workforce. Advanced visualizations, such as pie charts for analyzing worker demographics, heatmaps for risk assessment, and structured tables to track workers across geographies, enable organizations to transform raw data into actionable intelligence. Customizable dashboards further empower stakeholders to monitor critical metrics in real time, identify trends, and quickly detect anomalies, driving informed decision-making. The expected maturity levels at which organizations typically adopt reporting and dashboards within CWM is illustrated below:

Reporting and dashboards

To drive informed decision-making, it is essential to monitor a variety of Service Level Agreements (SLAs) and KPIs of the CWM. Exhibit 4 provides an overview of the key focus areas, processes, and corresponding SLAs and KPIs that organizations should prioritize to gain actionable insights into their contingent workforce programs.

"Data analytics takes a data-driven approach to talent acquisition by providing end-to-end visibility across both contingent and permanent workforces. With the right insights, organizations can make faster, more informed decisions on sourcing, spending, supplier performance, and workforce planning, elevating talent acquisition into a truly strategic function."

– Lokesh Goyal, Practice Director, Everest Group

Exhibit 4: Foundational metrics tracked for CWM program (maturity level – basic to tactical)

Source: Everest Group (2025)

Key focus area	Key processes	SLA/KPI	
Talent acquisition in CWM programs 	Tracking talent acquisition processes	• Time-to-fill • Cost-per-hire • Offer acceptance rate	• Candidate satisfaction score • Sourcing channel effectiveness
	Tracking supplier performance	• Interview-to-offer conversion rate • Response time	• Worker performance score • Time-to-fill
	Advancing DE&I goals	• Supplier diversity • Turnover rate among underrepresented groups	• Candidate pool diversity • Turnover rate among underrepresented groups
	Ensuring compliance	• Compliance audit score	• Contract compliance score
Day-to-day management 	Optimizing resource allocation	• Resource utilization rate • Role-to-skill match rate	• Turnaround time for resource assignment • Workforce-mix ratio
	Real-time performance monitoring	• Worker productivity rate • Daily working hours • Absenteeism rate	• Project milestone adherence • Idle-time rate
Program analytics 	Spend tracking	• Spend by worker type • Spend by suppliers • Budget utilization rate	• Spend by department / business unit • Spend by geography
	SOW program tracking	• Milestone completion rate • Budget utilization • Project completion rate	• Deliverable quality score • SOW supplier efficiency
	Direct sourcing program tracking	• Candidate engagement rate • Talent pool growth • Time-to-fill	• Cost savings • Candidate redeployment rate
Technology integration 	Workflow automation efficiency	• Time savings from automation • Error rate in automated workflows	• Invoicing accuracy

These metrics not only help in evaluating the effectiveness of contingent workforce strategies but also ensure alignment with organizational goals, from hiring efficiency to compliance adherence and workforce optimization.

Leveraging next-generation technologies to advance data and analytics in CWM

Incorporating next-generation technologies into contingent workforce analytics is unlocking new possibilities for data synthesis, decision-making, and workforce optimization. These advanced technologies are enabling organizations to remain agile, predictive, and efficient in an evolving talent landscape. By harnessing AI, automation, and real-time data processing, organizations can transition from reactive decision-making to proactive, insight-driven strategies.

Next-generation technology leverage

Below are some of the key technologies that are paving the way for advanced data analytics in CWM:

- **Generative AI / Generative Business Intelligence (BI)** helps identify hidden patterns and correlations within large datasets. Beyond traditional drill-down options for workforce insights, generative BI enables seamless data discovery, intuitive dashboard creation, and advanced analytics through conversational interactions in multiple languages, supporting both text and speech inputs. For example, hiring managers can ask about the top three skills gaps in their current workforce and receive instant, data-driven insights with meaningful graphical representations and dashboards. This democratization of analytics is simplifying access to complex data and enables organizations to take insight-driven action
- **NLP** transforms unstructured data, such as survey responses or worker reviews, into actionable insights. Organizations can leverage NLP to gauge worker sentiment, identify common challenges, and assess program effectiveness. Real-time sentiment analysis enables proactive adjustments to engagement strategies, improving worker satisfaction and retention
- **ML and deep learning** models unlock advanced capabilities to analyze vast datasets and identify hidden patterns. ML enables predictive workforce planning by leveraging historical and external data – such as seasonal trends, economic indicators, and industry-specific shifts – to forecast talent demand and optimize hiring timelines

