

dun & bradstreet

9TH ANNUAL B2B SALES & MARKETING DATA REPORT

Plotting a course through turbulent times

Go-to-market teams adapt to the reality of doing business in the unknown



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In the new unknown, businesses make data-driven, customer-centric moves.

First, it was the COVID-19 pandemic. Now, it's supply chain challenges, and next, it's looking like inflation and a recession will take center stage. Today's new reality—the new unknown—brings to mind the great comedian Gilda Radner's famous quip, "It's always something."

Today's sales and marketing teams have had to evolve methods and become more digitally savvy to succeed during turbulent times. Account-based strategies can help here, as well as personalized, relevant, omnichannel customer experiences. Equally important is a strong data strategy and alignment that unifies teams around one single source of truth.

Still, it's more than just the tactics sales and marketing teams are using that stood out in this year's survey of 600 B2B sales, marketing, and data leaders in the U.S., Canada, and the U.K. While economic and global factors are throwing us for a loop, some teams are still expressing confidence in their overall sales and marketing performance.



Meet "**The Confidants**," who expressed confidence in the overall performance of their sales and marketing at the present time, in spite of the many current challenges.¹

Our research showed a clear separation in how this group sees the world and approaches go-to-market tasks, and we'll highlight examples through this report.



Dun & Bradstreet's 9th Annual Sales and Marketing B2B Data Report reveals key discoveries from our latest survey of sales, marketing, and data leaders; the challenges revenue teams expect to face through 2023; and how we can prepare to face them.

¹ At the time of our survey, August 23–September 2, 2022.

Confidence in sales and marketing performance is high, but challenges remain

While our survey results indicated overall confidence in sales and marketing performance, the last three years have introduced new challenges to sales and marketing teams.

Any hopes for a return to “business as usual” after the COVID-19 pandemic have been dashed by a barrage of emerging threats, from supply chain challenges to geopolitical unrest and an economic roller coaster.

Businesses of all types and sizes across industries are realizing they must be prepared to expect the unexpected and react quickly, to adjust, adjust, and readjust again.

Go-to-market teams are feeling the impacts from these global situations firsthand and report a number of resulting challenges impacting their organization’s ability to meet sales and marketing objectives.

Topping the list of current challenges in late summer 2022 are **supply chain issues**, with inflation running a close second. It is worth noting, however, that while supply chain challenges were of high concern for sales and marketing (including sales and/or marketing operations) leaders, staffing issues such as the

“great resignation” as well as retaining and hiring good employees held more concern for the data leaders who participated in our survey.

As we look ahead through the end of 2023, economic challenges take center stage, with inflation far and away top of mind as the issue most likely to impact sales and marketing teams, a top concern across all personas. And, while still a concern in 2023, supply chain challenges have dropped from the spotlight.

Challenges to meeting sales and marketing objectives	... at the present moment (Aug. 23 – Sept. 2, 2022)	... through to the end of 2023	
Supply chain challenges	26%	17%	-9
Inflation	24%	29%	+5
Staffing issues	17%	14%	-3
Recession	14%	17%	+3
Unfavorable government/regulatory decisions	7%	8%	+1
Continued COVID-19 cases/variants	6%	7%	+1
Geopolitical unrest	6%	8%	+2

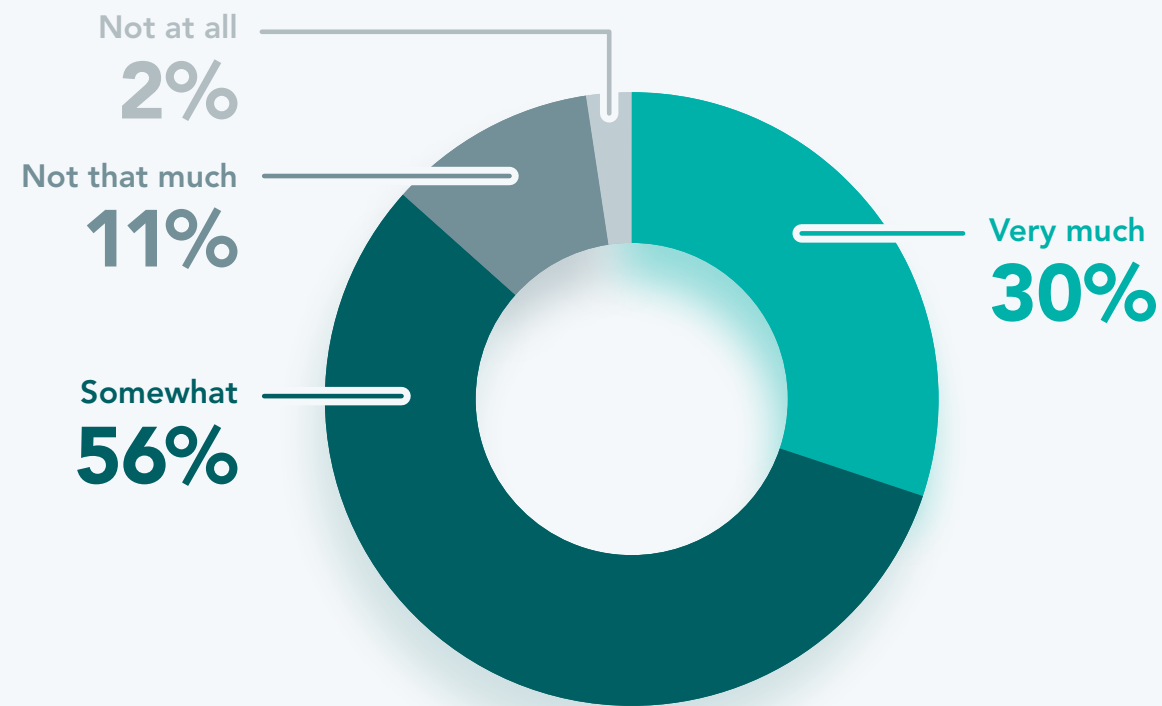
COVID-19: Enough already

For sales and marketing teams that are tired of the ongoing disruptions from the COVID-19 pandemic, there is reason to be optimistic. The majority (93%) of respondents do not see continued Covid cases or variants as their organization's greatest challenge, now or into 2023.

However, secondary challenges are still present, and it is undeniable that the pandemic remains a business speedbump for many.

Nearly 9 in 10 respondents said their overall business performance is still being impacted by challenges attributed to the Covid pandemic.

Would you say that your overall business performance is still being impacted by challenges attributable to the COVID-19 pandemic?



Almost 9 in 10 respondents said their overall business performance is being impacted by challenges attributed to the COVID pandemic, with 3 in 10 saying it is still very much having an impact, and over half saying it is somewhat still impacted.

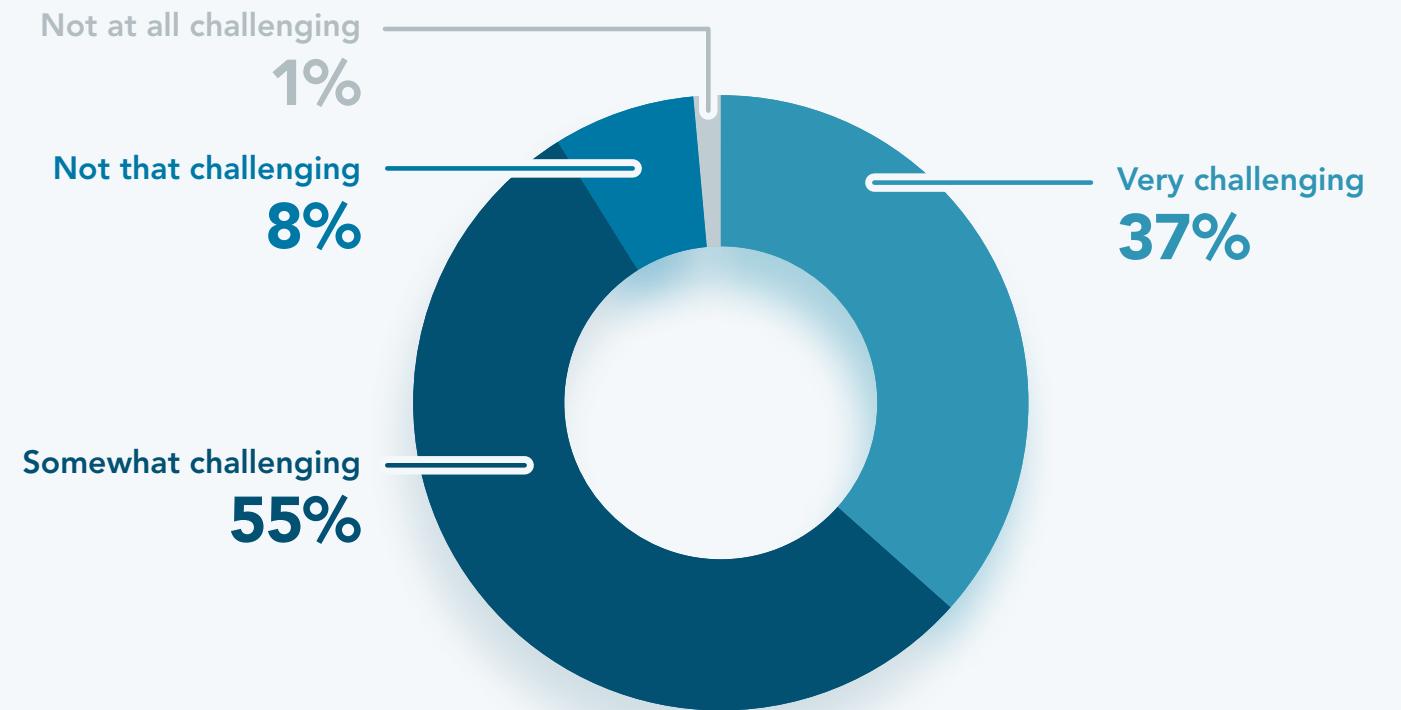
Covid hangover 1:

We have to work harder to reach prospects and customers

Secondary impacts of the pandemic, including office closures, the shift to remote working, and more people changing jobs, continue to create challenges for organizations when trying to identify and reach prospects and customers.

Just over 9 in 10 said, when thinking about the results of remote working and the "great resignation," they find it challenging to identify and reach prospects and customers,¹ with over a third saying they are finding this very challenging.

When thinking about the shift to remote workplaces and the "great resignation" of 2022, how challenging, if at all, would you say it currently is to identify and reach prospects and customers?



9 in 10 respondents find it challenging to identify and reach prospects and customers.¹

¹ "Very challenging" and "somewhat challenging" responses combined.

Covid hangover 2:

Customers want experiences, not transactions

COVID-19 influenced purchasing behavior, and customers expected companies to rise to the occasion with a transparent digital experience and consistent online and offline experiences. Nearly 3 in 10 (29%) reported being “completely confident” in their company’s ability to deliver a consistent omnichannel customer experience. Naturally, “The Confidants” are more likely than non-confident respondents to say they

are “completely confident” that their company can deliver personalized customer experience across all digital channels (33% vs 8%).

Still, the data shows providing a strong customer experience will remain a priority, as driving more focus on customer experience is a key go-to-market objective for almost a third (32%) of respondents.

