

The Data-Inspired Art of Sales Acceleration

dun & bradstreet

GROWING RELATIONSHIPS THROUGH DATA

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Getting Started

If Data Can Inspire Marketing, Why Not Sales?

As a B2B Marketer, You're Responsible For a Lot

You're on the hook for more than just moving prospects through the funnel and delivering leads to sales. You're responsible for managing the customer relationship. But how does it feel to the customer when that transition takes place? All too often, the first contact with sales feels like starting the conversation over again. And for customers who have already invested time and energy learning about a company and their products, this can be a jarring experience. Great composers use consistent melodic themes over the course of a piece. As marketers, it is our responsibility to ensure there is harmony and consistency over the full lifecycle of the customer relationship. But linking the conversations that marketing and sales have with prospects depends on your ability (and willingness) to share insights that are born from data.

What if you were to approach your role as not only getting a prospect ready for sales—but also getting sales ready for the prospect? Marketers typically think of sales acceleration as shortening the sales cycle (abbreviating the time it takes to make a lead sales-ready), but it's time that we extend the concept to include what we can do to help sales close on the deal faster. By doing so, you will prepare sales to continue—rather than reinitiate—the relationship that began when a prospect first clicked on one of your search links or a banner ad.

This is the third e-book in our series about the new art of the marketer. In it, we'll discuss how data can be the inspiration for providing the consistent, unifying drumbeat for all initiatives—from marketing to sales. This e-book will propose some simple (and some not so simple) approaches to creating order in the chaotic worlds of today's sales and marketing teams.

> *"Music creates order out of chaos: for rhythm imposes unanimity upon the divergent, melody imposes continuity upon the disjointed, and harmony imposes compatibility upon the incongruous."*
> – Yehudi Menuhin

40.2%

40.2% of demand generation and sales teams say alignment leads to better lead conversion and closed deals.

But only 10.5% of B2B marketing and sales professionals worldwide say their demand generation and sales training teams are completely coordinated.[1]

10.5%

Ready to start building stronger customer and prospect relationships? You're one click away from learning how, with data-inspired sales acceleration.

[1]eMarketer, "How Coordinated Are Demand Generation and Sales Teams?"

2



Making Data the Drumbeat That Aligns Sales and Marketing

Keep Sales and Marketing on the Same Page

If a composer wrote an incredible music score, but handed the orchestra pieces of paper with only the title, what would be the result? Or even worse, what might it be like if the musicians received sheet music but chose to ignore its directions and notes? The result would be cacophonous. Unfortunately, due to frequent disconnects between sales and marketing, this kind of dissonance is frequently felt by prospects and leads.



We hear over and over again how the educated buyer is completing more of the purchase journey before contacting sales. As a result, marketing departments like yours are being held directly responsible for revenue. However, for most B2B sales, customers will talk to sales before making their final decision. Think about how the transition feels to your customers. Do they feel like they're continuing a journey or starting a new one?

If you're accountable for revenue, you have to think beyond the lead to how (and if) it is developed. That's why there's more incentive than ever to meet expectations not only for lead quantity, but also for lead quality. Further, marketing must start thinking about the continuity of the relationship *after* the lead goes to sales. We've got more of a vested interest in the outcome than ever before, so we need to take a more active and collaborative role with sales.

It shouldn't be that hard. As marketers, we spend a big part of our lives trying to figure out what customers care about and how we can tell a differentiated story so they'll buy our stuff. Sales cares about the exact same thing. The key is that we need to stop thinking about the "handoff" between sales and marketing, and start thinking about how to integrate the conversation.

Improvising On a Consistent Theme

Jazz musicians are adept at taking a melody and finding new ways of interpreting and presenting it. One musician can start a theme and the next can improvise off of it, expanding and exploring. That same interplay should exist between sales and marketing. By the time sales picks up a lead, the relationship "theme" has already been established. So how do you make sure that sales is taking advantage of and building on that foundation?

There isn't a big secret or any kind of magic—it's really about increasing transparency and improving communication. The better (and faster) the sales team understands what marketing has done prior to the transition, the easier it will be for them to pick up the lead. Most importantly, marketers have to remember that customer information and insight don't just come from digital footprints. Insights also come from the interactions that sales reps have directly with clients. The more that sales sees that you're embracing what they've learned, the more receptive they'll be.