Deep learning extends this capability by uncovering complex correlations, such as identifying skill combinations that lead to higher project success rates or predicting attrition risks based on past performance data. Together, ML and deep learning empower organizations to make smarter, data-driven decisions and anticipate workforce challenges with precision

- **RPA** enhances analytics by automating data extraction, cleansing, and integration from multiple sources, including Human Capital Management (HCM), Vendor Management System (VMS), and external datasets. These automated workflows streamline preparing data for analysis, ensuring accuracy and consistency. RPA can also automate generating reports, real-time updates to dashboards, and cross-system data reconciliation, enabling faster insights and reducing manual intervention
- **Integration with Internet of Things (IoT) devices** – such as time trackers, geolocation tools, and productivity monitors – enhance data collection in distributed workforce environments. IoT data can be analyzed alongside traditional workforce metrics to gain insights into utilization, performance, and safety
- **Agentic AI** introduces a new paradigm in data analytics by enabling systems to autonomously perform complex, multi-step tasks with minimal human intervention. Unlike traditional AI systems that rely on pre-defined algorithms, agentic AI can dynamically assess a workforce scenario, set objectives, and iteratively optimize strategies to meet business goals. For instance, agentic AI can autonomously monitor workforce performance data, detect potential bottlenecks, simulate workforce scenarios, and recommend optimal staffing adjustments in real time. This self-directed intelligence enhances decision-making speed, adaptability, and operational resilience, reducing the need for constant human oversight

These technologies empower organizations to transform CWM, driving smarter, faster, and more impactful decision-making based on data. By seamlessly integrating these technologies in current systems, organizations can elevate their reporting and analytics and harness deeper market and skills intelligence.

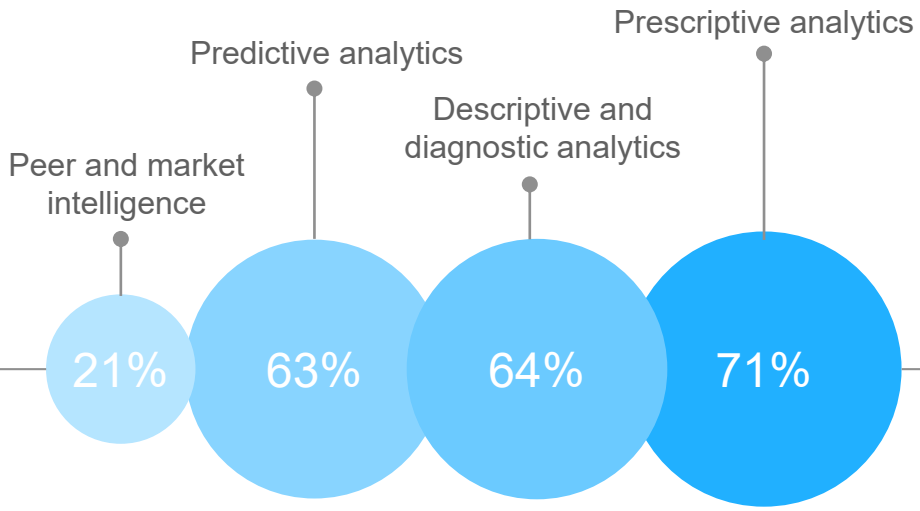
Components of a robust data-driven CWM program

Organizations that leverage data analytics effectively position themselves to not only meet today's workforce demands in an agile fashion but also build resilience to navigate future challenges. Exhibit 5 illustrates advanced analytical capabilities that organizations are actively implementing or planning to implement based on Everest Group's survey of the same senior HR and procurement executives.

Exhibit 5: Advanced analytical capabilities organizations have or are planning to adopt

Source: Everest Group (2025)

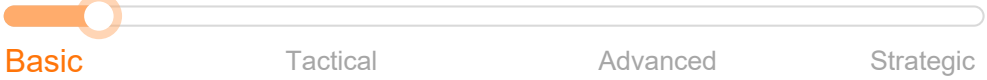
Percentage of respondents highlighting a capability



Advanced analytics and reporting

Contingent workforce programs are often complex and distributed across multiple projects and suppliers. Analytics play an essential role in navigating this challenge. The three core pillars of analytics: descriptive, predictive, and prescriptive, offer a comprehensive approach to gaining deeper insights and driving impactful decisions:

- **Descriptive analytics**
  By examining historic contingent workforce data, hiring managers can build high-performing candidate detailed profiles, assess the most effective sourcing channels, and identify skill trends aligning with business objectives. It can also help organizations identify key roles to be outsourced to suppliers, choose the ideal suppliers, and decide the best fit for worker engagement in specific roles