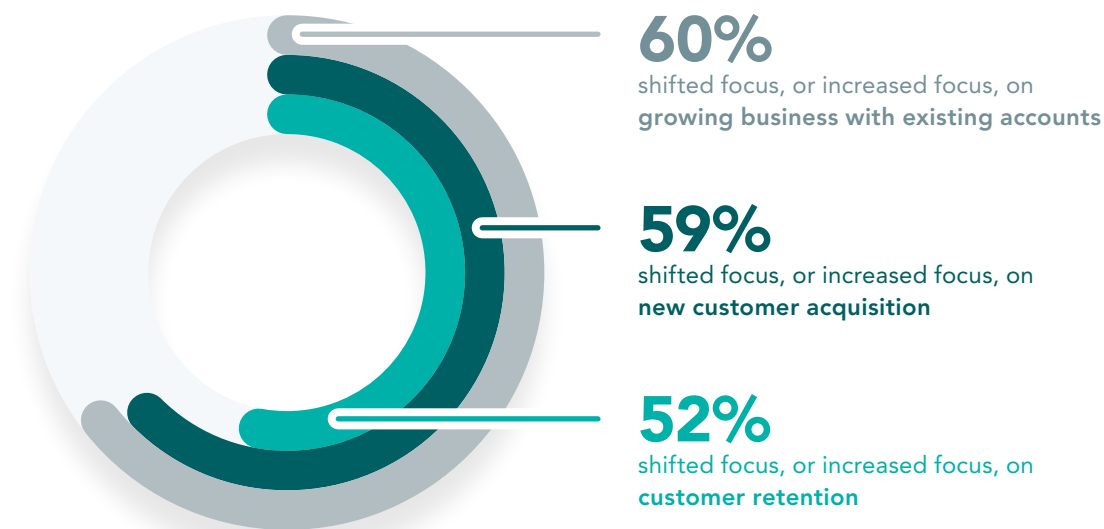
32%

consider providing a personalized experience to customers and prospects across digital and non-digital channels to be a priority for their organization into 2023.

Covid hangover 3:

Our ABM strategies must adjust

According to the survey, COVID-19 also forced companies to evolve their account-based marketing (ABM) strategy.



The current challenge: Supply chain

Topping the list of **current issues** plaguing go-to-market teams are **supply chain challenges**, driven by factors including skyrocketing consumer demand, raw material limitations, and transportation/logistical complexity.

26%

believe that supply chain challenges are the greatest challenge to their organization’s ability to meet its sales and marketing objectives at the present moment.¹

Supply chain challenges were cited by 26% of our respondents as the greatest challenge to their organization’s ability to meet its sales and marketing objectives at the present moment.¹

Quite simply, the job of B2B marketing and sales becomes extremely tricky, if not downright impossible, when parts are not available, ports are backlogged, or delivery timelines are open-ended. Still, it’s in this challenging time that the role of data to engage with relevance becomes even more crucial.

One way that B2B organizations can address supply chain challenges is by providing an immersive customer experience across all touchpoints throughout the customer journey. Surface-level interactions must give way to deeper, committed, positive experiences with prospects and customers.

To achieve this necessitates that companies proactively communicate with customers, predict their needs, and manage the customer journey across these numerous touchpoints. This is only possible through better data management practices to gain the necessary insights for an orchestrated customer journey, and further commitments in being data-driven to provide a seamless, relevant customer experience across online and offline channels.

Yet despite the significant current challenge posed by the supply chain, most respondents apparently see this as a short-term issue that will be resolved over the coming months, as they’re anticipating new challenges that will require fresh focus through the end of 2023.

¹ At the time of the survey, August 23–September 2, 2022.

Up next: Economic uncertainty

As of August 2022, the consumer price index was up 8.3% over the prior 12 months. In light of that increase, it is perhaps unsurprising that teams are flagging inflation as a big factor keeping them from reaching organizational objectives, now and through the end of 2023.

29%

anticipate inflation will be their greatest challenge in meeting their organization's sales and marketing objectives to the end of 2023.

Rising inflation is triggering fears of yet another economic concern to add to the list: recession. The specter of a recession is looming over economists and chief executives. "For many countries, recession will be hard to avoid," World Bank President David Malpass said in early June.

Though these economic ebbs and flows are natural, they spur unrest and fear. Experts have observed some changes in behavior as a result: Internally, sales and marketing teams may be

buying smaller quantities or choosing a non-premium tech stack option, and in some cases, they are postponing purchases altogether. And from a go-to-market perspective, they may have to be more creative in how they reach customers.

For sales and marketing teams, balancing unpredictable economic forces and changing customer concerns with business objectives is a difficult tightrope.

Business adjusts to stay in sync with customers

The context for go-to-market activities has certainly changed in our turbulent environs, but the end goal has not: meaningful customer connections that drive business objectives.

One year after surveying B2B leaders for our 2021 8th Annual B2B Sales and Marketing Data Report, the research from this year's survey indicates that the observations we made then hold true even stronger now: Organizations that adapt and fare better during uncertain times must recognize, and act on, the need for:

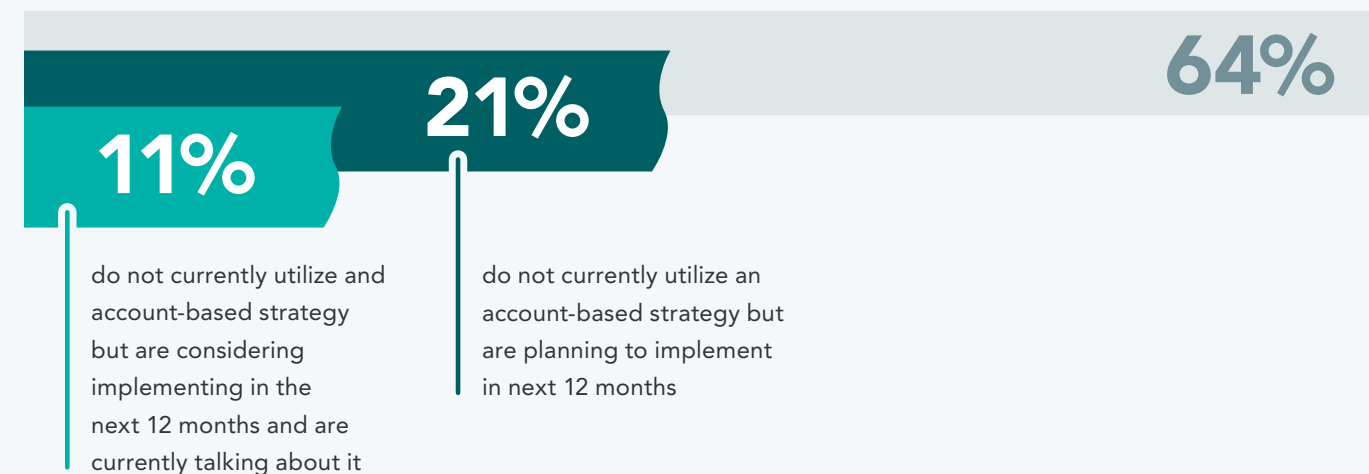
- ✓ an account-based sales/marketing strategy
- ✓ a solid foundation of quality first- and third-party data
- ✓ organizational alignment with a single and complete view of accounts

While priorities and tactical execution may change, organizations that recognize these three pillars are confidently leading the way.

Account-based strategies evolve

Just under two-thirds of this year's survey respondents reported that their company is currently utilizing an account-based strategy, where they market and sell their products or services to a targeted segment of best-fit accounts. This number is likely to increase: 21% of respondents said that while they are not currently utilizing an account-based strategy, they are planning to implement one in the next 12 months.

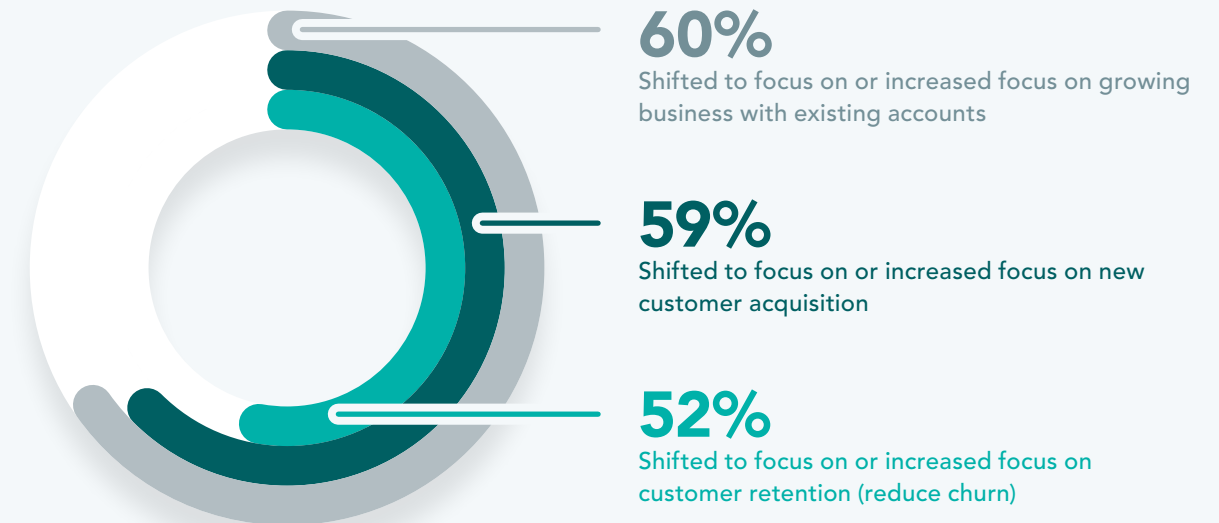
Just under two-thirds (64%) of respondents said their company is currently utilizing an account-based strategy.



This is one example of where "The Confidents" are taking the lead. "The Confidents" are more likely than our non-confident respondents to utilize an account-based strategy (66% versus 48%), and when we home in on those who are "extremely confident" in their sales and marketing performance, that number jumps to 78%!

Respondents who are using an account-based strategy reported that the pandemic impacted their objectives.

How, if at all, do you feel the COVID-19 pandemic has impacted your organization's ABM objectives?*



* According to those currently utilizing an account-based strategy who responded to our survey

Going into 2023, it seems that organizations will devote more resources to maintain and grow their existing accounts over obtaining new logos.

