Attachment 6.6

SA Power Networks:
Customer Service Strategy 2014-2020

SA Power Networks

Customer Service Strategy

2014-2020

About this document

This Customer Service Strategy is a product of several pieces of research including customer profiling, industry trends, and feedback through customer workshops. Three supplementary documents described below provide further detail about this research.

Customer Service Strategy 2014 – 2020

This strategy outlines our customer service vision and initiatives. It provides an overview of key customer segments, their current and future needs, and outlines our roadmap in response to this which we expect to deliver improved customer satisfaction. This strategy is based on insights gathered through research and through engagement with employees and customers (see the Supplementary report: Customer Service Workshop Feedback). The strategy will be realised through the Customer Service Strategy Implementation Plan, a supplementary document to be written in 2014, which will develop the business cases and business requirements for each initiative.

Supplementary document: Customer Segmentation and Persona Profiles

This document identifies our customer segments and their unique needs and expectations. This has been validated in most cases directly with customers, and where time did not permit, they were validated by internal customer advocates or key customer account managers representing each customer segment. We expect to validate all segments directly with customers in future. As customers' needs and behaviours change and evolve, this document will be regularly reviewed with customers to ensure it continues to accurately reflect their changing needs.

Supplementary report: Emerging Digital Consumer and Industry Trends Review

This review presents the major findings of the emerging utility industry and consumer trends research conducted by Deloitte. It highlights the increased desire for self-service, mobile internet and multi-channel behaviour by customers, and the new technologies and services utilities use to interact with customers.

Supplementary report: Customer Service Workshop Feedback

This document presents the major findings of customer focused workshops conducted by Deloitte for SA Power Networks. It outlines customers' service needs and expectations, communication channel preferences, suggestions for improved customer service, feedback on the current website and self-service tools, as well as consolidated ideas for future products and services.

Contents

Executive summary

Since privatisation in 1999, we have undertaken a journey of consolidating our customer service operations and putting in place measures to monitor customer satisfaction with our delivery of core customer services. As we look forward to the future, our vision is to ensure our customers are key influencers in our business direction *(refer to the appendix, page 30 for information on our journey to date).*

To achieve this, we have developed a new Customer Service Strategy and a set of strategic initiatives that meet emerging customer needs and will keep us in the top-tier of Distribution Network Service Providers (DNSP) in an increasingly digital world.

Our five strategic initiatives for 2014-2020

1. *Be recognised as a national leader in the delivery of safe, reliable and quality power*
2. *Manage and maintain a cost effective and relevant network that caters for a diverse range of electricity consumers*
3. *Proactively seek opportunities to make a positive connection with communities and business across metropolitan and rural South Australia*
4. *Deliver customer service that is tailored and responsive to immediate and changing needs*
5. *Be a trusted source of advice and information for customers' current and future electricity needs*

Our approach

In determining these initiatives we leveraged best practice customer-focused principles to ensure the implemented strategic deliverables will meet our customers' needs. This process involved:

- reviewing current customer feedback, Brand Health Monitor and Customer Satisfaction Survey results, and the 2012 Customer Management Model research results
- researching emerging customer and utility industry trends
- identifying customer segments and profiling our customers' diverse needs
- crafting a draft vision with employees from key business units
- engaging with a diverse range of customers to test and validate the draft vision and strategic initiatives
- seeking insights regarding customers' priority needs
- using all insights gathered to shape and finalise the Customer Service Strategy vision, initiatives and roadmap

(Refer to the appendix, page 31-32 for more information regarding our approach and methodologies used in designing this strategy).

During this process we discovered that while customers rate the overall customer experience as positive, there is room for improvement. Primarily, customers expect a consistent and proactive service response across all interactions and communication channels, and for current website information and tools to deliver better experiences when accessed via mobile devices. To help prepare for the future, customers want more information on emerging and alternative energy technologies to help them make more informed choices. Looking into the future, many customers want more self-service tools to monitor and manage their own electricity usage.

Delivering a Customer Service Strategy that meets customer needs and is aligned with our strategic business plan

In considering feedback from customers regarding key service priorities and our own 'readiness' to meet these needs from a capability and systems perspective, we have developed a strategic roadmap. This roadmap outlines a staged approach for progressive implementation.

(Refer to the appendix, page 25 for the roadmap).

The Customer Service Strategy has been aligned to our strategic business plan and provides steps to realise our new customer service vision for 2014-2020: *We will provide proactive, responsive, and reliable service to meet our customers' needs, now and in the future.*
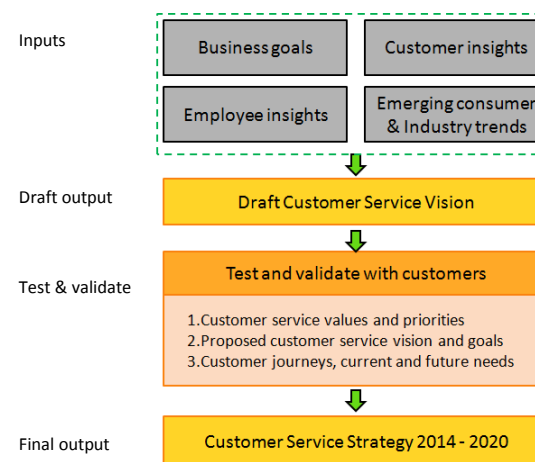
Shaping the Customer Service Strategy

Using inputs from the strategic business plan, employee and customer insights (via workshops, satisfaction surveys and other market research), a customer survey with over 2800 participants, and emerging trends research, an internal workshop was conducted with employees to create a draft customer service vision. This draft vision was tested and validated in three customer workshops with target customers representing key customer segments.

What we have learnt

The following points represent a selection of key findings from the customer research undertaken. These insights have been used to inform the strategic initiatives.

1 Not all customers are the same

While there are common needs and service attributes across all customer segments, there are also specific needs that will drive improved customer satisfaction for each segment. For example, commercial/ industrial customers with complex electricity needs and high consumption highly value face-to-face interactions with a knowledgeable Account Manager who can help them optimise their installations, tariffs, and future planning. The majority of customers are currently satisfied with, and prefer to use, the website and Contact Centre. Of customers who have contacted the Contact Centre, 90% rate their customer service experience as positive. It is important that we continue identifying relevant customer segments, and have targeted conversations to identify evolving needs, wants and issues to continue delivering against their (changing) expectations. Above all, customers are seeking transparency in our operations.

2 Customers want more choice in how they interact with us

The key to effective communication is a consistent, proactive and seamless service experience across all interactions, with diverse service and communication channel preferences for different customer types. Customers value service attributes such as knowledgeable employees who can either answer their question or direct them to the right person and who are empowered to resolve issues. They also expect their request to be resolved in a timely manner. In an increasingly complex environment of new tariffs, technologies and digital applications, as well as evolving energy sources, we will need a better resourced and skilled Contact Centre and technical advisors to manage an increasing volume of calls about emerging issues. To better serve customers, we need a 'single view' of information such as events and decisions that have, or will, impact customers. This will enable us to be proactive and pre-empt 'unnecessary' contacts which will decrease costs as we smooth the traditional peaks and troughs of customer contact and add greater value to each customer interaction.

3 Customers increasingly value self-service technologies and mobility

While the Contact Centre will remain a vital part of our customer interaction suite, many customers want to find more information themselves as they seek greater autonomy and control over their interactions, information, and energy use. Customers expect self-service tools to be efficient, easy-to-use, and available 24/7 across multiple communication channels, particularly mobile devices such as tablets, Smartphones, and emerging devices. With mainstream examples in other utilities and industries, customers are also increasingly expecting integrated portals and applications that bundle all interactions and information with an organisation. Integrating our suite of self-service products and optimising the website for mobile access will greatly improve the customer experience and reduce our cost to serve customers for transactional issues. We will ensure the usability and value of our self-service products by engaging customers in the design process, and continuing to enable easy opt-in and opt-out arrangements.

4 Value for money retains its importance

Customers would like to know how we rate against other distributors in terms of reliability and cost-efficiencies. They expect to pay a reasonable price for a reasonable service and want confidence we invest responsibly to meet current and emerging needs based on reliable technologies. Customers also want to know more about our planning to better understand and appreciate the value we provide through asset management. They feel we offer better value when we engage them (individually and collectively such as through associations, councils and regional development boards), and consult with them early in the design of our network and products to optimise our investments and avoid unnecessary costs, including complaint management. Building local intelligence networks will be part of us better understanding customers, and customers having a better understanding of what we do and don't do. With regular media attention on price, and the changing factors affecting price such as the carbon price and the cost of the solar feed-in tariff being passed through to all consumers, there is increasing scrutiny of the composition of bills. Visibility of the distribution network component of bills will help clarify the value of our offerings.

5 Customers are not clear about SA Power Networks' role and brand

Since the name change from ETSA Utilities to SA Power Networks in September 2012, many customers have been confused as to who we are and what we do,. With greater understanding of the communication channels customers use, we can release targeted messages/ campaigns to boost brand awareness. Online communication channels such as the website and social media present an opportunity to improve brand perception using rich media content that engages and educates customers. Customers are looking for SA Power Networks to fill the current gap of a single trusted advisor to provide independent and accurate information to assist them in making informed decisions about adopting new energy technologies and managing their consumption and budgets.

840,000
customers supplied across SA in 2013

430%
Increase in unique visitors to the website between 2008-2012

82%
of South Australians have internet access (as at Dec 2012)

5900
Facebook fans (as at July 2013)

1,025
SA Power Networks' Twitter followers (as at July 2013)

45,000
Power@MyPlace™ subscribers (as at July 2013)

150%
Increase in total calls to the Contact Centres since 2007/8

SA Power Networks

Building strong customer and stakeholder relationships

'We will provide proactive, responsive, and reliable service to meet our customers' needs, now and in the future.'

To do this we:

- *Listen to our customers* to understand how we can best respond to their diverse needs whether at home, in business, or in the community
- *Plan ahead and invest responsibly* in our infrastructure, systems and people
- *Proactively provide and communicate current and accurate information* to help our customers make informed decisions
- *Employ and develop people who are passionate* about delivering quality customer service

Strategic initiatives

| *Be recognised as a national leader in the delivery of safe, reliable and quality power* | *Manage and maintain a cost effective and relevant network that caters for a diverse range of electricity consumers* | *Proactively seek opportunities to make a positive connection with communities and business across metropolitan and rural South Australia* | *Deliver customer service that is tailored and responsive to immediate and changing needs* | *Be a trusted source of advice and information for customers' current and future electricity needs* |

Key deliverables

Column 1:
- A best practice safety approach which protects our employees, the community, and the network
- A repository that captures knowledge from local intelligence sources (customers, councils, business, and state and federal government)
- An engagement plan to progressively increase the knowledge in the community about our role, and emerging products and services
- An annual DNSP benchmarked scorecard published for customer viewing and feedback
- Improved customer information about power outages using automated means where possible

Column 2:
- A long term investment plan that cost-effectively meets the electricity supply needs of our customers now and in the future
- A tariff strategy which takes into consideration current and long term needs of our customers and the business
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment proposals and issues of key interest to customers
- Implementation of recommendations from the Customer Data Quality Plan 2014 – 2020 and alignment with asset data improvement projects

Column 3:
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment proposals and issues of key interest to customers
- A strategic approach to brand management and monitoring (e.g. scheduled brand health checks and social media brand sentiment analysis)
- A sponsorship strategy that steers sponsorship investment to positively impact South Australians in ways they value
- Promotion of sponsorship activities via the website, and relevant social media and media channels

