

# Trust Enablement™

A critical success factor

Alex Todd, President, Trust Enabling Strategies

For ASE - January 27, 2005

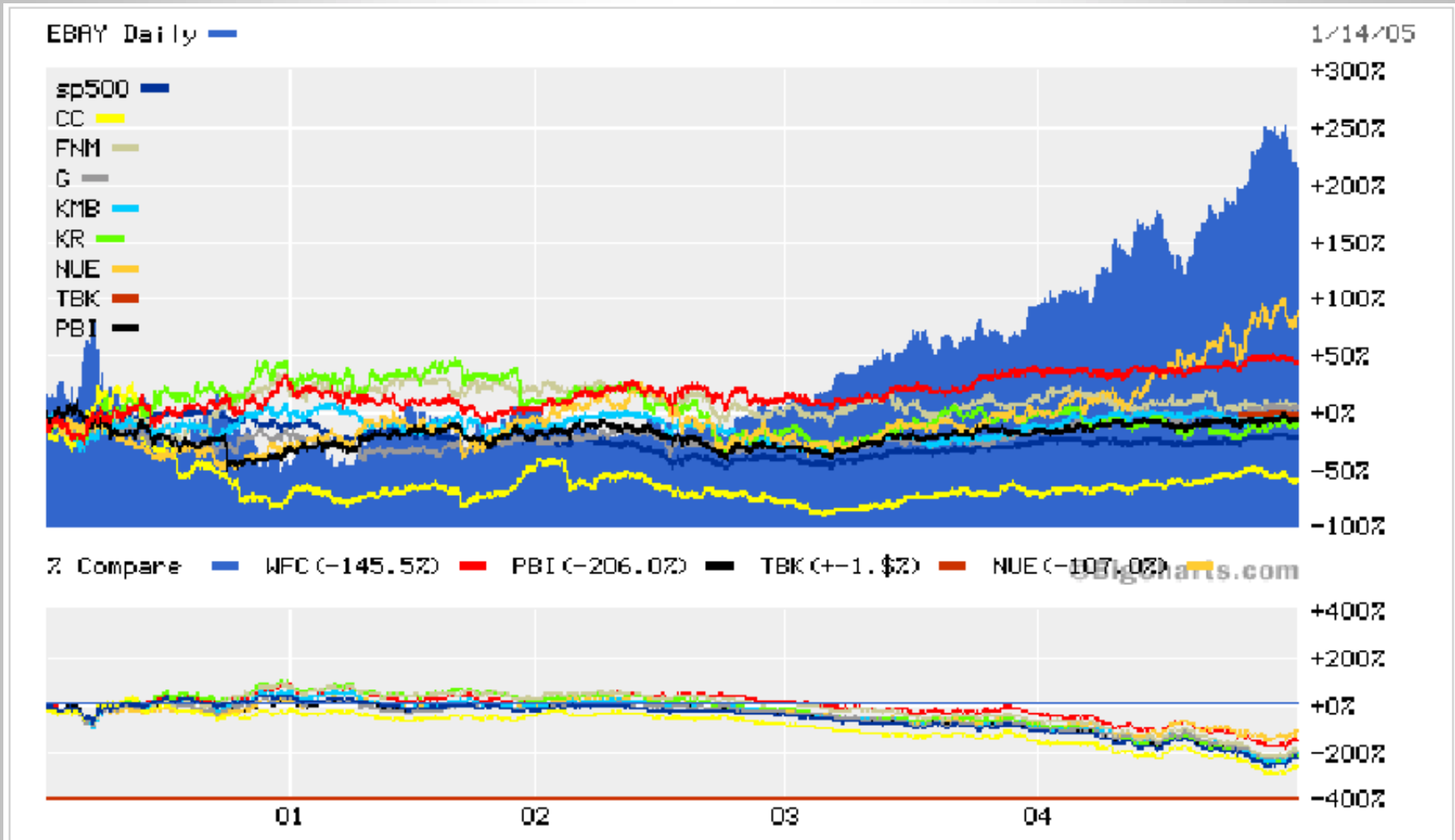
How do some online businesses manage to inspire so much confidence with consumers?

