

**SWP 12/98 THE ROLE OF TRUST IN THE MARKETING  
ACTIVITIES OF ENTREPRENEURS  
ESTABLISHING NEW VENTURES**

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# THE ROLE OF TRUST IN THE MARKETING ACTIVITIES OF ENTREPRENEURS ESTABLISHING NEW VENTURES

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## 1. ABSTRACT

The 'credibility gap' is not often cited as a problem by marketers; for this reason marketing texts pay little or no attention to it. Yet, for the entrepreneurial marketer it may well be the most fundamental marketing challenge. Addressing the credibility gap may not have received any previous research interest, but theoretical support for its relevance abounds. Risk and its corollary, making use of trust, have been seen as quintessentially entrepreneurial activities. If they do epitomise entrepreneurship, then surely, studying how entrepreneurs use trust ought to provide valuable insights into what entrepreneurs do.

While there is increasing research into trust, particularly from an organisational behaviour perspective, there is none in an entrepreneurial context. This lack of research provides the reason for the exploratory nature of this investigation.

The search for trust in this investigation focuses on entrepreneurs' usage of elements of the marketing mix. Respondents are asked about what they have done, why they have taken that course of action and what the outcomes have been.

We find that there is a wide panoply of ways in which entrepreneurs use trust., for example 'enthusiasm' and 'shared values'. The latter two are particularly important because they can lead to trust in situations where there may not already be existing relationships (the most likely place for finding trust). We also identify the methods entrepreneurs use to build trust - which they can then use to mitigate customers' perception of risk.

This paper starts with the presentation of a model which summarises some existing research into how trust functions, in the light of our findings adaptations to this model are then made in order to highlight the contribution of this research.

## **2. INTRODUCTION**

It has been pointed out that the nature of trust varies according to context. However while there are numerous studies on trust in the fields of marketing and organisational behaviour e.g. Moorman, Deshpande & Zaltman (1993) and Mayer et al (1995) this is not the case in entrepreneurship research. Moreover, it has recently been said that , 'entrepreneurial activity can be considered in terms of: reassuring potential principals (customers) of their trustworthiness Shapiro (1987:636).

This paper starts with the presentation of a model of trust based on the existing literature on trust, which is primarily from the fields of marketing and organisation behaviour. Since our interest is the marketing activities of entrepreneurs establishing new ventures, we then present the research question which provided the focus for our research. It should be stressed that the focus of our interest is the establishment of new ventures (start-ups), for this reason we refer to the principal(s) as entrepreneurs - we consider this appellation to appropriate, particularly since our respondents were selected on the basis that they were not going into self-employment, but rather had the intention to grow.

Subsequently we show how the initial model of trust we presented can be adapted in the light of the findings from our research. We hope that the adapted model reflects more realistically the issues surrounding trust facing the entrepreneur. Of course some of the findings may be of relevance to researchers in other managerial fields.

## **3. THE TRUST MODEL**

The model which is developed below addresses the following issues:

1. On what bases should the customer trust the marketer? We distinguish between the entrepreneurs' characteristics; the rule of law and how they behave.

2. Specifically in terms of the latter we then consider how customers find out whether the marketer is trustworthy. This is may be through a combination of social learning, self-disclosure or reputation.
3. This research deals with entrepreneurs who are establishing new ventures and focuses on their management of trust in their marketing activities. Thus the model focuses on why others may consider the entrepreneurs themselves to be trustworthy (based on their behaviour). The answer is because of a possible combination of antecedents to trust specifically, ability, integrity, and benevolence.

The following three paragraphs summarise the key issues, which are subsequently considered in more detail.

Why should one individual trust another? This question has been approached from three distinct perspectives: *bases* of trust, *antecedent* factors of trust and *forms* of trust. The fundamental distinctions between these approaches are as follows. The 'bases of trust' approach explains that trust may exist due to the rule of law or shared personal characteristics; moreover, trust may develop due to interpersonal interaction.

The 'forms' of trust approach shares some common ground with the above, but the essential difference appears to be that it allows for the existence of 'affect-based trust' (i.e. people may trust each other because of emotional bonds).