Have you ever watched drummers count off the introduction of a song? They make sure the band is paying attention, then provide a starting time (often by clicking their drumsticks together). This helps the band get aligned to the rhythm so they can start together. That's what marketers need to do to start creating organizational alignment: Make sure that the entire organization is paying attention and then establish a rhythm that everyone can agree to. Everybody is already driving to the same outcome: building a relationship with a prospect or customer. But we need a central point—a "click" if you will—around which we align. Customer data can be that click. By using real customer data, not only will we create better alignment with sales, we'll develop better marketing—because it'll be more aligned (and more responsive) to what customers actually want.

Are You Listening to What Customers Want?

93%

93% of marketers connect content with products and services — and a majority (75%) say content should frequently mention products … but …

60%

60% of customers turn down content that sounds like a sales pitch. Instead, three-fourths of respondents said they look to content for insights or ideas related to business.[2]

When you're data-inspired in sales and marketing, you have a better idea of which story to tell.

Putting Theory Into Practice

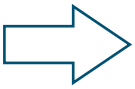
It is critical for marketing and sales to be on the same page. Take time to sit down with your colleagues in sales. Agreement has to start at the most senior levels or it will be difficult to make it stick. Work with your sales team to answer the following questions:

- ☐ **What constitutes a "qualified" lead?** Spend some time with your sales team to make sure that the criteria you've established are not only accepted by sales—but that the sales team actually believes in the criteria.
- ☐ **What data does sales need about a lead?** Marketing is in the position to capture data—so make sure you're capturing everything that the sales team needs. Look for ways to supplement or enrich the data that customers give you directly.
- ☐ **What outcomes is each team driving toward?** If sales and marketing don't agree on what you're trying to accomplish, it will be hard to align team priorities.
  - Product vs. solutions sales?
  - One-time or recurring revenue?
  - Acquisition or development?

[2]AdAge, "You've Heard of Banner Blindness; Get Ready for Content Blindness"

- ☐ **Is everyone being held accountable for the same thing?** Alignment and collaboration will be very difficult if the key performance indicators (KPIs) and performance incentives are based on different things. Make sure that everyone is being rewarded for the same type of results.

- ☐ **What feedback is welcomed? What feedback is expected?** Create established channels for sales to provide feedback to marketers—and make sure that the marketing team is willing and able to listen to that feedback.
  - Not just if leads are working or not—but why certain leads aren't working (why they are not qualified, wrong industry, wrong product or solution).
  - How well are messages and content resonating with customers and prospects?
  - What content are customers asking for that we need?



Ready to take your customer connections to a higher relationship level? You're one click away from learning how, by building a path to deeper engagements.

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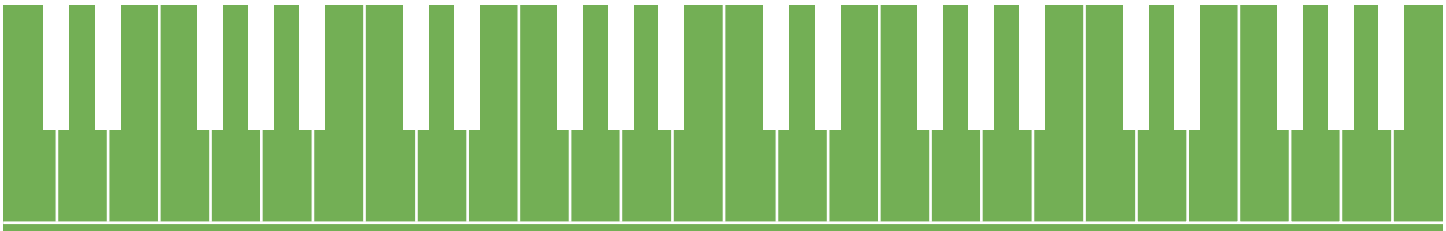


Are You Playing All of the Notes?

Use All Your Instruments to Their Full Potential

A novice pianist might play only on the white keys because he or she doesn't know how (or when) to successfully include the black keys. But a trained musician knows how to make use of every note—and makes intelligent choices. Trained musicians invest in expensive instruments because they understand how to use them fully and are committed to getting the most out of them. Now think about your marketing automation platform. Have you bought a costly instrument, just to stay on the white keys?