Column 4:
- A longitudinal, single view of customers, including their call and outage history and relevant network activity that impacts them (SVOC, Single View of the Customer)
- A defined range of products and services to be progressively released to customers
- Implementation of recommendations from the Customer Data Quality Plan 2014 – 2020 and alignment with asset data improvement projects
- Website, mobile and social media services including internal and customer digital applications that provide timely and accurate information for customers and employees
- A customer relationship management strategy for key customer segments
- Frameworks, systems, processes and training to continue building a knowledgeable and customer-focused workforce (e.g. in the development of products, services, and support services such as HR, Finance, Fleet, IT, etc.)
- Develop new customer feedback tools for self-service products, and Contact Centre analytics to identify the root cause for calls and to gauge customer satisfaction
- An internal review of our alignment against our customer service vision
- A long term investment plan that cost-effectively addresses the marketing/brand, technology, processes, and people/culture requirements in order for us to deliver on our customers' needs now and in the future (to be identified in the Customer Service Strategy Implementation Plan)

Column 5:
- An agreed position and defined scope of services as a consumer energy advisor
- Frameworks, systems, processes and training to continue building a knowledgeable and customer-focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.)
- A customer education plan regarding new energy technologies (e.g. using the website and roadshows to provide advisory related information)
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment proposals and issues of key interest to customers
- Established relationships with key partners to provide seamless service offerings to customers
- Improved website analytics

Success criteria

- Setting a benchmark for other Australian Network Service Providers by showing leadership in electricity distribution and consistently delivering safe and reliable power meeting regulatory, legislative and national industry standards, whilst also meeting customers' diverse needs
- A visibly transformed business that is different in terms of improved focus on customer experience and profitability, and that transparently publishes benchmarked results

- Progressive release of future products and services that are relevant to the needs of the market (demand-driven and customer-focused), and presents market opportunity, whilst taking into account emerging industry and consumer trends
- Having strong local connections with customers, i.e. residents, business and industry, and being involved in major regional planning and development initiatives to improve outcomes for South Australians

- Embedded customer focused service culture where employees are responsible for adhering to customer oriented frameworks and strive for customer service excellence which is results driven
- Have a culture of continual innovation that challenges the status quo, and keeps up with the evolving needs of customers and employees
- A unified workforce that is committed to improving customer value and satisfaction ratings

Areas of focus

In our review of each strategic initiative, we identified activities we need to continue doing and to start doing to achieve success. The activities were reviewed and tested with a diverse range of our key customer segments to ensure these focus areas are aligned to customer priorities.

Be recognised as a national leader in the delivery of safe, reliable and quality power

Continue doing

- Operate a safe electricity network for our customers, our community and our employees
- Provide a high availability of power that meets reliability and regulatory standards
- Restore promptly when supply is interrupted and keep customers informed on progress
- Communicate our annual reliability and safety results
- Make asset management decisions on the basis of their impact on the level of customer service

Start doing

- Collate benchmark indices and outcomes, and communicate these to customers
- Build local intelligence networks to improve customer-derived information about faults, to develop Community Champions, to relay community sentiment, and to provide advance information on major developments and planning
- Guide community understanding of our role
- Survey customers following significant events or outages to collate feedback regarding customer service provided

Manage and maintain a cost effective and relevant network that caters for a diverse range of electricity consumers

Continue doing

- Provide a reliable electricity supply that meets regulatory standards in a cost effective manner and be responsible managers of the network
- Design the network to deliver the best overall long term outcome for customers and shareholders in light of changing network, and customer-side, technologies
- Engage more with customers to better understand their evolving needs

Start doing

- Provide clarity regarding the breakdown of the tariff structure and the components of the customer's bill
- Communicate and engage with customers before we finalise long-term infrastructure investment plans and new products and services that affect them
- Align the Asset Management Strategy with customer priorities (in addition to risk mitigation and condition monitoring)

Proactively seek opportunities to make a positive connection with communities and business across metropolitan and rural South Australia

Continue doing

- Be an employer of choice and employ people with local knowledge where possible
- Ensure our network assets appropriately fit the local setting
- Support the SA Power Networks Employee Foundation for its work in the community
- Target sponsorship of causes that make a positive impact in the community and that the community values
- Require Leaders to be accountable for ensuring decisions consider customer needs

Start doing

- Form strong relationships with business leaders and councils to better understand, and plan for, their needs
- Leverage current communication processes to appropriately emphasise community connections
- Seek greater involvement in the development of regional planning initiatives
- Better promote our support and sponsorship of relevant local and valued initiatives to ensure the contribution is well recognised

Deliver customer service that is tailored and responsive to immediate and changing needs

Continue doing

- Provide a variety of ways for customers to communicate with us via their preferred communication channels
- Provide self -service and self-management options that our customers value
- Provide accurate and timely information on service status and power restoration activities
- Respond to faults and provide essential services 24/7
- Proactively seek out feedback from customers to continuously grow and improve
- Strengthen our field to customer information flow, through automated means where possible
- Enhance and develop systems that contribute to these initiatives

Start doing

- Demonstrate an understanding of customers' diverse needs now and in the future
- Innovate and offer tailored products and services relevant to customers
- Provide an application or portal with integrated information available externally to customers, progressively extending the range of information available
- Provide our employees and contractors with systems that have relevant customer information to support them in delivering valued service at the point of contact
- Align all aspects of our business to provide a high standard of customer service
- Embed our use of up-to-date customer segmentation and engagement across the wider organisation
- Offer seamless and consistent service across all communication channels
- Develop customer impact statements for network projects

Be a trusted source of advice and information for customers' current and future electricity needs

Preparation

- Explore what the role of advisor might look like to determine what our specific role would be, and where we can deliver the most value to customers

Start doing
(subject to clarifying the role of advisor)

- Be a trusted, balanced, and responsible authority on energy options, solutions and technologies to assist customers in making informed choices about their electricity needs
- Share knowledge about energy options and alternatives in an easy to understand format for customers
- Develop a skilled and knowledgeable workforce with respect to new technologies and tariffs
- Adopt a systematic approach to routinely help customers get an answer to their query

Customer segmentation and service needs

Our customers' needs and behaviours are constantly changing as new devices and new energy technologies emerge, and as many customers increasingly value self-service and self-management options. It is essential we have a consistent and shared view of who our customers are so we can continue to be relevant and evolve with them.

Understanding our customers

Our customers' needs and behaviours are constantly changing and evolving as new devices, new energy technologies and an increased desire for self-service emerge. It is essential we have a consistent and shared view of who our customers are so we can continue to be relevant and evolve with them. We have employed contemporary techniques to segment our customers and will continue to use this approach to understand their common and segment-specific valued service attributes and needs so we can provide products and services they find most important.

In order for us to provide '*proactive*, *responsive*, and *reliable customer service*', we must have a comprehensive, shared, and customer-validated view of who our customers are and their diverse needs. To achieve this we have:

- leveraged existing customer research and customer experience feedback from a recent survey with over 2800 customers, and conducted customer workshops with 130 customers

- identified and defined our key customer segments and profiled their unique characteristics, current and future service needs, highly valued service attributes, and communication channel preferences

- validated customer profiles with customers and key account managers representing each segment to ensure our view of the customer is accurate and relevant

Residential   **Business**   **Government and community organisations**   **Energy Industry**

Defining our customers

Our customers fall into four key customer segments: residents, business, government and community organisations, and the energy industry. The following pages provide a summarised profile of each customer segment, their characteristics, service attributes that are most important to them, their communication channel preferences, and their priority needs.

(Further details about each of the key customer segments are in the supplementary document: Customer Segmentation and Persona Profiles)

This insight helps us best determine where we should prioritise our investment to serve our customers in a way that they most value, to increase their satisfaction and to reduce complaints. Customer preferences continue to change and evolve. As such, regular validation of these profiles, priorities, and communication preferences will be undertaken and profiles refined to ensure we continue to meet and match our customers' changing needs and expectations.

Customer profiling and personas

We have developed a set of Personas (fictional profiles) for each customer segment to help us visualise them, deepen our understanding of their needs, and help respond in more empathetic and relevant ways. This is provided in a supplementary report and has been validated with customers. *The Customer Segmentation and Persona Profiles* document is intended to be a living and breathing document and will be regularly updated and validated with customers.

SA Power Networks Persona Profiles
(refer to Supplementary document: Customer Segmentation and Persona Profiles)

Our key customer segments

This page summarises the customer types within each of the key customer segments and their priority needs. These views of the customer will help us design services and products that meet their common, and segment specific, needs and will be regularly reviewed with customers to ensure they remain relevant as their needs evolve.

Residential

A mix of the South Australian population with characteristics such as different genders, ages, locations (e.g. metropolitan/ rural/ urban*), life stages (e.g. future bill payer, education/ career focused, family formation, empty nester, retired). It includes households where English is a second language, members who have a disability or care for others, those having high energy usage or high energy bills, tenants, and people experiencing hardship.
Contact is generally via the Contact Centres or website.

- Residential customers
- Life support customers / critical care
- Solar PV owners / customers
- Pensioners & low income customers
- Property owners
- Landlords / property managers / conveyancers
- Tenants

* Urban denotes major regional towns such as Mount Gambier, Port Lincoln and Port Augusta.

Business

A combination of South Australian business consumers, including, small – medium in size, of varying enterprise types and from various locations, larger businesses with account managers, those with solar PV panels installed or other embedded generation or energy storage technology, businesses that are critically dependent on their power supply, commercial developers, and various groups and federations. It also includes graduates, electricians, tradespeople, engineers, administrators, and current or prospective employees or contractors.
Larger businesses expect more personalised service to meet their more specialised needs.

- Small - medium business consumers
- Major business accounts (by energy consumption)
- Electricity critical businesses
- Commercial developers and builders
- Commercial interest groups
- Current and prospective employees
- Customers with embedded generation/ energy storage
- Customers on demand tariffs or other 'specialised' tariffs

Government and community organisations

Includes government of all levels, community areas impacted by projects and works, departments and employees within government, organisations and business or industry associations, emergency services, educational institutions, community agencies such as the South Australian Council of Social Service (SACOSS), the Council on the Ageing (COTA) and Families SA, business partners, vendors and suppliers, and various media and agency bodies.
There is varying degrees of contact with these organisations, and an area we wish to provide greater focus in future.

- Regional economic development boards
- Emergency services organisations
- Educational institutions
- Potential and future partners
- Community welfare groups
- Media
- Special community interest groups
- Regulatory agencies
- Local Government
- Community
- State and Federal Government

Energy Industry

Electricity retailers such as Origin Energy, Energy Australia and AGL, SA Power Networks' contractors such as Active Tree Services, Electel, and Service Stream, and solar PV installers.
Contact is often through structured periodic meetings of account managers and subject matter experts. Market rules and other regulations tend to shape relationships.
The way in which we conduct our business to business activities, the information we share, and the way each of us maintains customer relationships affects the other industry participants.

- Regulatory agencies
- Generation companies
- Transmission companies
- Retailers
- Electrical industry contractors
- Meter providers and meter data providers
- Vegetation maintenance contractors

Validated June 2013

Highly valued customer service attributes

There is a set of service attributes that all customer segments highly value. Deloitte asked survey and workshop participants which service attributes were most important to them and how this looks in practice. These insights help us best determine where we should place emphasis in our service delivery, and changes we may need to make to serve our customers in the way they most value.