The 'antecedent factors' approach appears to be the most holistic of the three since it seeks to identify specific antecedent factors which may account for the existence of trust between two people. The approach has advantages since it is possible to identify different antecedent factors depending on the situation being studied. In organisational behaviour, for example, benevolence, integrity and ability have been identified. The discussion below integrates material from the three different approaches.

### **3.1. On what bases should the customer trust the marketer?**

The first issue **Error! Reference source not found.** seeks to resolve is why should a customer trust a marketer? This is answered by identifying the bases to trust i.e. a customer could trust the marketer because of the 'rule of law' (institutional based trust) and/or because of the trustee as an individual (Luhmann 1979). In the latter

instance, the bases for trusting are specifically the trustees' inherent characteristics (characteristic based trust) or their previous behaviour, referred to as process based trust by Zucker (1986).

### *3.1.1. Characteristic based trust*

Characteristic-based trust only pertains to individuals; it cannot be acquired in the way that the other two forms of trust can be obtained. Its presence or absence is a cognitive factor between the focal individual and the third party. It exists if the third party feels that there is a social similarity between themselves and the focal individual. So, for example, an exchange partner may consider the ethnic background of their suppliers/customers to be an important factor in exchange since common social and cultural norms may make a satisfactory exchange easier to achieve.

It should be noted that characteristic-based trust is a commodity which exists according to the inherent characteristics of an individual and their perception by the wider social environment.

### *3.1.2. Process based trust*

The association between trust and long-term relationships (process based trust) is well-documented by Good (1988:33), who emphasises that exchanges requiring trust will not be ahistorical instances, i.e. they will not take place on a one-off basis.

Social exchange theory also shows the association between trust and long-term exchange. According to Blau (1964), social exchange is embedded in trust. 'Social exchange, therefore entails supplying benefits that create diffuse future obligations...since the recipient is the one who decides when and how to reciprocate a favour, or whether to reciprocate at all so social exchange requires trust ...typically however social exchange relations evolve in a slow process, starting with minor transactions in which little trust is required because little risk is involved and in which both the partners can prove their trustworthiness' (Blau 1964:454).

Where, at the start of a relationship, individuals are dealing with strangers, they do not know to what extent the other party can be trusted and there is little basis for

trust. Scanzoni (1979) suggests that trust is unlikely to appear early in a relationship because there would be little basis in past experience for its development. In these situations it is posited that parties will exchange on a basis of little risk and therefore little need for trust; as parties prove themselves to be trustworthy, more trust will be placed in them. The following analysis considers the factors at play in the development of interpersonal trust within long-term exchange relationships.

### *3.1.3. Forms of trust*

From the preceding argument it may seem that trust is simply a 'cognitive' construct which may develop through an acquisition of information. According to Luhmann, familiarity is the precondition for trust (i.e. trust requires a degree of cognitive familiarity or knowledge of the object being trusted). The extent of this knowledge lies between total ignorance and complete information. The manifestation of trust on the cognitive level of experience is reached when social actors no longer need or want any further evidence or rational reasons for placing their trust in third parties.

However, the value of research which deals with the 'forms' of trust is that it distinguishes between 'affect-based trust' and 'cognition-based trust' (McAllister 1995). The emotional base of trust is argued to be complementary to the cognitive base. This consists of the emotional bond among those who take part in a relationship. The emotional basis of trust exists in interpersonal trust, emotional trust can also be present in public or institutional trust, since the public can feel indignant about the abuse of power. The emotional content of trust is just as reciprocal and intersubjective as its cognitive base.

The discussion below considers how individuals find out whether or not others are to be trusted. We consider three specific methods, social learning, self-disclosure and reputation.

### **3.2. How does the customer find out whether the entrepreneur is trustworthy?**

There are a number of different methods individuals can use to find out whether potential trustees are, in fact, trustworthy.

#### ***3.2.1. Social learning***

The diagram shows that one of the methods the trustor can use, through interpersonal interaction, to find out whether someone is trustworthy is 'social learning', where trust evolves out of past experience and prior interaction (Rempel et al. 1991). Exchange partners make dispositional attributions of each other in terms of their reliability and dependability. Having identified how a customer can find out that the marketer is trustworthy, the next issue is what does the customer look for in order to identify trustworthiness? This is answered in the next box which identifies 'ability', 'integrity' and 'benevolence' as antecedent factors to trust.