The truth is, many organizations spend tens of thousands of dollars on platforms to use only a small percentage of their capabilities. And while an underutilized tool is a concern, the underlying cause can be an even bigger worry. The reason that many marketing organizations don't take full advantage of their tools is that they don't have the customer insight-driven processes needed to get the most value out of the technology.



68%

68% of B2B companies use marketing automation to do lead scoring, yet only 40% of sales people get value from it.[3]

40%

43%

Only 43% of industry average users of marketing automation platforms—and 15% of laggards—have well-defined lead management processes.[4]

15%

If you don't know who your customers are, how they purchase, how they can be categorized, or what they have in common with each other, it's going to be difficult to market to them effectively. It's going to be even more difficult to truly accelerate sales. The question is, how do you fix the problem?

[3]Direct Marketing News, "The State of B2B Marketing Automation"

[4]CMO Essentials, an Aberdeen Group Publication, "Your Marketing Automation Reality Check: Calculating the Costs of Misuse"

Study Your Scales First . . .

> *"You've got to learn your instrument. Then, you practice, practice, practice. And then, when you finally get up there on the bandstand, forget all that and just wail."*
> - Charlie Parker

If you're really going to accelerate sales, the natural place to start is to examine who has bought from you and why. That insight lies in data—much of which you already have. Start with current customers, and figure out what triggered their buying decisions. Why did they buy? You've most likely got data about them scattered throughout your enterprise—in your marketing database, a sales database and/or customer records. Furthermore, you probably have sales representatives who have had direct conversations with customers—or who have captured their own data about individual buyers.

This kind of data analysis is like learning scales for a musician: It provides the foundation for everything else. But you don't have to analyze everything at once. Start with your most valued customers and start digging into the data so you can do two essential things: Segment them and map their buyer's journeys. If your organization has already started segmenting and building journey maps, that's great. If you haven't, here are some questions to keep in mind as you start collecting and analyzing key data points:

- ☐ What do my best customers have in common?
  - Do they fall in particular industries?
  - Are their businesses of a particular size?
  - Are they located in a particular region?
  - Are they buying similar products and/or solutions?

- ☐ How was the sale initiated?
  - Was a particular title or role involved in the initial request?
  - Who else became involved in the purchase?
  - Was there a common problem they were trying to solve?
  - Where and how did they first make contact?
    - Through a search?
    - At a trade show?
    - Through a cold call?
    - In response to advertising?
    - Through social media channels?
  - What questions did they ask?
  - What content were they interested in? Through which channels did they consume it?
  - What objections did they raise?
  - What other vendors did they consider?
  - What sealed the deal for your company?

- ☐ What have they done since the sale?
  - What additional products/services have they purchased?
  - What information have they requested?
  - Are they consuming different content from when they were prospects?

Remember … you don't have to be able to answer all of the questions right now. Some of the information will be readily available. Some information exists in separate databases in your organization. Some of it you'll need to start keeping track of. Other data (especially firmographic information, executive contacts within targeted companies and social media activity) you'll be able to source from a third party and stream into your marketing automation and CRM systems. But the sooner you start really paying attention to your customer behavior, the sooner you'll be able to really understand how they buy.

What Behavioral Data Can't Tell You

It's the difference between digital body language and digital dialogue.

Digital body language is about inferring things from subtle behavioral cues, such as:

- Websites visited
- Email opens
- Content downloads
- Social media touches



Digital dialogue is when a prospect *tells you what is most relevant to their situation*, through:

- Scenarios calculated
- Configurations considered
- Quiz results
- Behavior inside content

You can get digital dialogue, but you must provide real value in return.[5]

And you must make sure that this valuable information gets passed to sales!

It is also critical that you engage sales at this point for three reasons:

1. They have valuable insight into the customer that can inform the process.
2. The more they're involved in defining the customer journey, the easier it will be for them to understand how marketing scores particular leads.
3. It will be easier for them to pick up the conversation that marketing starts if they know what the conversation looks like.

Once you've begun segmenting your customers and defining their journeys, it will be much easier to plug what you've learned into your marketing automation platform and start getting more value from it. You'll be able to identify high-value prospects more quickly, and be more effective and targeted in your communications. Not only that, but by involving sales in the exercise, you can now more closely associate your marketing automation with their sales force automation tools.

