

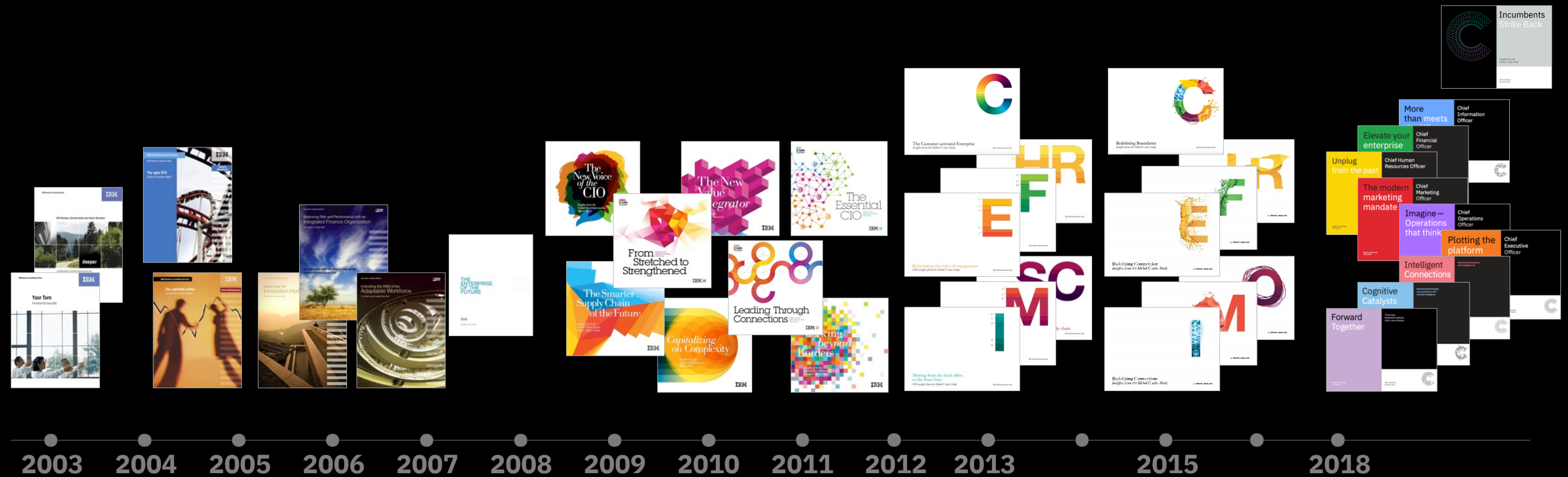


Build Your Trust Advantage

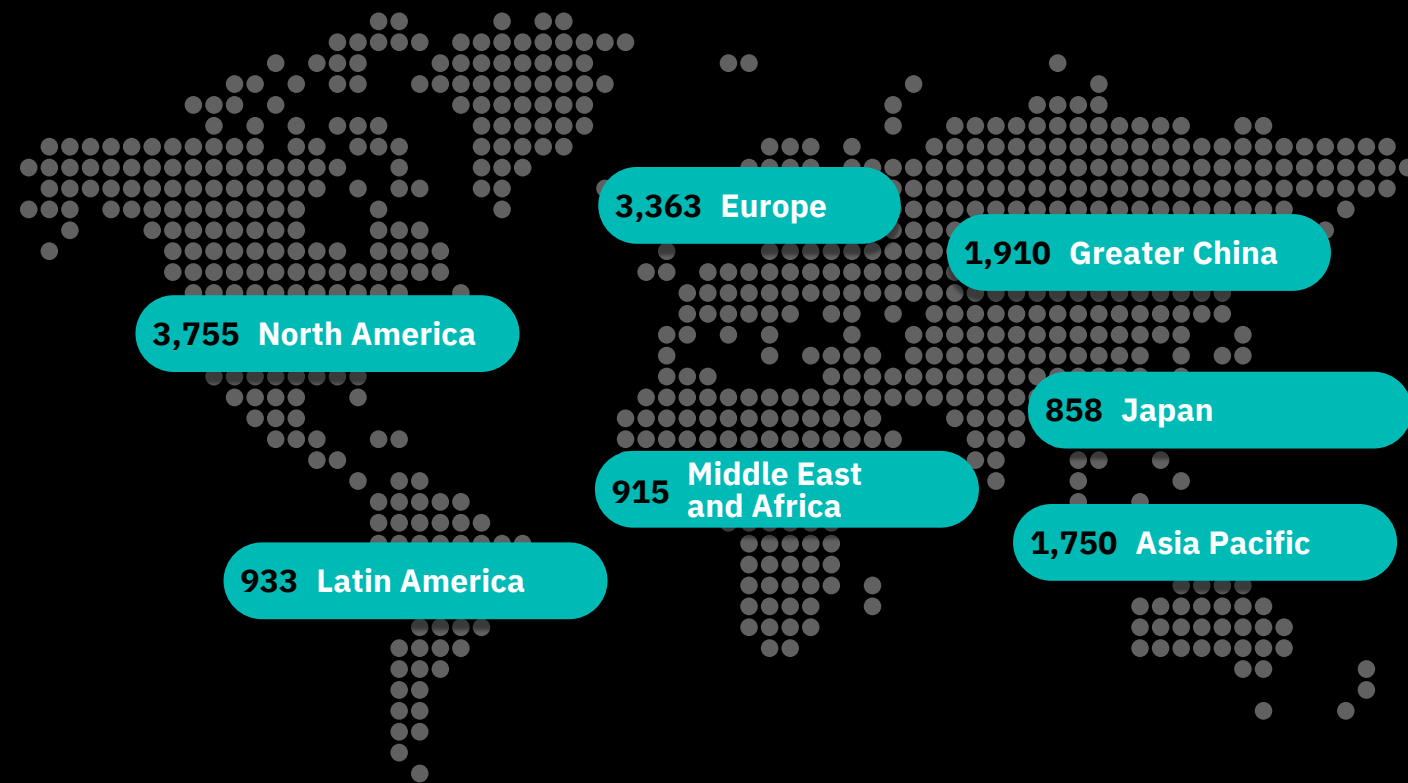
Leadership in the era of
data and AI everywhere

