

New models for data sharing, like those on the food trust platform, require cooperation across the value chain. Customers become the center of gravity. The Torchbearers are prepared. Seven in ten Torchbearers have moved well beyond understanding customer needs to transforming their workflows to deliver value at every customer touchpoint (see Figure 6).

Torchbearer CMOs are acting on the advantage conferred by customer data mapped to intelligent workflows. Seven in ten Torchbearer CMOs, compared to just four in ten Aspirational, tell us new customer data is invaluable in exploring alternative business models.

Step three: Transform with confidence

With trust in their data as their North Star, seven in ten Torchbearers are confident in their ability to test new business models as well as to enter new markets. Only three in ten Aspirational can say the same (see Figure 7).

New business models have become contingent on access to ever-bigger, ever-broader data. Going forward, the innovations made possible by new technologies seem just as likely to raise the bar on customer trust as to satisfy it.

Figure 6

Use it or lose it

How Torchbearers generate outsized impact

Torchbearers
Aspirational

