

# TRUST IS IMPERATIVE IN THE CUSTOMER EXPERIENCE ERA

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**THE CONTENT ADVISORY**

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# INTRODUCTION

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***Three years after the introduction of the EU's General Data Protection Regulation (GDPR), the deluge of regulatory restrictions on the processing of personal data continues unabated.<sup>1</sup>***

But for businesses competing for consumer's attention and loyalty, the evolving data privacy challenge is about far more than securing customer data and satisfying regulators. As access to the personal data that fuels differentiated customer experiences increasingly requires obtaining consumers' permission (e.g., consent), the most successful firms will be those that can gain and sustain consumer *trust*. (Throughout this paper we use consumer to designate the purchaser of goods and services, whether in a B2C or B2B transaction.)

To offer competitive experiences in today's privacy-centric environment, organizations must:

- Acknowledge the role trust plays in customer experience and overall business success.
  - Understand what trust and trustworthiness are -- and how to strengthen them.
  - Master the ability to coordinate and orchestrate personal, transactional, and organizational data to exceed consumer expectations and nurture long-term, trust-based relationships.
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# WHY TRUST MATTERS

Trust is essential to being human. This remarkable ability, even willingness, to place one's fate in the hands of others – often perfect strangers – is unique to our species. Indeed, the development of trust-based interactions and institutions is what allowed early humans to extend beyond their tribal connections and form cities, states, and eventually today's global markets.

It follows that trust is, as the Harvard Business Review has announced, “the enabler of global business.”<sup>2</sup> The role of trust in commercial transactions is evident in the behavior of both buyers and sellers. Consumers clearly need a large measure of trust before making a purchase decision. CMO's are – or should be – obsessed with establishing trust. And nearly 70% of CEOs worry more about creating a trusted company than they do about producing great products or delivering shareholder value. (See Figure 1.)

Figure 1<sup>3</sup>  
Trust Matters to Business



**Due to the proliferation of data procession regulations and the growing consumer demands for data privacy, the primary challenge for virtually any business organization is creating, nurturing, and sustaining consumer trust.**



# TRUST IS NOW A PREREQUISITE FOR SUPERIOR CUSTOMER EXPERIENCES

With the emergence of the celebrated customer-centric era around 2005, businesses slowly realized that customer experience (CX) matters more than the features and benefits of their product or service.



As early as 2016, for example, Gartner found that 89% of companies expected to compete mostly on the basis of customer experience, up from 36% in 2010.<sup>4</sup>

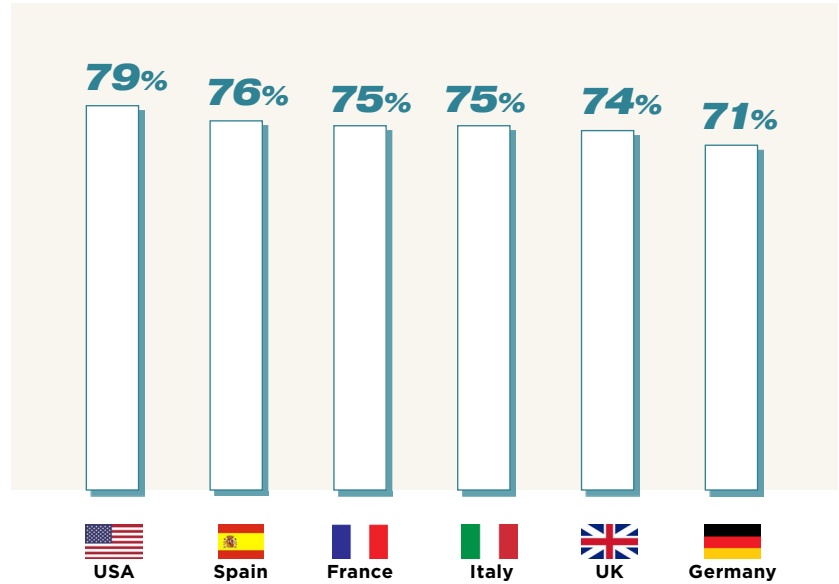
But in the evolving era of “beg data,” where access to personal data increasingly requires consumers’ acknowledgement and consent, *trust becomes more important than CX.*<sup>5</sup>



Three factors establish the priority of trust for customer experience.