This report is IBM's fourth Global C-suite Study and the **20th edition** in the ongoing IBM CxO Study series

We have now collected data and insights from more than 50,000 interviews dating back to 2003



Our latest study draws on input from **13,484** respondents across **6 C-suite roles, 20 industries and 98 countries**



- 2,131 Chief Executive Officers**
- 2,105 Chief Financial Officers**
- 2,118 Chief HR Officers**
- 2,924 Chief Information Officers**
- 2,107 Chief Marketing Officers**
- 2,099 Chief Operations Officers**

Build Your Trust Advantage

*Leadership in the era of
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Chapter 1. Customers: How to win in the trust economy

Chapter 2. Enterprises: How to build the human-tech partnership

Chapter 3. Ecosystems: How to share data in the platform era

The four stages of data leadership

Integrating business and data strategy

Measures qualitative readiness:

- The extent to which data and business strategy are integrated
- Underpinned with a C-suite that recognizes data as a strategic asset
- Along with an enterprise-wide data culture.

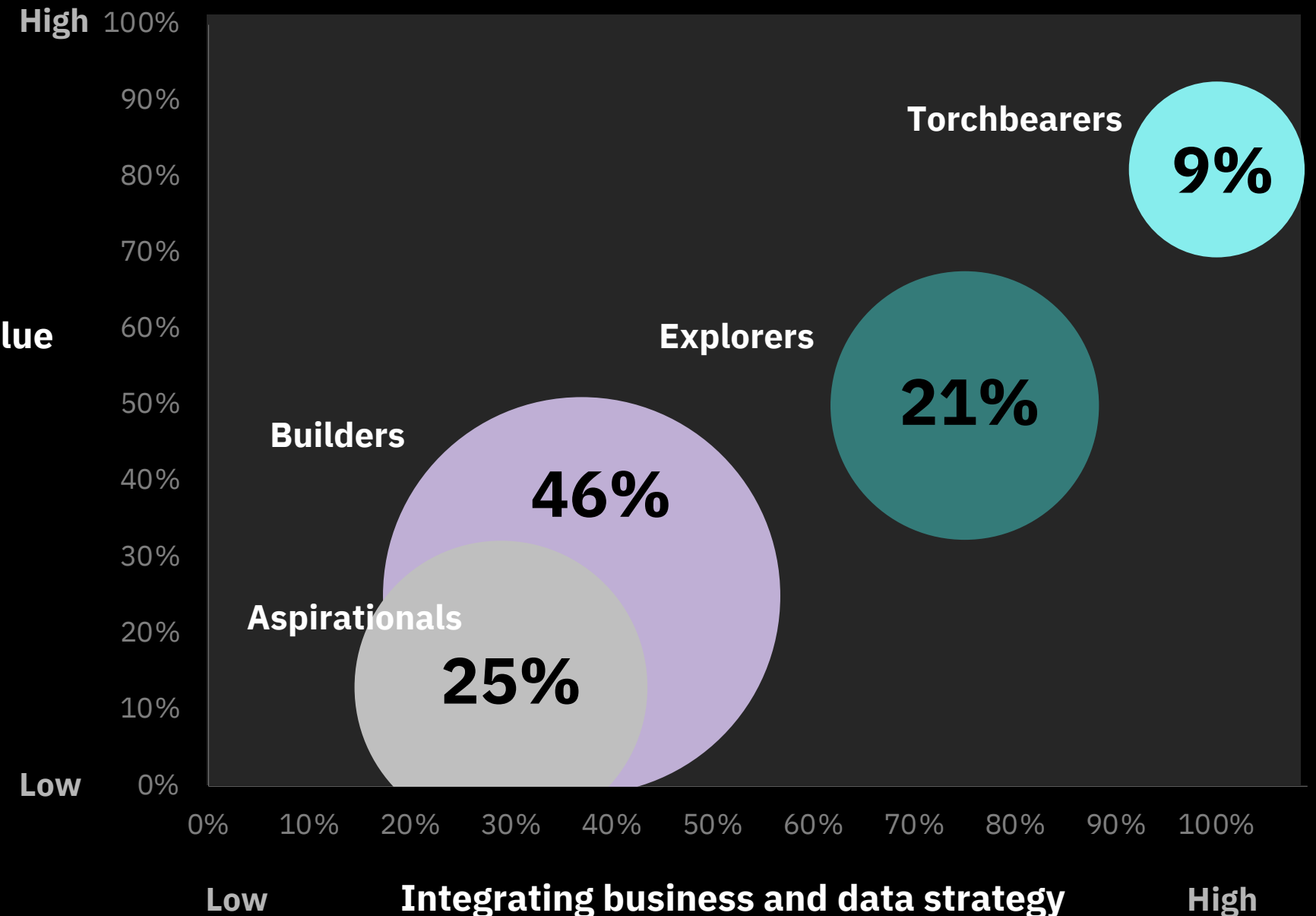
Creating value from data

Measures quantitative aspects:

- The ability to create value from data
- The ability to access, extract, and link data together
- The ability to create insights from that data.

All classified participants; n=13,218

Creating value from data



Aspirationals.

Low value from data *and* low integration

Builders.

Medium value from data *and* low integration

Explorers.

Either high value from data *or* high integration

Torchbearers.

High value from data *and* high integration

Chapter 1.

Customers: How to win in the trust economy

Action guide

How to win in the trust economy

- 1. Prove transparency**
Earn (back) trust by learning to use data in a way that customers view as fair..
- 2. Earn reciprocity**
Give your customers something they value in return for their data
- 3. Demonstrate accountability**
Strengthen your data privacy policies and programs.
- 4. Double-click on data**