- **Predictive analytics**
  Forecasting accurate talent demand is vital to any organization's talent acquisition strategy. Predictive analytics uses historical data along with AI/ML to identify patterns and trends. It helps forecast future talent requirements, and the time and budget required to fill specific positions

- **Prescriptive analytics**
  Prescriptive analytics can provide recommendations based on descriptive and predictive analytics' outcomes. Leveraging generative AI and in-house data, it can help organizations identify the appropriate contingent talent category for a specific role and recommend competitive pay rates. It also helps drive Diversity, Equity and Inclusion (DE&I) efforts by suggesting enhancements in job descriptions and screening criteria

Market intelligence

As persistent skill shortages, rapid technology advances, and economic volatility grow, robust market intelligence enables organizations to stay informed and gain a predictive advantage. Rather than reacting to market fluctuations after they start impacting business operations, organizations can anticipate shifts, identify emerging trends, and build adaptable workforce strategies. Exhibit 6 highlights how companies can use a data-driven approach for rate, location, and macroeconomic intelligence by leveraging external data. The higher an organization's maturity level, the greater its ability to optimize costs, attract top talent, and predict workforce trends.

Exhibit 6: Market intelligence organizations' maturity

Source: Everest Group (2025)

Current intelligence metrics adoption levels: Low High

Maturity level of organizations	Intelligence: Rate	Intelligence: Location	Intelligence: Macro-economic	Expected outcomes
Basic	○	○	○	No external data leverage for market intelligence, leading to reactive decision-making and potential inefficiencies in CWM
Tactical	●	○	○	Improved rate benchmarking enables cost efficiency and better talent attraction by offering competitive pay rates wherever required
Advanced	●	●	●	Enhanced workforce planning through real-time rate intelligence and some leverage of market and location intelligence for proactive decision-making
Strategic	●	●	●	Comprehensive data-driven decision-making with integrated macroeconomic, rate, and location intelligence, enabling workforce planning, cost optimization, and predictive talent supply-demand management

An effective CWM program focuses on several key market intelligence areas, including:

- **Rate intelligence:** Provides real-time insights into industry-standard pay rates, helping organizations attract top talent with competitive offers. Furthermore, it provides rate suggestions tailored to roles, expertise levels, seasonal peaks, and locations. For instance, for an AI engineer job requisition in Australia, rate intelligence can analyze the prevalent rates AI engineers and similar roles charge to provide organizations with average and maximum bill rate suggestions
- **Location intelligence:** With talent pipelines shrinking in onshore geographies like North America and Western Europe, organizations are actively exploring relatively untapped markets such as APAC, LATAM, and Africa for talent sourcing. Location intelligence can provide actionable insights into the most strategic countries or geographies to source talent, optimizing both costs and access to relevant skills
- **Macroeconomic intelligence and impact on talent:** CWM talent demand and supply are impacted by macroeconomic indicators, global events, and economic fluctuations. Incorporating publicly available and external datasets, such as crop yields, Consumer Price Index (CPI), crude oil volumes, weather patterns, flu seasons, and stock market trends, to anticipate labor supply-demand trends and proactively inform workforce planning can create significant value for enterprises. For instance, insights from weather patterns can help anticipate seasonal hiring needs in agriculture or retail, while economic indicators such as CPI and crude oil prices can guide workforce planning in the manufacturing and energy sectors. Integrating these external data sources with internal workforce analytics provides organizations with a broader and more predictive view of talent supply-demand dynamics and can help in agile planning for contingent workforce requirements, including shift-based work, in line with fluctuating business requirements

Skills intelligence

Organizations today must balance talent acquisition, internal mobility, and skill development to stay competitive; hence, skills intelligence has emerged as a strategic imperative to build future-ready workforces. Data is the cornerstone of skills intelligence, and by integrating data from diverse internal and external sources, organizations can create a comprehensive skills ecosystem. Exhibit 7 outlines how companies can evolve their skills intelligence focus, from reactive hiring to strategic workforce planning by leveraging skills ontologies, internal talent mapping, and skills insights.

