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In the digital age those brands that have the highest levels of Digital Trust will naturally become the preferred choice for consumers. Those organisations that ignore Digital Trust are most likely to find consumers ‘voting with their feet’.

Digital Trust is an outcome that you can influence but not control, where confidence in your digital services drives consumer loyalty, unlocking a new kind of relationship and huge untapped potential.

**OUR PERSPECTIVES: Why is Digital Trust Important?**

“Digital Trust has already become critical to how you develop and maintain positive, long term relationships with your customers and other stakeholders. The acquisition and retention of customers and shareholder value is reliant on your levels of Digital Trust.

Graham Neill, Director, KPMG
What is Digital Trust?

Digital trust is about building loyal consumers and brand advocates. It’s about saying “Stick with us, we’ll look after you.”

Without trust, consumption of a service is just a means to an end, a one time thing. With trust, it is a powerful tool for generating new revenue streams and building lifelong relationships.
Digital Monthly

The relationship that you have with consumers and stakeholders has changed beyond recognition.

**Consumers are in the driving seat**

Through unprecedented levels of choice and access to vast amounts of information, consumers are and will continue to play a greater role in setting the agenda for products and services.

Added to this is the immediacy culture where advances in telecommunications and mobile devices have helped develop a world where consumers can obtain whatever they want, wherever and whenever they want it.
Whether you are selling kitchens or holidays the feedback that consumers provide on the cost, value and reliability of your products and services has never been more important.

Relationships with consumers are no longer solely focused on your products and services, but also the belief that their personal information is safeguarded.

From financial services to healthcare, utilities to leisure, a number of trends have come together to create an entirely new trust paradigm – one where consumers trust ‘people like me’ rather than organisations or professions.
The Attributes of Digital Trust

So when we talk about Digital Trust, what do we really mean?

At KPMG we have developed a simple model to make the subject accessible and provide you with practical ways to improve and demonstrate Digital Trust.

The model identifies five key attributes that organisations should focus on: **Reliability, Credibility, Transparency, Security** and **Integrity**.

The ease of use of your digital platforms, the reliability of fulfilment and your ability to effectively manage processing exceptions will always be important factors that affect consumer behaviour. Increasingly, however, consumers are becoming more sensitive to sharing their personal data and want to experience more value in return for sharing more data with you.
How Do You Build Digital Trust?

Your objective should be to increase Digital Trust by converting your customers and stakeholders to become **Digital Advocates**.

A Digital Advocate is someone who has such a high level of Digital Trust around your brand that they inspire others and use their networks to spread the word about your products and services.

Those companies that demonstrate high levels of Digital Trust will find it much easier to quickly grow the number of Digital Advocates, leading to increased sales, revenue and consumer loyalty.
The Snakes and Ladders of Digital Trust

There are a number of actions which you can take to help accelerate the consumer’s journey towards becoming a Digital Advocate. Equally there are a number of pitfalls which if encountered by the consumer can very quickly erode the level of Digital Trust they have in your services and brand. Whilst these pitfalls may not be fatal, they do lengthen the consumer’s journey towards becoming a Digital Advocate, in which time they may be playing snakes and ladders with a competitor’s digital service.

- Services available when consumer wants them
- Services fulfilled as promised
- Service not fulfilled
- Consumer bombarded with irrelevant marketing
- Online recommendations and consumer endorsements
- Leakage of consumer data
- Provide consumers with relevant communications
- Availability issues with online service
- Website changes reduce usability
- Provide consumers with tailored services
- Simple to use Digital Platform

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We understand the unique nature of organisations and that you may be at different stages on the road towards Digital Trust. Fit for purpose does not translate into ‘one size fits all’ but KPMG professionals see over and over again that the key attributes of Digital Trust are consistency in your approach to **Reliability, Credibility, Transparency, Integrity** and **Security**.

We strongly believe that the attributes of Digital Trust can only be realised when you have the right foundations in place. The nine foundation stones above bring clarity to what we consider to be the key ‘do-wells’ needed to build and maintain Digital Trust.
Foundation Stone: Moments of Truth

What is it?

The costs of retaining and growing existing customers is often lower than acquiring new ones. Moments of truth are the few occasions in a customer/business relationship when putting a customer’s emotional needs ahead of corporate agendas contribute significantly towards brand loyalty and customer retention.

In a digital context this means having in place the capabilities, technology and operational processes to ensure that you can keep the promises you make via your digital channels and that you exceed your consumer’s expectations in terms of your interactions with them.