How, if at all, do you expect your organization's ABM objectives to shift in the coming year?*



* According to those currently utilizing an account-based strategy who responded to our survey

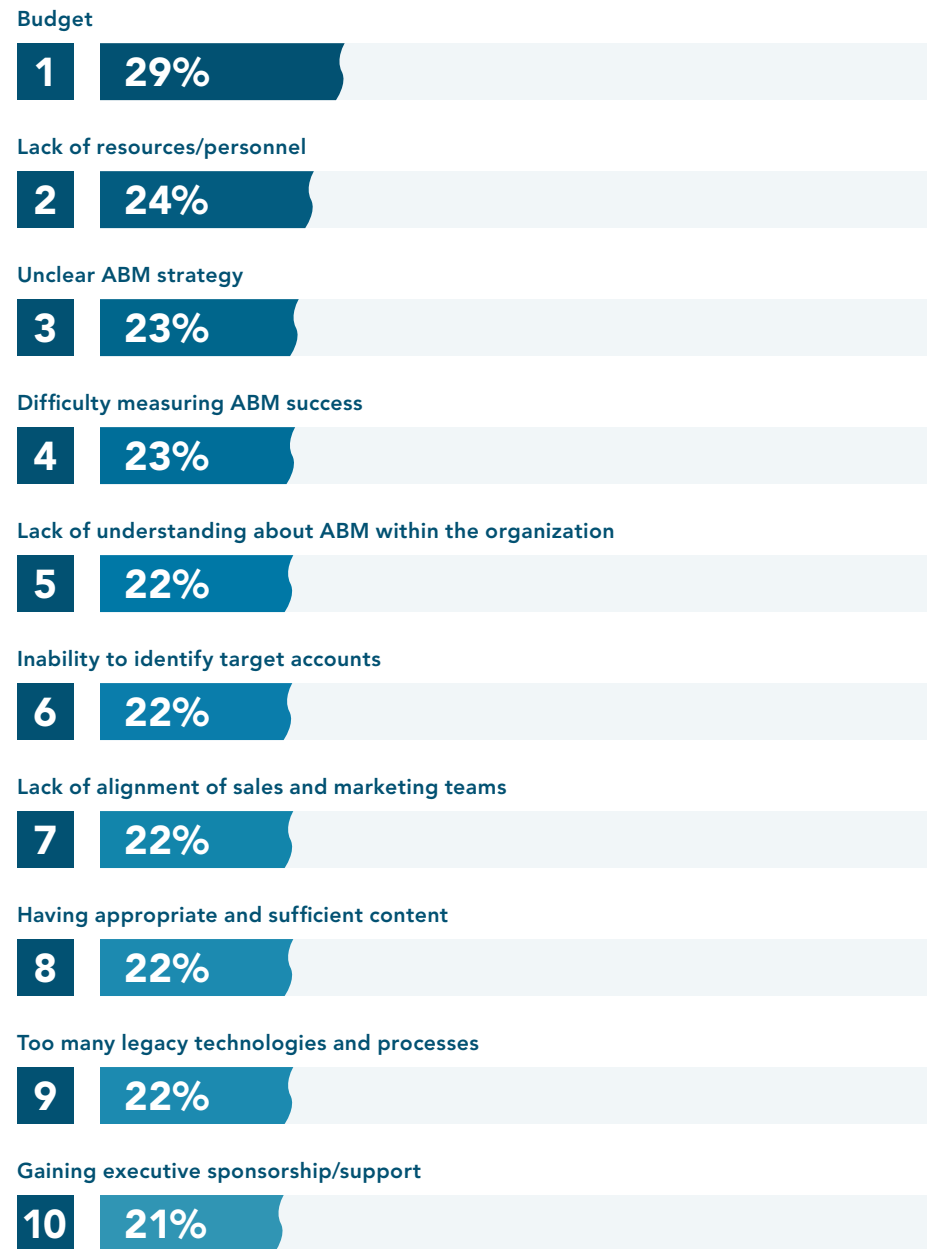
Roadblocks to ABM success

When well-executed, ABM can be a game changer for go-to-market teams, but it's also a sophisticated tactic to pull off. Resources, teams, and business objectives are just a few of the many factors that must align for ABM to bear fruit.

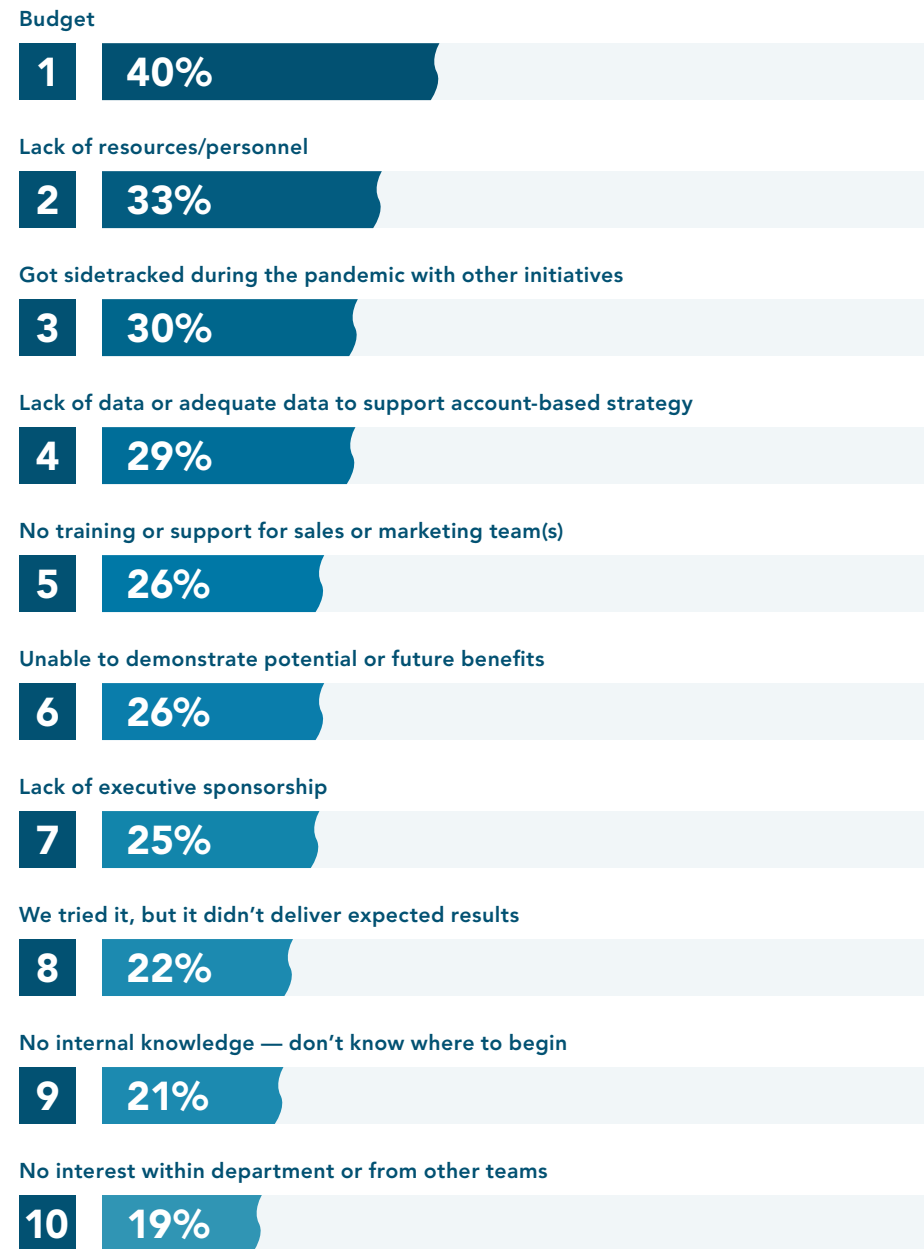
Resources, including budget and people, appear to be the primary roadblocks for ABM, whether in getting it off the ground with internal buy-in or achieving success once the strategy is underway.



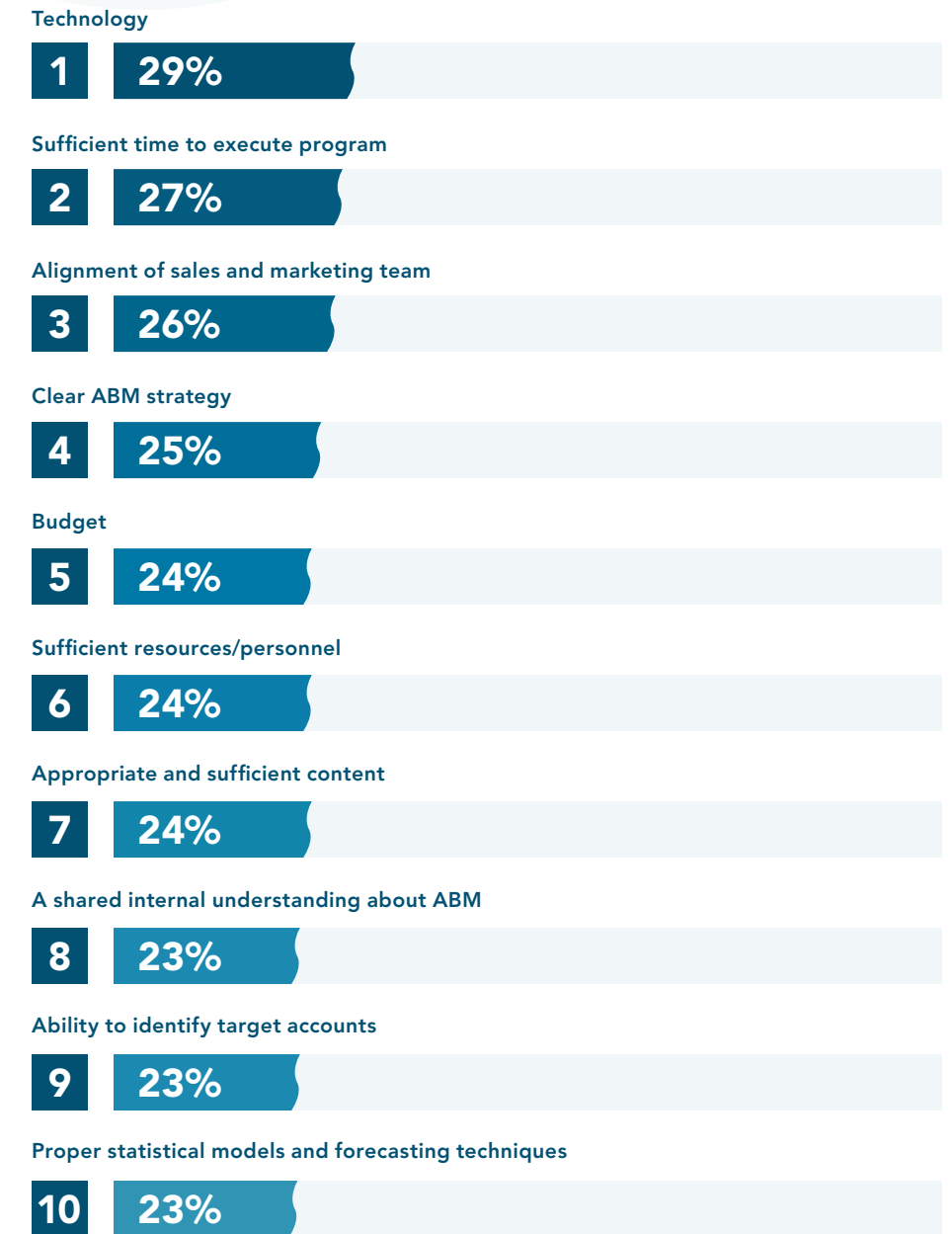
Top 10 hurdles to succeeding with an ABM strategy*



Top 10 reasons companies aren't utilizing an account-based strategy*



10 critical factors respondents cited for driving ABM success*



* According to those who answered that they are currently utilizing an account-based strategy