Survey respondent importance rating

Attribute	Rating
Staff knowledgeable	8.6
Time taken to fix request/enquiry	8.6
Ability to address request/enquiry	8.5
Staff's ability to investigate request/enquiry	8.4
Time taken to address request/enquiry	8.4
Relevance of response	8.3
Way your query was handled	8.1
Personalised service	7.6

Rating Scale: 1 Least Important → 10 Most Important

How would our customers like to see this happen/ what do they expect?

- employees are knowledgeable in dealing with common everyday enquiries and resolving enquiries and questions about emerging energy technologies
- contact centre agents deliver effective support for self-service tools offered by SA Power Networks
- contact centre agents can direct them to the right person if they cannot answer the question themselves
- employees have access to up-to-date and accurate information relating to current outages and events occurring across the state
- employees have local knowledge, and understand their unique electricity needs and issues relevant to their local area

- visibility on the progress/ status of their request and ongoing communication via their preferred communication channels (not SA Power Networks' preferred communication channel)
- manage expectations and provide clear timeframes around planned and unplanned outages. Communication lead time is important, especially for rural and business customers who will need to adjust their operations

- employees are empowered with training, knowledge and authority to resolve enquiries without the need to constantly seek approval from managers for common requests
- follow up communication through their preferred communication channels (a reminder system should be in place to ensure requests are met with follow up communication) and in promised timeframes

- ongoing communication to keep customers updated on progress
- a consistent point of contact with someone who understands the context of their enquiry
- employees are willing to admit when they don't know the answer and can direct them to the correct team or individual to help
  Note: Customers identified that suggestions for this attribute were similar to those for 'ability to address request/enquiry'

- a recorded message about power outage information which is accurate and up to date
- a call back service allowing them to leave their number, hang up and maintain their position in the queue (to manage extensive 'on hold' wait times, especially when in common telephone coverage drop out zones, a particular issue in rural areas)

- information provided is accurate, especially in the event of power outages
- responses are tailored and relevant
- we listen to, and understand, our customers
- they don't necessarily need all the details, but they want enough information to feel like progress is being made on their request

- customer facing employees are respectful and friendly indicating they care about their request and are polite, attentive and sensitive to all customers, especially those with language, or hearing impairments
- interactions with a contact centre that is local, with representatives who have South Australian and rural vs metropolitan knowledge and who are easy to talk to and understand (should have excellent verbal English skills)

- a degree of personalisation, especially when interacting with the Contact Centre. This includes having a history of previous calls on hand so that customers do not need to repeat themselves and for call agents to use their name.
- Key account holders rated personalised service as a priority, looking for a greater degree of personalisation through Account Managers who understand the specific context and energy dependencies of their business and work with them to help them shape their future energy requirements, including adopting new energy technologies

Note: Overall ,workshop participants agreed with the priorities reflected in the Consumer Consultation Survey. There was a number of common suggestions that emerged across all of the service attributes, including employees having the knowledge to direct customers to the correct person within the organisation, having a respectful and friendly attitude, employees having access to up to date and accurate information concerning outages and events, and providing ongoing follow-up communication throughout the resolution process to keep customers informed of changes and progress. Refer to the supplementary report 'Customer Workshop Feedback' for more information.

11

Customer service vision and strategic initiatives

For our Customer Service Strategy to be effective it must link to, and deliver on, the overall business goals and Key Performance Indicators, and deliver value to shareholders, employees and customers.

Creating a strategic vision that aligns with the business plan

For our Customer Service Strategy to be effective it must link to, and deliver on, the overall business goals and KPIs, and deliver value to shareholders, employees and customers. Following initial emerging trends research, we employed an inclusive approach to engage with employees and customers in building and validating the strategy before finalising.

Designing and shaping the Customer Service Strategy with business and customers

To ensure the Customer Service Strategy delivers a return on investment, it is essential that business and customer needs are explored. The intersection of where these needs meet will drive efficiencies and deliver value.

An internal workshop was conducted with employees using inputs from the strategic business plan, employee and customer insights (via workshops and satisfaction surveys), and emerging trends research to create a draft customer service vision. This draft vision was tested and validated with target customers during each of the three customer service strategy workshops conducted with residential, business and industry customers.

Strategy accountability and ownership

To ensure accountability and ownership of the Customer Service Strategy, we sought understanding from key employees across the business to identify their pain points, issues, and the barriers to success in delivering quality customer service. Customer-facing employees were engaged to ensure we understand the common issues and customer complaint areas, and their suggestions in fixing these issues.

A robust Customer Service Strategy that will deliver return on investment (ROI)

Our approach to collect and analyse insights has assisted us in building a robust strategy that will deliver on business, employee and customer needs. The following page outlines the strategic initiatives, success criteria, key areas of focus and the deliverables.
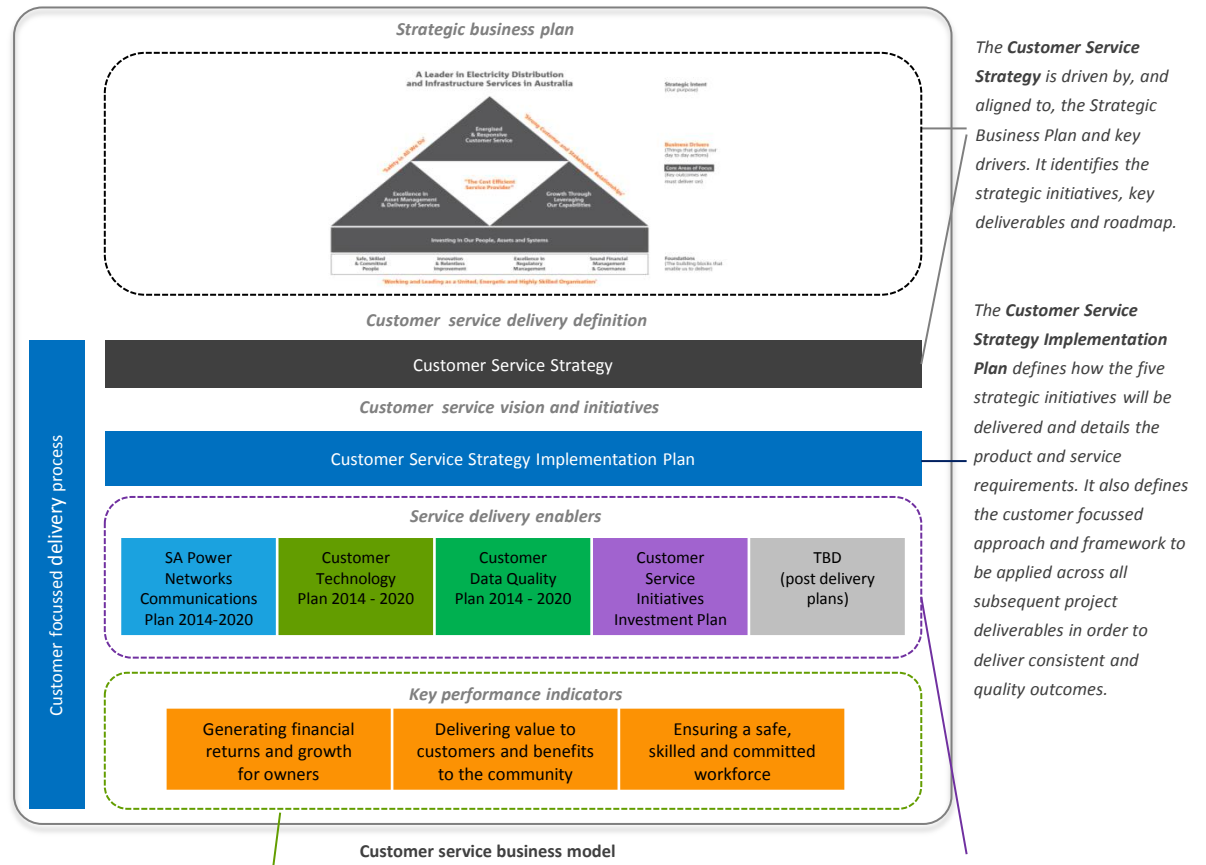
*The **Customer Service Strategy** is driven by, and aligned to, the Strategic Business Plan and key drivers. It identifies the strategic initiatives, key deliverables and roadmap.*

*The **Customer Service Strategy Implementation Plan** defines how the five strategic initiatives will be delivered and details the product and service requirements. It also defines the customer focussed approach and framework to be applied across all subsequent project deliverables in order to deliver consistent and quality outcomes.*

Customer service business model

*The customer service strategic initiatives have been mapped against the **Strategic Business Plan KPIs**, and success measures defined to ensure we can deliver on them. These customer KPIs will be incorporated into employee, and other, performance measures.*

*The **Service Delivery Enablers** will be driven by the requirements in the Customer Service Strategy Implementation Plan. There are likely to be new projects initiated as a result of defining the Customer Service Strategy Implementation Plan.*

Our new customer service vision

In line with the business driver to build '*strong customer and stakeholder relationships*' we have developed the following customer service vision. It encompasses customers' expectations for highly valued service attributes of proactive, responsive and empathetic customer service. The vision was developed in conjunction with the business, reviewed and tested with customers from each key segment, and further refined. Customers want a vision that is authentic and proactive, and that accounts for future needs. The customer validation process gives us confidence that our new customer service vision resonates with our diverse range of customers.

SA Power Networks

Customer service vision 2014-2020

Building strong customer and stakeholder relationships

'We will provide proactive, responsive, and reliable service to meet our customers' needs, now and in the future.'

To do this, we:

- *listen to our customers* *to understand how we can best respond to their diverse needs whether at home, in business, or in the community*

- *plan ahead and invest responsibly* *in our infrastructure, systems and people*

- *proactively provide and communicate current and accurate information* *to help our customers make informed decisions*

- *employ and develop people who are passionate* *about delivering quality customer service*

Strategic Initiative 1:

Be recognised as a national leader in the delivery of safe, reliable, and quality power

What is it?

Our customers want clarity regarding SA Power Networks' role. They want their electricity to be available when they need it. Customers also want us to provide timely and accurate updates of progress and for us to respond to, and fix, faults in an acceptable timeframe.

How can we do it?

Continue doing

- Operate a safe electricity network for our customers, our community, and our employees
- Provide high availability of power that meets reliability and regulatory standards
- Restore power promptly when interrupted and keep customers informed of progress
- Communicate our annual reliability and safety results
- Make asset management decisions on the basis of their impact on the level of customer service
- Collate nationally benchmarked indices and outcomes, and communicate these to customers

Start doing

- Build local intelligence networks to improve customer-derived information about faults, develop community champions, to relay community sentiment, and to provide advance information on major developments and planning proposals
- Guide community understanding of our role
- Survey customers following an event or outage to collate feedback regarding customer service provided

How can we measure success?

- Meeting regulatory, legislative and national industry standards
- Improved Brand Health Monitor survey ratings (biannually)
- Customer satisfaction survey scores targeted rating of >5.8 out of 7)
- Customer feedback surveys (post product/service delivery)
- Benchmarked results against other Australian Electricity Distributors

Key deliverables

- A best practice safety approach which protects our employees, the community, and the network
- A repository that captures knowledge from local intelligence sources (customers, councils, business and state and federal Government)
- An engagement plan to progressively increase the knowledge in the community about our role and emerging products and services e.g.
    - Publish annual reliability and safety results on the SA Power Networks website and communicate its availability to customers
    - Communicate power outages via social media, website, IVR recorded messages and proactively via subscription services
    - Increase media usage (television, local Messengers, radio) to promote our brand and our role
    - Provide a link to the SA Power Networks video (on YouTube) and highlight content on the website explaining our role and how our service forms a component of the customer's bill
- An annual scorecard published for customer viewing and feedback
- Increased automation of information flows for power outages through the Field Force Automation programme

"There are [so many] entities out there, not just SA Power Networks; you need to be clear and upfront about your role" – Local Government, Metro

Strategic Initiative 2:

Manage and maintain a cost effective and relevant network that caters for a diverse range of electricity consumers

What is it?

