

# The Past, Present, and Future of Data





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# Introduction

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The importance of data to the business world has grown enormously in the past decade. According to some estimates, we've gone from a global datasphere of two zettabytes in 2010 to an estimated 41 zettabytes in 2019, although arguably it's now impossible to even measure the volume and rate at which data is being generated, with no end in sight.

The creation and use of data has become central to our lives. Whether it's the algorithm that selects the most relevant news stories for us when we wake up or the app that calculates the most efficient way to that crucial meeting, data is everywhere, informing what we see and what we do.

For Dun & Bradstreet, the importance of data isn't new. Since our foundation in 1841, we've been focused on enabling companies to use data and insights to make more informed decisions that in turn help them improve business performance.

But now, data management is something that every business – in every sector – has to get right.

We're at a pivotal moment in the evolution of data. Since the rise of digital technology, businesses have been getting to grips with how to use data – whether it's better serving customers, finding new prospects, managing risk, understanding their supply chain or any combination of these. With so much data on hand, it is important now more than ever to find the useful meaning, or we risk becoming overwhelmed with information.

Today, information is everywhere in the business world. Every day, the [Dun & Bradstreet Data Cloud](#) updates over 375 million elements relating to business entities around the globe. New technology such as machine learning, which allows us to derive information at increasing scale, to the Internet of Things, which produces new types of information that holds much promise, is making data management even more critical.

In the next decade, businesses must perfect their data strategies to realize the new opportunities of the increasingly digital world, or risk being left behind altogether. That's why we have commissioned this research to explore the experiences of over 500 businesses in the United Kingdom and United States.

We've spoken with business leaders to understand how their relationship with data has evolved in the last decade, the challenges they still encounter, and their plans to transform by 2030.

This report explores the past, present, and future of data to understand the influence of this incredible tool throughout the world and explore the opportunities for businesses to maximize its value.

**Dr. Anthony Scriffignano**  
Chief Data Scientist

Dun & Bradstreet

# The Past: Realizing the Value of Data

A decade ago, the term 'Big Data' was only just beginning to register on the business world's radar. Consumers were just starting to use smartphones and the applications available on them, and it was very early days for the digitally native platforms that have showcased what data can do. Data was often only seen as a pressing concern for technology companies and specialists.

As time went by, businesses realized the wider potential of data and began to establish tactics of their own, but this transition did not come without struggles. Businesses were soon overwhelmed with data and not prepared or equipped to harness data to make actionable decisions to improve their performance.

Missteps with data management have also led to regulatory fines, issues with forecasting and even the loss of customers. Today, many businesses are failing to maximize the power of data rather than using it as a real business ally.

## From the beginning, the customer has been king

Businesses have spent the last decade assessing the different ways that data can bring value to an organization. The business leaders in the survey highlight a range of benefits that data has delivered, underscoring the many ways it can be used.

Nearly two thirds (63%) agree that data has helped their business to mitigate risks, whether that's identifying exposure in the supply chain; validating potential customers, suppliers and partners; or ensuring the business's compliance with regulations. Three fifths (61%) similarly agree that data has enabled a more holistic view of their business relationships.



63%

say data has helped to mitigate risks

The prevailing focus for businesses has been the customer, and the use of data to both find new prospects and better serve those already won. Nearly two thirds of respondents (63%) agree that data has helped to improve the service they provide to customers,

with the same proportion agreeing that data has helped to identify new opportunities for growth.

This customer-centricity is mirrored when leaders consider their biggest challenge. Over the last decade, 29% of business leaders cited finding new customers and prospects as their biggest challenge.

## Organizational ambiguity: Who owns data management?

A key question over the past decade has been where data ownership should sit. As its importance has become clearer, businesses have been challenging the idea that data should be a technology, rather than a business, consideration. This, however, has taken time and nearly half (45%) admit that data has been the concern of the IT department, rather than the business – fewer business leaders in the US say this (42%).

## The biggest data challenge of the last decade was finding customers and prospects

There's a growing recognition that responsibility for data should be a priority for the C-suite. But business leaders are still split as to who in the leadership team owns data – and how that will evolve over time.

The most common answer is that the ultimate responsibility for data has sat, and will continue to sit, with the chief executive. This is an interesting shift as traditionally the chief technology officer and chief information officer roles have been those associated with data management.