First, distrustful consumers are far less likely to grant access to their personal data. In a survey of the US and five European countries, BCG found that from 71% (in Germany) to 79% (in the US) said they would be unlikely to allow their data to be used by a company they did not trust. (See Figure 2.) Similarly, in a survey of UK consumers by the Digital Marketing Association and Acxiom in 2018, 54% designated “If I trust the company” as a top three motivation for sharing data – almost 7x greater than those who selected “If I receive relevant advertisements” (8%), which is often cited as the primary driver for providing data.<sup>6</sup>

Figure 2<sup>7</sup>  
Percentage of consumers who would NOT allow a company they do not trust to use data about them

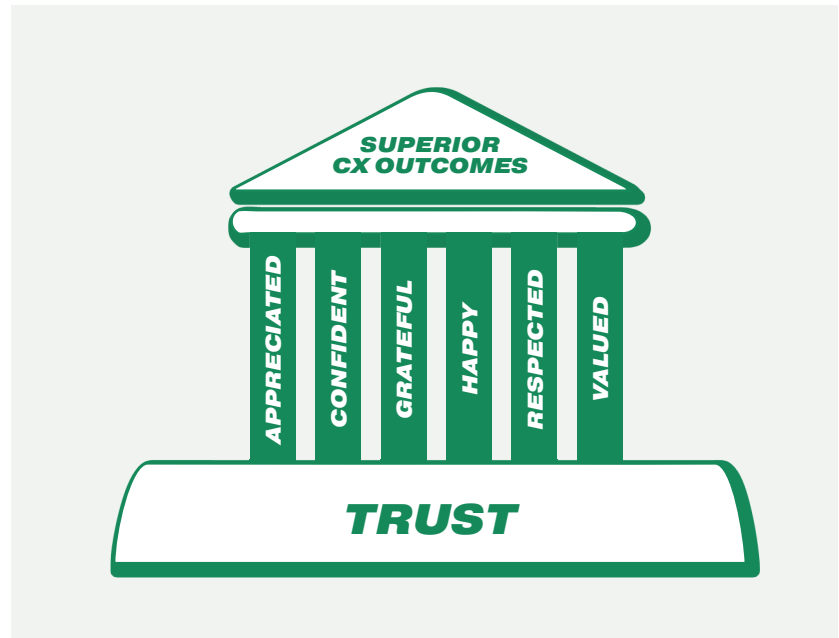


As we discussed in a previous paper, “Data Privacy Goes Mainstream: An Unexpected Opportunity for Customer Experience,” the result is a “vicious circle,” in which consumers demand personalized, “hyper-relevant” experiences, yet are unwilling to provide the personal data that fuels those experiences.<sup>8</sup> Without trust, less data. With less data, diminished and uncompetitive experiences.

Second, even if your experiences do somehow remain outstanding, distrustful consumers are less likely to . . . experience them – i.e., to stick around long enough to engage with the interactions you’ve invested so much to create. And perhaps worse, an untrusting consumer may view your carefully crafted personalization efforts as creepy and manipulative rather than relevant and helpful.

Finally, lack of trust can interfere with the most powerful outcomes of customer experience. Forrester's global customer experience index (CXi) surveys have revealed that positive emotions – e.g., making customers feel appreciated, valued, and happy – have an outsized impact on customer satisfaction and loyalty.<sup>9</sup> Among US digital retail customers who felt valued, for example, 92% intended to stay with the brand and 88% to increase their spending with the brand. But among multichannel banking customers who felt annoyed, just 18% planned to remain loyal and 14% to spend more.<sup>10</sup> But of course, consumers are unlikely to feel respected, appreciated, etc. by someone they don't trust. A company's ability to trigger and sustain positive emotions must rest on a foundation of trust. (See Figure 3.)

