



BRINGING THE CUSTOMER VOICE INTO  
PLANNING & DECISION MAKING  
Julia Oxley – 5 December 2011

# COVERED TODAY

- Listening to our customers
- Customer experience
- Delivering value
- Measuring our performance
- Bringing it all together

# LISTENING TO OUR CUSTOMERS

## Multi-dimensional approach

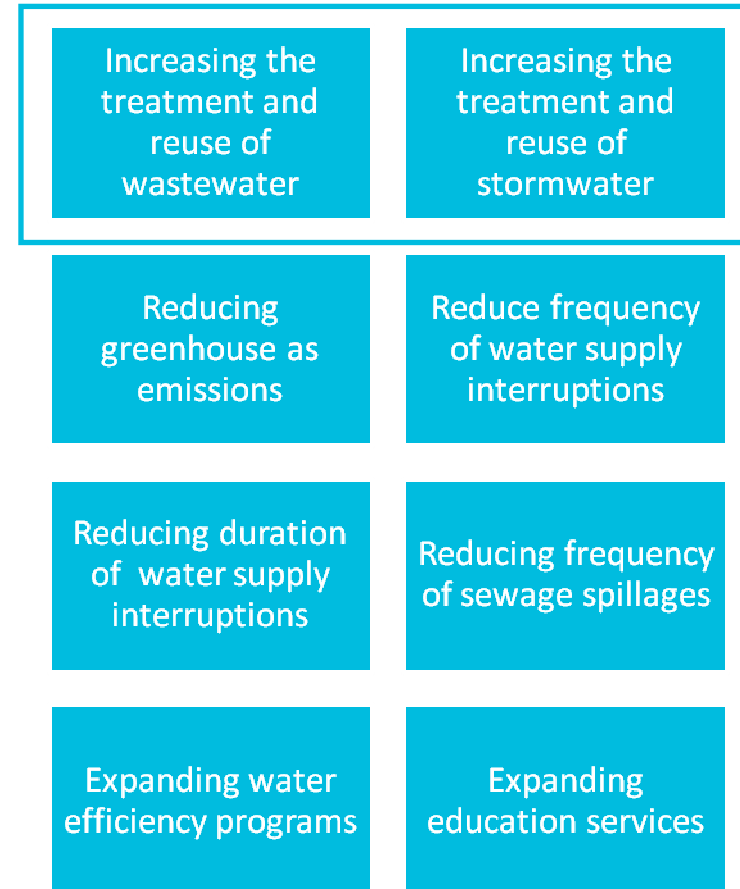
- Segmentation
- Customer experience surveys
- Complaints and issues analysis
- Quality monitoring
- Willingness to pay
- Customer advisory committee
- Online residential customer forum

The screenshot shows the user interface for the 'Online Self Service Week' forum. At the top, the South East Water logo is visible on the left, and a user profile for 'Julia.Oxley' with '(0) inbox' and links for 'profile account' and 'personal space sign out' is on the right. Below the logo, there are navigation tabs for 'Personal Space', 'Activities', and 'Impact'. Under 'Personal Space', there are sub-tabs for 'Profile' and 'Inbox'. The main content area features a 'Welcome To Online Self Service Week!' message from 'The Moderation Team', which includes a greeting to members, a thank you for previous participation, and information about the current week's focus on 'online self service' tools and a contest for 'Advisors of the Week'. Below the message, there is a user profile for 'Julia.Oxley' with a photo and the label 'Client'. To the right, there is a 'Pending Activities' section with three items: 'Which features are most important to you?' (87 contributions), 'Talking point! The north-south pipeline' (103 contributions), and 'Your South East Water Customer Portal' (75 contributions). Each activity includes a 'read more' and 'participate' link. At the bottom left of the forum area, there is a 'Last Impact' section with two congratulatory messages for 'Advisors of the Week'.