### ADVANTAGES BUSINESSES HAVE REALIZED FROM DATA IN THE LAST DECADE

61%

Data has enabled a more holistic view of our business relationships

63%

Data has helped us to identify new opportunities for revenue growth

63%

Data has helped us to identify and mitigate risks to our business

63%

Data has enabled us to improve the service we provide to customers

## WHICH ROLE HAS BEEN, IS AND WILL BE MOST RESPONSIBLE FOR DATA-RELATED MATTERS IN YOUR BUSINESS? (US AND UK)

	2009	2019	2029
Chief Executive Officer	19%	20%	17%
Chief Technology Officer	14%	14%	13%
Chief Financial Officer	10%	12%	11%
Chief Operating Officer	14%	16%	13%
Chief Information Officer	15%	14%	14%
None of these roles	18%	14%	14%
I don't know	11%	9%	17%

However, when looking more closely at business leaders in the US, they see the CEO as most responsible for data-related matters, its role in these matters has dwindled in the last ten years; 24% thought CEOs in were the most responsible in 2009, 22% in the present day and 19% in 2029.

The relatively even split between business leaders' answers suggests that the structures of organizations and their views on where data fits in are highly varied. Concerningly, however, around one in ten don't know where data ownership has sat or will sit in the future, and this is something that organizations must define to support a coherent, valuable data strategy.

### Hurdles to overcome

Beyond their desire to find more customers and prospects, businesses' biggest challenges in the last decade have all related to the "fundamentals" of using data. More than a quarter (28%) of businesses point to effective data management as their biggest hurdle, followed by difficulties with having the right technology in place to use data (26%).

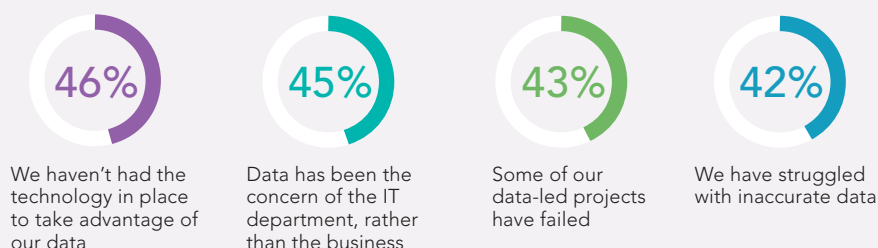
Overall, nearly half (46%) agree that they haven't had the right technology to take advantage of their data. Almost as many (42%) admit that they have struggled with inaccurate data.

Perhaps inevitably, many businesses experienced failures as they explored how best to use data. Forty-three percent of business leaders admit that some of their data-led projects have failed. Often, data management has not been connected to the overall business plan, and only 57% agree that they have had an effective data management strategy in place across the organization.



One in five businesses have lost a customer due to incomplete or inaccurate data

### CHALLENGES EXPERIENCED IN DATA MANAGEMENT IN THE LAST DECADE



## The real cost of poor data management

Shortcomings in data management have led to significant, business-critical challenges in the last decade, including the all-important customer relationship. Nearly one in five (19%) businesses have lost a customer by using incomplete or inaccurate information about them. A further 15% failed to sign a new contract with a customer for the same reason.

### A fifth of businesses have lost money by offering too much credit to a customer due to a lack of information

Losing customers can be a devastating outcome – but it's one that affects a large proportion of businesses of every size. A quarter (25%) of businesses with over 500 employees have lost a customer due to incomplete or inaccurate information, rising to a third (32%) of those with 250 – 500 employees.

Meanwhile, at the other end of the scale, 16% of businesses with fewer than 10 employees have been affected. Losing customers due to poor data management could result in millions of dollars of lost revenue for the largest businesses – and impact not only the growth of the smallest companies, but their very ability to survive.

Businesses have also faced financial challenges due to poor information. Almost one in five (19%) said their financial forecasts have been inaccurate; US businesses were slightly less susceptible to this issue than their UK counterparts, as it has impacted 16% and 22% respectively.

Meanwhile, 18% of organizations offered too much credit to a customer due to a lack of information about them – and lost money as a result. The figure is higher for the largest businesses, with nearly a quarter (23%) of those with over 500 employees and 29% of those with 250 – 500 employees impacted.