Our customers want to feel that their interests and diverse needs drive the decisions we make about network investment and balancing costs with reliable and relevant services. Customers wish to be engaged when planned network investments and initiatives may impact them, their community, or their bill.

How can we do it?

Continue doing

- Provide a reliable electricity supply that meets regulatory standards in a cost effective manner and be responsible managers of the network
- Design the network to deliver the best overall outcome for customers and shareholders in light of changing network, and customer-side, technologies
- Engage with customers to better understand their evolving needs

Start doing

- Provide clarity regarding the breakdown of the tariff structure and the components of the customer's bill
- Communicate and engage with customers before we finalise long-term infrastructure investment plans and new products and services that affect them
- Align the Asset Management Strategy with customer priorities (in addition to risk mitigation and condition monitoring)

Key deliverables

- A long term asset investment plan, that cost-effectively meets the electricity supply needs of our customers now and in the future
- A tariff strategy which takes into consideration current and long term needs of our customers and the business
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment and key issues of interest to customers
- Implementation of recommendations from the Customer Data Quality Plan 2014 – 2020 and alignment with asset data improvement projects

How can we measure success?

- Meeting regulatory, legislative and national industry standards
- Customer satisfaction survey scores targeted rating of >5.8 our of 7)
- Improved ratings of the Brand Health Monitor (biannually)

"[There is a] significant disconnect between utility plans and economic development plans for the future." – Local Government, Rural

Strategic Initiative 3:

Proactively seek opportunities to make a positive connection with communities and business across metropolitan and rural South Australia

What is it?

Our customers want to feel confident that their community and business is important to us and that we value them as customers. They are looking for us to employ people with local knowledge, to support and sponsor relevant local and valued initiatives, and to ensure our infrastructure visually fits in with their local environment.

How can we do it?

Continue doing

- Be an employer of choice and employ people with local knowledge where possible
- Ensure our network assets appropriately fit the local setting
- Support the SA Power Networks Employee Foundation for its work in the community
- Target sponsorship of causes that make a positive impact in the community and are valued by the community (funded by owners and employees)
- Leaders are accountable for ensuring decisions consider customer needs

Start doing

- Form strong relationships with business leaders and councils to understand and plan for their needs
- Leverage current communication processes to appropriately emphasise community connections
- Seek greater involvement in the development of regional planning initiatives

Key deliverables

- A disciplined approach to regular engagement with customers to identify information and service needs
- Consultation regarding major network investment and issues of key interest to customers
- A strategic approach to brand management and monitoring (e.g. scheduled brand health checks, and social media brand sentiment analysis)
- A sponsorship strategy that steers sponsorship investment to positively impact South Australians in ways they value (funded by owners and employees)

How can we measure success?

- Improved ratings of the Brand Health Monitor (biannually)
- Customer satisfaction survey scores targeted rating of >5.8 out of 7)
- Having a seat at the table at major regional development initiatives
- Developing additional appropriate customer feedback tools

"[You] need to engage the community so they know these services [self-service tools] exist"
– Business/Commercial, Metro

Strategic Initiative 4:

Deliver customer service that is tailored and responsive to immediate and changing needs

What is it?

Our customers want service that is proactive, responsive and relevant to their individual needs. They want us to use clear and simple language when communicating with them. Customers want to be included in our planning to ensure we deliver services and products that are relevant to them and suit their evolving needs. We must remain current and relevant on emerging technologies, communications, customer focused training, processes and service delivery to ensure we are continually meeting customers' changing needs.

How can we do it?

Continue doing

- Provide a variety of ways for customers to communicate with us via their preferred communication channels
- Provide self -service and self-management options that our customers value
- Provide accurate and timely information on service status and power restoration activities
- Respond to faults and provide emergency services 24/7
- Proactively seek out feedback from customers to continuously grow and improve
- Strengthen our field to customer information flow, through automated means where possible
- Enhance and develop systems that contribute to this initiative

Start doing

- Demonstrate an understanding of customers' diverse needs now and in the future
- Innovate and offer tailored products and services relevant to customers
- Provide an application or portal with integrated information available externally to customers, progressively extending the range of information available
- Provide our employees and contractors with systems that have relevant customer information to support them in delivering valued service at the point of contact
- Align all aspects of our business to provide a high standard of customer service and ensure alignment against our customer service vision
- Embed our use of up-to-date customer segmentation and engagement across the wider organisation
- Offer seamless and consistent service
- Develop customer impact statements for network projects

Key deliverables

- A longitudinal, single view of customers, including their call and outage history and relevant network activity that impacts them (SVOC, Single View of the Customer)
- A defined range of products and services to be progressively released to customers
- Implementation of recommendations from the Customer Data Quality Plan 2014 – 2020 and alignment with asset data improvement projects
- Website, mobile and social media services including internal and customer applications that provide timely and accurate information for customers, employees and contractors
- A customer relationship management strategy for key customer segments
- Frameworks, systems, processes and training to continue building a knowledgeable and customer focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.)
- Develop new customer feedback tools for self-service products and Contact Centre analytics to identify the root cause for calls and to gauge customer satisfaction
- An internal review of our alignment against our customer service vision
- A long term customer investment plan (Customer Service Initiatives Investment Plan) that cost-effectively addresses the marketing/brand, technology, processes, and people/culture requirements in order for us to deliver on our customers needs now and in the future (as determined in the Customer Service Strategy Implementation Plan)

How can we measure success?

- Customer satisfaction survey scores targeted rating of >5.8 out of 7)
- Contact Centre call and email volumes for common enquiries transition to self-service via web and mobile channels
- Product and service adoption/take-up rates
- Employees achieve KPIs for customer service projects/initiatives
- Customer impact statement templates developed and used for network projects

"When you ring it is difficult to explain where you are, we need people on the phones that know the area… it's frustrating."
– Resident, Rural

Strategic Initiative 5:

Be a trusted source of advice and information for customers' current and future electricity needs

What is it?

Our customers see SA Power Networks as an independent organisation, well positioned in the midst of a number of retailers and energy information sources to fill the current gap in the energy market to be a single source of trusted information. Customers are looking for advice on electricity technologies and market players so they can make informed decisions to help reduce their costs and/ or make environmentally sustainable decisions, and to use reputable service providers.

How can we do it?

Preparation

- Explore what this role (of advisor) might look like, to determine what our specific role would entail and where we can deliver the most value to customers

Start doing (subject to clarifying the role of advisor)

- Expand our on-grid and off-grid options
- Be a trusted, balanced, and responsible authority on energy options, solutions and technologies to assist customers in making informed choices about their electricity needs
- Share knowledge about energy options and alternatives in an easy to understand format for customers
- Develop a skilled and knowledgeable workforce with respect to new technologies and tariffs
- Adopt a systematic approach to routinely help customers get an answer to their query regardless of our official role

Key deliverables

- An agreed position and defined scope of services as a consumer energy advisor
- A framework, systems, processes and training to continue building a knowledgeable and customer focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.)
- A customer education plan regarding new energy technologies (e.g. using the website and roadshows to provide advisory related information)
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment and issues of key interest to customers
- Established relationships with key partners to provide seamless service offerings to customers
- Improved website analytics

How can we measure success?

- Improved ratings of the Brand Health Monitor (biannually)
- Customer satisfaction survey scores targeted rating of >5.8 out of 7)
- Website analytics indicate customers are finding and locating information in an acceptable timeframe and with minimum number of clicks
- New customer feedback tools indicate satisfaction with the service and advice

"[It is] important to give customers the knowledge and involve them as part of the solution to power consumption and supply"
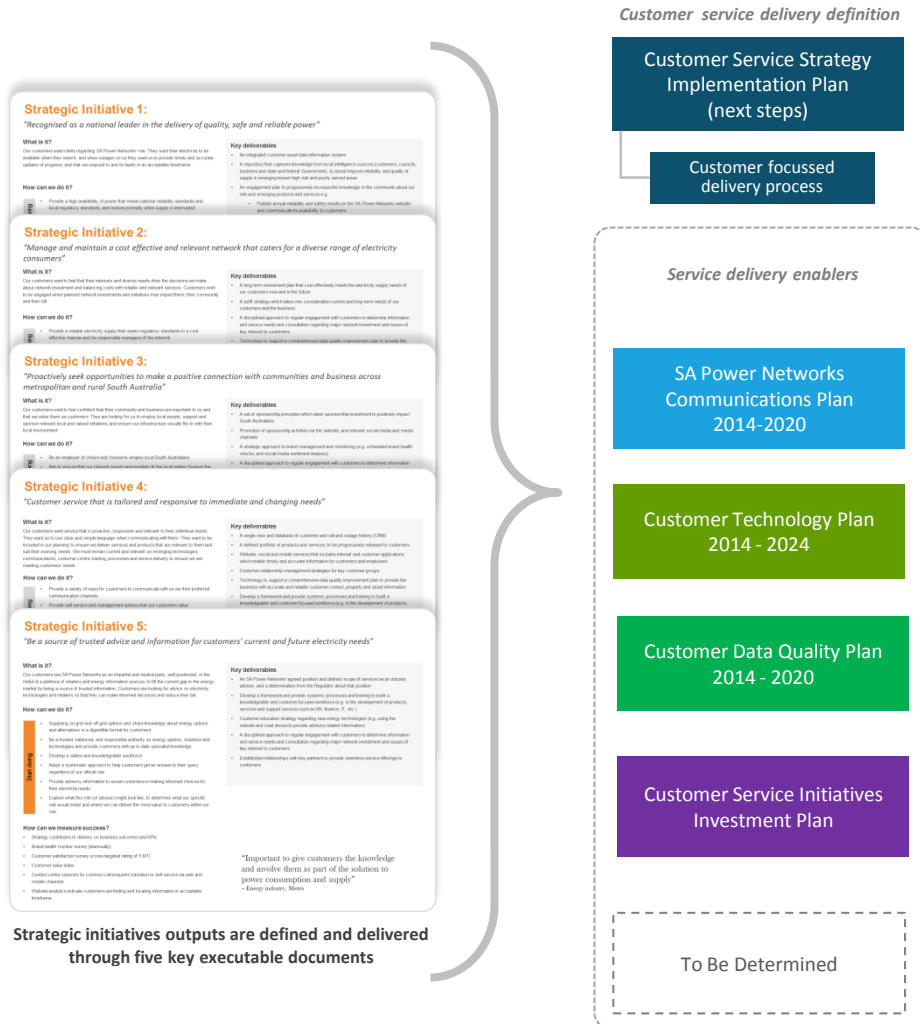– Energy industry, Metro

Success measures

The following table outlines what success looks like if we are to deliver each of the strategic initiatives, and how we will continue to track and measure success using the customer value assessment criteria.