# Trust: eBay's CSF

- "We do \$2.25 billion worth of gross sales a quarter **entirely on trust**," says eBay's chief financial officer, Rajiv Dutta;
- "Some 34 million people now participate in eBay, which consists of buyers and sellers from all over the world. **Hardly any of them know one another**. Nonetheless, they ring up commerce at a staggering rate of nearly \$10 billion a year, **taking it on faith** that someone really will send the money or ship the goods on time. In the overwhelming majority of cases, **that trust is richly repaid**." - Fast Company, November 2001
- "[eBay] has beaten the odds and is one of the few Internet players that has survived, prospers, and makes money. One notable fact about eBay is that **you have never seen a genuinely negative forecast about the company**." – Wharton School of the University of Pennsylvania;
- eBay still traded at a 143 P/E, as of June 20, 2002, or **420% of the industry average**.



VS.



# eBay Builds Confidence

**Trust Establishing Services**

**Trust Ensuring Services**

# eBay Builds Confidence

**Trust Establishing Services**

**Trust Ensuring Services**

## **1. Authoritative Sources**

- ID Verify from Equifax
- Product Opinions & Grading
- Product Appraisals
- Privacy Policy
- TRUSTe seal

# eBay Builds Confidence

## Trust Establishing Services

## Trust Ensuring Services

### 2. Experiential Sources

- Feedback Forum
- Tradenable escrow
- Product authentication

### 1. Authoritative Sources

- ID Verify from Equifax
- Product Opinions & Grading
- Product Appraisals
- Privacy Policy
- TRUSTe seal

# eBay Builds Confidence

## Trust Establishing Services

### 2. Experiential Sources

- Feedback Forum
- Tradenable escrow
- Product authentication

### 1. Authoritative Sources

- ID Verify from Equifax
- Product Opinions & Grading
- Product Appraisals
- Privacy Policy
- TRUSTe seal

## Trust Ensuring Services

### 3. Ability

- Industry practices (SSL, etc.)



# eBay Builds Confidence

## Trust Establishing Services

### 2. Experiential Sources

- Feedback Forum
- Tradenable escrow
- Product authentication

### 1. Authoritative Sources

- ID Verify from Equifax
- Product Opinions & Grading
- Product Appraisals
- Privacy Policy
- TRUSTe seal

## Trust Ensuring Services

### 4. Motivation

- Policies (comprehensive)
- SafeHarbor investigations
- Disallowed products
- SquareTrade dispute resolution
- VeRO notice of IP infringement

### 3. Ability

- Industry practices (SSL, etc.)

# eBay Builds Confidence

## Trust Establishing Services

### 2. Experiential Sources

- Feedback Forum
- Tradenable escrow
- Product authentication

### 1. Authoritative Sources

- ID Verify from Equifax
- Product Opinions & Grading
- Product Appraisals
- Privacy Policy
- TRUSTe seal

## Trust Ensuring Services

### 4. Motivation

- Policies (comprehensive)
- SafeHarbor investigations
- Disallowed products
- SquareTrade dispute resolution
- VeRO notice of IP infringement

### 3. Ability

- Industry practices (SSL, etc.)

---

### 5. Trust Management

- Identify reliable providers of feedback

# eBay Builds Confidence

## Trust Establishing Services

### 2. Experiential Sources

- Feedback Forum
- Tradenable escrow
- Product authentication

### 1. Authoritative Sources

- ID Verify from Equifax
- Product Opinions & Grading
- Product Appraisals
- Privacy Policy
- TRUSTe seal

---

### 5. Trust Management

- Identify reliable providers of feedback

## Trust Ensuring Services

### 4. Motivation

- Policies (comprehensive)
- SafeHarbor investigations
- Disallowed products
- SquareTrade dispute resolution
- VeRO notice of IP infringement

### 3. Ability

- Industry practices (SSL, etc.)