Figure 3  
Positive emotions fuel outstanding CX – but must rest on a bedrock of trust



## COMPLIANCE AND DATA SECURITY ARE INDISPENSABLE – BUT INSUFFICIENT

In response to the proliferation of data regulations, a virtual “trust industry” of vendors and services providers has emerged to help companies satisfy both compliance obligations and growing consumer privacy concerns. Such solutions typically focus on ensuring that the data consumers provide will be secure – that is, protected from misuse, non-consensual sharing, and unauthorized access – e.g., data breaches and hacks.<sup>11</sup>

To be sure, data security is an *essential* contributor to trust. In a global survey by Frost and Sullivan, 86% of consumers said that a high level of data protection is a priority when choosing service providers, 78% said that it is very important or crucial that their personal data be protected online, and nearly half said they had stopped using a company's online services due to a data breach.<sup>12</sup> The obvious first step to gaining someone's trust is to ensure them that they (and their data) will be safe.

But while regulatory compliance and data security are critical, they are far from *sufficient* for earning trust. First, as we

demonstrated in the “Data Privacy Goes Mainstream” whitepaper, it is possible – even easy – to satisfy the regulators while still alienating and angering consumers.<sup>13</sup> In the context of the GDPR, for example, sites may display the required cookie consent request but use “dark” design patterns that guide and manipulate the consumer's choices.<sup>14</sup> Second, precisely because privacy and security are increasingly *legal requirements*, they become “table stakes” that all firms must deliver. As such, they can no longer serve as competitive differentiators that attract and retain consumers.

Gaining and sustaining consumer trust means moving beyond the legal requirements for data security and understanding how trust and trustworthiness function in the overall customer relationship.

**Without trust, less data. With less data, diminished and uncompetitive experiences.**



# WHAT IS TRUST? AND HOW CAN YOU GET MORE OF IT?

The scholars Claire A. Hill and Erin Ann O’Hara offer this definition of trust:

“Trust is a state of mind that enables its possessor to be willing to make herself vulnerable to another—that is, to rely on another despite a positive risk that the other will act in a way that can harm the truster.<sup>15</sup>”

The most important elements here are, first, that trust is a *state of mind* – that is, an attitude or perception held by the truster about the trustee. (So in a commercial relationship, it is an attitude the buyer, or perhaps a commercial partner like a dealer, has about the seller or brand.) Then, trust involves risk or *vulnerability* and a passage into an *uncertain* future.

## CATCH ME IF YOU CAN – THE TWO VECTORS OF TRUST

Uncertainty and vulnerability – these are what we might call the two “vectors” of trust. Both *must* be in play for a trust relationship to occur.

Consider the well-know “trust fall,” often used in team building exercises. One person closes their eyes and falls backwards, with the assurance that their partner in the exercise will catch them before they crash onto the floor.<sup>16</sup> If you, as the faller, know that the partner behind you is a robot programmed to unfailing catch falling humans – that is, if all uncertainty is eliminated – then you don’t need to – *and can’t* – trust that partner.<sup>17</sup> Similarly, if there is no vulnerability – if you’re falling not towards a hard floor but onto a fluffy down mattress – then trust is again not a factor in the exercise.

Still, where does this trust come from? And how can we increase the amount of trust?

## FROM TRUST TO TRUSTWORTHINESS

In response to the widely proclaimed “crisis of trust,” the obvious question is, how can we build or rebuild it? The answer, surprisingly, is that *we cannot* – and this follows from the fact that trust is an attitude that consumers have about your organization. As the philosopher Onora O’Neill says:

“Trust is distinctive because it’s given by other people. You can’t rebuild what other people give you. [What you can do is] give them the basis for giving you their trust.<sup>18</sup>”

What is this basis? What makes you deserving or worthy of trust? Well . . . *trustworthiness*. You cannot create trust any more than you can make someone love you. The only way to increase trust among consumers (the number of people who trust you and/or the depth of trust they feel) is to consistently and persistently demonstrate that you are trustworthy.

This is a surprising twist. In the age of customer experience and customer-centricity, organizations are supposed to be obsessively, exclusively focused on the consumer – taking the “outside-in” perspective. But when trust is the fuel for successful CX, then increasing its power equally means again looking *inside*: concentrating on ourselves, on what makes us trustworthy – and on communicating that successfully to consumers.

What, then, are the components or characteristics of trustworthiness? Opinions vary, but the list typically includes attributes like integrity, reliability, consistency, honesty, fairness, authenticity, resourcefulness, etc. Conveniently, the attributes fall into two general dimensions: ethics and competence. (See Figure 4.)