The final box shows that when all of the above have been answered it may be possible to engage in a trusting exchange i.e. the customer's perceived risk is overcome, this is referred to as the behavioural enactment of trust. In the diagram it is shown to be linked to all three bases to trust i.e. the reason why a customer enters into a trusting exchange is because of their trust in the rule of law, the seller's characteristics and past behaviour. Of course the extent to which each basis contributes to the overall level of trust in each purchase will vary.

Furthermore, the diagram shows that the demonstration and development of trust between exchange parties is an on-going and iterative process.

#### ***3.2.2. Self-disclosure***

Self-disclosure theory provides a model for explaining how individuals are to acquire information about the trustworthiness of their interaction partners. Trust develops gradually through repeated encounters involving the potential for rejection or ridicule (Altman and Taylor 1974; Rubin 1973). However, if agents protect themselves from the risks of dealing with one another, they eliminate diagnostic opportunities for

learning about the dispositional qualities of the partner that relate to trust. In order to find out that the other person can be trusted they must be given the opportunity to show that they do not care (Strickland 1958).

### ***3.2.3. Reputation and process-based trust***

Process-based trust develops as individuals demonstrate their trustworthiness to exchange partners through concrete actions. Process-based trust cannot be transferred from one individual to another; it is acquired within the marketplace by a particular person, institution or brand name with a reputation. The definition of reputation offered by Zucker is: a symbolic representation of past exchange history; brand name is a deliberately constructed proxy for reputation (Zucker 1986:62).

### **3.3. On what personal bases (antecedents) do others consider entrepreneurs to be trustworthy?**

Mayer et al (1995) provide an explanation as to what the trustor looks for in a trustee. In their model, trust has specific antecedents which are 'ability', 'integrity' and 'benevolence'. Benevolence refers to the extent to which the trustee is believed to want to do good to the trustor and thereby qualifies the relationship between the trustor and the trustee. Integrity refers to the trustor perceiving that the trustee adheres to a set of principles that the trustor finds acceptable.

In terms of ability, Mayer et al. (1995) draw the following distinction: an individual may be entrusted to do analytic tasks related to his or her technical area; the individual may not be trusted to initiate contact with an important customer. Therefore trust is *domain specific* (i.e. people have ability in different areas). Ability they consider to be composed of aptitude, training and experience.

Like previous commentators, Mayer et al. (1995) make the important point that the *demonstration* of trust requires there to be risk taking by the trustor: 'Behavioural trust is the assuming of risk' (Mayer et al. 1995:724).



### 3.3.1. Behavioural trust

Behaviourally, to trust, is to act as if the uncertain future actions of others are indeed going to be certain, in situations where the violation of the expectations will yield negative consequences (Lewis and Weigert 1985:971). Such demonstration of trust builds trust in the trustee and as such encourages them to act in a trustworthy manner 'we trust them (trustors) more because trust-implying behaviour contributes to the emotional and cognitive foundation of trust' (Lewis and Weigert 1985:464).

## 4. RESEARCH AGENDA

Since entrepreneurship is associated with 'risk' and entrepreneurial activity can involve passing some of that risk onto other people, logically, in these latter instances entrepreneurship must also involve getting those people to trust you. Furthermore, the *amount* of risk someone is willing to take in another person depends on how *much* they trust them. There may well be an iterative process of manipulating the levels of risk and trust in a new venture, so that an equilibrium is reached when the entrepreneur only asks others to take as much risk in the venture as the amount of trust they have in him.

Given our view of entrepreneurship as a process which seeks to arrive at an equilibrium, we define the domain of this research was: How do entrepreneurs manage risk and trust?

At the start-up stage of any venture, when entrepreneurs are trying to acquire customers, among other resources, the management of risk and trust is of crucial importance. It is at this time that the venture will have least credibility with the target customers and, if sufficient credibility is not established, the venture will be still-born. For this reason the research focuses on the acquisition of customers. The question driving this research was: how do entrepreneurs explicitly manage customer-perceived risk at the start of a new venture, and does trust play a role?