Customer value success criteria (what success looks like)	**Success measures (how we will measure success)**
Generating financial returns and growth for owners · We set a benchmark for other Australian Network Service Providers by consistently delivering safe and reliable power meeting regulatory, legislative and national industry standards, whilst also meeting customers' diverse needs, and showing leadership in delivering reliable electricity in the state · The Customer Service Strategy has a strong link to, and aligns with, the strategic business plan and vision for 2013-2017 and all subsequent business plans · We progressively release products and services that are relevant to the needs of the market (demand-driven and customer focused), whilst taking into account emerging industry and consumer trends	· Meeting regulatory, legislative and national industry standards · Regulator support for customer service improvements · Customer satisfaction survey scores targeted rating of >5.8 out of 7) · Customer feedback surveys (post product/service delivery) · Product and service adoption/take up rates
Delivering value to customers and benefits to the community · We have strong local connections with customers (i.e. residents, business and industry) and are involved at major regional planning and development initiatives to improve outcomes for South Australians · We have embedded a customer focused service culture where employees are responsible for adhering to customer oriented frameworks and strive for customer excellence which is results driven · We have a culture of continual innovation that challenges the status quo, and keeps up with the evolving needs of customers and employees	· Customer satisfaction survey scores targeted rating of >5.8 out of 7) · Customer value index developed and improved · Having a seat at the table at major regional development initiatives · Brand health monitor survey improvements (biannual) · Social media and brand sentiment searches targeting positive and negative sentiment · Website analytics indicate customers are finding and locating information in acceptable timeframes (bounce rates) · Contact Centre call and email volumes for common enquiries transition to self-service via web and mobile channels
Ensuring a safe, skilled, and committed workforce · We have a unified workforce that is committed to improving customer value and satisfaction ratings · We are a visibly transformed business that is different in terms of improved focus on customer experience · We are transparent	· Employees satisfaction survey scores targeted rating of >5.8 out of 7) · Employees achieve KPIs for customer service projects/initiatives · Customer satisfaction survey scores targeted rating of >5.8 out of 7)

Strategic Business Plan Key Performance Indicators

Strategic initiative outputs grouped into five executable plans

To ensure we can deliver against the strategic initiatives, we need to first define the requirements in the Customer Service Strategy Implementation Plan. This document will identify and document gaps in areas of People, Culture, Training, Technology and Process. We have taken the key deliverables for each of the strategic initiatives and determined the initial set of documents that will need to be created or updated to meet the technology and communication requirements. Refer to the next page for key deliverables to be addressed in each document.

Strategic initiatives outputs are defined and delivered through five key executable documents

Customer service delivery definition

- Customer Service Strategy Implementation Plan (next steps)
- Customer focussed delivery process

Service delivery enablers

- SA Power Networks Communications Plan 2014-2020
- Customer Technology Plan 2014 - 2024
- Customer Data Quality Plan 2014 - 2020
- Customer Service Initiatives Investment Plan
- To Be Determined

The **Customer Service Strategy Implementation Plan** is the business requirements document that will be used to drive projects. It will define how the five strategic initiatives will be delivered, detailing the product and service requirements and the internal capability requirements. The plan will cover People, Culture, Training, Technology and Process change requirements. This plan will include an assessment of internal alignment with other strategies and work practices in order to understand and document the current gaps.

The **Service Delivery Enablers** are key dependencies for successful delivery against the Customer Service Strategy. The enablers are supplementary and independent plans that define key issues related to customer service delivery, identifying gaps and requirements, with a roadmap for delivery. We anticipate there will be new projects not yet identified and which will be progressively initiated over the life of this strategy.

SA Power Networks Communications Plan 2014-2020 is corporate wide and will include key communication deliverables to support the Customer Service Strategy. The deliverables focus on the multi-channel and integrated approach to marketing, and promoting events, customer engagement opportunities, and new products and services to customers. It will also recognise the various customer segments.

The **Customer Technology Plan** outlines the relevant technology systems, platforms, hardware and data required to deliver on customer requirements and key deliverables identified during the development of the Customer Service Strategy.

The **Customer Data Quality Plan 2014 – 2020** objectives include managing data as a valued asset, ensuring timely provision of relevant and accurate information to customers, field crews and contractors, supporting future business development through a solid foundation of data, and aligning our data management practices and principles in the Integrated Technology and Systems Plan (ITSP).

The **Customer Service Initiatives Investment Plan** outlines cost and budget allocations for customer strategy outcomes that meet the expectations of responsible investment and to adequately budget for emerging customer initiatives. The investment plan will be driven by the requirements from the Customer Service Strategy Implementation Plan. (Note this will include, but not be limited to, the Customer Technology Plan investment costing).

Further initiatives/projects to be determined as the delivery requirements are defined in the Customer Service Strategy Implementation Plan. New projects and initiatives are likely to include internal changes and training required relating to people, culture, process, and marketing and brand initiatives.

Key deliverables by strategic initiative

The table below summarises the key deliverables for each strategic initiative and the corresponding document in which it will be comprehensively addressed for delivery. When defining the requirements for each deliverable, the customer service needs matrix (by communication channel preference) should be referenced for a comprehensive view of requirements. Refer to the supplementary document *Customer Workshop Feedback.*

		Strategic Initiative 1	Strategic Initiative 2	Strategic Initiative 3	Strategic Initiative 4	Strategic Initiative 5
		Be recognised as a national leader in the delivery of safe, reliable and quality power	Manage and maintain a cost effective and relevant network that caters for a diverse range of electricity consumers	Proactively seek opportunities to make a positive connection with communities and business across metropolitan and rural South Australia	Deliver customer service that is tailored and responsive to immediate and changing needs	Be a trusted source of advice and information needs for customers current and future electricity needs
Strategic Key Enablers	**Customer Service Strategy Implementation Plan**	• A best practice safety approach which protects our employees, the community, and the network • An assessment of increased automation of information flows for power outages through the Field Force Automation programme	• A disciplined approach to regular engagement with customers to determine information and service needs • Consultation regarding major network investment proposals and issues of key interest to customers	• A disciplined approach to regular engagement with customers to determine information and service needs • Consultation regarding major network investment proposals and issues of key interest to customers • A strategic approach to brand management and monitoring (e.g. scheduled brand health checks, and social media brand sentiment analysis)	• A defined range of products and services, to be progressively released to customers • Website, mobile and social media services, including internal and customer applications, that provide timely and accurate information for customers and employees • Frameworks, systems, processes and training to build a knowledgeable and customer focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.) • An internal review of our alignment against our customer service vision • Develop new customer feedback tools for self-service products and Contact Centre analytics to identify the root cause for calls and customer satisfaction at end of call	• Develop frameworks, systems, processes and training to build a knowledgeable and customer focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.) • Create a customer education plan regarding new energy technologies (e.g. using the website and road shows to provide advisory related information) • Establish relationships with key partners to provide seamless service offerings to customers • Have an agreed position and defined scope of services as a consumer energy advisor • Have a disciplined approach to regular engagement with customers to determine information and service needs • Consult the community regarding major network investment and issues of key interest to customers • Improved website analytics
	SA Power Networks Communications Plan 2014-2020	• An engagement plan to progressively increase the knowledge in the community about our role and emerging products and services • An annual scorecard published for customer viewing and feedback			• A customer relationship management strategy for key customer groups	
	Customer Technology Plan 2014 - 2024	• A repository that captures knowledge from local intelligence sources (customers, councils, business and state and federal Government)				
	Customer Data Quality Plan 2014 - 2020		• Implementation of recommendations from the Customer Data Quality Plan and alignment with asset data improvement projects		• Implementation of recommendations from the Customer Data Quality Plan and alignment with asset data improvement projects • A longitudinal, single view of customers, including their call and outage history and relevant network activity that impacts them (SVOC, Single View of the Customer)	
	Customer Service Initiatives Investment Plan		• A long term investment plan, that cost-effectively meets the electricity supply needs of our customers now and in the future • A tariff strategy which takes into consideration current and long term needs of our customers and the business	• A sponsorship strategy that steers sponsorship investment to positively impact South Australians in ways they value (funded by owners and employees)	• A long term investment plan that cost-effectively addresses the marketing/brand, technology, processes, people/culture requirements, in order for us to deliver on our customers needs now and in the future (as determined in the Customer Service Strategy Implementation Plan)	

Refer to the strategic roadmap 2014-2020 for timing of delivery

Customer Service Strategy roadmap

This roadmap outlines the major project deliverables and 'quick wins'. It defines timing for key deliverables to be implemented and measured over a staged timeframe and prepares us for the next Price Reset submission.

Strategic deliverables value matrix

The strategic initiatives will be achieved by design and implementation of the key deliverables. Refer to the strategic roadmap for timing. The deliverables in the upper right hand quadrant represent those that offer high value to both customers and SA Power Networks.

Value to customer (customer priority)

The value to customer is based on the feedback from customer workshops and survey regarding high priority service features and solutions customers value.

- A repository that captures knowledge from local intelligence sources (customers, councils, business and state and federal Government)
- An agreed position and defined scope of services as a consumer energy advisor
- A defined range of products and services, to be progressively released to customers
- A longitudinal, single view of customers, including their call and outage history and relevant network activity that impacts them (SVOC)
- A disciplined approach to regular engagement with customers to determine information and service needs
- Website, mobile and social media services, including internal and customer applications, that provide timely and accurate information for customers and employees
  - QW-2: Website refresh and optimise for mobile
  - QW-3: Mobile application development
- Implementation of recommendations from the Customer Data Quality Plan and alignment with asset data improvement projects
- An engagement plan to progressively increase the knowledge in the community about our role and emerging products and services
  - QW-1: Publish an external version of the customer service strategy on the website and communicate availability
  - QW-2: Link on website to YouTube video and provide bill breakdown example
- Consultation regarding major network investment and issues of key interest to customers
- A long term investment plan, that cost-effectively meets the electricity supply needs of our customers now and in the future
- Frameworks, systems, processes and training to continue building a knowledgeable and customer-focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.)
- A tariff strategy which takes into consideration current and long term needs of our customers and the business
- A customer education plan regarding new energy technologies (e.g. using the website and roadshows to provide advisory related information)
- A customer relationship management strategy for key customer groups
- A sponsorship strategy that steers sponsorship investment to positively impact South Australians in ways they value (funded by owners and employees)
- An annual benchmarked scorecard published for customer viewing and feedback
- A long term investment plan that cost-effectively addresses the marketing/brand, technology, processes, people/culture requirements, in order for us to deliver on our customers needs now and in the future (as determined in the Customer Service Strategy Implementation Plan
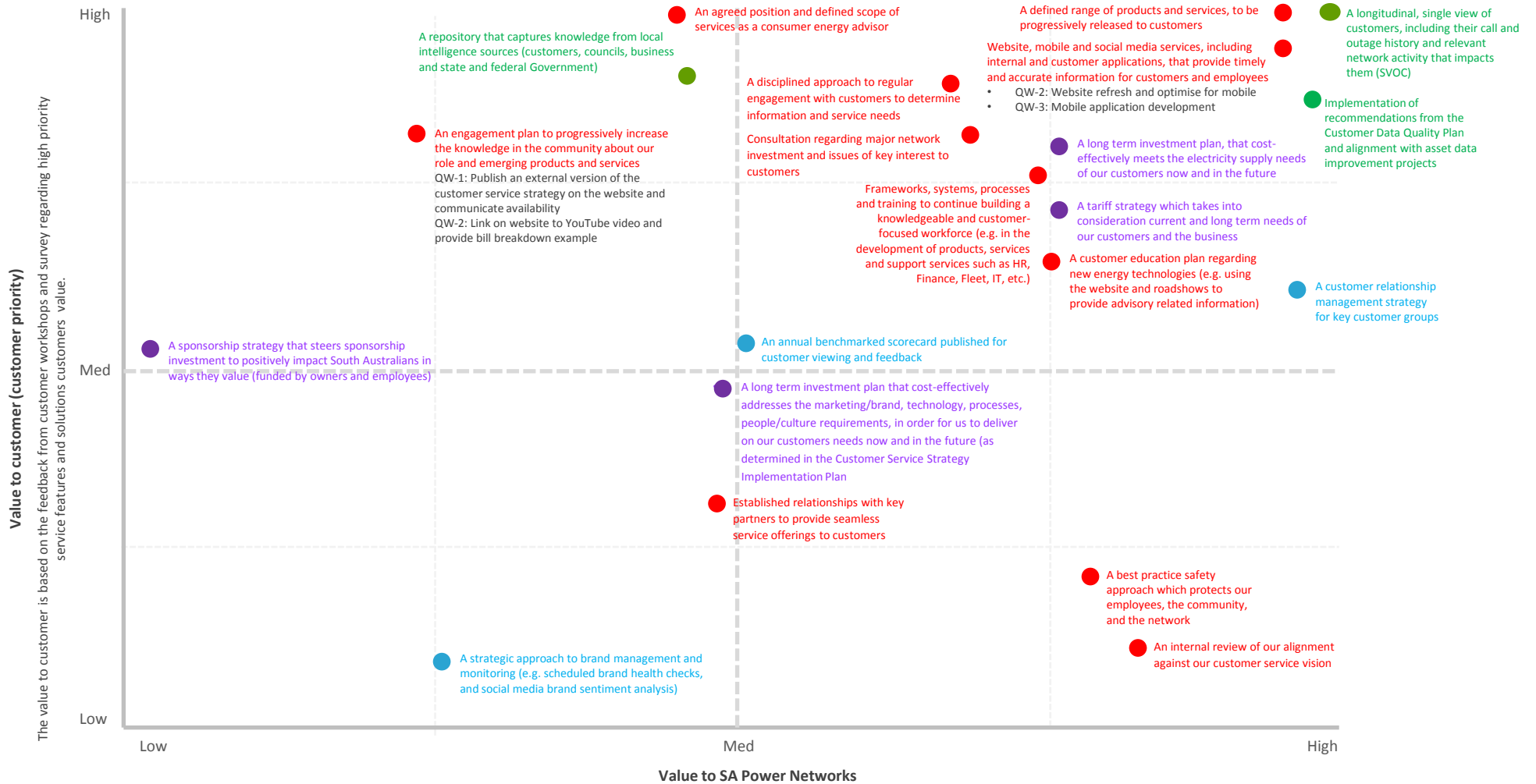- Established relationships with key partners to provide seamless service offerings to customers
- A best practice safety approach which protects our employees, the community, and the network
- An internal review of our alignment against our customer service vision
- A strategic approach to brand management and monitoring (e.g. scheduled brand health checks, and social media brand sentiment analysis)