# WILLINGNESS TO PAY

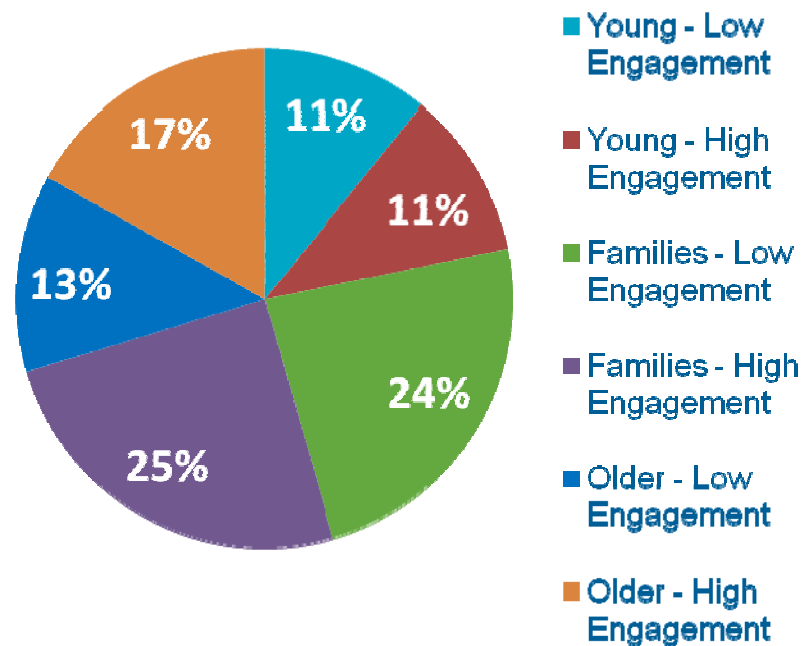
## Polarised result depending on customer segment

- Qualitative research identified 8 areas for consideration
- 400 residential and 86 non-residential customers surveyed
- Key findings
  - Average of 50% support for each initiative
  - Additional services/initiatives in the Water Plan \$25-\$40 per customer p.a.
  - More highly engaged / committed customer segments more willing to pay
- Need to context in environment of Tariff Reform, Desal and affordability



# CUSTOMER SEGMENTATION

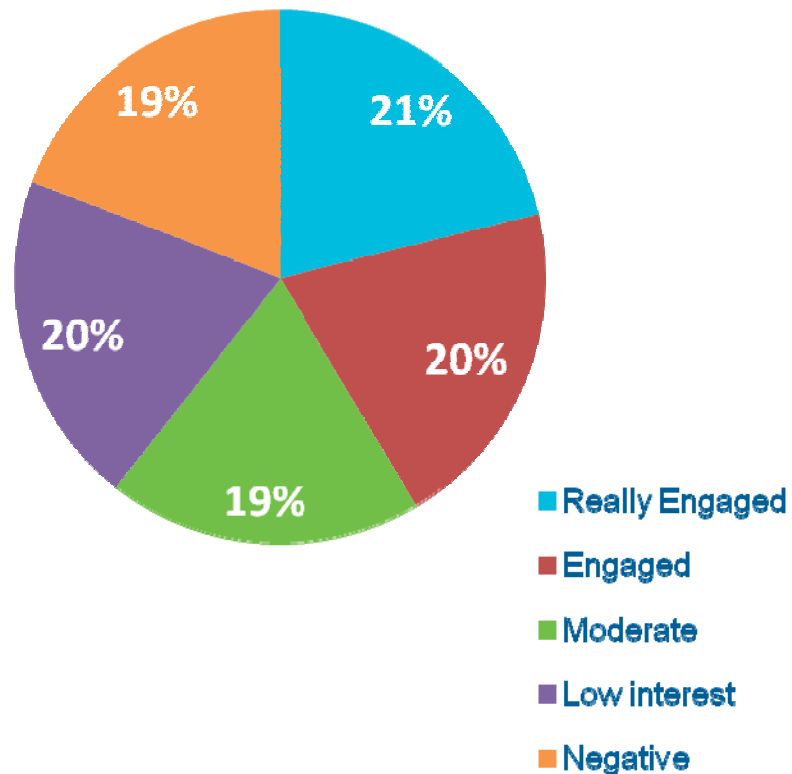
## Residential Customers



- Understand satisfaction drivers
- Life stage and engagement
- Differences in channel, service and communication preferences
- Opportunity to tailor communications
- New channel options

