

“Organizations don’t know how regulations will change. So the question becomes, should you invest in gathering data you may be cut off from in the future? But doing nothing is not a good strategy. So what we do is think about what the world would be like without cookies. And then we formulate Plan B.”

Anna Sakowicz, Chief Data and Analytics Officer, Publicis Groupe, Poland

Step two: Control your fate

Organizations reliant on an abundance of data are now confronting an alarming possibility: its sudden scarcity. Some executives tell us that new regulations and changing consumer sentiment are already constraining their access to, and use of, business and customer data.

Digital trails are disappearing as customer consent for cookies is mandated. Personal data already in an organization’s custody is being purged on demand. Regulations are restricting the sharing of data among business partners. In some cases, conglomerates are finding that they can’t even share data among the companies they own.

The Torchbearers aren’t daunted. They’re going big on trust and big on data. Seven in ten Torchbearers tell us their coffers are already full. They have a treasure trove of accurate and actionable “360-degree customer data” on hand. By contrast, just two in ten Aspirationals have access to actionable customer data they have faith in, one of the largest gaps between the two groups across our survey questions (see Figure 5).

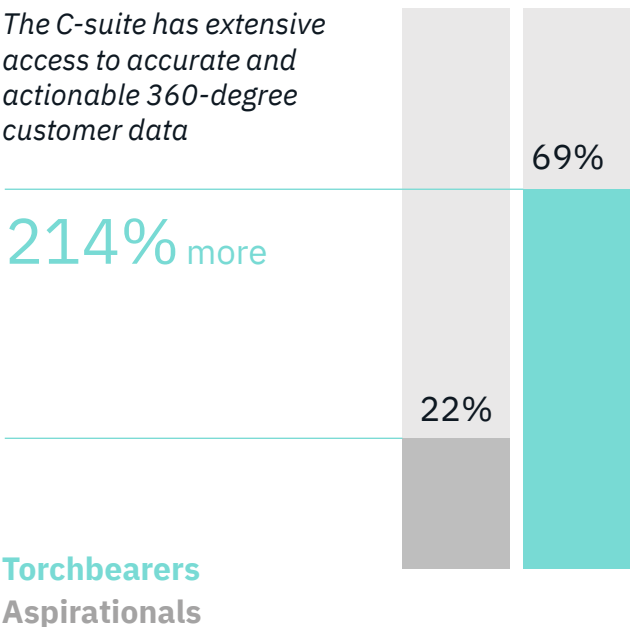
Figure 5

Abundance amid scarcity

Torchbearers are building new data sources

The C-suite has extensive access to accurate and actionable 360-degree customer data

214% more



Torchbearers
Aspirationals