The ethical factors help the consumer answer the questions, “Does this organization/brand *want* to help me?” “Do they have my needs and interests at heart?” The competence factors inform the questions, “Is this organization/brand *able* to help me?” “Do they have the resources and capabilities necessary to deliver what I need?” The answers to such questions largely determine the degree of trust a consumer has in an organization.

(Think again of the trust fall. It would be inadvisable for an adult to fall into the arms of a small child, who isn’t capable of catching them, or into the arms of their sworn enemy, who might not care to.)

Figure 4



**You cannot create trust any more than you can make someone love you. The only way to increase trust is to consistently and persistently demonstrate that you are trustworthy.**



# ORCHESTRATING CUSTOMER DATA FOR TRUSTWORTHY CX

Winning the battle for consumer trust is all about using data to create and curate experiences that communicate, demonstrate, and accentuate your organization’s trustworthiness. What that means specifically naturally depends upon your particular circumstances, including the insights from an initial trustworthiness assessment, which trust attributes you prioritize for improvement, what resources (skills, technical infrastructure) you have or plan to acquire, and many other factors. Given the dimensions of ethics and competence, however, two broad scenarios will likely occur across every kind of organization: consent management and data orchestration.

## PRACTICING ETHICAL CONSENT MANAGEMENT

The first step in any data processing operation is acquiring the data. For the personal data that is the most important for CX, acquisition increasingly means securing the consumer’s consent. (Or, as in the case of California’s CCPA, convincing the consumer not to opt-out of data processing, which amounts to the same thing.) Consent management (sometimes called consent and preference management) is both an essential skill set for CX and an increasingly sophisticated software category. It can also make or break a positive CX outcome, as the consent request is often the very first interaction a consumer experiences, especially on digital channels.

By definition, firms that outperform in attaining consent have access to more data, which can inform better experiences, which are more likely to please consumers and in turn lead to them providing additional data, which fuels even better experiences, and so on. Successful consent management turns the “vicious circle” we mentioned earlier – in which consumers demand great CX but are reluctant to provide the necessary data – into

a “virtuous cycle,” and can allow firms to gain a significant advantage over competitors that have restricted access to less or lower-quality data.

But this vital importance of maximizing data acquisition also serves as a powerful incentive to obtain consent by any means – including deceit and manipulation. In the EU, consent interfaces (aka “cookie banners”) are still dominated by so-called “dark patterns” – design practices that deceive, steer, or “nudge” consumers to provide consent for cookies that collect personal data.<sup>19</sup> One study concluded that whereas 3% of surveyed EU consumers said they wanted to accept such cookies, 90% could be manipulated into accepting them by persuasive designs.<sup>20</sup>

If maximizing consent is your sole KPI (key performance indicator), 90% versus 3% looks like a fantastic outcome. But think of trustworthiness as your TPI (trust performance indicator). Admittedly, we just invented that metric, but without it, any effort to build trust will be ineffective, if not counterproductive.





The ethical dimension of trustworthiness is nurtured by demonstrations of concern and caring – that is, that you *want to help* the consumer, that you sympathize and empathize with their situation and needs. Manipulative consent requests demonstrate precisely the opposite: while you may understand their desire to refuse cookies, you’re actively working to *prevent* them from achieving it. They undermine trust by practically shouting “We don’t care about you” – and that at the critical opening stages of the customer experience.<sup>21</sup>

The alternative is not to give up on securing consent and increasing the access to personal data. It is rather to embrace the fact that, as with trust and CX, trustworthiness is a necessary foundation for desired business outcomes.

Trustworthy consent practices of course adhere to all regulatory requirements. But they go beyond mere compliance and express an organization’s commitment to ethics with three key elements:

- **Informative, easily understood consent requests:** Cookie banners and other consent requests should present a clear choice, with accept/decline options displayed prominently on the first page or screen. Recognize, however, that consumers have little incentive to surrender personal data when they first arrive at a site or app, and it is difficult to explain the benefits they get in exchange for their data on a pop-up banner. Organizations should instead consider so-called “just-in-time” consent interactions, in which the requests appear in the context of the ongoing experience, when the benefit to the consumer is evident. For example, wait until an item is placed

in a shopping cart to request permission to set a cookie to preserve the cart across sessions. Or, when a page with sale items is viewed, that can be the trigger to request an email address in order to be notified of future promotions.