Not having the right data or not using it correctly can also impact a business's all-important reputation with its customers, prospects and regulators:

- 17% of respondents say their business's reputation has been damaged due to working with a supplier or customer involved in malpractice.
- 16% have run into regulatory issues due to a lack of information about a supplier or customer.
- 12% have been fined or disciplined for data issues.



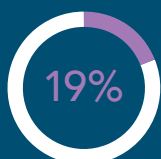
## Over 1 in 10

organizations have been fined for data issues

## Compliance concerns

Compliance has not been as big of a concern for US businesses (31%) than UK businesses (16%) over the last decade, although the same proportion from each country (12%) has been fined or disciplined for data issues. However, compliance has become an even more pressing consideration for organizations on both sides of the Atlantic in the present day, with the recently implemented General Data Protection Regulation (GDPR) and similar state-level regulations in the US. It will be even more important for businesses to avoid the failures of the past to set themselves up for the future.

### ISSUES CAUSED BY INACCURATE DATA OR A LACK OF DATA



We lost a customer by using inaccurate or incomplete information about them



Our financial forecast was inaccurate due to incorrect information about a customer



We offered too much credit to a customer due to a lack of information about them and lost money as a result



Our reputation was damaged due to our relationship with a supplier or customer (for example, due to malpractice)



We ran into regulatory issues due to a lack of information about a supplier or customer



We failed to sign a new contract with a customer due to inaccurate or incomplete information



We have been fined or disciplined for data issues



Lack of data or inaccurate data has never caused any issues for my business

## A missed opportunity?

Businesses have taken time to understand the data they have access to, and yet, in some cases, are not fully realizing the value it offers. More than half (56%) of business leaders admit that they have not yet realized the full potential of data, while almost half (47%) say that data has been largely a buzzword, rather than a serious consideration, in the past decade. As a result, more than half of business leaders (55%) say that, so far, they have not maximized the power of data to gain a competitive advantage.

Businesses have not always had a positive experience of data over the last decade, with poor data management often contributing to such issues as regulatory fines and even losing customers. Many businesses missed the opportunity to set themselves up for the future and keep up with their peers or new market entrants.

The experiences of the businesses surveyed are representative of the wider business community; Forrester found that 80% of businesses still struggle to manage the [volume, variety and velocity of their data](#). Legacy systems may have made the process more challenging for older businesses, as one in four (25%) say they have not had the right technology in place to fully utilize data, leaving a gap for more agile start-ups. Unfortunately, many of these issues have not yet been consigned to the past, with organizations still trying to retro-fix the fundamentals of data management today.

Problems with data structure mean that many businesses have failed to benefit from external data; in fact, the majority agree that they would benefit from more third-party data, even today. Third-party data can not only provide vital insights about other businesses but help organizations to link their own information about companies – and so improve their data management. This can help organizations to tackle the data issues of the past and meet the challenges of the present.

“To some extent it’s everyone’s responsibility to care about data management. Obviously, there needs to be someone who sets the tone and cares for specific issues that may arise. But at some level, there needs to be an awareness across the organization that the data that is created and curated are assets that need to be treated carefully.”

**Dr. Anthony Scriffignano**  
Chief Data Scientist  
Dun & Bradstreet

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## 55% of businesses have not maximized the power of data for competitive advantage



# The Present: Perfecting the Basics

Today, data is more widely available than ever in the developed world, in almost immeasurable volumes. With an ever-increasing velocity and volume of data available, most business leaders are realizing that effective management of data is vital to their success.

Despite major shifts in the availability of data, many organizations are still struggling with the basics of data management and failing to capitalize on the value of the information they hold. Unmanaged data can become siloed, inaccessible, and out of date very quickly. The introduction of the GDPR has shed a new light on data practices, forcing businesses to look more closely at how they use personal data on individuals and review their privacy and information security processes or face significant penalties.

### The customer is still key

In the present day, data is fundamental to how organizations are run. Business leaders say that data informs their decisions an average of 16 times a day, with 7% of respondents seemingly “power users” who make use of data over 75 times a day.

Data contributes to business success in multiple ways, but above all the customer continues to be key:

- 78% of business leaders highlight the importance of data for the customer experience.
- 77% point to identifying prospects or potential customers, while 75% name identifying new revenue opportunities.
- 68% say that data has enabled them to learn more about their customers.



73%

say data is significant for developing the business strategy

Having a clear view of their own organization is also highlighted as critical for business leaders, from financial forecasting (73%) and mitigating risk (73%) to understanding and managing employees (66%). Data not only supports individual business functions, but the direction of the business as a whole. Nearly three-quarters of executives (73%) say that data is significant for developing the overarching business strategy.