### 6. Risk Transfer

- User Agreement
- Fraud Protection Insurance
- PayPal Buyer Protection

# Infrastructure is the Future of Marketing

*“Marketing is the continuous process of organizational learning and the subsequent adaptation to technological and market changes over time. It is a process rather than an event. It enables the enterprise (producer) to acquire and apply knowledge efficiently by interacting with customers and the marketplace (infrastructure) so as to innovate and respond, reliably, consistently and profitably.”*

- Regis McKenna© 2004

# Canadian E-Commerce Principles for Consumer Protection

## Trust Establishing Services

### Experiential Sources

- **Unsolicited E-mail**
- Objective claims can be substantiated
- Calculate total charges
- Provide record of transaction

### Authoritative Sources

- **Information Provision**
- **Language**
- **Communications with Children**

---

## Trust Management

- Online method for verifying its certification or membership

## Trust Ensuring Services

### Motivation

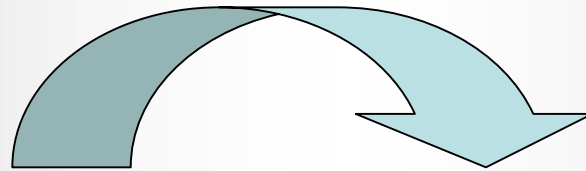
- **Online Privacy**
- **Complaint Handling and Dispute Resolution**
- Identification & Policies

### Ability

- **Security of Payment & Personal Information**

## Risk Transfer

- **Contract Formation**
- Guarantees & Warrantees
- Cancellation, Exchange & Return
- Correction
- Liability



### Discovery

- **Identity**
- **Value of goods/services**
- Vendor reliability
- **Rules of engagement**
- Credit worthiness
- **Authorization to commit**

### Negotiation & Order

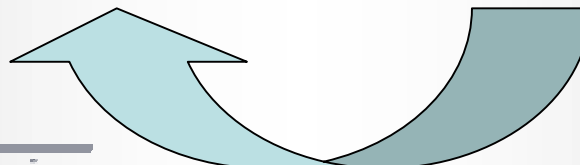
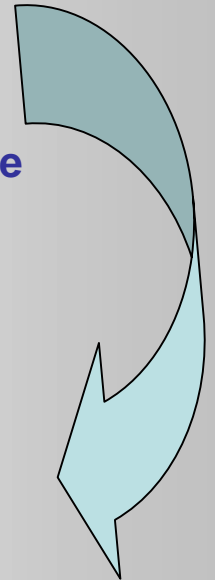
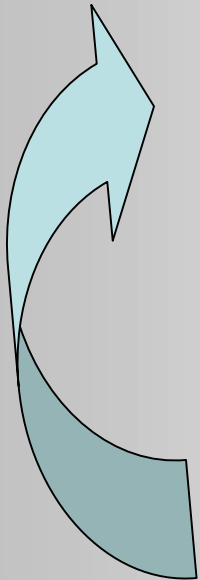
- Product fit
- Negotiation criteria
- **Cultural issues**
- **Quality assurance**
- Viability of seller
- **Applicable exchange rate**
- Order placement and verification

### Settlement & Compliance

- **Governing laws**
- **Agreement**
- **Payment method**
- **Non-compliance protection**
- **Disputes**
- **Recourse**
- **Transaction reversal**

### Fulfillment

- **Customer services**
- Shipper reliability
- Transfer of responsibility
- Quality control
- Applicable standards
- **Tariffs & customs**