- **Accessible and flexible controls over data and preferences:** Would you loan your car to a neighbor without any idea how to get it back? Lack of control over personal data is not only illegal under the GDPR and many other regulations; it is also a primary reason for consumers to withhold data. In the US, 88% expressed frustration with the inability to control their information, and want to be able to retrieve it as desired.<sup>22</sup> Organizations must assure consumers that they can access, change, or retrieve their data at any time, and provide access to a “preference center” – a dashboard for easily controlling data usage. Companies can accentuate trustworthiness by proactively prompting consumers to review and update data preferences.
- **Comprehensive and precise identity management:** Trustworthy consent and preference management is impossible without identity management working in the background to ensure that all provided personal data is ascribed to the proper individual and remains so throughout all processing operations over the entire data lifecycle. In this sense, identity management puts the personal into personalization. It also simplifies and accelerates the response when a consumer asks to see, modify, or withdraw all personal data an organization has about them. (As with data subject requests under the GDPR.)

**Winning the battle for consumer trust is all about using data to create and curate experiences that communicate, demonstrate, and accentuate your organization’s trustworthiness.**



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# PROJECTING COMPETENCE WITH DATA MANAGEMENT

To measure competence, Edelman asks consumers a single question: “Is this organization good at what it does?”<sup>23</sup>

Clearly, innumerable factors could inform and influence the answer to that question. But consumer psychology tells us that bad experiences affect attitudes and behaviors more than good ones. In PwC’s global survey, 32% of customers said they would stop doing business with a brand they *loved* after just one bad experience. In Latin America, the number was 49%.<sup>24</sup>

This is today’s CX Dilemma: Consumers demand and reward ever richer, more relevant, and more engaging experiences, which are necessarily more complicated and intricate, with multiple inputs, many of which must be updated in real time. And yet one tiny misalignment in the complex machinery, one missing or outdated data source, one misidentified record may not only diminish the experience but could mean that the customer walks away forever.

In other words, the best way to project competence is to avoid incompetence. It may not be possible to eradicate every single misstep, but organizations must be able to rapidly and reliably identify, access, select, combine, and refine the customer data inputs – whether personal, transactional, contextual, organizational, etc. – for great customer experiences.

This is why it’s beneficial to think in terms of *orchestrating* data. Marketers and CX teams must work *in concert* with the rest of the organization to produce outstanding CX. Like a conductor, they pull together inputs from various sources and determine the mixture

and measures that will create the most pleasing outcome. And just as a conductor cannot leave the performance to locate the first violinist, CX teams need to know precisely where data resides when they need it.

The need to create ever more sophisticated CX symphonies explains the rapid growth in demand for customer data platforms (CDPs) – software applications that create a unified, real time customer database (usually virtual) that is accessible to both business users and other systems. Taking leave from the orchestration metaphor, CDPs should also maintain the permissions (consent) and purposes attached to any data at the time of collection, and enable consumer insights and modeling to inform and optimize experiences.