Data determines business leaders’ decisions 16 times a day on average and up to 75 times per day for “power users”

### The rise of the cloud

The platforms most commonly used perhaps reflect this balance of priorities. Nearly three quarters (71%) of decision makers use customer relationship management (CRM) software, with a quarter (25%) using it all the time.

Across businesses of every size and industry, 79% of executives surveyed use cloud computing software. The transition from legacy to cloud-based technologies, and the combination of the two, may be contributing to some of the critical challenges that businesses are experiencing in data management.

US companies are also more likely to use DMS (Data Management Software) than UK companies (72% vs. 69%).

### PLATFORMS USED TO MAKE THE MOST OF DATA

Cloud computing platforms e.g. AWS, Alibaba, Azure, Google etc.

79%



CRM (Customer Relationship Management)

71%



DMS (Data Management Software)

70%



CDP (Customer Data Platform)

65%



ERP (Enterprise Resource Planning)

61%



API (Application Programming Interface)

60%



PIM (Product Information Management)

60%



MAP (Marketing Automation Platform)

57%



Data lake or warehouse

54%





## The continuing data disconnect

Businesses are still struggling to master data management, with the functional aspects of handling data most often posing a problem. Decision makers list effective data management as their biggest data-led concern today (30%), followed by having the right technology to utilize data (25%). Data management has even overtaken finding new customers and prospects (24%).

When it comes to specific data management issues, there are indications that data is often poorly structured, difficult to access and out of date. After data privacy, decision makers most frequently point to issues with:

- **Data accuracy** – One quarter (25%) say that accessing accurate data is a problem.
- **Processing power** – 23% say that analyzing and processing data is their biggest challenge.
- **Data siloes** – Access to data (20%), sharing data between different teams and functions (18%) and linking the data in the organization (17%) are common concerns.
- **Timelines** – Gaining insights that can be accessed in a useful timeframe (18%) and whether the data is real-time (17%) are worries for business leaders.

## Structural weaknesses

The way that data is structured appears to be a significant barrier in many organizations. Forty-three percent say that data is too siloed to make any sense of it, while only 56% say their sales and marketing teams are using the same dataset. This lack of structure may reflect the fact that 41% of leaders say that no one in their organization is responsible for the management of data. This issue impacts almost half (45%) of UK businesses, compared to 38% of those in the US.

As well as how data is used, many business leaders struggle with the volume of information across their business. Forty-one percent conclude that there is simply too much data in their organization, while by contrast 34% say there isn't enough to support their growth (this is of less concern for US companies, where 29% cite insufficient data to support them growing). This suggests that the structure and collation of data, rather than the amount, is the key issue and improved data management could help businesses to action the data that they do have.

## Compliance could be a vulnerability

In the wake of the GDPR, which came into force in May 2018, businesses point to protecting privacy as their biggest concern when making use of data (34%). Perhaps surprisingly, more than two fifths (42%) believe that if a regulator looked closely at the way that data is handled within their organization, they could be exposed to fines or penalties.

Given that breaches of the GDPR can be penalized with fines of up to 4% of global turnover or €20m, depending on which is higher, compliance is a business-critical concern. This legislation applies to all businesses that handle the data of EU citizens, which explains why both US (33%) and UK (34%) business leaders say it's their biggest worry.



41% of organizations don't have anyone responsible for data management

Protecting privacy is the most frequent concern for business leaders using data

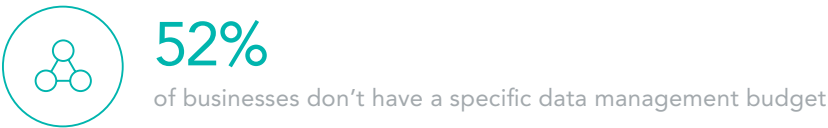
Compliance could be a vulnerability

With data protection at the forefront of leaders’ minds, it’s perhaps unsurprising that organizations are worried about external threats. Three-fifths (60%) of leaders say that data theft, data leaks, and fraud are a concern for their business. This is a reminder that security must be a fundamental pillar of any data strategy.

Room for improvement

Business leaders seem aware of the gains that could be made through improvements to data management. Executives cite competitive advantage (75%), new revenue generation (69%), and helping the sales team to convert more opportunities (68%) as the potential benefits of more accurate, effectively managed data.