The question is phrased in such a way that the focus of the study becomes the *process* of new venture management. Our interest is in what entrepreneurs actually *do*. Secondly, because we are interested in their motivations for their actions, we restrict

our interest to entrepreneurs' *explicit* management of CPR. This is an important methodological issue; it means that we will not read into entrepreneurs' descriptions of their actions as to whether they are managing risk and trust. The identification of customer-perceived risk and the need to use trust must be explicit in entrepreneurs' own words. One of the reasons for taking this approach is to reduce the chances for the researcher 'finding' evidence which may not really be there. This should not deny the value of future research looking into the implicit management of risk and trust.

Having established the research question, which research design should be used to answer it? Material for the development of hypotheses or selection of themes can obviously only come from existing research; for this reason, the following section explains which variables may be relevant and where the search for evidence may prove to be fruitful.

## **5. METHOD**

Since this was an exploratory study which sought to find out in entrepreneurs' own terms how they used trust in their marketing activities, in-depth interviews were undertaken. In an inductive enquiry, even the basis for representativeness is not known, so there has been no attempt to control for any variables. Instead emphasis has been put on acquiring a diverse sample of respondents who could provide a large amount of rich detail. There were 40 respondents, who were selected on bases identified by Eisenhardt (1989) and Yin (1984), who says that cases can be selected because similar results are predicted (literal replication) or to generate different results for predictable reasons (theoretical replication).

This method of sampling is synergistic with the theory building objective of our research. The existence of some similar cases and some contrasting ones, makes it possible to understand the single case finding, generalisations can then be made from one case to another on the basis of a match to the underlying theory and not to a larger universe (Miles and Huberman 1994). Given this method for sample selection, the findings cannot be generalised to a specific population (Yin 1984), instead, the aim is to

generalise to theoretical propositions: 'the investigator's goal is to expand and generalise theories (analytic generalisation) and not to enumerate frequencies', Yin (1984:21).

Indeed it should be noted that random selection of respondents is not to be preferred. According to Miles and Huberman (1994), theoretical sampling means that: choices of informants, episodes and interactions are driven by a conceptual question not by a concern for representativeness...Miles and Huberman (1994:29).

Therefore, because of the lack of existing theory relating risk and trust to marketing in an entrepreneurial context, this research is inductive, because of the need to develop theory the sample is a heterogeneous one and it is for this reason that the research method is principally qualitative.

## **6. ADAPTING THE TRUST MODEL TO ENTREPRENEURSHIP**

The findings below deal with the usage of trust to mitigate CPR. There are four key constructs which we have identified which could be added to the trust model. 'Enthusiasm' we argue should be considered to be one of the personal traits which contribute to characteristic based trust. 'Association' and 'shared vision' we consider to be two separate antecedents to trust i.e. they are two possible reasons why others should trust the entrepreneur. Finally 'forgiveness' is critical for understanding why trusting behaviour may persist even where trust has been abused, this is important for entrepreneurs who may find that they abuse trust, without malevolent intent and need to maintain others' trust.

### **6.1. Enthusiasm**

The word 'enthusiasm', as an important characteristic of a firm's management, was not a construct for which respondents were specifically asked and given the attention paid to it by them, it is considered that it is sufficiently important to be analysed further.

The role of 'enthusiasm' is most succinctly put forward by respondent 31, who had used the services of an experienced associate to find out from large corporates whether or not they would be interested in developing the venture. While the associate

is described as being competent, the trial was not successful: 'At this stage a substitute for credibility and expertise is enthusiasm'.

This section investigates the meaning of the term 'enthusiasm' and the role it plays in acquiring customers. The question which arises is whether 'enthusiasm' is related to risk and trust or whether it is like 'inertia', and is a construct which exists outside the realms of risk and trust.

#### *6.1.1. What is enthusiasm?*

Unlike concepts such as risk and trust, which have a substantial literature supporting them, there appears to be very little published material on 'enthusiasm'. For a definition, the dictionary is the only source for a definition: 'ardent and lively interest or eagerness', Collins Dictionary (1987). The reference to someone who is enthusiastic being 'lively' and 'eager' seems to be in line with one respondent's understanding of the term 'enthusiasm': 'I think that [failure to generate interest] is just because we didn't have somebody with enough oomph to get there', I think that [the failure was due to] his approach, which was, 'can I come and talk to you about'.

