Surging ahead of the others are the Torchbearers, organizations that have already proven they can create extraordinary value from data, leverage trust to their advantage, and consistently outperform others in many areas (see Figure 2). The Torchbearers have fused their data strategy to their business strategy. Moreover, they have put customer trust center stage.

However you measure it, the Torchbearers have achieved superior results: seven in ten Torchbearers outperform their peers financially. Even more—eight in ten—Torchbearers lead their industries as innovators and have a track record of successfully managing the change that is occurring around them.

Our research analysis focuses on the distinct differences between the Torchbearers and the Aspirationals to identify what it takes to win in a world where a new digital divide is emerging—a world where trust may determine which side of the divide an organization lands on.

Figure 2

## The new digital divide

Torchbearers deliver exceptional results, vastly outpacing the data-nascent Aspirationals

**Torchbearers Aspirationals** 

Revenue growth outperformance compared to industry peers	16!	5% more
	0	69%*
		26%
Profitability outperformance compared to industry peers	163	3% more
	0	71%
		27%
Innovation leadership compared to industry peers	208	3% more
	0	77%
		25%
Success at managing change compared to industry peers	182	2% more
	0	79%
0		28%

<sup>\*</sup>Percentage of respondents that exceed the standard.