



# **Scaling an Insights Factory**

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Business-to-business sales have long been a primary growth engine for established technology and communications companies. However, that engine is now sputtering. Today, digitally disruptive competitors and “liquid” customer expectations are making B2B growth much more elusive.

Companies need to develop NEW B2B revenue streams, NEW value propositions, and NEW uses for existing assets.

We believe one of the most promising opportunities and a lifeline for new growth is hidden in plain sight in the data of their B2B customers.

By 2020, annual data flows are expected to reach *44 billion terabytes*. In the same period, the number of connected devices will rise to more than 20 billion. This will be a problem particularly for companies that are already so overwhelmed with data that they don't know what to do with it. Some are dumping it into vast data lakes others are suffering from sheer data exhaustion and simply opting not to keep it.

But in tossing away this data, they are tossing away valuable insights that can directly translate into net new revenue. What we found is, efforts to monetize data simply for the sake of creating a data monetization business typically fall short, generating annual revenue streams no greater than \$50-\$100 million.

To tap these new revenue streams, we advocate that companies create an EBITDA-neutral data business to fund a low-risk model for insight monetization. The cornerstone of this model is what we're calling an “Insights Factory” devoted to developing and packaging insights leveraging the vast data lakes.

With this factory, companies can analyze the data of their customers—and the data of their customers' customers—to enable true insight-driven interactions with end users.

So how can companies pursue a B2B growth strategy based on the delivery of insights. Well, there are FOUR things they need to do:

**ONE.** Give data the attention it deserves. Gain an understanding of the available data sources and store the data securely leveraging low-cost cloud and data-storage technologies. This will of course need to be in accordance with all local data privacy regulations.

**TWO.** Zero in on value. Hidden growth opportunities can be found at the intersection of the company's data sources, internal insights-generating capabilities, and industry or use case applicability

**THREE.** Scale through M&A. This means finding companies that have a successful go-to-market approach, proven analytics assets and the potential to create “data synergies” with the data the company holds.

**FOUR.** Reskill, retool and reorganize for success. This starts with identifying the right talent that understands both the business issues and has the skills to interpret the data into actionable solutions with an exceptional customer experience.

So, the Insights Factory can be a critical enabler for B2B growth. By taking advantage of this approach, winning companies will use the disruption that is rocking their business models to spark a bit of disruption of their own. For more on this, you can read our full point of view, “SCALING AN INSIGHTS FACTORY FOR B2B GROWTH” at [Accenture.com](http://Accenture.com)

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