A holistic data management strategy, backed by appropriate resources, would help to achieve these benefits. Nearly two-thirds (60%) of leaders agree that their organization would benefit from a more effective, centralized master data strategy. Meanwhile, over half of businesses (52%) currently lack any specific budget for data management within their organization; there was less of a concern for specific data management budgets in the US, with less than half (48%) citing this.



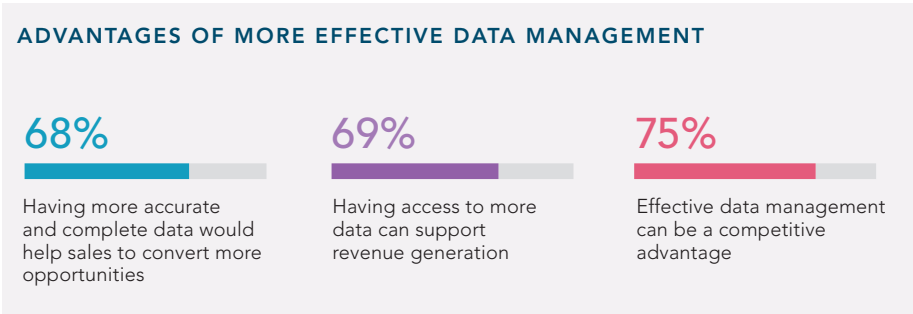
Using third-party data could also be a valuable route for improving the quality of data available to businesses and making it more accessible. Over half (54%) say that third-party data is valuable for enhancing the data that they hold in their organization, while a similar proportion (56%) agree that they would benefit from even more of it.

Drawing on accurate, comprehensive third-party data offers benefits across the business. External data can help the sales team with identifying new prospects; the finance team with matching the credit offered to customers with their financial health; the compliance team with carrying out necessary checks and identifying risks; and the leadership team with understanding the financial and business environment the organization is facing. All of this will boost overall performance, as data-driven companies are 23 times [more likely to acquire customers than their competitors](#).

But given the challenges that businesses are still experiencing, it’s clear that organizations have a way to go before they have mastered the fundamentals of data management; it’s unsurprising that 56% agree that they are not yet realizing the true potential of data. Tackling these structural challenges will be vital for setting businesses up for the future.

“Today, data is unstructured – it’s just words and dialogue. Thankfully, we have artificial intelligence methods that can help us cluster unstructured data, find meaning in it, find out what the common themes are, extract meaning and understand shifts in sentiment. If we put all of that capability towards previously siloed data, all kinds of new value arises.”

Dr. Anthony Scriffignano  
Chief Data Scientist  
Dun & Bradstreet



# The Future: Scoping Data’s True Potential

The volume of data will only continue to grow; by 2020, there will be 1.7MB created every second [for every person on Earth](#). The nature of that data, however, will change. It’s estimated that 30% of the world’s data [will be real-time by 2025 alone](#), double the 15% in 2017. Developing technologies, from artificial intelligence to blockchain, will underpin this evolution.

Data will continue to transform the working world, changing many job roles and creating widespread demand for data scientists – in the US alone, there will be an estimated shortfall of [250,000 data scientists by 2027](#). But to realize the opportunities this presents, businesses will need to see beyond the data management challenges they still face today and contend with new obstacles, from overcoming data biases to perfecting data skills for the future.

## Big ambitions

Business leaders are well-aware that the value of data will increase in the years ahead. Two thirds (67%) are excited about the potential of data to help grow their businesses, while over half (51%) say that data will become more important than business relationships in the future. Strikingly, 50% of executives believe that their company will not be able to survive without top-quality data.



## New possibilities

New technologies that support data collection and analysis are becoming more widely available to the business world, and offer new capabilities and use cases for the data a business holds.

Edge computing, for example, can enable businesses to process data collected from connected devices in near-real time, while machine learning and advanced algorithms can deliver faster, more comprehensive data analysis. By contrast, as an immutable public record, blockchain can enable businesses to create new services using data.

Businesses are investing in these new technologies today to help them to get more from their data. Technologies including data management software (68%), machine learning (53%), blockchain (44%), and edge computing (42%) are on the agenda at many businesses in the next year.