Music and harmony work because musicians use a common set of tools. Whether they're playing off the same sheet music, or improvising across a shared chord structure, they're doing so within the context of a set of musical rules. The same is true for sales and marketing. You can only really make beautiful customer music together if you agree on a shared set of rules.

[5]Chief Marketing Technologist, "A 2-Sided Silver Bullet for Marketing and Sales Alignment?"

Putting Theory Into Practice

Put the Notes Together to Make Music

Any process can seem daunting if you try to do too much at once. As you build relationships with contacts and prospects (and rev up your sales acceleration engine), focus on your high-value customer segments and build out from there. Here are a few principles to keep in mind:

- ☐ **Start—and stay—focused on building relationships.**
  - Keep in mind that every point of contact—every interaction—is a relationship building block.
  - Understand (and track) interactions so you know what ground has already been covered and where you should take the customer next.
  - Work toward building a single view of your customer that includes all relevant data—not just from a CRM or marketing automation system, but from a true "relationship platform" in which every aspect of customer interaction—from first touch through purchase and repurchase—is tracked and recorded.

- ☐ **Remember that your customer isn't a segment or a journey map.**
  - Journey maps and segmentation are tools that help with selling, but you have to maintain the flexibility to interpret and respond to cues from your customer.
  - Automation—done badly—can feel robotic or intrusive. Remember that there's a human being behind the interaction who just wants to know that your brand understands him or her.

- ☐ **Never stop learning—your customers aren't static. Your relationship focus shouldn't be, either.** Be willing to experiment and try new things.

79%

79% of all marketing leads never convert to sales and the common cause is a lack of lead nurturing.[6]

Getting leads to sales-ready qualification may be the most important capability marketing automation offers.[7]

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Now it's time to discuss how to make sales acceleration even more effective. Read on to learn how to keep marketing in tune with sales.

[6]Hubspot Demand Generation Benchmark Report, 2015
[7]Wired, Innovation Insights, "Putting the Relationship Into Your CRM"

4



Just Because You're Playing a Tune Doesn't Mean You're In Tune

All Together Now!

Musicians can be well trained, talented and well rehearsed—but if their instruments aren't in tune with each other, it isn't going to sound great. To really make an impact on business growth, sales and marketing must not only be linked, but integrated. Agreeing on customer segments and the customer journey can go a long way to accelerating sales. But is it going to give you an edge in building relationships with your customers? After all, your competitors are going after the same audience. Maybe—if you're lucky—your competitors haven't done the fundamentals. But then again, maybe they have.

How do you really make sure that you're making the most of every opportunity? That customer insight gained doesn't get lost between organizational silos? That sales and marketing not only agree on the style of building a customer relationship, but the substance of it as well?

Are You Capturing Every Opportunity?

"We often miss opportunity because it's dressed in overalls and looks like work."
– Thomas Edison

"It is not often that a man can make opportunities for himself.
But he can put himself in such shape that when or if the opportunities come he is ready."
– Theodore Roosevelt

More importantly, how do you establish data-inspired, integrated relationship processes and maintain them over time? We all know that the B2B sales process has changed, with buyers who prefer to do their own research. There are also a lot more people involved in the typical B2B sale than ever before. How well—and how quickly—did your organization adapt to this change. Has it yet? How well will you adapt to the next change?

Integrating Data-Inspired Notes Into Relationship Chords

While an individual musician can be incredibly talented, when you bring several together, the results can be even more powerful. Similarly, most marketing and sales organizations maintain their own databases. Traditionally this has been because each team may need (and use) slightly different information. This separation of data won't necessarily prevent you from establishing your initial segmentation and journey maps. But over time, the two databases will diverge.

This is why the importance of a "single view" of the customer has sparked a lot of conversation recently. In a perfect world, all of the knowledge gained across the relationship lifecycle should be readily accessible across the organization. This spans more than just sales and marketing—it includes finance, customer service, operations—any part of your organization that has contact with a customer can capture valuable relationship data. This kind of shared view makes it easier for everyone to see the entire relationship from start to finish.