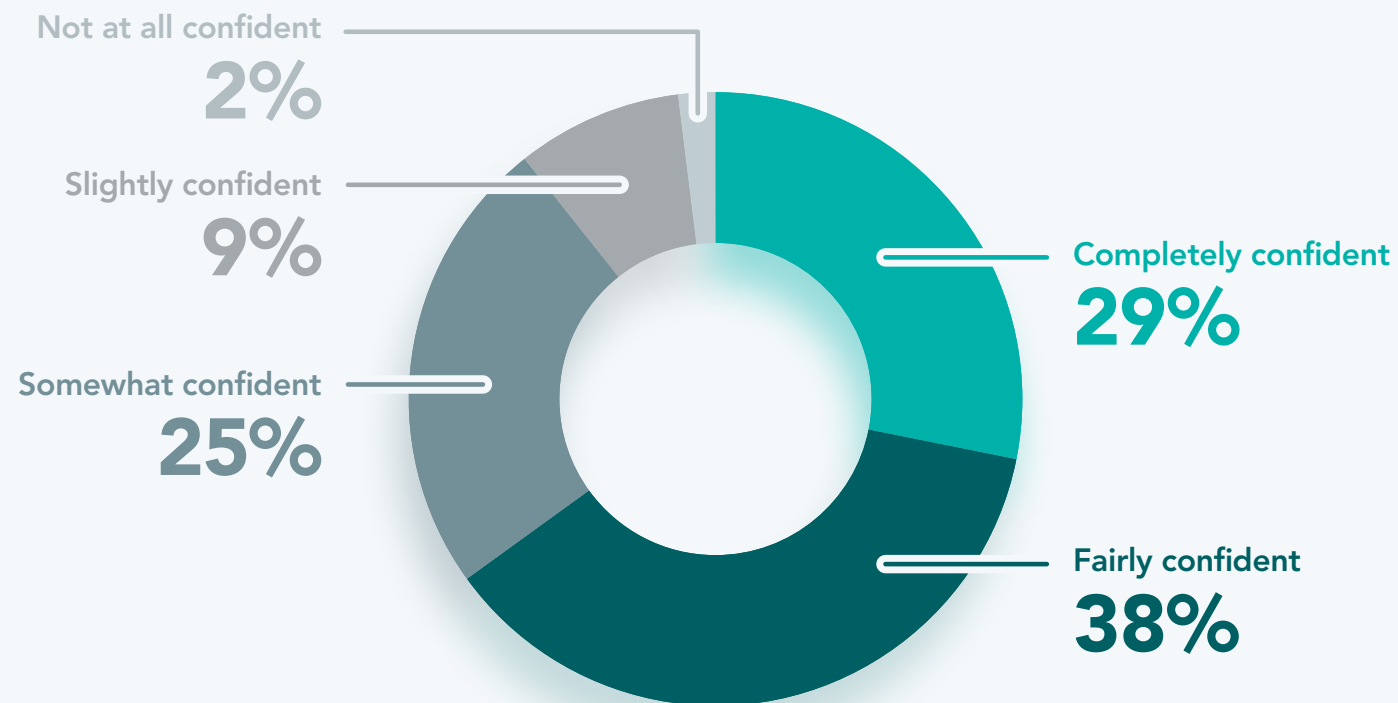
Data is the common denominator

As we've become fond of saying here at Dun & Bradstreet, "Data is dope!" We need to believe in the potential of data — it is the foundation of everything our go-to-market teams rely on. Data informs our people and our processes, and it is the differentiating factor that makes our tech stack fire on all cylinders. In whatever way today's revenue teams evolve, to be successful, they must be unified in and led by data.

Confidence in data quality is high

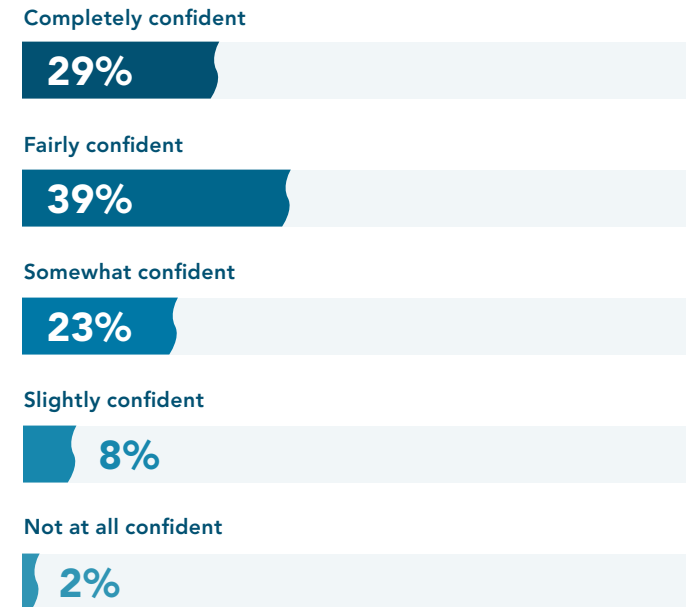
Almost all (98%) respondents in this year's survey expressed confidence in the overall state of data quality across their sales and marketing teams, with just under 30% saying they are completely confident with this.

Confidence in overall state of data quality across the sales and marketing organization

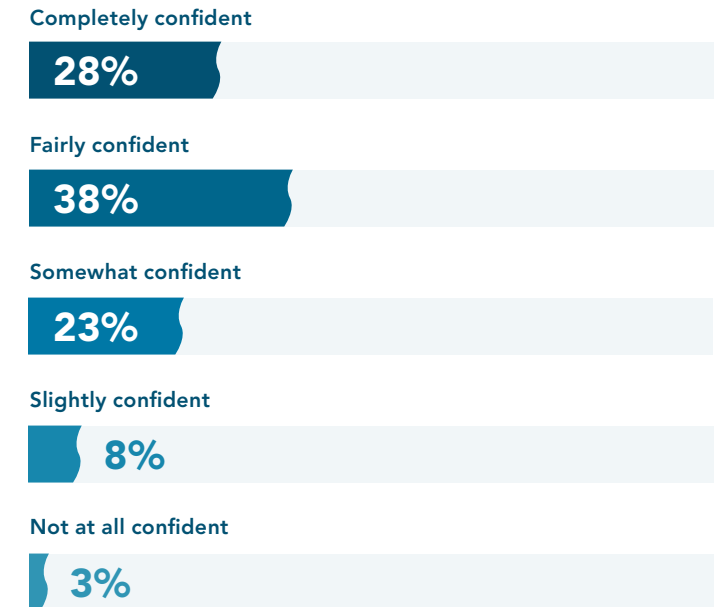


How confident, if at all, are you regarding the following?

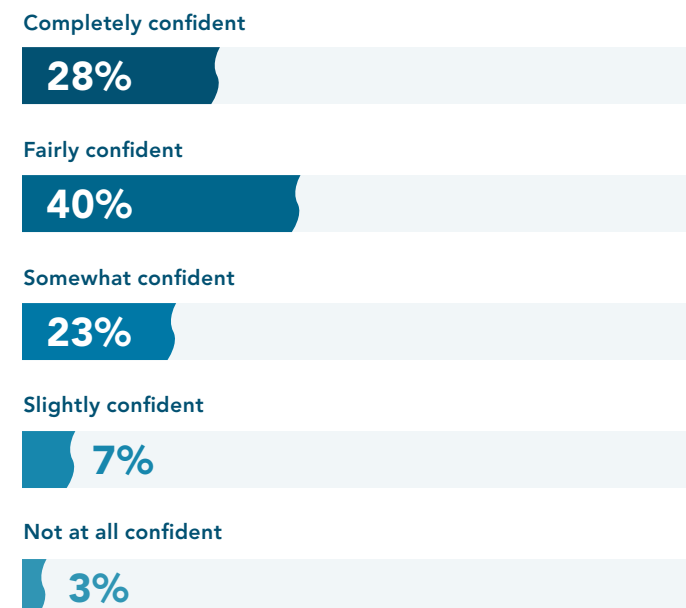
That your company's sales and/or marketing data is current and represents the most up-to-date information available on your target audiences



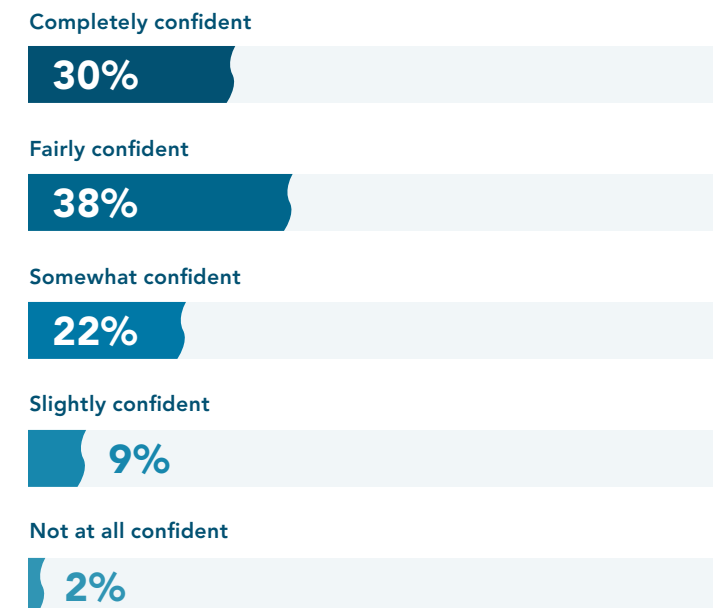
That your company's sales and/or marketing data is complete and does not contain significant gaps of information on target audiences



That the quality of your company's sales and/or marketing data sufficiently allows the company to accurately identify target audiences for your sales and/or marketing campaigns