#### *6.1.2. What role does enthusiasm play?*

From the definition above it can be surmised that enthusiasm demonstrates the marketers' personal interest in the product. With a multitudinous array of products available to the customer, we argue that it is the enthusiasm of the marketer which tells the customer that the product being promoted is worth further consideration.

In the first instance, prior to making a purchase, enthusiasm thus encourages further interest on the part of the customer. It should be stressed that taking note of a product and finding out more about it do not require trust on the part of the customer, since such activity does not require the taking of a risk. According to one respondent, enthusiasm is an *alternative* to expertise and credibility. The customer may or may not consider that the entrepreneur has credibility or expertise; however, their willingness to consider what is being sold, to take more than a cursory interest, will depend on their perception of the marketer's enthusiasm.

The question remains as to whether enthusiasm will also lead to customers making a purchase. The central tenet of existing literature is that risk cannot be undertaken if there is no trust. In this respect there are three ways in which enthusiasm may be categorised:

1. enthusiasm is a component of an antecedent to trust
2. enthusiasm is a component of a basis of trust
3. enthusiasm is neither a component to an antecedent to trust nor a basis of trust
4. enthusiasm may or may not be a component to an antecedent or basis of trust depending on the context.

The section below considers the theoretical reasons as to whether enthusiasm is a component of an antecedent to trust or a basis of trust. Whatever the conclusions reached in that discussion, it can be said here that enthusiasm may play a role in overcoming customers' inertia and lethargy and lead to them becoming more aware of the product/service than they would otherwise have been. In this respect 'enthusiasm' is an important characteristic of the people involved in a new venture, however in this function it is not related to risk and trust.

#### *6.1.3. A link between enthusiasm and trust?*

It should be noted that in the organisation behaviour literature there has been no reference made to enthusiasm as an antecedent to trust. The antecedents to which Mayer et al. (1995) refer are ability, integrity and benevolence. Benevolence refers to the extent to which the trustee is believed to want to do good to the trustor and thereby qualifies the relationship between the trustor and the trustee. Integrity refers to the trustor perceiving that the trustee adheres to a set of principles that the trustor finds acceptable.

According to an organisational behaviour-based model of trust (Mayer et al. 1995), there is no justification for arguing that enthusiasm is an antecedent to trust. Nevertheless, this should not discount a role for enthusiasm in a marketing or entrepreneurial context. The reason is due to the inherent difference between the nature

of dyadic ties within an organisation as opposed to dyadic ties between independent individuals or organisations.

For example, within organisations, the interaction between individuals is indiscrete and ongoing: at one extreme, employee contracts may *require* contact between individuals. Employees do not need to be enthusiastic about their work for contact to take place.

In contrast, in a marketing context, interaction is discrete: what contact there is has to be deliberate and requires pro-active motivation on the part of individuals for it to take place. In this framework, enthusiasm may be important because, if the marketer demonstrates enthusiasm which is shared by the customer, this may be construed as a sharing of values and may over a period of time lead to trust.

Qualifying the level of enthusiasm is important, because where both parties have low levels of enthusiasm then although vision is shared there is no motivation to spend time together. Secondly, where one party has high enthusiasm and the other low enthusiasm there are no shared values. It is only when a high level of enthusiasm is shared that values will be shared and enthusiasm may work as an antecedent to trust.

The enthusiasm of entrepreneurs can only be relevant where they are dealing with small numbers of customers (i.e. business customers or consumers who were placing orders of relatively high value).

Entrepreneurs use enthusiasm to share their vision and values with their target customers. Enthusiasm we would argue is a personal trait, some people in terms of personality are enthusiastic. We would argue that just as the psychology literature on trust identified that people who are perceived as 'open' and 'trusting' are likely to be trusted, so people who are 'enthusiastic' may be perceived as trustworthy.

At the start of a venture entrepreneurs may not only have to contend with CPR, they may also have to overcome customers' apathy or inertia - in order to do this enthusiasm can be important. Moreover enthusiasm can be a component of characteristic based trust.

## 6.2. Association

'Association' is a means of *acquiring* trust. Entrepreneurs can identify which organisations, corporations and individuals already have credibility amongst their target customers and by association confer such credibility onto themselves. Thus association is a means of bringing credibility from the external environment into the organisation.