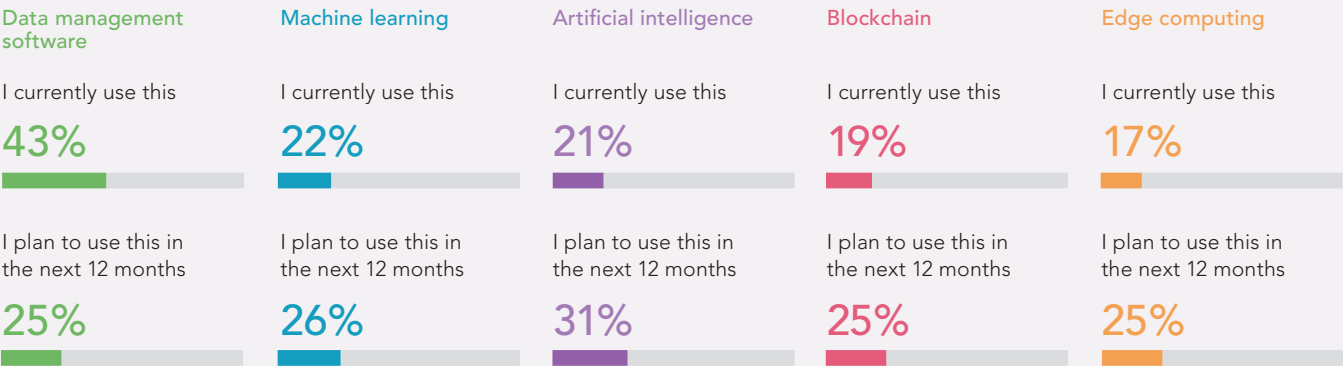
## The problems of today, tomorrow

Over half of UK business leaders (54%) believe that their organization is in an excellent position to take advantage of data, rising to 59% of US businesses. It’s notable, however, that businesses are not only experiencing the same issues today that they did in the past: they also see those challenges extending into the future.

The same five challenges top business leaders’ concerns for the past, present, and the future, with serving the customer, and having the technology and infrastructure to deal with data, consistently coming first.



### TECHNOLOGIES THAT BUSINESS LEADERS USE OR WILL USE IN THE NEXT 12 MONTHS





In the future, businesses see themselves being hampered by the same main concerns as today – difficulties getting the fundamentals of data management right. Three fifths (58%) worry about the accuracy and completeness of their data going forward (which climbs to 61% for US companies), while 53% are concerned that they still won't have the technology to take full advantage of data. It will be vital for businesses to overcome these hurdles soon, to get the most value from their data to improve business performance.

Grasping the opportunity

Advances in data management will present a whole host of new opportunities for businesses, whether through innovation in-house or working with technology partners. It's becoming easier to integrate data into workflows using APIs to enable real-time information and insights, and seamless transition.

In an increasingly turbulent economic and business environment, data can be key to helping businesses improve performance and respond to information dynamically, to ensure they are able to weather changes, and continue to deliver the best service to customers. But while these advances are set to deliver incredible benefits, there are also challenges for organizations to consider.

New challenges

Survey respondents believe that technological developments will create different – and potentially more nuanced – issues in the years ahead, especially around the ethical use of data.

Over half (57%) are concerned about the ethics of using data. Meanwhile, 47% worry that artificial intelligence could lead to biases or discrimination in the analysis of data; 50% of UK executives cite this concern, compared to 44% in the US. Many leaders believe there is an onus on those using data to do so responsibly.

Importantly, this is a concern shared by governments and regulators worldwide. In April 2019, the European Union published [a set of guidelines](#) for the ethical application of artificial intelligence, stating that systems should be unbiased, accountable, and open to human oversight and intervention. Although these guidelines aren't legally binding, it's likely that many governments will consider similar legislation in the years ahead – making this an important consideration for businesses.

The prospect of further regulation, whatever form it takes, is a worry for many leaders. It is, however, less of a concern for US executives compared to UK execs; 54% vs. 60% are concerned about data privacy in the wake of new regulations, respectively. Regulation is equally less of a prominent challenge for US business leaders; only 17% of US execs cite regulation compliance as one of the biggest challenges, whereas nearly a third (31%) of UK leaders say the same thing. This may reflect the challenges of British organizations in meeting the requirements of the GDPR.

