

INDUSTRY

Communications

SOLUTION

Customer experience strategy

PRODUCTS

Trust assessment

CLIENT STORY

Compete on trust:

Customer Trust Connects to the Bottom Line

To stand out in the highly competitive mobile space, a leading U.S. telecommunications firm created a new corporate strategy with “trusted brand” as one of its pillars. To deliver on this promise of being a trusted brand, the company needed to know what activities impacted customer trust. Trust has always been important, but understanding trust drivers and transforming emotions into a tangible business benefit is a challenge. The telecom needed to build trust into the fabric of its business and relationships with customers.

The company chose us because of our industry-leading strategy that ties trust to business impact. We partnered to operationalize its approach to trust. The company wanted to define trust within the organization, as well as assess trust gaps that exist in the current customer relationship and create a roadmap of prioritized initiatives that will increase customer trust and have a bottom-line impact.

We define trust as a combination of good intentions (empathy, accountability, and transparency) and competence (customer experience, employee empowerment, and employee recognition). We employed this framework into the client’s operations, and helped outline a vision of what a trust-based relationship means for the client. We assisted in creating trust guiding principles, a set of high-level rules to be communicated within the client as the baseline for all trust-building opportunities and future customer initiatives. And we drafted a statement

of customer rights that defines the rules of engagement and advantages of being a customer.

Next, we surveyed employees to identify gaps and opportunities in current customer interactions. The assessment revealed a number of improvement areas, such as uncompetitive and unclear return and refund policies, a lack of proactive up-sell offers, and a lack of empathetic communication when customers complained. We therefore recommended 44 new initiatives in 10 improvement categories to close the gaps, relating to transparent customer communications and employee empowerment to resolve issues.

We prioritized each initiative based on three criteria: feasibility, impact, and whether it would have a positive or negative effect on trust. As a result, 16 of the 44 initiatives with high feasibility and impact were prioritized in the implementation plan.

RESULTS

Prioritized **16**
trust-related initiatives

Drafted a **customer bill of rights**

Defined a **trust vision** for the company