Value to SA Power Networks

The value to business is derived from a combination the strategic value of the deliverable to the business and alignment to business KPIs (i.e. generating financial returns and growth for owners, delivering value to customers and benefits to the community, and ensuring a safe, skilled and committed workforce).

Legend
- ● Customer Service Strategy Implementation Plan
- ● SA Power Networks Communications Plan 2014-2020
- ● Customer Technology Plan 2014 - 2024
- ● Customer Data Quality Plan 2014 - 2020
- ● Customer Service Initiatives Investment Plan

Strategic roadmap 2014 – 2020

This roadmap has been developed based on high value customer and business deliverables, and a combination of customer and business priority and business readiness. As such, some initial elements of the key deliverables can be initiated and/ or implemented immediately (in the 'Early' stage), with continued roll-out of new and enhanced services as the technology and processes are in place to support it.

		Business validation	Early	Mid-term	Long-term

Strategic initiative 1
Recognised as a national leader in the delivery of quality, safe and reliable power

Early:
- An engagement plan to progressively increase the knowledge in the community about our role, and about emerging products and services
  - QW-1: Publish an external version of the customer service strategy on the website and communicate availability
  - QW-2: Link on website to YouTube video and provide bill breakdown example
- A best practice safety approach which protects our employees, the community, and the network

Mid-term:
- An annual scorecard published for customer viewing and feedback
- A repository that captures knowledge from local intelligence sources (customers, councils, business and state and federal Government)
- An assessment of increased automation of information flows for power outages through the Field Force Automation programme

Strategic initiative 2
Manage and maintain a cost effective and relevant network that caters for a diverse range of electricity consumers

Early:
- A long term investment plan, that cost-effectively meets the electricity supply needs of our customers now and in the future
- A tariff strategy which takes into consideration current and long term needs of our customers and the business

Mid-term:
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment and issues of key interest to customers
- implementation of recommendations from the Customer Data Quality Plan and alignment with asset data improvement projects

Strategic initiative 3
Proactively seek opportunities to make a positive connection with communities and business across metropolitan and rural South Australia

Early:
- A strategic approach to brand management and monitoring (e.g. scheduled brand health checks, and social media brand sentiment analysis)
- A Sponsorship Strategy that steers sponsorship investment to positively impact South Australians in ways they value

Mid-term:
- A disciplined approach to regular engagement with customers to determine information and service needs

Strategic initiative 4
Customer service that is tailored and responsive to immediate and changing needs

Early:
- An internal review of our business alignment against our customer service vision
- A customer relationship management strategy for key customer groups
- A defined range of products and services, to be progressively released to customers
- Website, mobile and social media services, including internal and customer applications, that provide timely and accurate information for customers and employees:
  - QW-2: Website refresh and optimise for mobile
  - QW-3: Mobile application development
- A long term investment plan that cost-effectively addresses the marketing/brand, technology, processes, people/culture requirements, in order for us to deliver on our customers needs now and in the future (as determined in the Customer Service Strategy Implementation Plan)

Mid-term:
- Frameworks, systems, processes and training to continue building a knowledgeable and customer focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.)
- A longitudinal, single view of customers, including their call and outage history and relevant network activity that impacts them (SVOC)
- Develop new customer feedback tools for self-service products and Contact Centre analytics to identify the root cause for calls and to gauge customer satisfaction
- Implementation of recommendations from the Customer Data Quality Plan and alignment with asset data improvement projects

Long-term:
- (progressive release to external customers of all customer-related information)

Strategic initiative 5
Be a source of trusted advice and information needs for customers current and future electricity needs

Business validation:
- An agreed position and defined scope of services as a consumer energy advisor

Early:
- A disciplined approach to regular engagement with customers to determine information and service needs
- Consultation regarding major network investment and issues of key interest to customers
- Improved website analytics

Mid-term:
- Established relationships with key partners to provide seamless service offerings to customers
- A customer education plan regarding a new energy technologies (e.g. using the website and road shows to provide advisory related information)
- Frameworks, systems, processes and training to continue building a knowledgeable and customer focused workforce (e.g. in the development of products, services and support services such as HR, Finance, Fleet, IT, etc.)

Legend:
- Customer Service Strategy Implementation Plan
- SA Power Networks Communications Plan 2014-2020
- Customer Technology Plan 2014 – 2024
- Customer Service Initiatives Investment Plan
- QW: Quick Win   Ongoing deliverable
- 6 monthly Customer Service Strategy reviews to measure and monitor progress on delivery of strategic initiatives

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Quick wins

The following key deliverables are 'quick wins' - those deliverables that provide medium to high value to both customers and the business and involve minimal or low technical complexity to implement. The timing associated with delivery of these quick wins is outlined in the roadmap and starts immediately.

Customers identified a high preference for an improved website and mobile experience, looking for major improvements to content and optimisation of content for mobile devices to enable them to find information more efficiently. They also seek to understand the role of SA Power Networks better.

These quick wins will enhance the brand image, educate customers regarding SA Power Networks' role and responsibilities, and achieve improved customer satisfaction.

The successful implementation of the quick wins relies on the set up and alignment to a customer focused framework to ensure customers are engaged during the development of the quick wins and to validate proposed solutions.

To help enhance the customer perception of the brand and deliver improved customer service that meets customers' needs, we recommend the following:

- QW-1: Publish an external version of the customer service strategy on the website and communicate availability

- QW-2: Website design and content refresh, and optimise website for viewing from mobile devices

- QW-3: A new mobile application that integrates and improves the four current online self-service tools and will progressively provide new functionality

QW-1: Publish an external version of the Customer Service Strategy on the website and communicate availability

- Design a simplified 1-2 page extract including the customer service vision and strategic initiatives targeted for customers

- Publish external version and simplified extract on the Talking Power and corporate websites

- Communicate its availability through all relevant channels (e.g. links on each website, social media communications, key account verbal/email communication, and email communication to workshop participants, etc.)
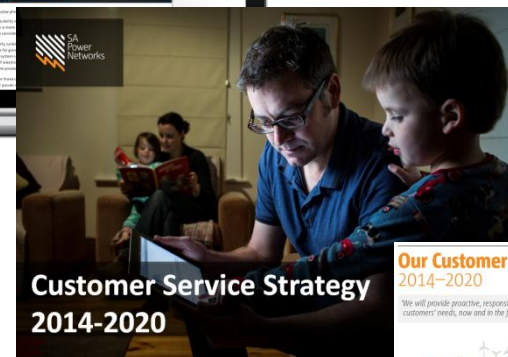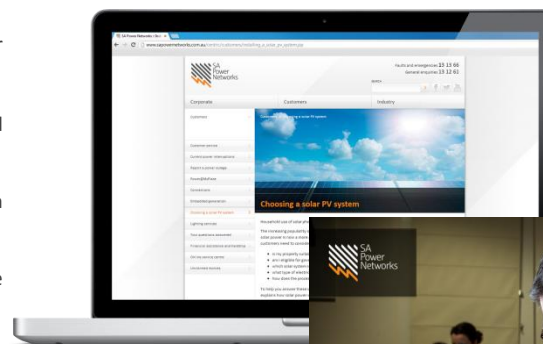

QW-1 – A simplified extract of the customer service vision and the strategic initiatives is published to the Talking Power and corporate websites.

QW-2: Website refresh, including look and feel redesign, content strategy and optimisation for viewing from mobile devices
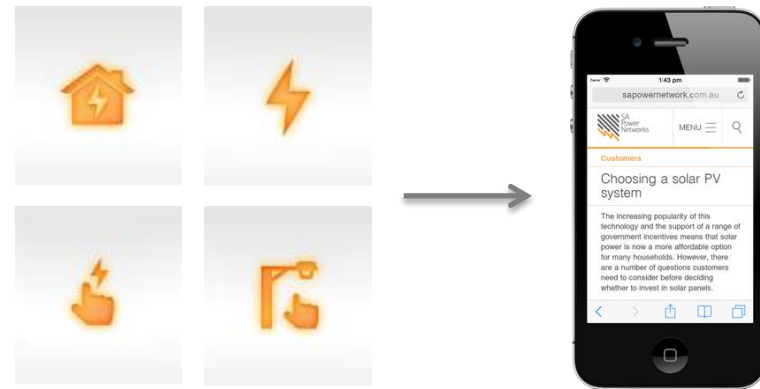
- Website content, tools and forms optimised for mobile devices
- Website look and feel and accessibility redesign
- Content strategy (information architecture and content design to match customer segments' information needs)
- Dynamic event updates and outage notifications on the homepage
- Implement web analytics tool (e.g. Google Analytics)
- Links on SA Power Networks' website to YouTube video used for Price Reset engagement that provides a bill breakdown example, and highlight content that explains our role in South Australia and the energy industry
- Language translator for non-English speaking customers or customers without English as a first language
- Engage and validate website design prototypes with target customers and employees prior to implementation
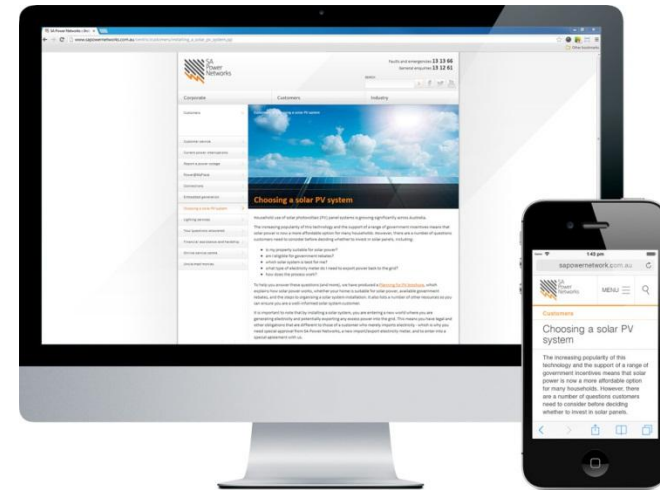
QW-2 - The existing website design is refreshed. Content is now tailored to customer needs and is optimised for viewing on mobile devices

QW-3: A new mobile application that integrates and improves current online self-services tools and provides new functionality

- Integrate the existing online self-service tools (Power@MyPlace™, current power interruptions, report a power outage and report a faulty streetlight) into one mobile application or website portal
- Enhance page templates to optimise for mobile viewers. Include additional new functionality desired by customers.
- Engage and validate mobile application prototypes with target customers

Refer to 'Customer Service Needs' on page 37 & 38 for more information regarding quick win requirements and the supplementary document 'Customer Service Workshop Feedback' for further detail.