THE BIGGEST DATA-LED CONCERNS OF BUSINESS LEADERS OVER TIME

The biggest data-led challenges IN THE LAST 10 YEARS



The biggest data-led challenges TODAY



The biggest data-led challenges IN THE NEXT 10 YEARS



Equally, business leaders are concerned about the growing external threats that increased use of data could present. Nearly half (45%) believe that data will make their business more vulnerable to attack, while even more (51%) worry that they won't be able to protect their data in future. While these concerns are daunting, it's positive that they are considering them now – and have the opportunity to form appropriate policies as their data strategies develop.

### The importance of people

For businesses to get more from data, people will be critical, both in technical roles and beyond. Executives seem to recognise the value of these skilled employees; three tenths (29%) agree that people are key to maximizing the value of data.

But many leaders admit to a skills shortage at present:

- Only a quarter of organizations (25%) have people dedicated to the management of data.
- Just under a quarter (23%) say that they have the right people to implement effective data management.

Equally, there are indications that not all business leaders appreciate that the importance of these skills will grow in the next decade. Only a third (32%) agree that the need for data management and analytical skills will increase in the future, while just a fifth (19%) are actively recruiting people with data and analytics skills. In the US, 24% of business leaders say it's becoming harder to find the right people with the right data and analytics skills, compared to 20% of execs in the UK.

With the capabilities of data analysis poised to grow, having employees who can not only effectively analyze data, but can also keep up with new technological developments, will be vital. For their organizations to be successful, businesses will need to incorporate appropriate and ongoing upskilling and recruitment into their data strategies.

### Realizing data's true potential

Two-thirds of business leaders (68%) believe that data will be vital to their organization's future success – and in the US, this is even greater, with 72% placing an even more important role on data's head. But at present, executives seem to see the same challenges holding them back over the next decade – whether it's the basics of data management or having the right technology in place to truly leverage the data for improved decision-making and performance. And many have not yet realized the importance of people to their future.

Data has extraordinary potential in the years ahead. With new technologies on the horizon, businesses will be able to turn that data into incredibly valuable insights on their customers, supply chain, the environments where they operate, and even their own organization. But to realize this value – and the competitive advantage it can bring – businesses need to master the issues of the present and look ahead to a more ambitious future.



68% believe data will be vital to future success

"There is a whole new horizon opening up – instead of serving our customers with data, we can actually walk that journey with them and address the problem, question or opportunity that they face."

**Dr. Anthony Scriffignano**  
Chief Data Scientist  
Dun & Bradstreet



# Conclusion

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Information has always been critical for businesses. But over the past decade and looking ahead to the next, the story of data is one of rapid and continual change.

The volume of data, the types of information available, and the ability to do new things with that data have expanded enormously – and we’ve already seen businesses taking advantage of these developments to improve how they work, develop new capabilities, and even new business models.

With so much change, it’s not surprising that many business leaders feel they are still catching up and their organizations have yet to make the most of data. But now is the time for businesses to take the opportunity and get the fundamentals of data management right.

An advanced data strategy can enable businesses to keep track of new opportunities in a rapidly changing environment, grasp what customers want and where to find them, understand and strengthen their supply chains, and not only keep up with government regulations, but build ethical practices from the ground up.

And critically, managing data in the right way enables business leaders to manage risk, reduce costs, and see what’s happening in the organization – to accelerate revenue and transform their business.

To be ready for the future, businesses will need to develop ambitious data strategies. That means dedicating time and resources to data management to ensure that information is accessible, accurate, and, crucially, acted on. It also means investing in technology to collect, analyze, and use data.

But equally, businesses should consider using the support of third-party data resources to supplement their information with the most accurate, up-to-date insights and ensure that they can quickly benefit from new data management technologies as they emerge.

Data has already changed the world – but that change has really only just begun.

## METHODOLOGY

This survey of 510 UK and US business decision makers was conducted by Censuswide in March 2019. The businesses ranged in size from sole traders/sole proprietors to those with over 500 employees and came from a wide range of industries, including finance, manufacturing, retail, marketing, and IT.



## ABOUT DUN & BRADSTREET

Dun & Bradstreet, the global leader in commercial data and analytics, enables companies around the world to improve their business performance. Dun & Bradstreet’s Data Cloud fuels solutions and delivers insights that empower customers to accelerate revenue, lower cost, mitigate risk, and transform their businesses. Since 1841, companies of every size have relied on Dun & Bradstreet to help them manage risk and reveal opportunity.