Exhibit 7: Skills intelligence progression across organizations' maturity

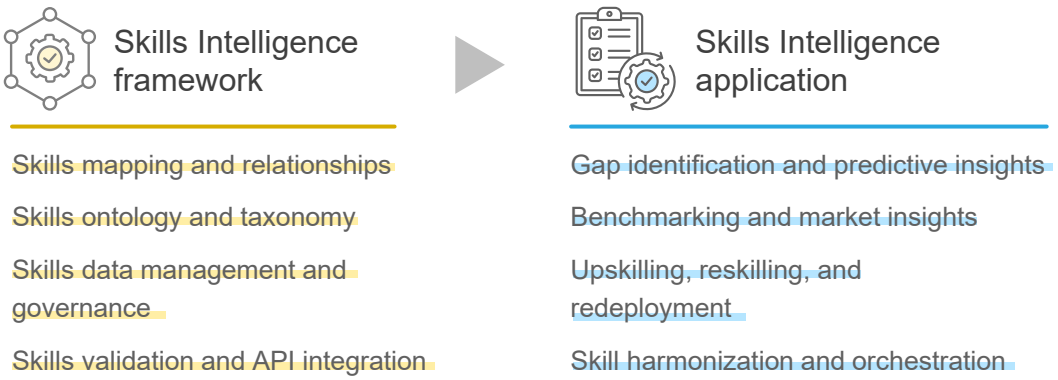
Source: Everest Group (2025)

Maturity level of organizations	Organizations' skills intelligence focus	Questions that need to be answered	Expected outcomes
Basic	**No focus** on structured skills intelligence. Hiring is based on immediate needs	What roles need to be filled immediately? Can we find talent quickly through external hiring?	Reactive hiring with some focus on cost reduction Potential skill mismatches is a risk
Tactical	**Limited focus,** mainly on high-demand/top-skills available in the market	What are the most in-demand skills externally? Do I know the right price to pay?	Short-term talent acquisition success but lacks long-term workforce planning
Advanced	**Moderate focus** on creating a skills ontology and internal skill mapping	Do I have the skills ontology to understand the supply of these exact skills? Do I have the right assessment criteria?	Improved talent retention Cost-effective hiring Actionable insights to feed into workforce planning
Strategic	**Strategic focus** on skills ontology, internal skill mapping, and integrating AI/analytics for proactive talent management including internal mobility and learning & development	What skills exist within the organization? How can we optimize internal mobility? Can we bridge gaps with training?	Data-driven talent acquisition decisions Optimized existing workforce utilization Competitive advantage in terms of talent quality as well as reduced time to deploy

Exhibit 8 illustrates the core components of an effective skills intelligence ecosystem. From mapping and managing skills to validating and harmonizing them across the organization, these interconnected elements enable businesses to align workforce capabilities with strategic goals.

Exhibit 8: Skills framework components

Source: Everest Group (2025)



Here is how skills intelligence works:

- **Skills mapping and relationships:** Advanced analytics and AI-driven algorithms map skills across the organization, including contingent roles, identifying adjacencies, transferable competencies, and skill combinations essential to business needs
- **Skills ontology and taxonomy:** A robust skills taxonomy, supported by AI, organizes workforce data into structured hierarchies. This framework enables stakeholders to understand skill distributions, define role-specific requirements, create standardized benchmarks to evaluate the workforce, and structure Learning and Development (L&D) programs. For CWM programs, this can create real value when sourcing by using a skills-enabled approach to assess candidates' relevance for specific roles
- **Skills data management and governance:** Effective skills intelligence relies on structured governance practices, ensuring data accuracy, consistency, and accessibility across organizational systems. This establishes a foundation for actionable insights and informed decision-making
- **Skills validation and API integration:** Skills intelligence incorporates APIs and validation engines to integrate real-time updates from internal systems and external benchmarks. This ensures workforce data reflects the most accurate and relevant insights for decision-making as well as enables skills-based analytics in the broader program performance dashboards

Below are the key applications of robust skills-enabled analytics:

- **Gap identification and predictive insights:** ML-powered predictive analytics identifies current and future skills gaps by analyzing workforce data alongside external trends. This helps organizations proactively address skill shortages and align L&D efforts with future needs
- **Benchmarking and market insights:** Integrating external data, such as market benchmarks, industry demand trends, and peer insights, enables organizations to compare workforce capabilities against competitors and adjust hiring or upskilling strategies accordingly
- **Upskilling, reskilling, and redeployment:** Skills intelligence identifies evolving skill demands and provides targeted recommendations for L&D initiatives, including rapid training programs to quickly deploy contingent talent. This upskilling ensures that workers are equipped with the right skills to adapt to tasks in line with project objectives
- **Skill harmonization and orchestration:** Harmonizing skills data across departments and aligning it with organizational objectives allows businesses to streamline talent strategies and ensure consistency across projects and roles. Furthermore, it helps organizations effectively redeploy talent by matching worker capabilities to project requirements, reducing skill mismatches, and optimizing contingent workforce utilization

By harnessing data's power, skills intelligence enables organizations to drive workforce agility, improve productivity, and maintain a competitive edge in a rapidly evolving CWM market landscape.

