



Proposal: Enterprise Digital Trust Initiative

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Executive Summary

Context:

- Customers are consistently looking for high levels of security around their personal data (Swinhoe 2018).
- Zillow seeks to be in the top quartile of reputable brands by Forbes and Reputation Institute (Gonçalves 2020) with respect to digital trust.

Purpose:

- MARRT Partners recommends a digital trust assessment and a roadmap over 8 weeks to support Zillow's movement into the top quartile.

Outcomes:

- Zillow and MARRT will be ready to begin implementing an Enterprise Digital Trust Initiative(EDTI).

Reaching Top Quartile

We recommend two parts to reach the top quartile of brands with excellent digital trust:

Intent	Part 1: Digital Trust Assessment (6 weeks)	Part 2: Roadmap Development (4 weeks)
	How Important is Digital Trust to Zillow's Customers?	What Is Zillow's Path to Top Quartile?
	<ul style="list-style-type: none"> - Engage Zillow's stakeholders - Launch surveys and interviews - Summarize feedback and compare to best-in-class companies (Gonçalves 2020) - Document baseline results - Summarize opportunity areas and existing strengths - Complete financial case for investing in digital trust 	<ul style="list-style-type: none"> - Collaboration sessions with Zillow leadership to build roadmap - MARRT Provided Workshop Prep - MARRT Provided Workshop Facilitation
Deliverable	<ul style="list-style-type: none"> - Digital Trust Baseline - SWOT Analysis 	<ul style="list-style-type: none"> - EDTI Roadmap - EDTI Management Plan

Why Is Digital Trust Important?

Build Trust With:

As seen in many companies and organizations:

- security hacks
- inappropriate surveillance
- misuse of personal data
- algorithmic bias
- lack of transparency

all damage company reputation.

Transparency

Transparency builds trust on your intentions and promises to deliver quality products and services

Explainable AI (XAI) - tools that make clear how your technologies arrive at business decisions

Privacy & Control

Respect user preferences and data - gain their trust handling their data while providing quality personalized services

Preserve privacy in analytics, give users agency over their data, be accurate when providing personalized services



Ethics & Responsibility

Working towards the welfare of your users - gain higher levels of credibility and trust

Encourage inclusion and fairness while removing bias - enables operating within your principles

Security & Reliability

People choose organizations that are proactive with keeping products and services secure and reliable

Use automation and AI to reduce errors and fraud

(Deloitte 2019)

It's Important to People: By The Numbers

86%

Of people state they prefer security over convenience

78%

Of people believe it is crucial their PII is protected

33%

Of people believe their trust in organizations has improved over the last 2 years

Zillow Considerations

In our early discussions with Zillow leaders, we have heard some common concerns with management.

“Why would we fund this, security initiatives always have a negative ROI?”

“The security team is a real hindrance, we need to figure out how to work around the blocks they are putting up”

“We are already top of our industry when it comes to user data security”

Part 1: Digital Trust Assessment

Illustrative

Baseline: Zillow's Digital Trust

Who:

- Executives
- Employees
- Users
- Former Users
- Prospective Users
- Competitors

What Channel:

- Online
- Focus Group
- 1-on-1 Interviews

Transparency

What methods were used to collect data, and do they align with best practices?

Should users be notified that their data is being retained?

Privacy & Control

Are users aware they have disclosed data, and how did they disclose it?

Did users provide informed consent to selling or sharing their data?

Do users have any control, ownership, or agency over the data they've disclosed?



Ethics & Responsibility

What biases have been introduced during data transformation?

Does selling or sharing user data provide any benefits to them?

Is the use of user data consistent with their consent of use?

Security & Reliability

What possible harm can occur if bad actors had access to user data?

What are the security risks with how user data is stored on-prem or in the cloud?

(Deloitte 2019, Accenture 2016)

Components of Zillow's Journey

While the digital trust assessment will shape most of the steps to be taken in Zillow's journey, Part 2 will evaluate certain elements observed consistently (Swinhoe 2018) in trust transformation roadmaps.