Reposition data as a strategic asset rather than a tactical or operational resource.
- 5. Future-proof your strategy**
Craft scenarios involving data to increase personalization and engagement at every touchpoint.

Chapter 2.

Enterprises: How to build the human-tech partnership

Action guide

How to build the human-tech partnership

- 1. Lead trust in data from the top**
Put data-based decision making at the top of the C-suite's agenda
- 2. Empower employees to become citizen scientists**
Liberate your data from the ground up.
- 3. Push the envelope on data and technology**
Expand your horizons on what data can do.
- 4. Establish enterprise-wide data governance**
Be transparent about your analytics and AI models, as well as your data processes, and establish enterprise-wide data governance
- 5. Leverage the power of hybrid cloud**
Provide the scale for data proliferation as you broaden the range and diversity of your data sources.

Chapter 3.

Ecosystems: How to share data in the platform era

Action guide

How to share data in the platform era

- 1. Use data to refresh your business strategy**
Be restless and look for deeper insights into customers, markets, and competitors.
- 2. Develop a data-sharing roadmap**
Decide what data you are prepared to share and what data you have to keep close to your chest.
- 3. Establish secure data exchange**
Create security, transparency, and accountability for data that runs through your business platforms, well beyond your enterprise's borders.
- 4. Build and keep trusted partnerships**
Recognize each party's role and understand the rewards you can achieve through deep collaboration.
- 5. Create a data monetization strategy**
Recognize your data as one of the most valuable assets your company has.

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Conclusion

Return on
trust

- Trust from your customers necessitates data stewardship and value reciprocity
- Trust in your data demands a data culture and governance
- Trust across the ecosystem implies careful but purposeful data sharing and collaboration