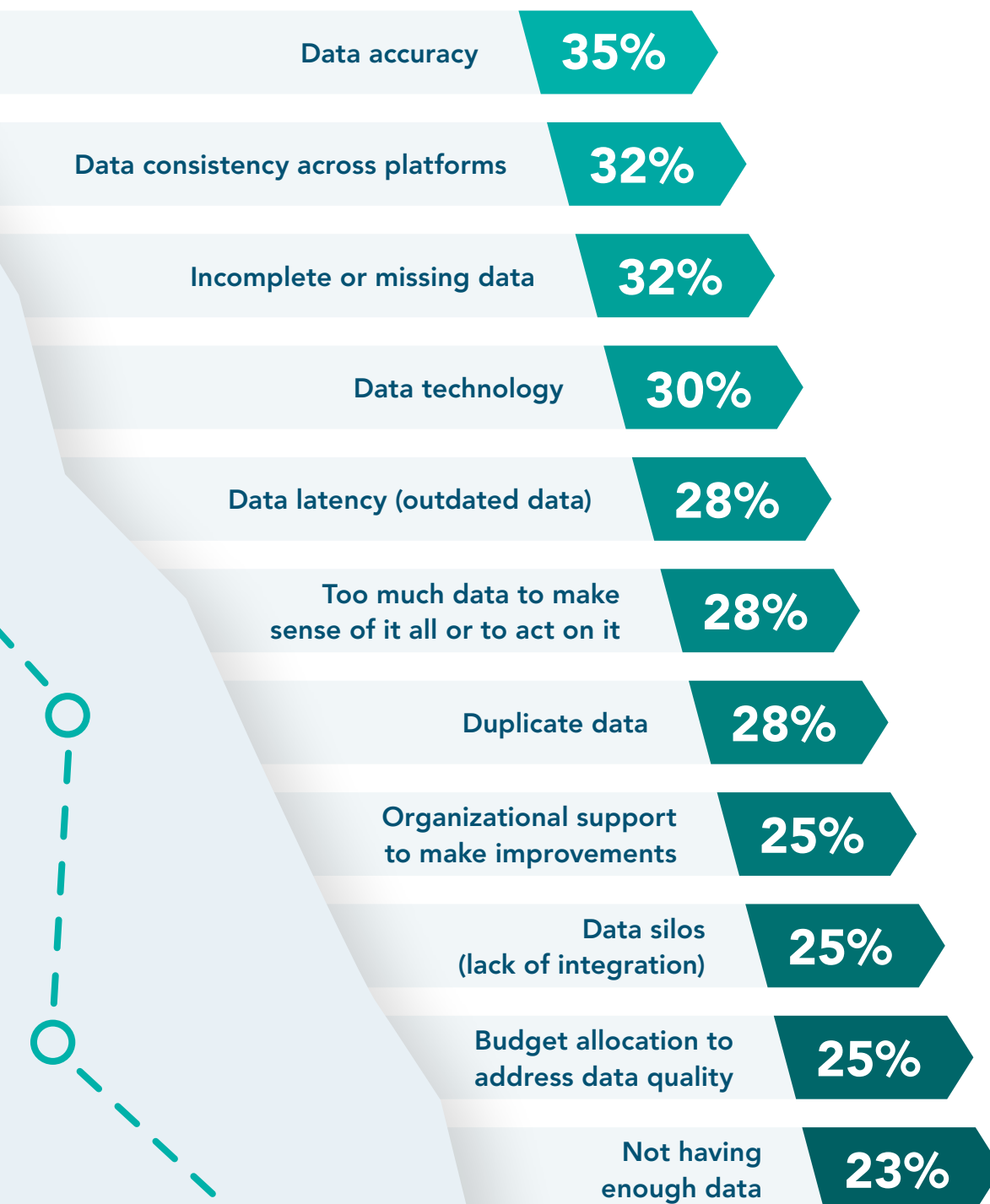
That your company's sales and/or marketing data is structured consistently across your various sales and/or marketing systems



Despite confidence, challenges remain

Still, obtaining and maintaining quality data is clearly creating problems for many go-to-market teams.

Top data-related challenges that sales and/or marketing teams are facing today



Teams must be aligned around a shared view of data

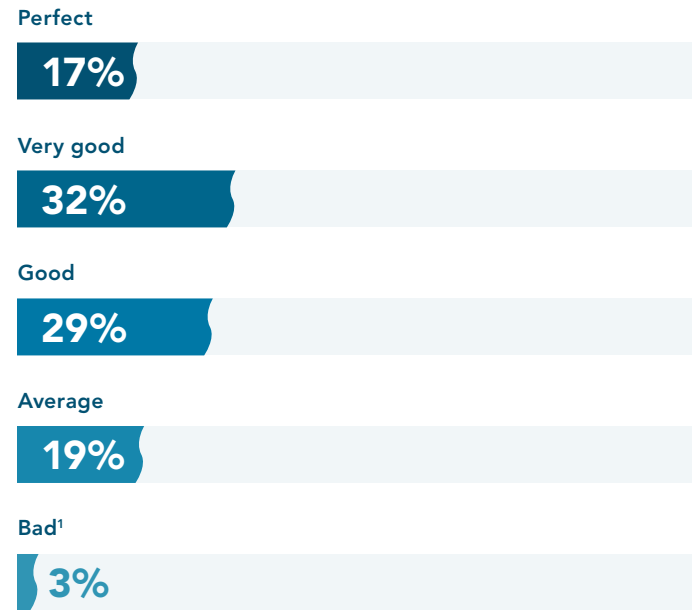
Maintaining transparency and alignment across teams is important for businesses, and it seems most respondents think their business is performing well in these areas.

How confident, if at all, are you that your go-to-market teams are currently aligned and working with shared data for a common view of accounts?

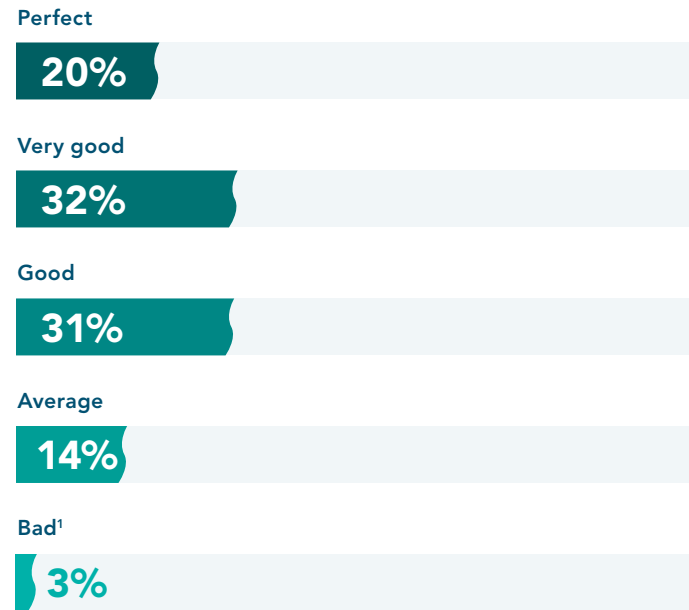


How would you best rate the following within your business?

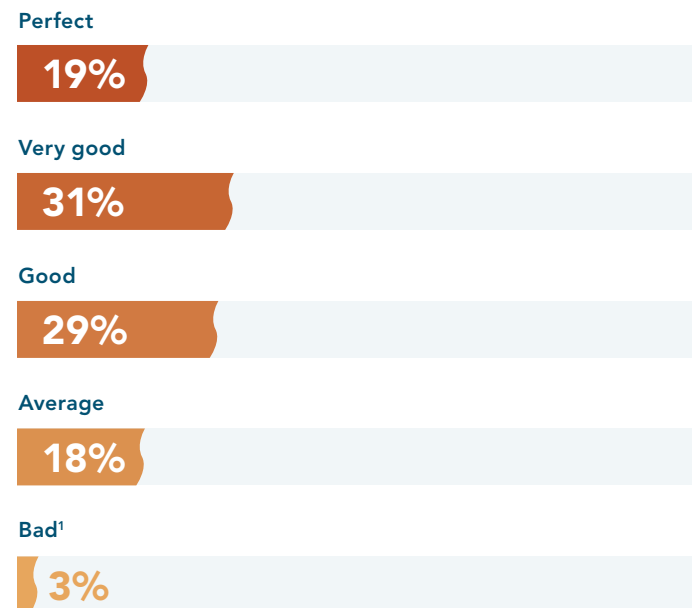
1 Transparency of objectives/goals/strategy shared across sales, marketing, and customer teams



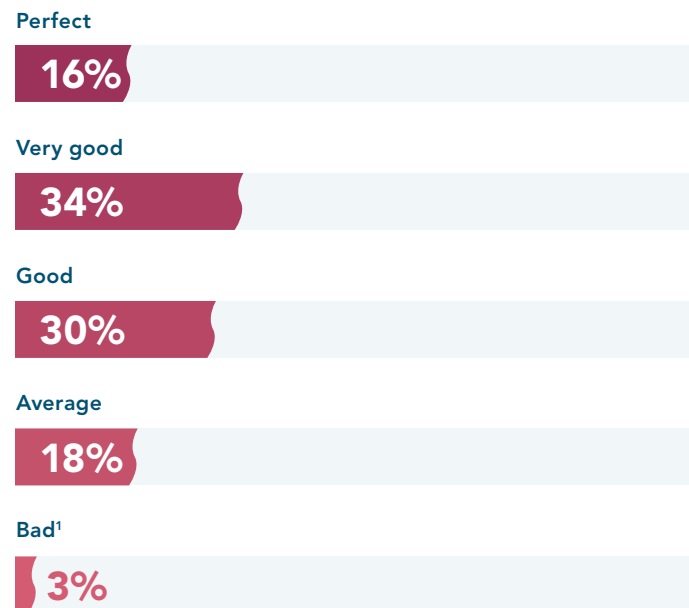
2 Go-to-market teams work cohesively, in harmony, with one another without finger-pointing and mistrust



3 Business metrics/KPIs are aligned among teams



4 Revenue targets are aligned across sales, marketing, and customer teams



¹ Bad, very bad, terrible combined

“The Confidants” are more likely than non-confident respondents to rate their go-to-market teams:



62% vs. **53%**

Transparently sharing objectives/goals/strategy shared across sales, marketing, and customer teams



65% vs. **45%**

Good at working cohesively, in harmony, with one another without finger-pointing and mistrust



61% vs. **53%**

Aligned on business metrics/KPIs



66% vs. **53%**

Aligned on revenue targets

Alignment around a common view of data is a priority

Purposefully aligning teams around consistent account data is a priority for almost 9 in 10 respondents, and they stress that this is crucial in order to deliver the best customer experience and grow business.

Where are businesses on their journey of alignment?

Aligning teams around consistent account data is a done deal! Our sales and marketing teams are all working from the same view of data.

18%

Aligning teams around consistent account data is a priority for our company and something we are working on. We're getting there!

20%

Aligning teams around consistent account data is a priority for our company and something we are working on, but we have a long way to go.

20%

Aligning teams around consistent account data will be a NEW priority for our company in the next 12 months.

16%

Aligning teams around consistent account data has been identified as a priority for our company, but we haven't gotten started on it.

14%

Aligning teams around consistent account data is not a priority now for our company nor will it be in the next 12 months.

12.5%

Alignment is key for ABM success

While technology is identified by ABM users as the most critical factor to driving ABM success within their organization, practitioners also overwhelmingly recognize the alignment of go-to-market teams as a key success factor.

Alignment of go-to-market teams is considered important to the success of the ABM programs

97%
of respondents said alignment of go-to-market teams is important to their ABM program's success.

