

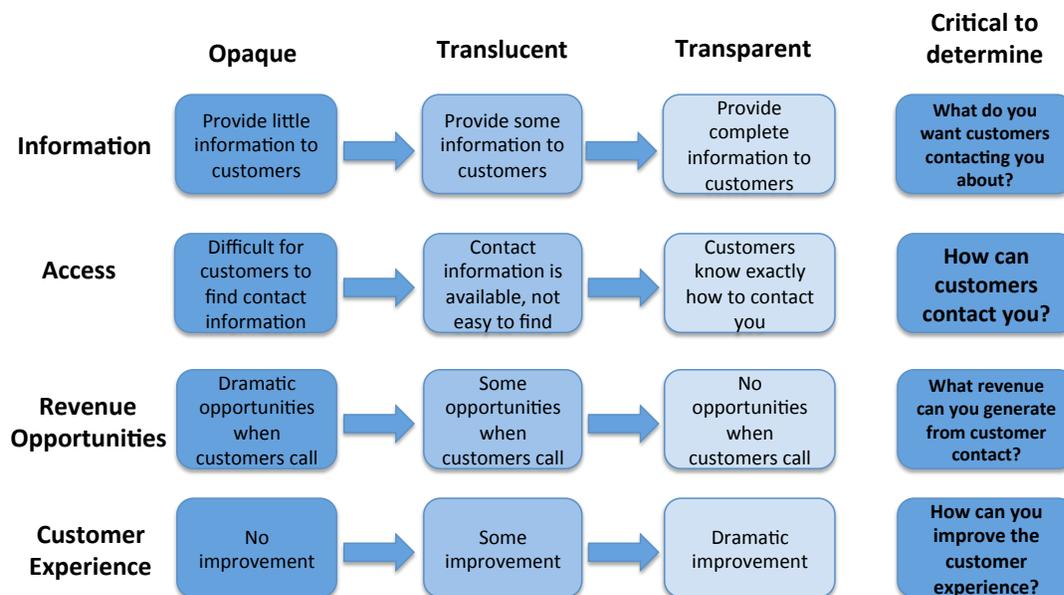


Operational Transparency

In addition to what was discussed at the workshop about operational transparency, you need to first determine how transparent you want to be (opaque, translucent, or transparent).

There are four factors to consider when determining how transparent you want to be:

1. **Information** – What information will you provide customers so you can drive why they contact you? FEDEX benefits from being *transparent* by providing customers with complete information - a package tracking number and a website. This way, customers won't call and ask, "Where's my package?"
2. **Access** – How much access do you want to give your customers? Should it be easy or difficult for them to contact you? The Yahoo Fantasy Sports websites benefit from being *opaque*. When customers try to contact them with a question, there is no phone number and emails are not returned for 24-36 hours. By then, customers have usually figured out a solution or moved on.
3. **Revenue Opportunities** – What revenue can you generate from customers contacting you? Some businesses, like cell phone providers, can generate revenue by being *opaque*. They need customers to call them so they can offer new services and wireless packages.
4. **Customer Experience** – Can you improve the customer experience through your level of transparency? Apple provides a better customer experience by being *translucent* about new products. They leak out enough information to get customers interested, but not enough that they know everything.



© Andrew Miller. All rights reserved. 2016.