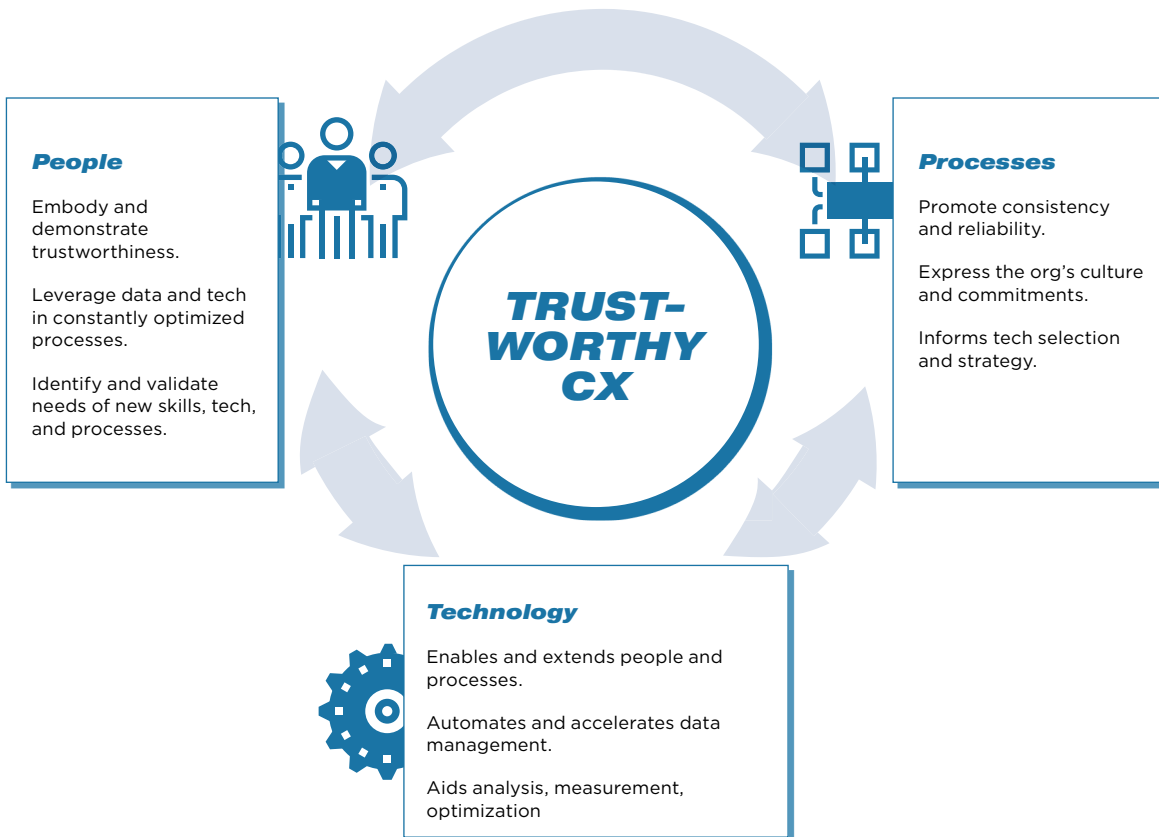
Organizations may be tempted to achieve CDP-like services by exposing existing data warehouses to business users or stitching together data repositories from multiple software systems. But the growing complexity of superior experiences – and the high price paid in lost trust when something goes astray – make such approaches increasingly untenable.

# COORDINATING PEOPLE, PROCESSES, AND TECHNOLOGY

If CDPs and associated technologies are the instruments, the trustworthy CX symphony still requires skilled musicians and a musical score that is shared, understood, and followed by all in a synchronized manner. In other words, harmony is achieved and sustained only when *people*, *processes*, and *technology* are connected and aligned. (See Figure 5.)

Trustworthy CX is achievable only if the organization attends to each element of this “three-legged stool” and anticipates and mitigates the effect that any change in one element has on the other two.

Figure 5  
**Coordinate people, processes, and technology for Trustworthy CX**



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# CONCLUSION

# TRUST(WORTHINESS)

# IS BEYOND COMPLIANCE

# AND BEFORE CX

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Trust eases access to valuable personal data, makes consumers more receptive to the experiences you offer, and provides the foundation for the positive emotions that drive loyalty and other business outcomes of customer experience. Without trust, winning CX and therefore business success – indeed, business survival – is not sustainable.

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From the perspective of consumer trust, “are you using my data compliantly?” is far less decisive than “are you using my data to inform and fuel the personalized experiences I demand?” Going forward, successful organizations will recognize that trust rests not only on how personal data is processed and secured, but is an outcome that depends on how the consumer feels *treated and served*.

Peter Drucker famously said that “the purpose of business is to create a customer” – an impossible task in the absence of trust. Increasing or building trust is an indispensable strategic goal – but trust cannot be purchased like a resource, produced like a product, or won by marketing slogans. *Trust is earned by being trustworthy* – that is, by embodying, demonstrating, and projecting trustworthiness. Organizations that acquire personal data *ethically* and respectfully and orchestrate data *competently* and consistently to reliably deliver outstanding experiences will win the battle for consumer trust.