Leadership:

- Weekly, active engagement by Zillow's C-Suite across Transformation; Frequent Board communication (Swinhoe 2018)
- Restructured governance to prioritize digital trust; Updates in "who sits at the governance table", Chief Security Officer appointed.
- Transformation in Program Management (e.g., security experts engaged from the start on all digital transformation projects (Swinhoe 2018))
- Revise business objectives to include Security (Swinhoe 2018)

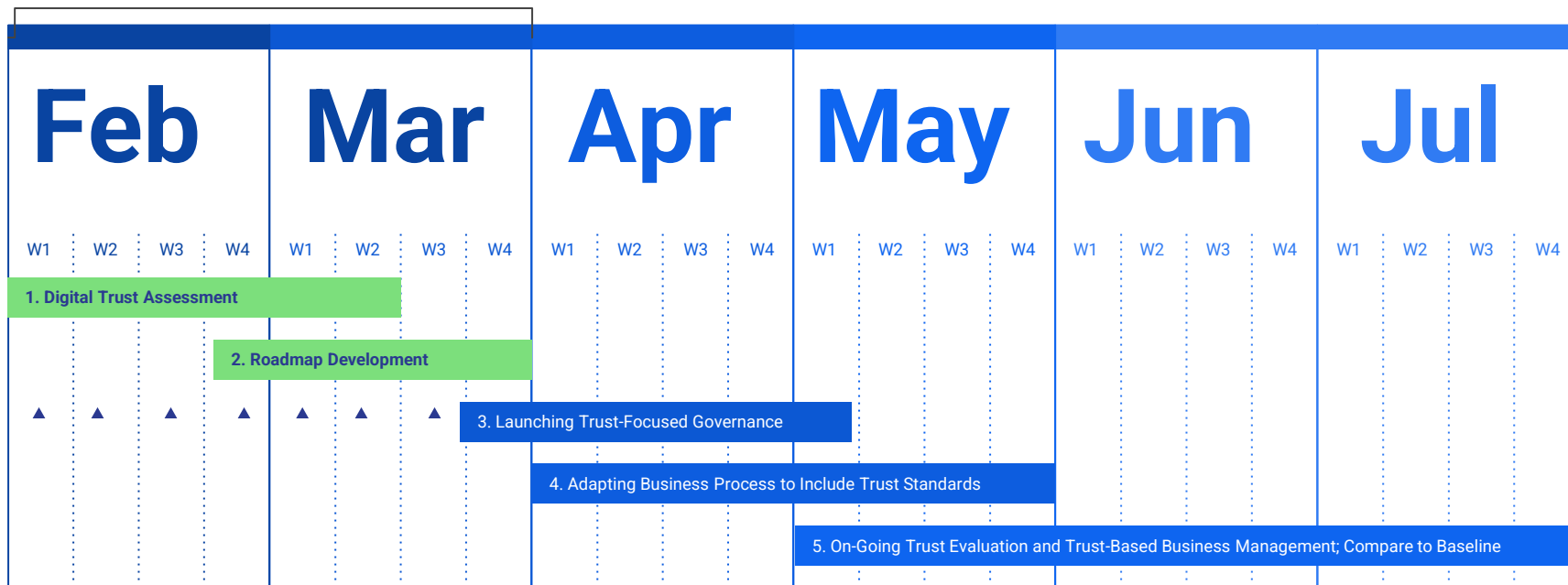
People:

- Revise operating model (i.e., how work gets done everyday) to include specific steps on digital security and data use
- Update personal performance metrics to include digital / data security and trust goals (e.g., data lineage contributions, data transformation documentation)
- Reinforce individual accountability to uphold security and privacy ethical standards (Swinhoe 2018)
- Consider where culture change is needed to confirm that digital trust is paramount (Abraham et al. 2019)

Part 2: Roadmap Development

Over the next 8 weeks, our teams will assess Zillow's current digital trust and develop a roadmap for moving into the top quartile of digital trust.

Getting Started



Next Steps

- Understand Zillow's Decision-Making Timeline
- Determining Participants
- Aligning on Fees & Expenses for the Project

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