63% of organizations say the data they require for customer analytics (to improve the customer experience) is not readily available.[8]

This single shared view also helps prevent an all-too-common problem driven by human errors or inconsistencies. Let's say marketing captures a lead from a form on a landing page for H. Smith & Sons. Sales may already have an entry for H. Smith and Sons—but if their processes and data are merely aligned and not truly integrated, marketing may initiate a relationship with a "new" prospect who is already an established customer. Or they may miss a much larger opportunity because they weren't able to link a behavioral or relationship cue back to the actual customer.

From the Chords to the Entire Composition

If sales and marketing are going to be aligned, they need to share more than just data. They need to actually share insight. During a #CXOTalk episode, Pega Systems CEO Alan Trefler said, "Data is about memory. Insight is about context and judgment. The ability to execute is based on insights." If you aren't sharing insight, you aren't sharing the ability to execute. (Note that sharing insight also is 100% dependent on *having* insight—so encourage and incent your teams to really be inspired by data—to look beyond the "what" for the "why.")

Now—let's pause for a moment and talk about what "sharing" insight should really mean. It doesn't mean that information is available somewhere if you want to (or know how to) go get it. It means committing time and resources to looking for and preparing insight for both sales and marketing to use. Here are some things that you can do to look for insight:

1. Watch prospect and customer behavior and draw inferences from that behavior
2. Use purchase information learned about each prospect/customer and aggregate it to identify market or industry trends
3. Capture B2B social media conversation trends (using a social listening or other monitoring tool) and look for opportunity
4. Create a continuous feedback loop so that marketing stays in-the-know about what sales learns from their engagements

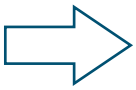
If your team lacks either the expertise or the time to create insight documents, many third-party vendors (including Dun & Bradstreet) already have robust data that contains useful, consolidated information—such as industry insight reports, assembled sales call prep sheets, aggregate social media feeds, and detailed company profiles—that can be integrated into sales and marketing workflows.

[8]Ventana Research, "Analytics and the Customer Journey"

Putting Theory Into Practice

Function-wise, marketing teams can do a lot to help accelerate sales and operate as a more integrated, relationship-focused team. But one of the most important (and most overlooked) actions you can take is to focus on understanding the sales team itself. The better marketing understands how sales people think and work, the better enablement and acceleration will be. Here are a few things you can start doing right away:

- ☐ **Understand why sales people say what they do.** They want to sell things. No matter how much you've market-tested your message, or how well you've crafted it, if it doesn't help sales sell, they aren't going to use it.
- ☐ **If sales doesn't understand value first, customers never will.** According to Sirius Decisions, the biggest reason that sales people don't hit quota is because they can't articulate value to buyers. And remember … what constitutes value depends entirely on whom you're talking to.
- ☐ **Stop pointing fingers.** As marketers, we get sick and tired of hearing about how much sales hates our leads, and how they don't respect us. Guess what? They hate hearing what we say about them, too. Look for ways to solve disagreements creatively (over lead quality, qualification, content, whatever), rather than with the blame game.
- ☐ **Don't just ask, observe.** It's one thing to ask sales how they sell. It's another thing entirely to watch them do it. Encourage your marketers to spend time on sales calls so they can see first-hand what gets used, how, and why.
- ☐ **Recognize how hard their role really is.** Sales is difficult—and as marketers, we have to give them their due. It isn't easy to convince someone face to face. And their compensation is more than likely dependent on closing the deal. Understand and acknowledge the pressure they're under.[9]



You've read all about how to get better aligned with your sales team to help accelerate sales. But what about the opportunity that you may be missing? How can marketing help accelerate sales where it will have the greatest potential impact? Read on to find out more.

[9]Several points above were inspired by and borrowed from the blog Type A Communications.

5



Oldies but Goodies

Don't Let Them Get Away

Ask any marketer whether it's cheaper to acquire a new customer or keep an old one, and he or she will answer immediately: It costs between five to 25 times more to acquire a new customer than retain an old customer.[10] Yet for some reason, marketing is traditionally much more focused on lead generation than customer retention. This likely goes back to our earlier conversation about the importance of KPIs and how teams are evaluated. If marketers are held more accountable for leads than for retention, that's where they'll focus their effort.

But ask yourself this: If it is true that marketing "owns" the customer relationship, then shouldn't we own all of it? And if we're going to help "accelerate" sales, what are we doing to accelerate the easiest sale—the one to the existing customer?