Branding can be used to distinguish the entrepreneur's offering and also to acquire trust. Unlike established brands, new brands launched by new ventures have little or no track-record and the endeavour is towards developing a reputation. One of the ways in which entrepreneurs can acquire such reputation is to have their brand in close proximity to established brands which already enjoy credibility amongst customers - this is an example of association serving as an antecedent to trust. Customers are willing to trust the brand because it is associated with other credible brands.

In terms of contribution to theory it should be noted that 'association' does not fall into the antecedents to trust already identified in the literature (e.g. Mayer et al. (1995)). 'Association' does not arise out of integrity, benevolence, or ability. It simply arises from being in the right place. For the new venture, therefore, there may be a fourth antecedent to trust, namely 'association'.

## 6.3. Shared vision

It is important to distinguish between vision and values, we argue that the former are a component of 'ability'.

It has been acknowledged (e.g. Mayer et al. (1995) and Morgan & Hunt (1994)), that an antecedent to trust are 'shared values', which in the Mayer et al (1995) argument fall within the wider category of 'integrity'. Material from respondents suggests that, in an entrepreneurial context, trustors can trust trustees because they both share the same *vision*. Such vision can relate to what are considered to be appropriate elements of the marketing mix and future trends in the market place. Moreover, unlike shared values which are a component of 'integrity', we argue 'shared vision' is a component of 'ability' (i.e. customers or channel intermediaries trust the entrepreneur

because he demonstrates his ability by presenting a vision of the future which is in accordance with theirs).

There are three cases from the interviews which lend credence to this notion. A leisure venture gained support from a government agency, because they felt that the time had come for this idea. In contrast, a potential publisher had not found support to date, because potential advertisers did not consider that the concept to have any value. For some manufacturers, there are two groups of customers, the retailer and the ultimate consumer. The first person the entrepreneur deals with is the retailer. Retailers' trust will be obtained if they share the entrepreneur's vision as to which elements of the marketing mix will secure sales. The distributors of a snack-food product felt that their product would be a very important development in the snack-food industry and agreed to distribute it. They also wrote letters to potential investors and other stakeholders supporting the venture.

Another set of examples which supports the notion of 'shared vision' arises from the decision to use branding by some respondents. In some instances entrepreneurs' decisions regarding branding were influenced by what they felt would conform to the vision of their channel intermediaries.

Entrepreneurs who use shared vision/values also need to consider that this means of getting others to trust you requires others to do the sharing. Entrepreneurs will therefore need to search to find such people.

#### **6.4. Forgiveness**

Situations where customers are willing to forgive entrepreneurs fall into two categories:

1. Where the core benefit does not appear to be affected
2. Where customers believe the marketer is acting out of benevolence and integrity and in the long-run will provide a quality product or service.

This shows that the relationship between risk and trust is not as straightforward as some of the existing literature presents it. Evidence from respondents suggests that even where trust has been 'abused' the customer is willing to carry on trusting - rather than what existing principles would suggest - that customers would take their custom away.



For entrepreneurs to understand why customers forgive and to what extent they can benefit from the existence of 'forgiveness' is a very important issue. This is because lack of resources means that entrepreneurs may well have to make compromises on quality and yet retain the goodwill of their customers.

Bitner (1990) finds that employee explanations, offers to compensate and the appearance of the physical environment can determine how customers perceive the causes of service failure. In particular Bitner (1990) hypothesised that: 'less control is attributed to the firm when the service failure occurs in an organised service environment than when the event occurs in a disorganised environment' Bitner et al. (1990:73).

Thus in instances of service failure customers can be forgiving, i.e. even though promises have not been kept, they may still trust the marketer if they feel the failure was beyond the control of the marketer. In the entrepreneurial context the latter may be due to the age of the business.

## **7. CONCLUSIONS**

This paper has identified the role of 'enthusiasm', 'association', 'shared vision' and 'forgiveness', as constructs which are relevant to the understanding of trust in an entrepreneurial context. Of course these constructs may play an important role for an understanding of trust on other contexts as well.