# CUSTOMER SEGMENTATION

## Non residential customers

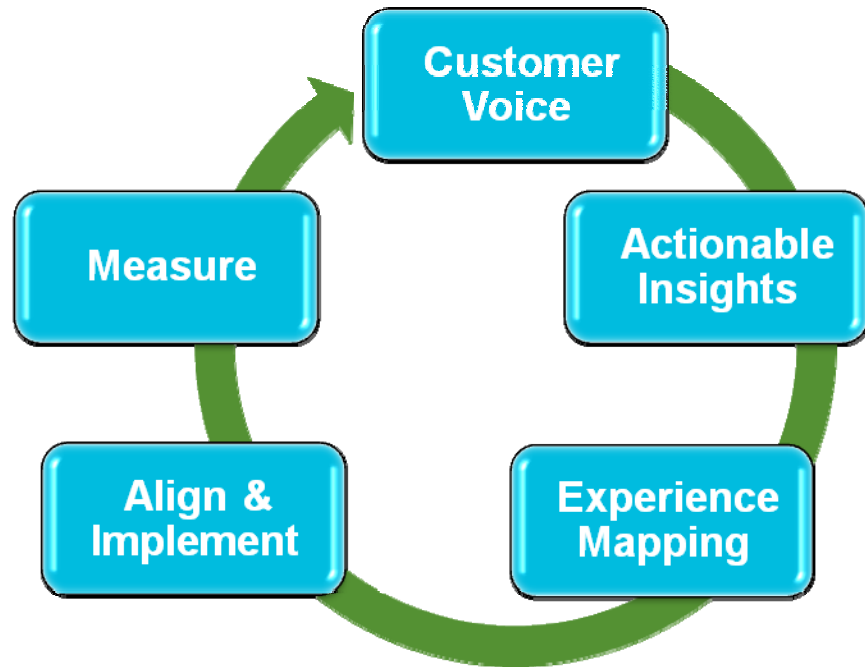


- Segments based on level of engagement with water
- Varying service levels expected
- Differences in channel, communication preferences
- Higher willingness and ability to pay