QW-3 – A new mobile application that integrates and improves the four existing online services into one application and includes key functionality and content as identified in the customer workshops

Next steps

At this point, the Executive Management Group and Reset team stakeholders have approved the Customer Service Strategy. We have also developed an A3 duplex infographic to help socialise the document with leaders and employees (see QW-1 in step 4). Our next immediate steps will focus on communicating the strategy with employees and customers, and implementing three high value quick wins including a new release of our website with refreshed content that meets customers needs that is optimised for mobile viewing and a new mobile application. The main activities are listed below.

1. Socialise our new Customer Service Strategy

- Socialise the Customer Service Strategy with leaders and help identify ways in which work teams can incorporate the initiatives into their processes and systems

- Use the condensed version for internal and external communications

- Review Customer Service Strategy delivery requirements and determine indicative investment for delivery (technology, people, communications/marketing, process, etc.) and quick wins

2. Communicate the new Customer Service Strategy to employees

- Develop a communication plan

- Present final Customer Service Strategy extract and next steps

- Engage employees in defining the Customer Service Strategy Implementation Plan

3. Internal alignment review against strategic initiatives and define requirements in the Customer Service Strategy Implementation Plan

- Identify requirements for proposed internal and customer facing products and services (starting with quick wins see step four)

- Review internal alignment against the new Customer Service Strategy and identify gaps and requirements

- Define requirements for Customer Service Strategy delivery

- Define the customer oriented delivery framework and engagement approach that will underpin subsequent delivery projects

- Based on defined detailed requirements, finalise a long term-investment plan/roadmap

4. Design and implement quick wins (can be implemented in parallel with step 3)

- Assign ownership and/or vendor(s) for implementing quick win deliverables

- Review quick win requirements in line with the Customer Service Strategy Implementation Plan and implement in a staged process:

    - **QW-1**: Publish an external version of the customer service strategy on the website and communicate availability *

    - **QW-2**: Website design and content refresh, and optimise website for viewing from mobile devices *

    - **QW-3**: A new mobile application that integrates and improves current online self-services and provides new functionality *

- Prototype and conduct user testing with customer segments (user centred design process)

- Develop and implement quick wins

- Communicate availability to employees and provide training for supporting the new services

- Communicate availability to customers

Refer to pages 26 and 27 for further information regarding quick wins.

5. Implement strategic roadmap and seek required funding

- Finalise the Customer Service Initiatives Investment Plan

- Implement the strategic roadmap

- Next steps to be further defined, these are likely to include:

    - Identify and assign ownership, roles and responsibilities for the customer strategy projects

    - Deliver education/ training to project employees in new customer focused project approach

    - Test and measure performance and outcomes from strategic plans

    - Projects initiation and implementation

Appendix

Our journey to improved customer service

Since privatisation in 1999, we have undertaken a journey of consolidating our customer service operations, putting in place measures to monitor customer satisfaction and focusing on improved delivery of customer services. As we look forward to the future, our vision is to ensure our customers are key influencers in our business direction.

1999 - 2002	2002 - 2006	2006 - 2010	2010 - 2015	2015 - 2020	2020 - 2025

1999 - 2002
- Transition from government
- Confusion over national electricity market and relationship with retailers
- Focus on large 'account customers' to understand distribution requirements
- Development of national framework for full retail contestability
- AGL continued to provide the majority of Contact Centre services as a contractor to ETSA Utilities

2002 - 2006
- ESCOSA *willingness to pay* survey indicated customers satisfied with current reliability and service performance
- 1st regulatory reset period - customer service aimed at meeting but not exceeding regulated standards
- A new Customer Relations department created to focus on service needs of customers
- Started operation of our own Contact Centres
- Significant increase in use of large air conditioners saw increased pressures on localised network capacity and voltage quality
- Introduction of Guaranteed Service Level payments to customers for outages exceeding 12 hours or 10 occurrences in a year

2006 - 2010
- New focus on customer needs and expectations rolled out across the business
- Focus on primary aspects of customer service (power supply restoration, and managing calls and correspondence from customers)
- Customer satisfaction tracking now focussing on three main customer interaction points: planned and unplanned outages, and telephone enquiries
- Start of mobility strategy to improve information flows across the business and to customers
- Identification of the need for good reliable data – work commenced on a limited number of data sets

2010 - 2015
- Customer service priorities reinforced across the business
- Mobility Strategy (Field Force Automation programme) matures but still limited
- Initial suite of customer communication and self service stand alone options released
- Improvement and stabilisation of customer satisfaction ratings
- Customers demand more real time and granular information
- Recognition that data quality improvements are fundamental to customer service success
- Increased understanding of diverse customer segments
- Solar PV take-up demonstrates early adopter potential and flags future network impacts
- Voice of the customer becomes stronger
- Price increasingly a critical issue
- Trials of demand management and capacity tariffs to manage peak demand

2015 - 2020
- Customers are looking for more personalised solutions and real-time information 24/7
- Demand for an increased range of digital communication products to access integrated information with full mobile access
- Continued investment in integrating and improving multiple sources of data
- With new energy generation and management technologies and confusion about retail competition, customers looking for a single trusted and independent source of information on all energy matters
- New cost reflective tariff options are created to support long-term network and customer needs
- Significantly improved network asset intelligence and automation
- Customers will be seeking specialised Contact Centre/ digital media assistance to support self-service applications
- More complex tariff structures likely to increase the volume of customer contacts
- With high energy costs, consumers expect greater transparency

2020 - 2025
- Dependent on validation by consumer groups, potential to provide integrated information from multiple service providers:
  - Distributor/ Retailer joint digital applications
  - Utilities applications for South Australia (electricity, gas, water)
- New energy options become available to customers creating new service opportunities
- More complex network planning and operations with continuing changes to demand-side technologies and two-way energy flows
- Evidence of the continued investment in data quality shows improvements in customers and asset information

The approach and methodologies used

We engaged Deloitte to leverage proven methods for strategic design and employed a Customer/User Centric Design (UCD) approach in developing this strategy. This approach takes internal requirements and benchmarks them against customer requirements in order to validate those that deliver high value to both business and customers.

Deloitte's customer centric approach for strategy, and product and service design

Deloitte engaged SA Power Networks employees to develop an understanding of their pain-points, issues and barriers in delivering consistent, quality customer service. Customer-facing employees were engaged to ensure we understood the common issues and customer complaints, and their suggestions in fixing these issues. They also helped to create a profile of customers using Personas *(see an example of a Persona on page 34).*

Insights were gathered directly from customers and the internal perspective was validated by undertaking quantitative and qualitative research by means of design thinking workshops, surveys and interviews.

This approach allowed Deloitte to rectify any immediate issues highlighted by customers early in the strategy development process, and provides us with confidence that the strategy will resonate with customers as it is progressively implemented.

Internal stakeholder interviews/workshops, gaps and risks, call data, technical review, barriers and challenges, governance review

Business needs

Customer needs

Workshops, surveys, market research, website analytics, customer profiling, customer validation, usability testing

Deloitte ROI approach: highlights opportunities to create value and deliver return on investment – this exists at the intersection of business needs and customer needs

Work is based on research and rigorous analysis

Test early, test often

Users are at the centre of everything

Develop ideas, prototype, test and refine

Deloitte user centric approach: our ongoing adoption of this approach in subsequent strategy project implementation will be essential in continuing to develop and deliver relevant and highly valued customer services

Engagement approach and objectives

Deloitte employed customer-centric and ethnographic engagement activities to gain feedback from a diverse but defined group of customers from each of the major segments to gain insights for the following:

- identify the customers' view of **service attributes** they highly value, how this differs between customer segments, and how they want this delivered

- review the **draft vision statement and customer value proposition** to determine if it resonated with customers and where it could be improved

- review **customer segmented profiles and personas** that best represent each customer segment, validating customer needs and wants, pain points, communication channel preferences, comfort with technology, and their ideal future experience

- review and test the existing **SA Power Networks website and self-service tools,** such as Power@MyPlace™ and Report a Streetlight, using multiple devices (mobiles, tablets and laptops) and provide feedback regarding pain points, what customers like and their suggestions for improvement

- based on a changing future, their view on their **desired future customer experience,** and ideas for new services and products they would highly value, and an indication of priority

Deloitte used these insights to inform the strategy and prioritise key initiatives and deliverables. During this process they identified a number of key deliverables with low complexity, that will return high value to the business and customers as 'quick wins'.

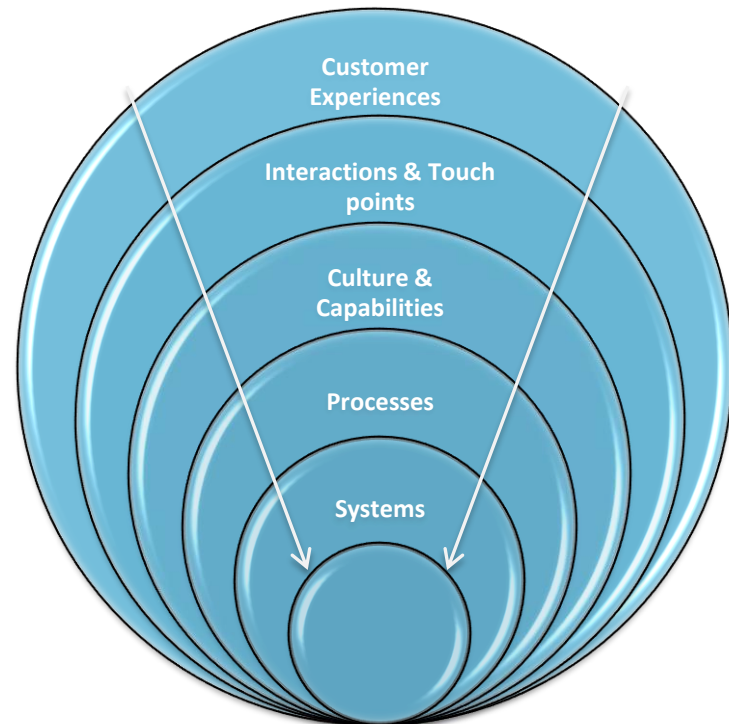**Deloitte's outside-in approach to customer service strategy design and implementation**

Traditionally Deloitte's approach has been based on an inside-out approach to developing a good customer experience. That is, they focused on systems and processes with minimal customer engagement and understanding of what customer experience they intended to deliver. As part of our new customer service strategy , with Deloitte's help we have adopted an outside-in approach to delivering customer experience service.