The notion of forgiveness is an important contribution because the abuse of trust need not necessarily lead to a breakdown of trusting behaviour and the situations in which forgiveness comes into play is important for those who rely on using trust.

Enthusiasm is also a trait which people often consider to be important amongst entrepreneurs - this research has provided a possible explanation as to why it can be important: in two separate ways it may help to develop trust. We have also explained why enthusiasm may be useful to entrepreneurs in situations where it does not function as an antecedent to trust. The latter is also an important notion - it is possible for constructs such as enthusiasm to be antecedents to trust in some but not all situations.

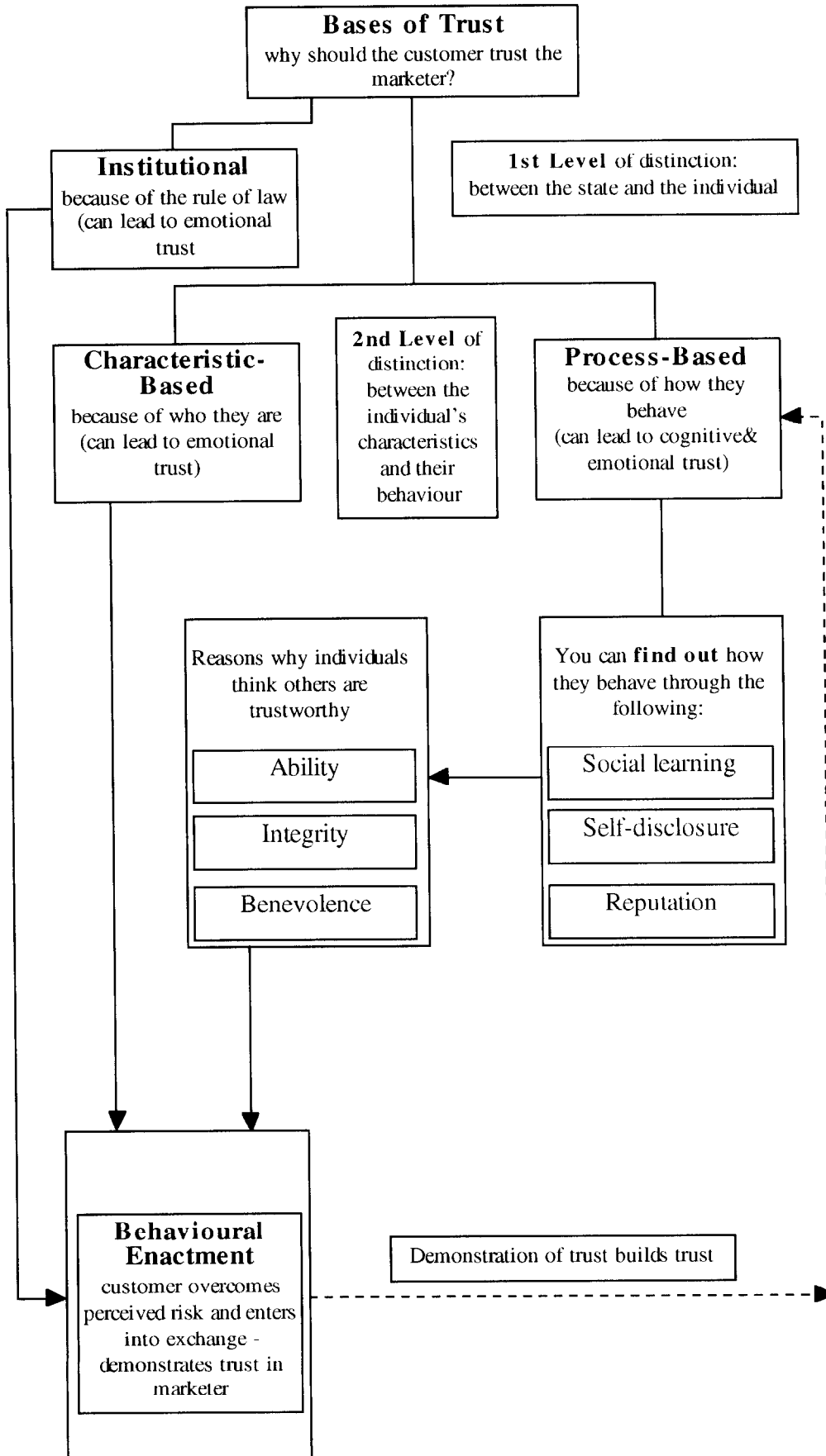
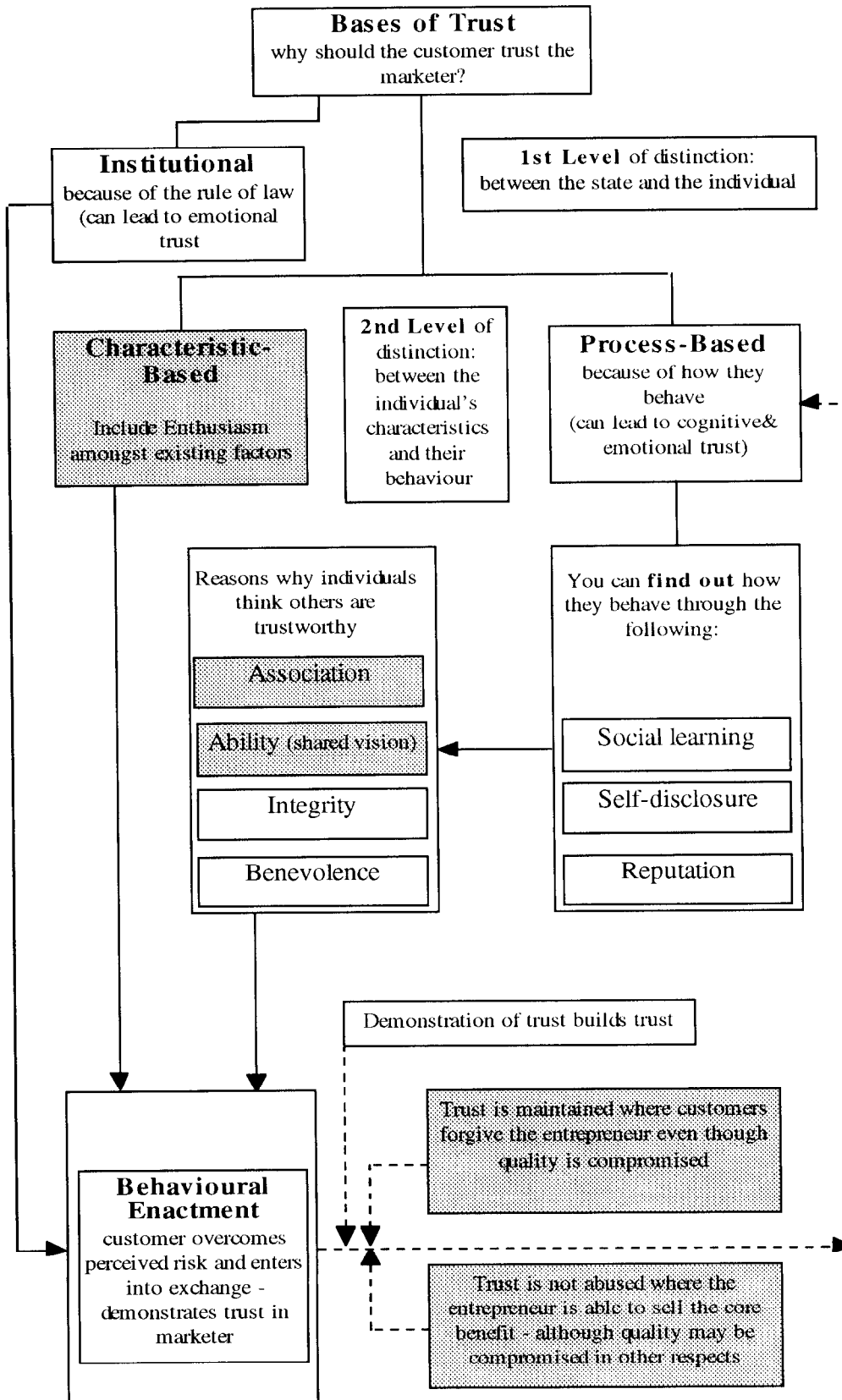


Figure 1 The Trust Model

Figure 2 Trust Model (Revised)



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