Consider this: The B2B world is extremely social. Customers will talk about the treatment they get from brands—good and bad. Given that word of mouth and peer recommendations far outweigh marketing initiatives in their impact on a purchase decision, marketers need to care about how customers are treated. What they have to say can both positively and negatively influence a sales team's ability to close new deals.

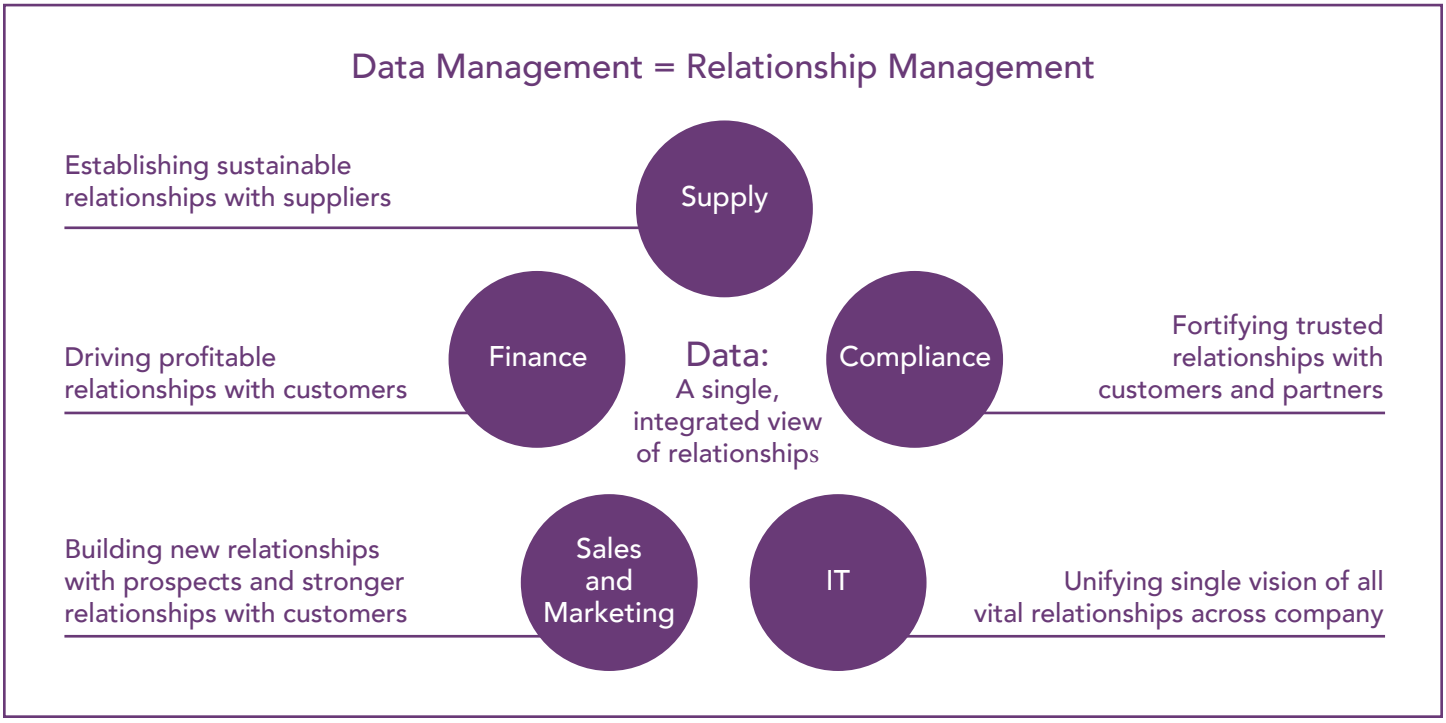
Getting customers to repurchase (or to extend their purchase) depends in part on the quality of your product. But your competitors likely have quality products, too. Where, then, can you drive truly differentiated brand loyalty? The research firm B2B International points out that, "Customer loyalty is strongly driven by the relationships that are built up between the sales and service teams and the customer. The secret of customer loyalty is finding small things to do that go beyond the customer's expectation and, as a result, make a big impact."[13]