# CUSTOMER EXPERIENCE PROGRAM

The best customer experience at every customer touch point

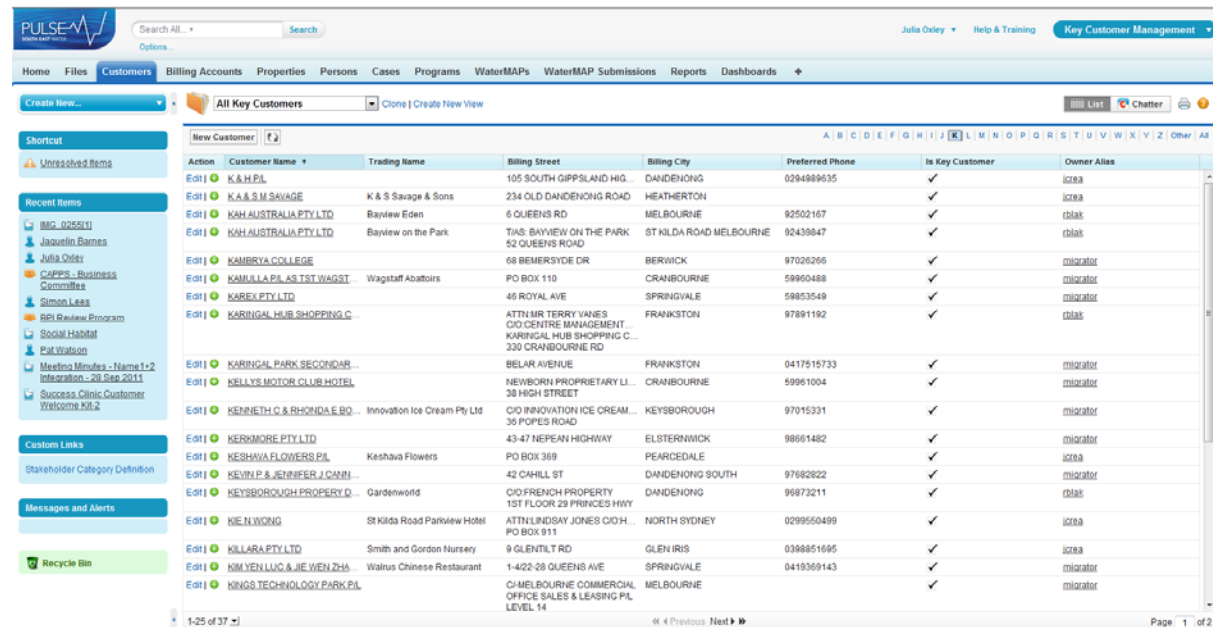
- Listen, measure, improve
- Touch point focuses
  - core activities
  - problems
  - customer life events
- Reducing customer effort
  - ease of doing business
  - avoidable contacts
- Offer choice
  - new channels
  - targeted communications



# CUSTOMER EXPERIENCE

## Customer Relationship Management Program

- Salesforce.com
  - Integration with key systems
  - Building for today and the future
- Deliverables
  - Enhanced customer management
  - New ways to service customers
  - Business efficiencies



Action	Customer Name	Trading Name	Billing Street	Billing City	Preferred Phone	Is Key Customer	Owner Alias
Edit	K & H P/L		105 SOUTH GIPPSLAND HIG...	DANDENONG	0294889535	✓	icba
Edit	K.A.S.M.SAVAGE	K & S Savage & Sons	234 OLD DAIDENONG ROAD	HEATHERTON		✓	icba
Edit	KAH AUSTRALIA PTY LTD	Bayview Eden	6 QUEENS RD	MELBOURNE	92502167	✓	cbak
Edit	KAH AUSTRALIA PTY LTD	Bayview on the Park	71AS BAYVIEW ON THE PARK 52 QUEENS ROAD	ST KILDA ROAD MELBOURNE	92435847	✓	cbak
Edit	KAMBRYA COLLEGE		68 BEMERSYDE DR	BERWICK	97026266	✓	migrator
Edit	KAMULLA PL AS TST WAGST...	Wagstaff Abattoirs	PO BOX 110	CRANBOURNE	59960488	✓	migrator
Edit	KAREX PTY LTD		46 ROYAL AVE	SPRINGVALE	59853549	✓	migrator
Edit	KARINGAL HUB SHOPPING C...		ATTN:MR TERRY VANES C/O CENTRE MANAGEMENT KARINGAL HUB SHOPPING C... 330 CRANBOURNE RD	FRANKSTON	97891192	✓	cbak
Edit	KARINGAL PARK SECONDAR...		BELAR AVENUE	FRANKSTON	0417515733	✓	migrator
Edit	KELLYS MOTOR CLUB HOTEL		NEWBORN PROPRIETARY LI... 28 HIGH STREET	CRANBOURNE	59961004	✓	migrator
Edit	KENNETH C & RHONDA E BO...	Innovation Ice Cream Pty Ltd	C/O INNOVATION ICE CREAM... 36 POPES ROAD	KEYSBOROUGH	97015331	✓	migrator
Edit	KERMORE PTY LTD		43-47 NEPEAN HIGHWAY	ELSTERNWICK	98661482	✓	migrator
Edit	KESHAVA FLOWERS P/L	Keshava Flowers	PO BOX 389	PEARCEDALE		✓	icba
Edit	KEVIN P & JENNIFER J CANN...		42 CAHILL ST	DANDENONG SOUTH	97682822	✓	migrator
Edit	KEYSBOROUGH PROPERTY D...	Gardenworld	C/O FRENCH PROPERTY 1ST FLOOR 29 PRINCES HWY	DANDENONG	96873211	✓	cbak
Edit	KIE N WONG	St Kilda Road Parkview Hotel	ATTN:LINDAY JONES C/O H... PO BOX 911	NORTH SYDNEY	0299550499	✓	icba
Edit	KILLARA PTY LTD	Smith and Gordon Nursery	9 GLENTIL RD	GLEN IRIS	0388851695	✓	icba
Edit	KIM YEN LUC & JIE WEN ZHA...	Waius Chinese Restaurant	1-422-28 QUEENS AVE	SPRINGVALE	0419359143	✓	migrator
Edit	KINGS TECHNOLOGY PARK P/L		C/MELBOURNE COMMERCIAL OFFICE SALES & LEASING PL LEVEL 14	MELBOURNE		✓	migrator