**Covered by Canadian Code of Practice for Consumer Protection in E-commerce**

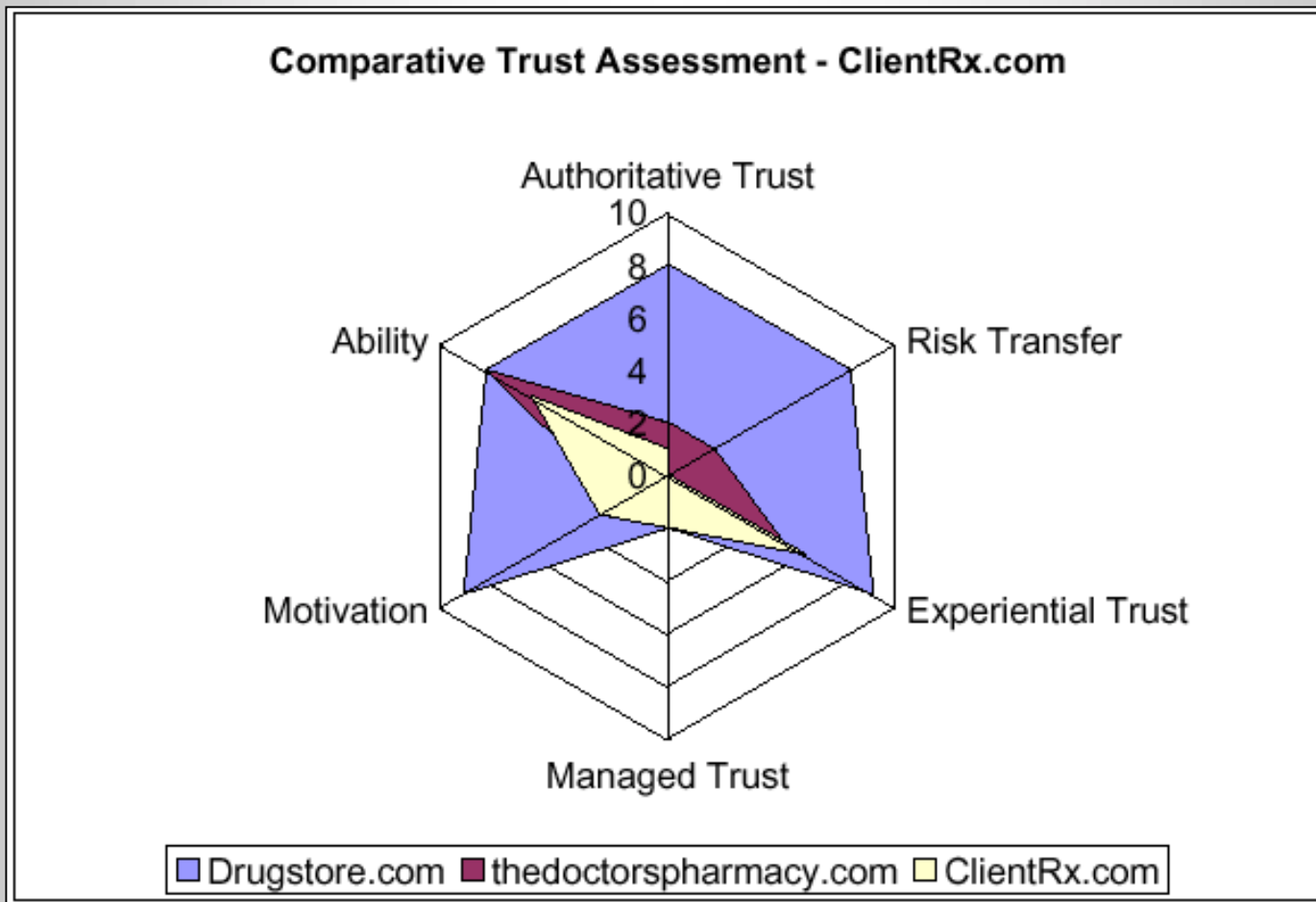
# The Impact of the Canadian Code of Practice for Consumer Protection in Electronic Commerce on Preference and Trust

By Dr. Tony Schellinck, F.C. Manning Chair in Economics and Business, Dalhousie University and Monica Popa, MBA candidate, Dalhousie University

*“we examined whether the provision of online information in compliance with the **Canadian Code of Practice for Consumer Protection in Electronic Commerce** would have an **impact on consumer trust** of, and preference for, an online retailer.”*

*“It was found that subjects were more likely to trust the retailer if the vendor’s site presented information that complied with the code. As hypothesised, trust and intent to purchase from that retailer were highly correlated. Following from this, subjects had a greater intention to purchase from the retailer if they complied.”*

# How do other online businesses compare?





How can we apply the same Trust Enabling™ principles to an offline confidence problem?

# Recommendations for Restoring Confidence in Capital Markets

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Participation of stakeholders
- ◆ Relying party representation
- ◆ Tone of leaders
- ◆ Tough decision making by leaders
- ◆ Information distribution
- ◆ Performance benchmarking
- ◆ Metrics tracking and reporting
- ◆ Systems for financial transparency

### 1. Authoritative Sources

- ◆ Independent Boards of Directors
- ◆ Encouragement of candor
- ◆ Certification by CEO & CFO
- ◆ Independent Auditors
- ◆ Unbiased third party analysts
- ◆ Global industry-specific accounting standards
- ◆ Board quality ratings
- ◆ Machine/human understandability