[10]Harvard Business Review, "The Value of Keeping the Right Customers"
[11]eMarketer, "Don't Forget About B2B Tech Buyers Post-Purchase"
[12]Sword and the Script, "B2B Customers Want Thought Leadership"
[13]B2B International, "Loyalty—How to Win Devotion From Your Customers"

Never Lose Sight of Your Customer, Even When the Sale Is Closed

The ultimate reward for treating a customer right? Loyalty—as evidenced in renewals, references and cross-sell opportunities. There is always room for more growth. Take Bruce Springsteen or the Grateful Dead, for example. Both artists are legendary for the live shows that they perform, and the "I'll follow you anywhere" passion that they arouse in their fans. That's why the Dead were active for so many years, and why Springsteen still sells out arenas. It is about relationships and loyalty.

The most advanced marketing organizations recognize that the customer experience—and by extension, the customer relationship—extends well beyond the sale. The finance team checks credit worthiness and ability to pay, shipping may track purchases and other activity, customer care tracks service calls and needs, billing sends out invoices. Of these, the most important may be the customer care team, because it is traditionally expected to solve customer problems. But all can contribute to building loyalty—especially if you start to build a customer-centric and truly relationship-focused organization.



But few parts of your organization have greater potential for having a positive impact on your customer loyalty than sales. Like the services organization, sales' interaction with existing customers is about solving problems. But where the services team may be solving a problem that exists because of (or that arose while) using your product, the sales team has the opportunity to solve a problem because the customer is not yet using enough of your products. And in modern consultative selling models, the entire focus is on solving problems as opposed to a product or solution sale. So, the chance to create a positive brand impression is significantly higher.

25% to **95%**

Increasing customer retention rates by 5% increases profits by 25% to 95%[14]

Putting Theory Into Practice

Play It Again, Sam—The Art of Supporting Repurchase

We've talked about how customer data is an invaluable resource for figuring out how to market to prospects. But it can (and should) also help you do a better job of nurturing existing relationships toward new and repeat purchases. It can also help sales close deals with the existing customers—those who are their quickest path to making their quota. That's good for them and good for you. To increase repeat purchases, here are a few things to consider:

- ☐ **Focus on retaining the right customers.** Use the same logic to segment "best lookalike" prospects on customers. Why? According to Gartner, 80% of your future profits will come from 20% of your existing customers.[15]
- ☐ **Define customer-specific "qualification" triggers.** The behavior that makes a customer qualified is going to be different than what makes a prospect qualified. They already have a relationship with you, so you don't have to spend as much time or effort making sure they're ready for sales.
- ☐ **Arm sales with data.** Even though the qualification process will be shorter, sales still needs to have a reason to call. Arm them with everything you've got, from recent interaction and download data to industry insights. Keep in mind that some sales folks are on the go and use mobile devices heavily. It's critical to stream this information into their workflow.
- ☐ **Give customers something special.** When customers leave, it is often because they believe the brand has lost interest in them, or because the brand is neglecting them. Customers know that they're more valuable than prospects, so develop customer-specific content, offers or promotions. Some can go through sales, but some should just be part of your ongoing outbound communications.
- ☐ **Share what their peers are doing.** Are they a "lookalike" for your best customer who is underperforming? To help accelerate sales with existing customers, provide a best-practices case study that shows what life could be like if they bought more product.

Sales is in a unique position to make the relationship with customers human. But marketing is in a unique position to champion an integrated, company-wide view of the customer. Most relationships begin with marketing. Marketing organizations are already used to thinking about customer data and analytics. Marketing already manages a significant store of customer data. If data can help create better relationships with customers, you—as a marketing leader—are in a unique position to forge better relationships across the company, and across the entire customer lifecycle. And when marketing partners with sales to speed up the purchase process, your entire company can be more successful.

[14]Harvard Business Review, "The Value of Keeping the Right Customers"
[15]Retention Science, "Customer Retention Should Outweigh Customer Acquisition"

6



In Conclusion

The True Virtuosos of Marketing?