They came through for me when it mattered!
**Foundation Stone: Brand Value**

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<th>WHAT IS IT?</th>
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<td>Brand value is the additional equity associated with and gained from attaching a brand to a product, proposition or service.</td>
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<th>WHAT DOES GOOD LOOK LIKE?</th>
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<td>An organisation’s digital services need to be aligned with, support and leverage the overall brand strategy.</td>
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<th>KEY CHALLENGES</th>
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<th>HOW CAN KPMG HELP?</th>
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“I love being associated with a brand that shares my values, cares about me and rewards my loyalty.”
### Foundation Stone: Data Analytics

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<th>WHAT DOES GOOD LOOK LIKE?</th>
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<td><strong>What is it?</strong></td>
<td>Data analytics is an effective way of deciphering data to give a better understanding of your customers, product, risks, performance and markets.</td>
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<td>It can help to inform, refine and improve digital strategies, keeping the business ahead of the competition and ensuring you get maximum return from your digital investments.</td>
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<td><strong>Key Challenges</strong></td>
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<td><strong>How can KPMG help?</strong></td>
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"I feel like they really understand me and all of my needs."
Foundation Stone: Regulatory Compliance

**WHAT IS IT?**

**What is it?**

Regulatory compliance is about acting and operating within the confines of national and international standards and governing bodies.

In the digital context it is about ensuring compliance across the broad spectrum of technology and data protection regulation.

**WHAT DOES GOOD LOOK LIKE?**

**KEY CHALLENGES**

**HOW CAN KPMG HELP?**

I feel comfortable knowing that all my interactions are regulated and that I’m protected.
Foundation Stone: Governance and Risk Appetite

**WHAT IS IT?**

**What is it?**

Governance and Risk Appetite is about having the mechanisms in place to understand and respond to risks in a sensible and pragmatic manner, whether this be mitigating downside risks or exploiting upside risks.

**WHAT DOES GOOD LOOK LIKE?**

Understanding your risks needs to be grounded by a consistent and shared view of the level of risk the organisation is willing to take.

**KEY CHALLENGES**

**HOW CAN KPMG HELP?**

“I like adopting emerging and innovative technologies.”
## Foundation Stone: Digital Architecture

| WHAT IS IT? | Digital Architecture is the technological back bone of your digital services. It is the design and blueprints of your underlying infrastructure, platform and application capabilities. This includes technology which you own and operate, IT outsource arrangements with external third parts as well as cloud storage and Software as a Service. |
| WHAT DOES GOOD LOOK LIKE? | |
| KEY CHALLENGES | |
| HOW CAN KPMG HELP? | |

"I trust that the underlying technology is going to enable and not hinder me."
# Foundation Stone: Data Stewardship

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<th>WHAT IS IT?</th>
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<td>Data stewardship is about managing data assets appropriately to provide your business and consumers with high quality data that is easily accessible in a consistent manner.</td>
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<th>WHAT DOES GOOD LOOK LIKE?</th>
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<td>Effective Data Stewardship also helps root out and resolve data quality issues and is the solid foundation upon which your data analytics capabilities can be built.</td>
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I trust that my data is managed, controlled protected and used responsibly in my best interests.
Foundation Stone: Security & Privacy

What is it?

What does good look like?

Key Challenges

How can KPMG help?

Our people are experts in cyber security, which means we give you informed insight, ideas and proven strategies to act with confidence:

- Our proactive approach is based on an objective assessment of an organisation’s cyber response capability including penetration testing; controls reviews and social engineering exercises; to assess vulnerabilities in an organisation’s internal and external threat detection.

- Securing the future of business: We focus our approach on making best use of an organisation’s scarce resources by starting with a concept of secure by design, where money is invested early in the development lifecycle to achieve greater impact.

- We are the biggest and fastest growing Cyber security team in the market.

- We are independent from software and technology vendors.

- We are the only team talking in the market about Cyber Security as a business enabler, not a business preventer.

I feel protected against cyber criminals and hackers.
# Foundation Stone: Service Resilience

**What is it?**

Service resilience is about preventing, planning for and responding to service disruption to minimise the impact to the digital customer experience and prevent loss of customer and stakeholder confidence in the ability to deliver business critical services.

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**All my digital needs are available, whenever I need them.**
Consumer Business

We helped our client architect and create a Digital division, bringing together a dispersed team, creating a focussed and dedicated group delivering digital capabilities. In less than four months, the new division developed a new portal for customers which increased engagement, put together a digital dashboard using analytics for real-time business insight, developed a single sign-on and user-ID for all services, and reduced the number of mobile apps from 26 to less than 10, ensuring a more streamlined digital experience for customers.
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