### 5. Trust Management

## Trust Ensuring Services

### 4. Motivation

- ◆ Honesty of leaders
- ◆ Independence of roles and policing
- ◆ Motivators/interests
- ◆ Ethics/values/spirit/culture
- ◆ Personal accountability
- ◆ Recourse/enforcement
- ◆ Industry Rules & Regulations
- ◆ Oversight & Standards Bodies
- ◆ Government's roll

### 3. Ability

- ◆ Awareness of financial systems
- ◆ Standardized stock rating systems
- ◆ Internet technologies

### 6. Risk Transfer

- ◆ Stakeholder liability
- ◆ Guarantees/warranties on quality of securities

# Sarbanes-Oxley Legislation

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Inspections of Registered Public Accounting Firms

### 1. Authoritative Sources

- ◆ Sec 4 - Enhanced Financial Disclosure
- ◆ Sec 7 - Studies and Reports
- ◆ Sec 10 - Corporate Tax Returns
- ◆ Accounting Standards
- ◆ Auditor Reports to Audit Committee
- ◆ Qualifications of Associated Persons of Brokers and Dealers
- ◆ Sec 302 – Certification of Financial Statements and Internal Controls by CFO

---

## 5. Trust Management

## Trust Ensuring Services

### 4. Motivation

- ◆ Sec 1 - Public Company Accounting Oversight Board
- ◆ Sec 2 - Auditor Independence
- ◆ Sec 6 - Commission Resources and Authority
- ◆ Sec 8 - Corporate and Criminal Fraud Accountability
- ◆ Sec 9 - White Collar Crime Penalty Enhancements
- ◆ Sec 11 - Corporate Fraud and Accountability
- ◆ Auditor Conflict of Interest
- ◆ Sec 402 - Enhanced Conflict of Interest Provisions
- ◆ Code of Ethics for Senior Financial Officers
- ◆ Sec 5 - Analyst Conflicts of Interest
- ◆ Sec 3 - Corporate Responsibility

### 3. Ability

- ◆ Tampering of a Record of Otherwise Impeding and Official Proceeding

---

## 6. Risk Transfer

Can we apply the same Trust Enabling™ principles to business critical success factors?

# Automotive Industry's CSFs

## Trust Establishing Services

### 2. Experiential Sources

### 1. Authoritative Sources

- ◆ Styling

## Trust Ensuring Services

### 4. Motivation

- ◆ Meeting energy standards

### 3. Ability

- ◆ Cost control
- ◆ Quality dealer system

---

### 5. Trust Management

### 6. Risk Transfer

# Supermarket Industry's CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Price

### 1. Authoritative Sources

- ◆ Sales promotion

## Trust Ensuring Services

### 4. Motivation

### 3. Ability

- ◆ Inventory

---

### 5. Trust Management

- ◆ Product mix

### 6. Risk Transfer

# Life Insurance Industry's CSFs

## Trust Establishing Services

### 2. Experiential Sources

### 1. Authoritative Sources

---

### 5. Trust Management

## Trust Ensuring Services

### 4. Motivation

### 3. Ability

- ◆ Develop agency management personnel
- ◆ Control of clerical personnel
- ◆ Innovation creating new kinds of policies

### 6. Risk Transfer

# Toronto-based NGO's CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Strong and active volunteers
- ◆ Network of individuals and partners

### 1. Authoritative Sources

- ◆ Branding
- ◆ Recognizable & innovative programs
- ◆ Compelling case for support

## Trust Ensuring Services

### 4. Motivation

- ◆ Strong active board
- ◆ Policy and research framework

### 3. Ability

- ◆ Fundraising
- ◆ Strengthened infrastructure

---

### 5. Trust Management

### 6. Risk Transfer



# Rural Medical Clinic's CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Patients' view of practice

### 1. Authoritative Sources

- ◆ Relationship to hospital

---

### 5. Trust Management

- ◆ Satellites vs. patient services
- ◆ Other providers in community

## Trust Ensuring Services

### 4. Motivation

- ◆ Government regulation

### 3. Ability

- ◆ Quality of comprehensive care
- ◆ Federal funding
- ◆ Efficiency of operations

### 6. Risk Transfer

# Government Hospital's CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Manage external relationships
- ◆ Improve relationship with government department central office