60%
Very important

37%
Somewhat important

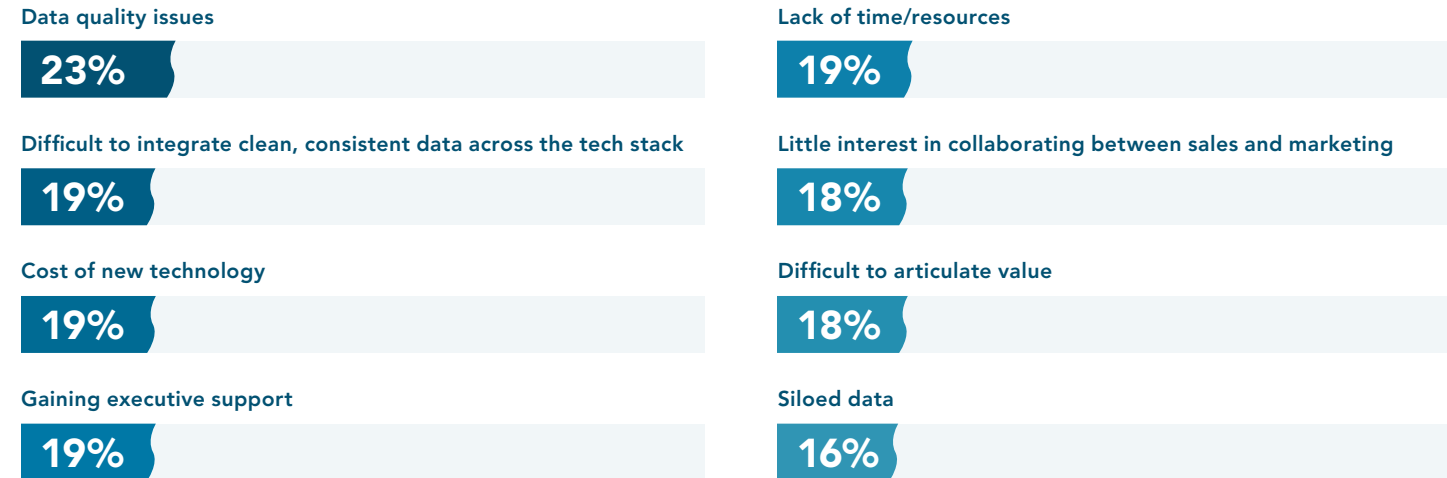


Alignment is easier said than done

Organizational alignment can sometimes feel like a unicorn, and that's not only because people are unwilling to give up control.

There are resource and logistical challenges, and unfortunately, some teams feel a lack of executive support is standing in the way.

Top challenges company's face when trying to align go-to-market teams across the organization



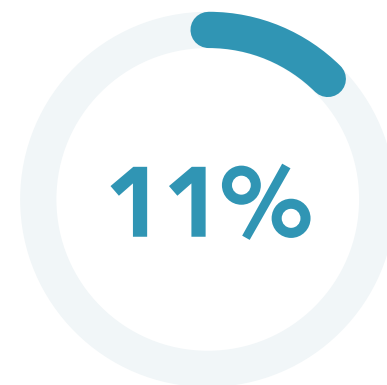
Those who are "completely confident" that their company's go-to-market teams are aligned credit the following as being the single source of truth of an account or contact.



Customer Relationship Management (CRM) System



Master Data Management (MDM) Platform



Customer Data Platform (CDP)

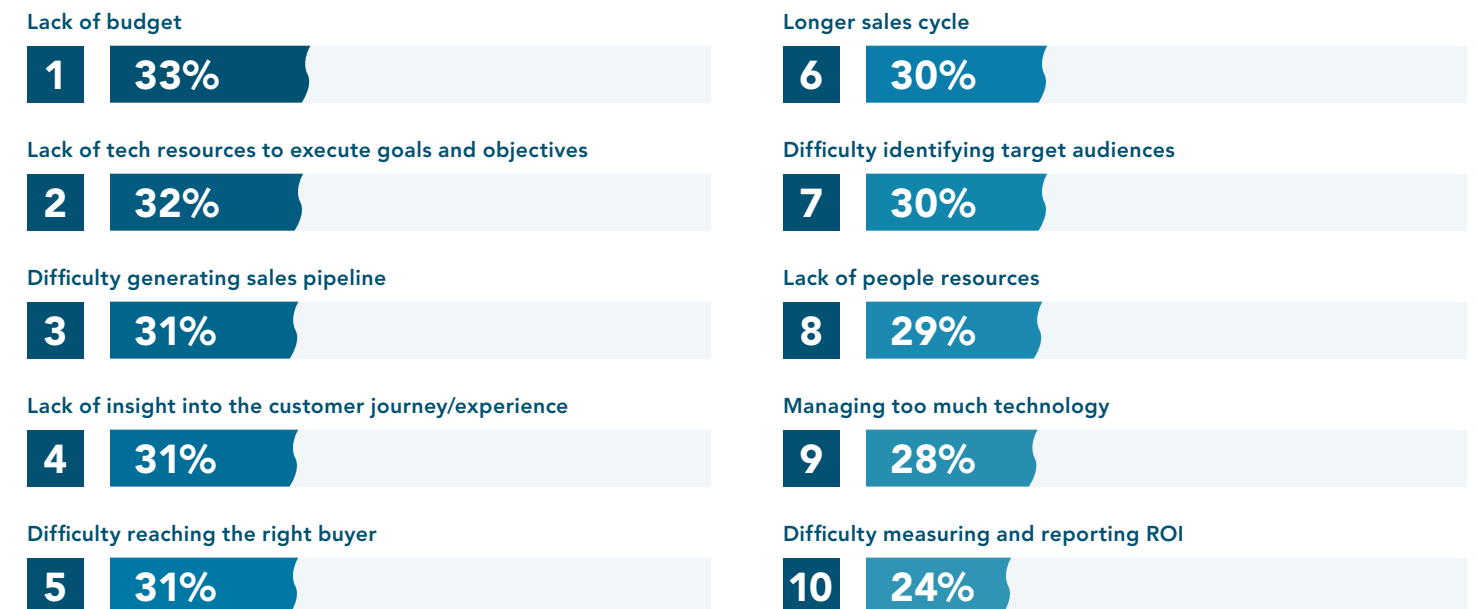
Driving growth in turbulent times

External global and market challenges have ripple effects, and teams are feeling them inside their organization. Respondents shared a number of internal challenges currently hindering them from driving growth for their business. Probably not surprisingly, lack of resources, including budget and tech, were the top concern, but other factors were close behind. Our teams are also struggling to understand and meaningfully connect with customers, and this is creating problems with everything from pipelines to customer journeys.

It is interesting to note that "The Confidants" flagged inconsistent data and inefficient internal processes, rather than budget or resources, as the top challenge. This may suggest that this group has figured out how to get the tools

needed to be successful and is now focused on efficiency and process improvement. Further, their concerns may be signaling the beginnings of splintered data initiatives that need to be coalesced into an enterprise data strategy.

Top 10 challenges sales and marketing teams are facing today in trying to drive growth for their business



Go-to-market objectives have required a look as well. Based on respondents' new and most important go-to-market objectives for the next 12 months, teams are prioritizing objectives focused on the customer.

Customer communication will be a top priority, coupled with an expected focus on digital channels. Respondents expect to prioritize communicating with customers and prospects across multiple channels, and many added that these communications would have an

increased focus on utilizing digital channels and personalizing customer experiences both online and offline. Teams have an eye toward data collection as well, and we anticipate a prioritization of first-party data (40% of respondents) over third-party data (32%).

Teams expect to be held accountable for these objectives. Almost all respondents said they are confident they can successfully track and measure campaign efforts, and 3 in 10 are completely confident in this.

Top go-to-market objectives identified for Oct. 2022-Oct. 2023

Capturing more first-party data

40%

Drive new customer acquisition

34%

Communication with customers and prospects across multiple channels

33%

Increase budget to more digital channels

33%

Focus more on customer experience

32%

Support/improve customer retention

32%

Capturing more third-party data

32%

Alignment across business

29%

Focus on new marketing channels and tactics

29%

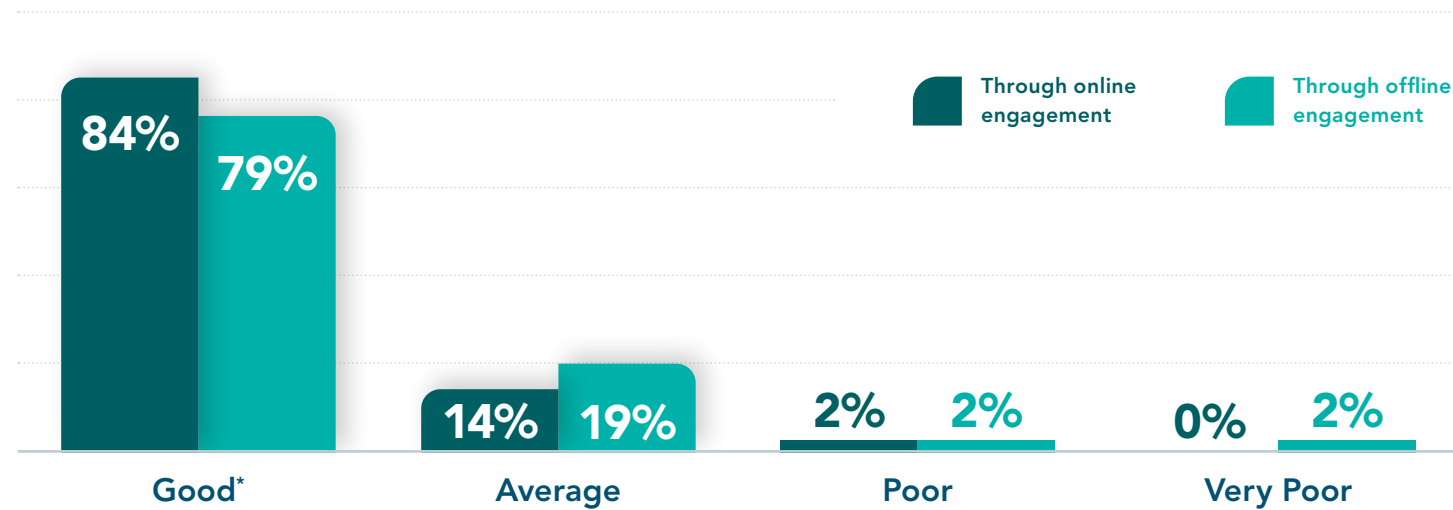
Are budgets squeezing team productivity?

Yes, we know, budget will always be a challenge — real or perceived — to teams. But have companies cut back on resources so much that they're subverting their go-to-market objectives? Lack of budget is a recurring theme in this year's report, and teams are feeling the crunch in:

- ⊗ ABM efforts
- ⊗ Digital expansion
- ⊗ Business growth
- ⊗ ROI on sales and marketing tech
- ⊗ Data quality

Homing in on customer centricity

Overall, the majority of respondents think their teams are good* at engaging in personalized and relevant conversations with their target audiences, both online and offline.



Naturally, “The Confidents” are more likely than non-confident respondents to characterize their sales, marketing, and data operations teams’ ability to engage in personalized and relevant conversations online and offline as good.¹

How would you characterize your team’s ability to engage in personalized and relevant conversations with your target audience?