## Endnotes

- 1 Consider the following developments. 1) Globally, over 130 countries or local jurisdictions have enacted data privacy laws. See “Catch Up On Data Privacy Around the World On Data Privacy Day, 2021,” available at <https://www.mofocom/resources/insights/210127-data-privacy-day.html>. 2) Enforcement of the GDPR, while less dramatic than predicted is gaining momentum. As of October 2021, some 820 fines have been issued, totaling nearly €1.3 billion. See the online GDPR enforcement tracker at <https://www.enforcementtracker.com/?insights> 3) In November 2020, California voters, upset with the limitations of the recently introduced California Citizens Privacy Act (CCPA), approved an even more restrictive data privacy ballot measure, the California Privacy Rights Act (CPRA), which “amends the CCPA, adds new consumer rights, clarifies definitions and creates comprehensive privacy and data security obligations for processing and protecting personal information. These material changes will require businesses to—again—reevaluate their privacy and data security programs to comply with the law.” See “California Voters Approve the California Privacy Rights Act,” available at <https://www.mwe.com/insights/california-voters-approve-the-california-privacy-rights-act/>.
- 2 See “How Our Brains Decide When To Trust,” available at <https://hbr.org/2019/07/how-our-brains-decide-when-to-trust>.
- 3 See the following sources (from left on the figure). “The Impact Of Trust On A Large Purchase Decision,” available at <https://www.marketingcharts.com/charts/impact-brand-trust-large-purchase-decision/attachment/surveymonkey-impact-trust-purchase-decision-nov2018>. “Survey Finds What Keeps CMOs and Brand Managers Up At Night,” available at <https://themedialine.co.za/2019/01/survey-finds-what-keeps-cmos-and-brand-managers-up-at-night/>. “Trust Me, B2B: Building and Keeping Trust In An Age of Skepticism and Noise,” available at [https://tricom2b.com/sites/default/files/2020-06/TrustMeBook\\_spreads\\_0.pdf](https://tricom2b.com/sites/default/files/2020-06/TrustMeBook_spreads_0.pdf).
- 4 See “Gartner Surveys Confirm Customer Experience Is the New Battlefield,” available at <https://blogs.gartner.com/jake-sorofman/gartner-surveys-confirm-customer-experience-new-battlefield/>.
- 5 See “Welcome To the Era Of Beg Data,” available at <https://contentadvisory.net/welcome-to-the-era-of-beg-data/>.
- 6 See “Data Privacy: What the Consumer Really Thinks,” available at [https://dma.org.uk/uploads/misc/5a857c4fdf846-data-privacy---what-the-consumer-really-thinks-final\\_5a857c4fdf799.pdf](https://dma.org.uk/uploads/misc/5a857c4fdf846-data-privacy---what-the-consumer-really-thinks-final_5a857c4fdf799.pdf).
- 7 Boston Consulting Group surveyed 8,000 consumers in France, Germany, Italy, Spain, the UK, and the US. See “Bridging the Trust Gap In Personal Data,” available at <https://www.bcg.com/publications/2018/bridging-trust-gap-personal-data>.
- 8 See “Data Privacy Goes Mainstream: An Unexpected Opportunity For Customer Experience,” available at <https://www.sap.com/documents/2019/09/2c6d8c33-657d-0010-87a3-c30de2ffd8ff.html>.
- 9 See Forrester’s “US Customer Experience Index, 2018,” available at <https://www.forrester.com/go/objectid=RES142377>. (Requires subscription.)
- 10 Ibid.
- 11 Although often used interchangeably, there is a clear distinction between a data breach and a hack. “A hack involves a malicious actor or actors gaining unauthorized access to a protected computer, whereas a breach is a broader category indicating any spill of confidential data, including those that happen by accident.” Quoted from “Breach versus Hack: The Differences You Need To Know To Protect Your Company,” available at <https://blog.cygilant.com/blog/breach-vs.-hack-the-differences-you-need-to-know-to-protect-your-company>.
- 12 Frost and Sullivan surveyed consumers in the Americas (Brazil and the US), Europe (France, Germany, Italy, and the UK), and APAC (Australia, China, India, and Japan). See “The Global State of Online Digital Trust: A Warning From Consumers,” available at <https://www.paymentscardsandmobile.com/the-global-state-of-online-digital-trust/>.
- 13 See “Data Privacy Goes Mainstream: An Unexpected Opportunity For Customer Experience,” available at <https://www.sap.com/documents/2019/09/2c6d8c33-657d-0010-87a3-c30de2ffd8ff.html>.