# DELIVERING VALUE

Recognising everything we do has an impact on customers and costs

- Flat-lined operating expenses
- Efficiency drive where it matters
- Lower cost channels
- Segmented communications
- Supporting customers in need
- Help and educate customers
- Community engagement



# DELIVERING VALUE

## Community engagement

- Engage with the community in the planning stage of key capital projects
- Eg: Rye to Portsea sewer system



### IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

# MEASURING OUR PERFORMANCE

## Changing with our customers

- Shifting customer service KPIs
  - More strategic and drive improvement and efficiencies
  - Reflect new channels and changing customer needs
- Examples
  - Customer satisfaction
  - Customer experience / commendation
  - Staffed contacts/1,000 customers
  - Complaints/1000 customers
  - Average cost/contact
  - Community engagement

Tactical  
93% of calls served  
in 30 seconds

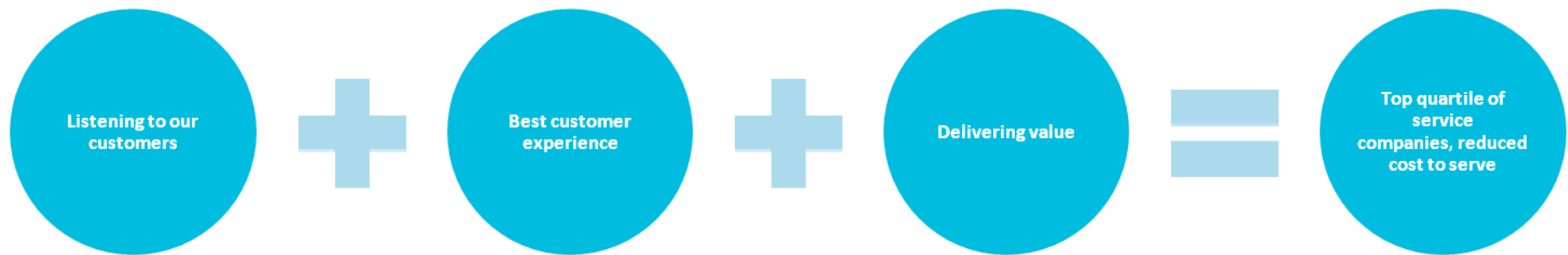


Strategic  
Customer  
commendation

# SOUTH EAST WATER CUSTOMER STRATEGY

Our Vision:

We are the service provider our customers value and commend.



THANK YOU

Julia Oxley

General Manager Customer & Community

[julia.oxley@sewl.com.au](mailto:julia.oxley@sewl.com.au)

Ph: 9552 3242