

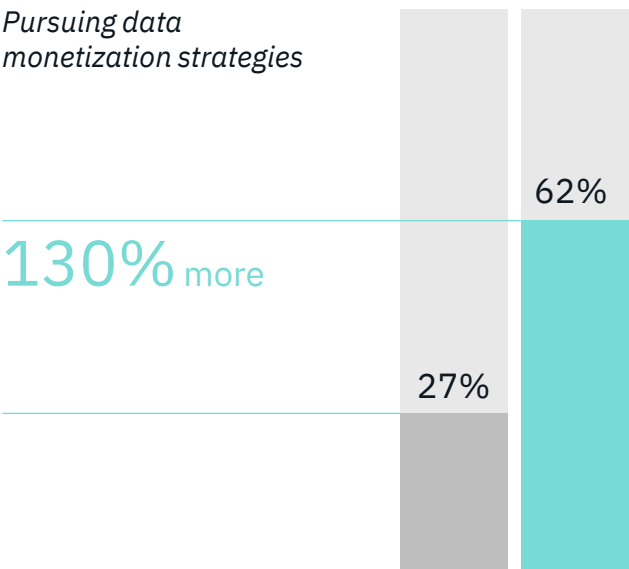
“You have to choose:  
What is your highest  
value?...I’m all for  
success...but we cannot  
put success above trust.”

Marc Benioff, Chairman,  
co-Chief Executive Officer,  
and Founder of Salesforce<sup>33</sup>

Figure 19

Net worth

The Torchbearers are integrating new modes  
of monetization into their data strategies



Torchbearers  
Aspirational

Six in ten Torchbearers, twice as many as the Aspirational, have taken the first step by formulating an enterprise data monetization strategy (see Figure 19).

They are applying data monetization to new business models. Some industries are ahead of others: seven in ten Torchbearers in banking have a monetization strategy in place, and seven in ten are applying that monetization strategy to establish new business models. Six in ten Torchbearers in the automotive industry do the same, while just four in ten Torchbearer consumer products enterprises do. This mirrors the overall progress of those industries in moving to business platforms.

At a minimum, decoding the economic value of data sharing and establishing an enterprise-wide data monetization strategy can help organizations decide with whom to partner. Then organizations can focus their efforts on engineering trust among key partners in the ecosystem.

As organizations are learning, data is your currency. Trust is the key to accessing more of it and also to unlocking its full value.