- 14 In May 2021, the data privacy organization NOYB (e.g., none of your business), filed complaints about manipulative consent requests with over 400 companies. See “NOYB Files 422 Formal GDPR Complaints On Nerve-Wracking ‘Cookie Banners,’” available at <https://noyb.eu/en/noyb-files-422-formal-gdpr-complaints-nerve-wrecking-cookie-banners>.
- 15 See “A Cognitive Theory of Trust,” available at [https://openscholarship.wustl.edu/cgi/viewcontent.cgi?article=1222&context=law\\_lawreview](https://openscholarship.wustl.edu/cgi/viewcontent.cgi?article=1222&context=law_lawreview).
- 16 For a description of the trust fall exercise, see <https://teamexercisefund.com/trust-game-trust-fall/>.
- 17 As a side note, this exposes the mistake made by those who claim that the blockchain and other distributed ledger technologies that can guarantee transactions or exchanges have occurred effectively “create trust.” On the contrary: when functioning appropriately, they *eliminate the need for trust*.
- 18 See O’Neill’s Ted Talk, “What We Don’t Understand About Trust,” available at [https://www.ted.com/talks/onora\\_o\\_neill\\_what\\_we\\_don\\_t\\_understand\\_about\\_trust](https://www.ted.com/talks/onora_o_neill_what_we_don_t_understand_about_trust).
- 19 The celebrated “end of the cookie” applies only to third-party cookies, which were in any case often set without user consent. Cookies for first-party data acquisition remain and become even more important. See “The Death Of The Third-Party Cookie: What Marketers Need To Know About Google’s 2022 Phase-Out,” available at <https://blog.hubspot.com/marketing/third-party-cookie-phase-out>.
- 20 NOYB’s claim is based on the following inputs: “(Un) informed Consent: Studying GDPR Consent Notices In the Field,” available at <https://arxiv.org/abs/1909.02638>; and “Quantcast Choice Powers Over One Billion Consumer Consent Choices In Two Months Since GDPR,” available at <https://www.quantcast.com/press-release/quantcast-choice-powers-one-billion-consumer-consent-choices/>.
- 21 See “CX In the Age Of Privacy And Trust, Part 2: Is Consent Destroying Your CX,” available at [https://contentadvisory.net/cx-in-the-age-of-privacy-and-trust-part-2-is-consent-destroying-your-cx/?\\_thumbnail\\_id=5214](https://contentadvisory.net/cx-in-the-age-of-privacy-and-trust-part-2-is-consent-destroying-your-cx/?_thumbnail_id=5214).
- 22 See “As Customer Interests In Consumer Privacy Surges, Companies Should Prioritize Data Privacy,” available at <https://www.ironmountain.com/blogs/2020/as-customer-interest-in-consumer-privacy-surges-companies-should-prioritize-data-privacy>.
- 23 See Edelman’s 2020 Global Trust Barometer report, available at <https://www.edelman.com/trust/2020-trust-barometer>.
- 24 PwC surveyed 15,000 consumers in Argentina, Australia, Brazil, Canada, China, Colombia, Germany, Japan, Mexico, Singapore, the UK, and the US. See “Experience Is Everything: Here’s How to Get It Right,” available at <https://www.pwc.de/de/consulting/pwc-consumer-intelligence-series-customer-experience.pdf>.

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## **ABOUT** **THE CONTENT ADVISORY**

At The Content Advisory (TCA) we help companies devise intelligent content strategies. We help marketing leaders tell their stories better. We provide strategic consulting, education, and research to help these teams transform their business and build passionate audiences to their brand.

An audience is the most valuable asset any company will manage. For years, brands have had to rely on third-party media and measurement to reach audiences who can drive strategic business value. We know, instead, that marketers now have the disruptive power to create or acquire owned-media experiences and build these valuable audiences for themselves. The Content Advisory is committed to accelerating this shift and fundamentally transforming the practice of marketing. We are conspirators of business success.

As such, we provide:

- **CUSTOMIZED TRAINING & COACHING** programs to educate you and your teams.
- **RESEARCH & ADVISORY** based on real challenges with content marketing and customer experience.
- **STRATEGIC CONSULTING** and advisory services designed to provide relevant and actionable insights.
- **CUSTOM CONTENT** including keynotes, webinars, and session talks – thought leadership for your event.

Our focus is on the strategic use of content in the enterprise to create better customer experiences.

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