Infusing robust data analytics into existing CWM programs

Despite data analytics' clear benefits in CWM, organizations face several implementation roadblocks. Fragmented workforce data spread across multiple systems, inconsistent reporting, and lack of integration among various systems, such as VMS, HCM, and other point solutions, create inefficiencies. Poor data quality, limited access to real-time insights, and global compliance complexities further hinder decision-making. Additionally, many enterprises struggle with outdated technology infrastructure and a lack of data literacy and coordination among HR and procurement teams, slowing adoption and reducing analytics-driven strategies' effectiveness and overall impact.

To address these challenges, it is essential to understand the organizational factors that influence data and analytics' adoption in CWM. Exhibit 9 highlights the key factors that determine an organization's readiness to adopt a robust data-driven CWM strategy, including long-term vision, technology infrastructure, stakeholder alignment, and organizational culture.

Exhibit 9: Organizational factors influencing data and analytics adoption in their CWM

Source: Everest Group (2025)

	LOW	Increasing likelihood of data and analytics adoption in CWM →	HIGH
Long-term vision	Tactical focus on short-term cost savings with minimal investment in analytics		Strategic focus on long-term goals, using data and analytics to drive innovation and workforce optimization
Technology infrastructure	Reliance on outdated technologies, legacy systems, and fragmented tools that create data silos and hinder integration		Modern, integrated tech stacks and next- generation technologies leverage enabling seamless data collection, processing, and advanced analytics
Stakeholder alignment	Misaligned priorities across HR, procurement, and leadership hinder analytics adoption		Collaborative alignment across functions drives data-driven decision-making
Organization culture	Resistance to change and low data literacy impede adoption		A culture of innovation and data literacy fosters analytics integration

Organizations must take purposeful steps to move toward the parameters articulated on the right side of Exhibit 9 above to effectively harness the full potential of a data-driven approach to CWM. A successful transition to data-driven CWM requires a cultural shift toward analytics adoption, backed by continuous learning and process refinement.

Organizations must equip HR, procurement, and leadership teams with knowledge and a vision of what meaningful predictive analytics can provide them. They must also be trained on advanced analytics tools and workforce intelligence platforms. Cultivating a vision, encouraging collaboration, fostering a data-driven mindset, and implementing automated reporting mechanisms will enable enterprises to unlock data analytics' full potential in CWM. As workforce trends evolve, leveraging AI-powered insights will be essential to build a more agile, compliant, and efficient contingent workforce strategy.

Organizations must streamline data management, integrate disparate systems, and invest in AI-driven analytics solutions. Establishing a centralized workforce analytics ecosystem with next-generation technologies and automation tools can enhance data accuracy, eliminate redundancies, and enable real-time strategic workforce planning. To expedite this transition, organizations can partner with leading CWM and Managed Service Providers (MSPs) to create an ecosystem of various technologies within an integrated tech stack.

Additionally, partnering with CWM providers can also help enable an ecosystem that is underpinned by a strong focus on ethical AI, data privacy, and compliance. Ethical AI and data privacy practices ensure that analytics-driven decisions, such as talent selection or workforce planning, are free from bias and promote fairness and inclusivity.

Conclusion

Managing a contingent workforce program is challenging, requiring organizations to ensure regulatory compliance with labor laws, manage diverse worker types, and adapt to fluctuating talent demands. This complexity requires a strategic approach to achieve real-time visibility, optimize workforce utilization, minimize associated risks, and maintain operational efficiency.

By harnessing robust data management practices, advanced analytics, and strategic partnerships with MSPs and VMS providers – coupled with next-generation technologies such as generative AI, ML, and automation – organizations can elevate their CWM programs from historically reactive operations to the new standard of predictive, data-driven ecosystems. This transformation enables greater efficiency, agility, and resilience in navigating shifting workforce challenges.

As the talent landscape continues to evolve, organizations that prioritize data-driven strategies will not only overcome today's workforce obstacles but also position themselves to thrive in an unpredictable future. A strategic focus on analytics integration, collaboration with expert partners, and fostering a culture of data literacy will ensure CWM programs remain agile, compliant, and aligned with long-term business goals.

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