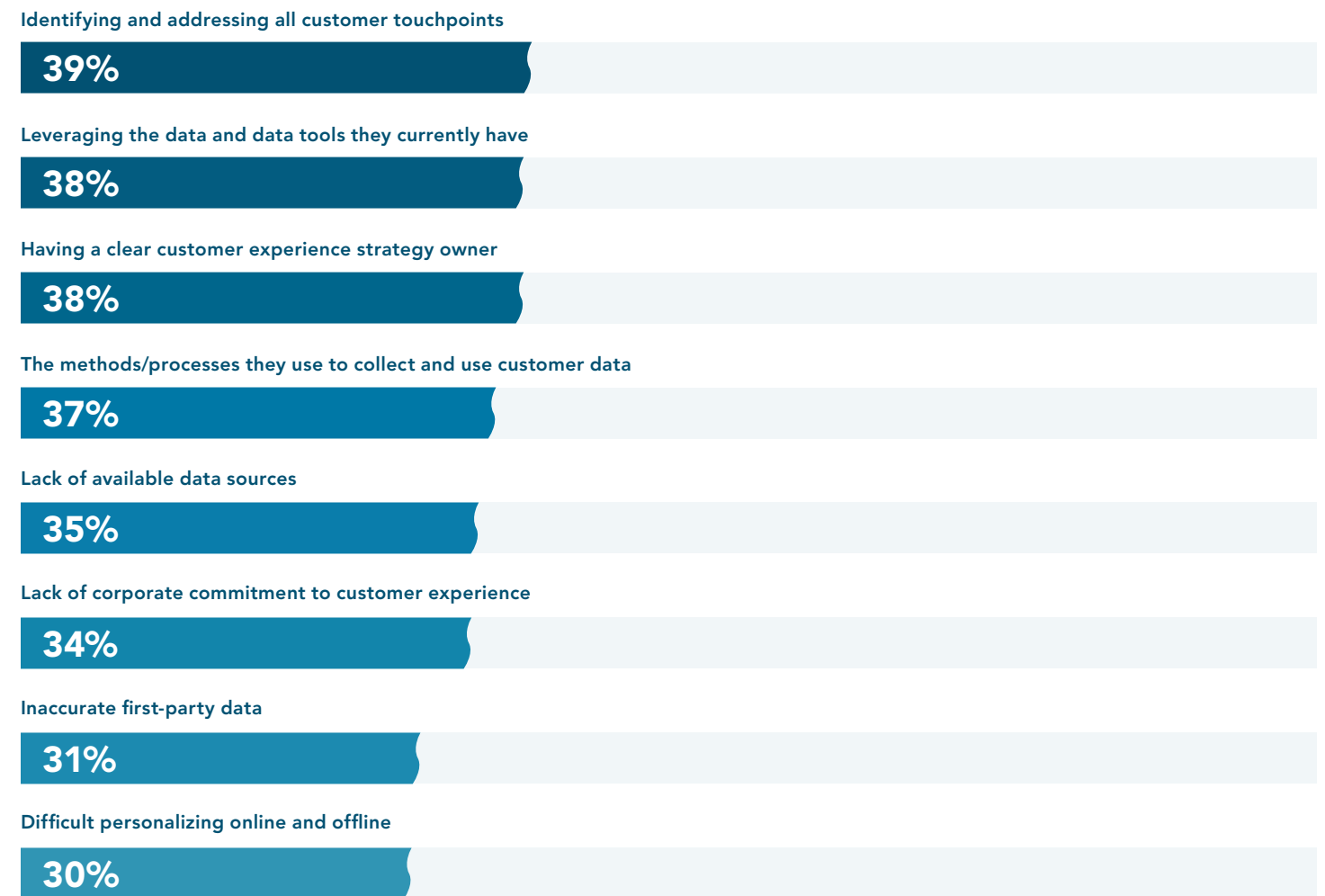


* Very good and good responses combined.

Teams feel good about how they’re stacking up against their competition. The majority (67%) of respondents think they provide a better omnichannel customer experience than their competitors, and only 3% think they’re lagging behind.

Despite this confidence in engaging in personalized and relevant conversations with target audiences, both online and offline, **only 3 in 10 of respondents are completely confident in their company’s ability to deliver a consistent omnichannel experience.**

The top hurdles companies identified when delivering a more consistent and connected customer experience across both online and offline channels



Keeping the “data” in data-driven marketing

Though clearly, there’s no “magic compass” to help us navigate through turbulent times, the recommendations we made in 2021 in the 8th Annual B2B Sales and Marketing Data Report are more relevant now than ever: **Revenue teams aligned around data can weather any storm.**

It’s encouraging to see that 91% of respondents recognize that go-to-market teams must align with a common view of data in order to deliver the best customer experience so that they can maintain and grow business. Data is clearly seen as a vital lynchpin for meeting business objectives and thriving, especially during uncertainty.

Our research suggests that companies with quality data and a strategy to put that data to work are more likely to come out on top. But we still need to reckon with the fact that data continues to evolve.

The future of data

Navigating a cookieless future

Data-driven marketing is defined by Gartner as “the use of data acquired through customer interactions and third parties to gain insight on customer motivations, preferences, and behaviors.” These insights enable organizations to enhance and personalize the customer experience, but they are becoming more elusive. As consumers become increasingly concerned about how their data is used, ripple effects have reached the B2B space in the form of enhanced government regulations and fewer data collection options.

Many predict that we are well on our way to a cookieless future, and companies will soon need new strategies with a focus on first-party data to generate necessary information to better understand their customers. “Collectively, the industry is coming to terms with the loss of third-party cookies as its default means of cross-channel audience identification,” said Sameer Sondhi, Co-CEO at Verve Group.*

An overwhelming 40% of respondents said capturing more first-party data will be a top

go-to-market priority for their companies in the next 12 months. We need this data to deliver a more consistent and connected customer experience across online and offline channels, and 31% say inaccurate first-party data is one of the biggest hurdles currently impeding progress there. Additionally, 18% cite inaccurate or incomplete first-party data as a hurdle to succeeding with ABM within their organization, while 22% say it is one of the most critical factors to success.

40%

of respondents said capturing more first-party data will be a top go-to-market priority for their companies in the next 12 months.

* Source: <https://advertisingweek.com/3-stages-of-transitioning-for-a-cookieless-future>

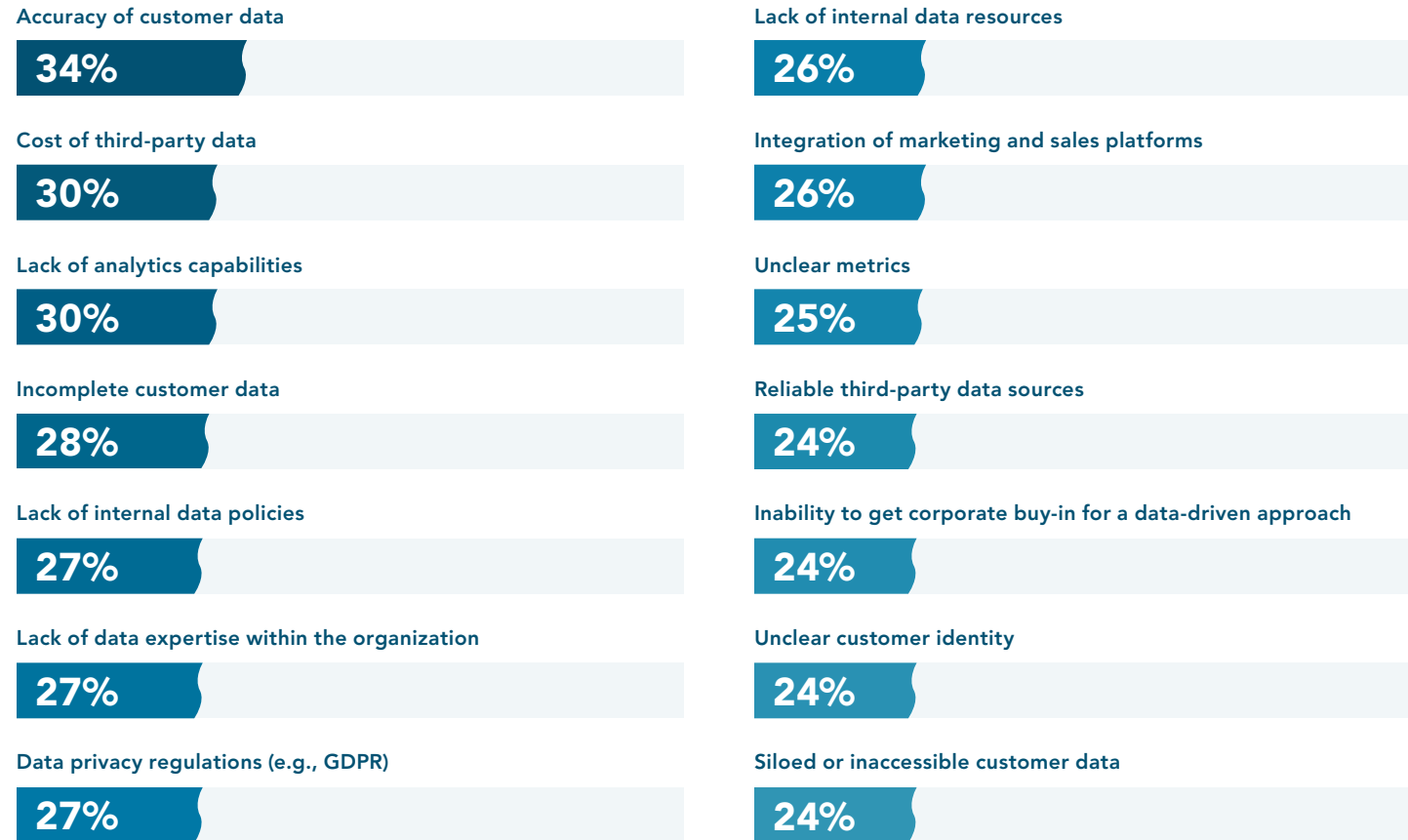
“The Confidents” are far more likely to have faith in their organization’s first-party data than less confident respondents (85% vs 48%).



Our move to becoming more data-driven is coming at a time when sales and marketing teams are already reporting hurdles with obtaining and analyzing accurate data in a cost-

effective manner. The data suggests we could be racing towards a big gap between companies' current data capabilities and future needs.

What, if anything, do you see as your company's greatest obstacles to succeeding with data-driven marketing?



35% of respondents cite data accuracy as the top data-related challenge their sales and marketing team is facing today.

Not just any data will do

Gathering high-quality data that is fit for your organization's intended purpose is a crucial first step to implementing digital-first initiatives that succeed.

Dun & Bradstreet estimates that every 60 minutes, 100+ companies change phone

numbers, 280+ companies change names, 3,000+ new companies are launched, and 6,000+ companies change addresses. It's no wonder that Salesforce estimates 91% of CRM data is incomplete and 70% of that data decays annually.

6 dimensions of data quality



Accuracy

Is your data correct?



Timeliness

Is your data updated and current?



Completeness

How well does your data deliver on all the required values to be effective for a particular use case?



Validity/conformity

Is your data collected according to defined rules and parameters that conform to your organization's standard data format?



Consistency

Is your data formatted consistently across teams, applications, and platforms



Uniqueness

Is there just one record — a single source of truth — or are there duplicates?

The price of poor data quality

Poor data quality is hurting businesses

It's clear that poor-quality data impacts a variety of business initiatives, but most notably, respondents say it impacts customer insights and relevant, personalized communication.



The cost of bad data is an astonishing 15%-25% of revenue for most companies. ([MIT Sloan Management Review, 2017](#).)

In your opinion, in general, which go-to-market activities, if any, do you think are most negatively impacted by poor data quality?