### 1. Authoritative Sources

- ◆ Get acceptance of concept and recognition by all hospital directors

---

### 5. Trust Management

## Trust Ensuring Services

### 4. Motivation

- ◆ Meet budgetary constraints

### 3. Ability

- ◆ Devise methods for obtaining valid data on current status of hospital operations
- ◆ Devise method for resource allocation
- ◆ Strengthen management support, capability and capacity

---

### 6. Risk Transfer

# Microwave Associates' CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Company morale

### 1. Authoritative Sources

- ◆ Image in financial markets
- ◆ Technological reputation with customers

## Trust Ensuring Services

### 4. Motivation

- ◆ Market success
- ◆ Profit margin on jobs

### 3. Ability

- ◆ Performance to budget on major projects

---

### 5. Trust Management

### 6. Risk Transfer

- ◆ Risk recognition in major bids and contracts

# Oil Company's CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Improve government/business relationships

### 1. Authoritative Sources

- ◆ Create better societal image

---

## 5. Trust Management

## Trust Ensuring Services

### 4. Motivation

- ◆ Improve liquidity position (cash flow)

### 3. Ability

- ◆ Develop new ventures

## 6. Risk Transfer

- ◆ Decentralize organization

# Electronics Company's CSFs

## Trust Establishing Services

### 2. Experiential Sources

- ◆ Strengthen customer relations

### 1. Authoritative Sources

## Trust Ensuring Services

### 4. Motivation

### 3. Ability

- ◆ Support field sales force
- ◆ Improve productivity
- ◆ Obtain government R&D support
- ◆ Develop new products
- ◆ Acquire new technological capability
- ◆ Improve facilities

---

### 5. Trust Management

### 6. Risk Transfer

# Store Finishing Manufacturer's CSFs

## Trust Establishing Services

### 2. Experiential Sources

### 1. Authoritative Sources

- ◆ Improve market understanding of product line A

## Trust Ensuring Services

### 4. Motivation

- ◆ Expand foreign sales for product lines B and C
- ◆ Redesign sales compensation structure

### 3. Ability

- ◆ Improve production scheduling
- ◆ Mechanize production facilities
- ◆ Strengthen management team

---

### 5. Trust Management

### 6. Risk Transfer

We can also apply the same Trust Enabling™ principles to risk management.

# Reverse Risk Management™

(or Reciprocal Risk Management™)

| Reverse Risk Management | Risk Management |
|-------------------------|-----------------|
| Optimistic              | Pessimistic     |
| Offensive               | Defensive       |
| Active                  | Passive         |
| Stakeholder             | Organization    |
| Trust                   | Control         |



How can Trust Enabling Strategies help?

# Benefits of Trust Enablement™

- Tools to address trust and stakeholder confidence issues explicitly and strategically
- New, integrative lens on factors that influence business performance
- New, infrastructure-based approach to accelerating the volume, velocity and value of business transactions
- Applies “Golden Rule” to improve business performance – being good is no longer a necessary evil – it can be very good for business

# Trust Enablement™ Assessments

- Web sites
- Business processes
- Business Strategy and Critical Success Factors
- System Rules for economic communities

# Trust Enabling™ Infrastructures

- Trust Enabling™ Business Strategies and CSFs
- Trust Enabling™ Enterprise Policies
- Trust Enabling™ Enterprise Architectures
- Trust Enabling™ System Rules for Economic Communities
- Reverse Risk Management™ extension to Integrative Enterprise Risk Management initiatives

# Target Markets

- Large/complex Organizations
  - Public Companies (especially those subject to public scrutiny)
  - Franchises and other federated business models
  - Governments and economic development organizations
  - NGOs
  - Business process outsourcing organizations
- Intermediaries
  - Stock brokers and investment advisors
  - Insurance brokers
  - Business Exchanges
- High Growth Businesses
  - Online dating, gambling, travel
  - E-commerce
  - Emerging companies trying to displace brand leaders

What aspects of your business could benefit from being Trust Enabled™?

Thank you.

Alex Todd

+1 416.487.1497

[AlexTodd@TrustEnablement.com](mailto:AlexTodd@TrustEnablement.com)

<http://www.TrustEnablement.com>