Those who understand how to foster and grow the customer relationship through purchase and beyond. At Dun & Bradstreet, we have seen three values inherent in relationship-driven companies that excel at achieving and sustaining growth. These values can also help you—as a marketer—to accelerate the sales process:

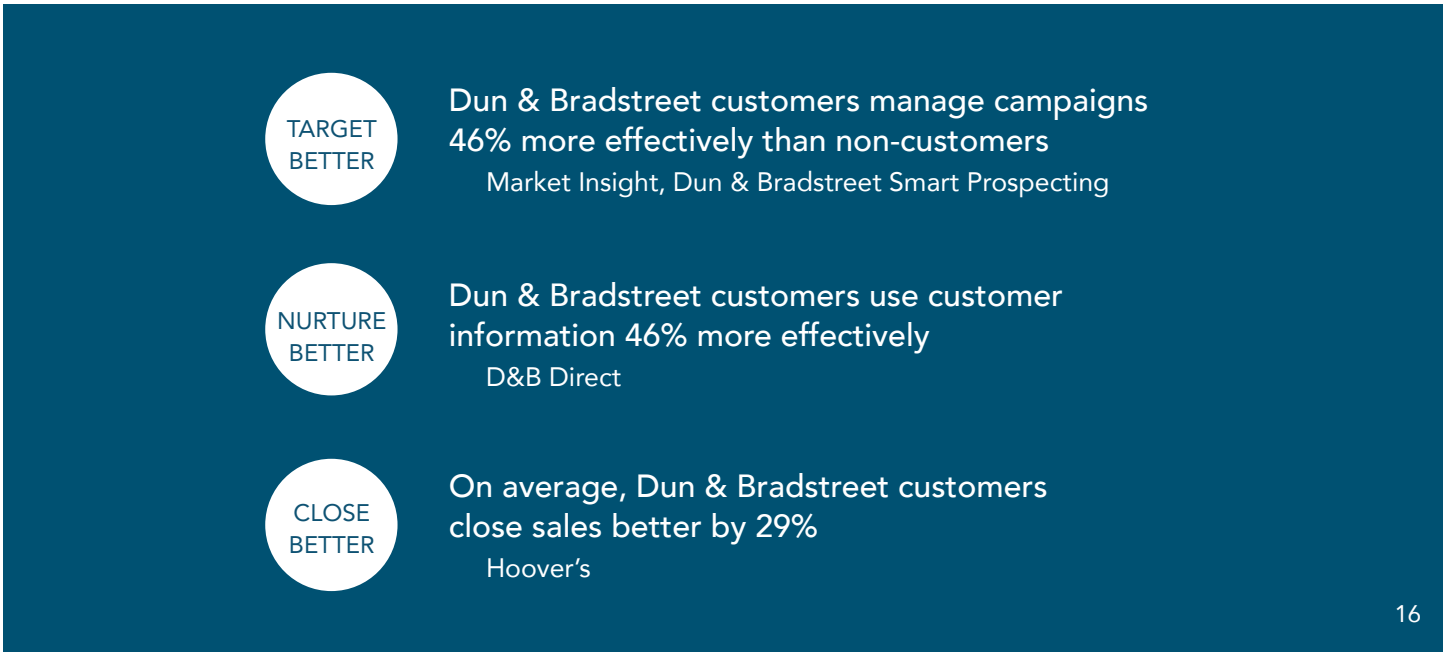
- **Data-inspired.** We are passionate about the power of data. We believe that data can be the inspiration for accelerating the relationship building process.
- **Relentlessly curious.** We embrace the change in the world around us. We know it brings new problems to solve, new things to learn and new ways to grow. It is only through an ongoing interrogation of data that you'll be able to not only get ahead but stay ahead of your competitors.
- **Inherently generous.** We succeed by helping others succeed. We openly share our time and talent, and we confidently welcome the help of others. As marketers, we know that we have information and insights that can help the sales team. But only if we share it with them.

7



About Dun & Bradstreet

About Dun & Bradstreet



Dun & Bradstreet (NYSE: DNB) grows the most valuable relationships in business. By uncovering truth and meaning from data, we connect customers with the prospects, suppliers, clients and partners that matter most, and have since 1841. Nearly ninety percent of the Fortune 500, and companies of every size around the world, rely on our data, insights and analytics. For more about Dun & Bradstreet, visit DNB.com. Want more on the data-inspired art of modern marketing—specifically sales acceleration? Visit the *CMO Insights* section of our website or our *Connectors* blog for B2B marketing executives.

[16] 2015 Dun & Bradstreet study with a major global technology analyst firm.

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