Generating customer insights and intelligence based on analytics

54%

Personalized content and messaging

47%

Campaign execution (performance/response rates)

28%

Lead qualification and scoring

28%

Customer and prospect segmentation for programs

28%

Sales prospecting and closing

27%

Connecting online and offline activities

25%

Whitespace opportunity identification

24%

Campaign execution

23%

ABM

22%

Poor data quality impedes tool effectiveness

Our 2021 survey revealed that the average combined sales and marketing tech stack had 10 or more tools, but only seven were used on a weekly basis.

Yet even a wealth of technology can't make up for data quality challenges.

What, if anything, is your company's biggest challenge(s) when it comes to managing the various sales and marketing tools day-to-day?

Data completeness

33%

Data structure

31%

Data or app integration

30%

Training teams to use tools

30%

Time/effort required in managing

30%

Complexity of tools for users

28%

Usability

27%

Data cleanliness/stewardship

26%

Troubleshooting

25%

Respondents at midsize companies feel data or integration challenges the most acutely (33%), while respondents from larger, enterprise companies are more plagued by issues relating to data completeness.

Plan to invest in data, but expect headwinds ahead

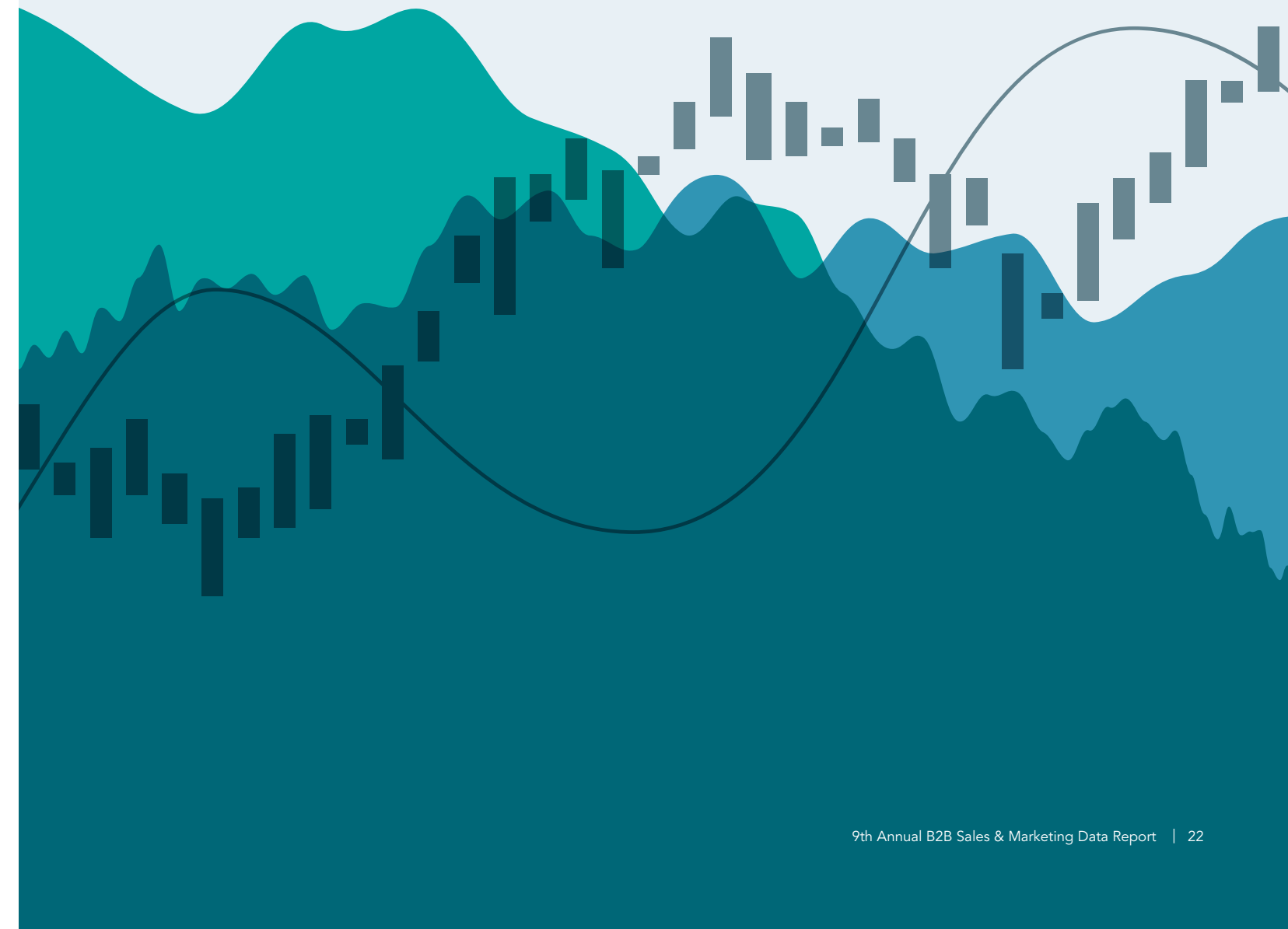
It's clear that organizations recognize the need for better quality data to fuel their data-driven marketing. An overwhelming majority (79%) of respondents expect their organization's investment in sales and/or marketing data quality to increase, while nearly 4 in 5 said their company's investment has already increased in the last 12 months. Even with budget identified as an obstacle to greater investment in data

quality it is still identified as a priority for greater investment in our survey.

But while the investment is rising, internal headwinds are, as well. Sales and marketing teams see many barriers to a greater investment in data quality and report that each of these barriers has increased in the last 12 months.

With these increasing barriers and the many challenges identified above, it's worth asking why we're so confident in our data quality today. Does this confidence mean we're doing the right thing and delivering for our organizations despite the hardships, or are we ostriches with our heads in the sand? Or can both be true at the same time?

	Respondents who consider these to be the most significant barriers to greater investment in data quality at their company	Respondents who reported that this increased as a barrier in the last 12 months
Budget	35%	48%
Lack of internal resources	29%	52%
Lack of results evidenced that support greater investment in data quality (lack of ROI proof)	28%	47%
Difficult to make the business case — lack of belief in the perceived usefulness of data quality investments	27%	47%
Having other priorities	27%	55%
Lack of support (in terms of people and time)	27%	44%
Lack of skillsets	27%	47%
Better ROIs in other initiatives	27%	52%
Key decision makers aren't onboard	26%	45%
Lack of knowledge of best practices	26%	52%
Reduced headcount	24%	50%



Aligned around data, teams can confidently look ahead

We had hoped this year's report would find us with the pandemic well in the rear view, and that hasn't exactly turned out to be the case. But we are encouraged to notice that go-to-market teams that stay focused on customer centricity and grounded by data are more likely to thrive and come out on top, even if the world hasn't stopped throwing us curveballs.

The challenges and volatility of the past two and a half years have taught B2B go-to-market teams to persevere: This is not the time to panic or pull back on efforts. While there are certainly challenges, there are also data-centric, data-driven opportunities to refine and strengthen customer connections. B2B organizations that are able to adapt to rapidly growing customer

expectations by embracing enhanced data and technology capabilities can emerge stronger.

Who knows what new global dynamics will come our way in 2023? Regardless, it's clear that today's teams are prioritizing a strong toolbox of people, tech, and data to help them meet customers wherever they are.



B2B organizations that are able to adapt to ever rapidly growing customer expectations by embracing enhanced data and technology capabilities can emerge stronger.



As we can see from "The Confidants," there are best practices that can help teams converge and deliver results in good times and bad:

- ✓ Focus on your sales and marketing programs, and make team alignment a top priority. Don't get derailed by fluctuating circumstances because these will always be there.
- ✓ Stay agile to deliver on customer experience. Account-based strategy and data-driven insights are tools to help teams succeed here.
- ✓ Build a savvy data program to inform decision-making. Prepare for first-party data collection with a focus on data quality.
- ✓ People, processes, and data — especially our data stewardship and governance — should come first, before technology, when it comes to navigating our challenges.

About our survey

Overview of methodology

- Dun & Bradstreet engaged Censuswide Research to survey those knowledgeable about or involved in the decision-making process for their company's sales, marketing, data, and/or sales/marketing operations.
- Censuswide employs members of the Market Research Society and complies with its standards, which are based on ESOMAR principles.
- Dun & Bradstreet was not identified in the survey or named as a sponsor.
- The survey took place August 23–September 2, 2022.
- Respondent sample size was 600.
- Those with a job level of manager or above were eligible to participate.
- Only B2B or both B2B-and-B2C organizations were eligible to participate in the survey. B2C-only organizations were not included in this survey.
- Responses were equally split among the U.S., Canada, and the U.K.
- Midsize and enterprise companies were polled. They were identified using global employee count as midsize (between 100–999 employees) and enterprise (over 1,000 employees).
- Only fully completed surveys were included in the results.
- Percentages may not add up to 100% due to rounding or where multiple responses were allowed.

The Respondents

Survey respondents represented a diverse set of industries and roles at midsize and enterprise companies.

Levels

51% identified their job level as Director-level or above

Level	Percentage of respondents
Manager	31%
Sr. Manager	19%
Director	16%
VP	11%
C-level	15%
President/Principal	3%
Business owner	6%

Roles

Our survey responses were evenly divided among sales, marketing, data, and operations leaders.

Role	Percentage of respondents
Sales	25%
Sales Operations	9%
Marketing	25%
Marketing Operations	4%
Data (data strategy, data governance, data stewardship, etc.)	25%
Data Operations/Business Operations	12%

Age

Age	Percentage of respondents
18-24	4%
25-34	28%
35-44	40%
45-54	20%
55+	9%

Company size

Our survey responses were evenly split between mid-size and enterprise companies.

Company size	Percentage of respondents
100-999 employees	50%
1,000+ employees	50%

Industry

Industry	Percentage of respondents
Architecture, Engineering & Building	3%
Arts & Culture	2%
Business services	7%
Construction/Real Estate	7%
Education	3%
Energy, Raw Materials, Utilities	3%
Finance	13%
Government	1%
Healthcare	5%
HR	2%
IT & Telecoms	11%
Legal	1%
Leisure and Hospitality	2%
Manufacturing & Utilities	7%
Non-Profit	0%
Retail, Catering & Leisure	8%
Sales, Media & Marketing	18%
Software	4%
Telecommunications	1%
Transportation	2%
Travel & Transport	1%
Other [Specify]	1%

Revenue of respondents by country

U.S.

Revenue	Percentage of respondents
<\$120,000	2%
\$120,000 - \$1.199M	2%
\$1.2M - \$11.99M	13%
\$12M - \$59.99M	13%
\$60M - \$119.99M	20%
\$120M - \$599.99M	21%
\$600M+	24%
I do not know	0
Prefer not to say	0

Canada

Revenue	Percentage of respondents
<\$150,000	0
\$150,000 - \$1.49M	3%
\$1.5M - \$14.99M	10%
\$15M - \$74.99M	28%
\$75M - \$149.99M	34%
\$150M - \$749.99M	19%
\$750M+	8%
I do not know	0
Prefer not to say	0

U.K.

Revenue	Percentage of respondents
0 - £100,000	0
£100,000 - £999,999	6%
£1M - £9.99M	13%
£10M- £49.99M	23%
£50M- £99.99M	21%
£100M - £499.99M	24%
£500M+	14%
I do not know	1%
Prefer not to say	1%

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