This approach defines the desired customer experience, interaction requirements and touch points/communication channel preferences. Once customer requirements are defined it drives decisions regarding culture, capabilities, processes and systems to deliver on them.

The customer requirements including experiences, interactions and touch points have now been defined and prioritised. We need to focus on identifying aspects of our *culture, capabilities, processes and systems* that must be in place to deliver on these requirements, as captured in the 'Strategic Initiatives'. For this to be possible an internal review will be conducted as part of the Customer Service Strategy Implementation Plan.

This will involve a review of our current business to determine our internal alignment with the strategy and detail key gaps and requirements for the following:

- **Culture and capabilities –** changes required to promote a customer focused culture and skills, behaviors, KPIs, and training required to up-skill our people and improve the customer service capabilities of all of our service and support employees

- **Processes** - new and enhanced processes required to deliver on our customers service strategic initiatives

- **Systems –** new and enhanced systems required to empower our people to deliver improved customer service and deliver on our key strategic initiatives (data quality improvement, SVOC - single view of our customers)

Deloitte outside-in approach to developing and implementing a Customer Service Strategy

Designing our strategy

In developing the Customer Service Strategy we first defined and agreed on a set of strategy design principles and utilised the Deloitte customer focused engagement principles to ensure we deliver a Customer Service Strategy that is relevant and future thinking. We also want to continue to develop an understanding of our customers' needs and expectations in order to determine high value customer service requirements that will provide the greatest value to customers and return on investment to the business.

Our agreed set of Customer Service Strategy design principles

- **Aligns:** Is aligned to the strategic business plan 2013 - 2017 and delivers on outcomes

- **Defines:** Defines and provides focus for what business we are in (or not in), and how we are going to satisfy our customers now and in the future

- **Lives:** A living breathing document that has measures in place for it to continue to adapt and grow with the business and as customer needs change

- **Is aspirational:** Be future oriented and describe the best possible outcome we can achieve

- **Is owned:** Responsibility is shared and designated leaders are accountable

- **Is measurable:** Supported by metrics and objectives against which progress can be tracked

- **Is sustainable:** A workable and maintainable plan that aims to create a defensible advantage for the business going forward

- **Inspires:** Evokes emotion and passion

- **Is memorable:** It is easy to remember and showcases what we want to be remembered for

- **Has meaning:** Provides purpose and direction for initiatives enabling essential and worthwhile activities

We also employed the *Deloitte customer focused engagement principles* to ensure our engagement activities would deliver the outcomes we set out to achieve. In part this included conducting a customer segmentation process and profiling our customers by means of using personas (see the example provided on the next page) prior to our engagement activity. In helping us to determine the customer and business requirements that deliver most value and to help prioritise the key deliverables, we used a *key deliverables value matrix (see the excerpt provided on page 35 & 36).* This allowed us to formulate the strategy roadmap.

Deloitte's customer focused engagement principles

- **Understanding the customer.** Persona and scenario modelling is a powerful and valuable tool used in customer research and marketing to help employees gain a consistent definition and view of the customer segment, enable them to make the customer 'real' by visualising the customer, and understand their differing needs and how they can best serve them.

  Personas created in this project should be used as a tool in making decisions or prioritising investments that impact customers. Personas are living and breathing customer documents and as customer needs changes, Personas need to be updated to ensure the business keeps a relevant view of target customers and their needs. *(See an example of a persona on the following page)*

- **Continual customer engagement.** Engage with your target customers to determine high value service needs, expectations and requirements. Customer engagement should be based on quantitative and qualitative research such as online surveys supported by User-Centred Design workshops and ethnographic studies that will provide deeper insights about the 'why' and the 'how'.

- **Customer validation.** As per best practice, underpin the development of any customer initiatives with a customer validation approach to determine unnecessary features that can be eliminated, and thus save costs. Usability testing initiatives with between 8-12 target customers will identify key usability problems prior to implementation.

- **Ideate, prototype, test and refine.** Prior to fully investing and developing customer solutions they should be prototyped, tested and refined to determine customer needs, expectations and demand.

- **Multi-channel focus.** View both digital and non-digital communication channels as part of an interrelated system and not treated in isolation. Aim for a consistent customer experience across all communication channels. A customer service or experience strategy should drive all individual digital and non-digital channel initiatives according to overall priority of customers and the business.

SA Power Networks

Mike and Melanie Sadler
Age 39 & 47

Location: Barmera, Rural

Occupation: Handyman and Primary School Teacher

Mike and Melanie are well settled into their family life in Barmera. They own their own home and two small investment properties which they manage themselves. With three boys between the ages of 9 and 16 at home, they have their hands full, and occasionally some pretty high power bills. All those loads of laundry add up. Melanie volunteers with the local revegetation group and is pretty active in conservation efforts, so she is very interested in how trees are trimmed in their area. Mike manages the family finances and is always interested in savings.

1 Segment:
Residential customers
Property owners & solar PV
Rural

Associated stakeholders	Care words	Energy set-up
▪ Family	▪ Community	▪ 2 split system air conditioners
▪ Tenants	▪ Local	▪ Solar panels
▪ Local community	▪ Resilient	
▪ Local Council	▪ Vocal	
▪ Community/ sporting group	▪ Family	

"Between the kids and work we are always on the move. Best to catch us on the mobile, but if we want to get in touch we'd probably start with the website for anything that wasn't urgent."

Current State

" We really enjoy the Power@MyPlace™ tool as it allows us to know as soon as possible when the power goes out. Since Mike has a set of freezers in the back garage it is really important to us to be able to deal with the food in case of prolonged outages."

Ideal / Future State

"When they came out with the new system for receiving outages on your mobile according to your current location we were thrilled. We travel around the state a lot and its good to know what's going on at your destination. We'd like to see local and responsive service where when we have to call, the person on the line knows about common issues and our area. "

Needs & wants
- Notifications of bill changes
- A way to plan for the cost of energy in the future
- Personalised service and getting problems fixed promptly

Pain points and concerns
- Lack of quick access to relevant info such as planned interruptions
- Having to speak to lots of different people to get something done
- When organisation don't record my previous interactions with them.
- Having to wait on phone to speak to someone
- Do not like overseas call centres and without local knowledge
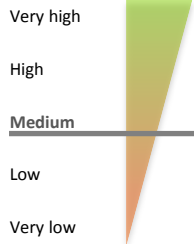
Topic of interest / future needs
- Outage notifications
- Solar information
- Selling back to grid
- Future energy technologies
- Advising on ways to reduce power consumption
- Improving services in rural areas to support local growth

Customer experience priorities
1. Relevance of response – localised, relevant information
2. Personalised service – you know who I am when I contact you and I don't have to repeat myself
3. Efficient response time – easy and efficient interactions and keep me informed of progress
4. Proactive communications – being informed about future works that impact my community and lifestyle

Comfort with technology

Very high
High
Medium
Low
Very low

Communication channel preferences for interacting with SA Power Networks (top 3 circled)

Preferred Communication channels:

face to face | call centre | website | mobile | email | social media | mail

Priority tasks / information:

- As long as the wait time to speak to someone is not too long

- Report an outage
- Request a connection

- Bill cost breakdown
- Energy technology
- Educational tools and information
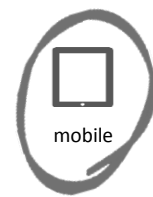
- View current outages
- Report an outage
- Report a damaged streetlight

- Reminders for planned outages

- Facebook group – reminders for planned outages

Customer service needs (by communication channel preference)

Customers provided expectations in terms of delivery timeframes (based on 1-2 years and 2+ years). These insights informed the priority of key deliverables.

⬜ **Website**	▯ **Mobile & Tablet**	💬 **Social media**	✉ **Email**
Customers have a high demand for using the website to find information regarding current and future electricity products and providers, to access and register for alerts and notifications, to view relevant updates regarding outages, to apply for new connections and to find process related information. Customers expect to access the website and online tools via multiple devices of their choosing, including tablets, laptops and smartphones. Customers want a personalised experience when they visit the website, with content and information that is tailored to their unique context, e.g. location and segment needs. Business customers, in particular, want a customer portal that enables them to access relevant information about their electricity consumption to help with their planning for the future. Residential customers also thought this would be useful once smart meters were in place.	Customers expect to be able to access the website and online tools via their mobile devices and for them to be optimised for these devices. Customers have a desire to receive SMS for power outage related alerts and updates based on preferences set by them. 44% of electricity consumers^ indicated a preference to receive bushfire risk information via their mobile device. Customers desire a portal or an 'uber' mobile application - a single application to access the online tools that we provide, to view and manage account and personal contact information/preferences, view localised alerts and notifications, view and manage electricity usage, for reporting faults (e.g. 'snap, send, solve'), and to access contact and support numbers. Over 30% of electricity consumers^ indicated a preference to receive and report power outage information via their mobile/tablet device.	There is currently a low demand for interacting with us using social media platforms such as Twitter, Facebook and YouTube, though this peaks at event related outages (e.g. black-outs in heat waves, bushfires), especially when the Contact Centre is busy. Social media is still a channel that some may use. Of all customers, government employees and students were the most active users of social media. Note: We recommend protocols are developed to help manage disciplined communications using social media channels that specifically address event related communications, new product and service announcements, and that focus on active users of social media. 26% of electricity consumers^ would like to receive bushfire risk information and notification through social media channels.	Business, key account and Government (e.g. council) customers have a desire to receive information via email, such as power outage notifications, reminders for planned outages, tips for reducing electricity usage. Media customers would like to receive emails regarding media alerts and press releases. Email is still a recognised channel by residential customers, however their desire to use this channel is minimal. Specifically they would consider using it as an alternative option for receiving relevant alerts and notification via tools such as Power@MyPlace™. 29% of electricity consumers^ would like to obtain information on planned interruptions via email due to its familiarity, ease of use and record keeping properties.
Addressed in strategic initiatives 1 & 4	**Addressed in strategic initiative 4**	**Addressed in strategic initiatives 1, 3 & 4**	**Addressed in strategic initiative 4**

	Website	Mobile & Tablet	Social media	Email	
1 - 2 years	**Website & website tools update (quick win)** • Improve navigation, accessibility, search and content architecture to match customer segments information needs* • Content, tools and forms optimised for mobile devices (tablet, laptop, smartphone) • Power outage and notification alerts on home page • Improve usability of the site, and forms (e.g. Power@MyPlace™ registration form) • Language translator for non-English speaking customers • Live chat feature on the website • Enhance brand by publishing benchmarked results, sponsorship initiatives and information about SA Power Networks' role and how the Distribution component of electricity bills.	**Mobile enabled website (quick win)** • Content, tools and forms optimised for a mobile devices (tablet, laptop smartphone) **Self-service tools/mobile app (integrate and improve tools plus basic personalisation features) (quick win)** • Join the existing four online self-service tools into one mobile application or website, accessible via mobile devices. Currently mobile friendly sites includes view current outages, report an outage and contact us. This needs to include report a streetlight, and Power@MyPlace™ registration with a simplified authentication process. (Note: consider including a snap, send, solve feature as part of street light reporting) • Communicate and market the availability of these tools	**Timely and responsive social media updates** • Develop social media protocols to ensure timely and effective communications in response to events and outages targeting more active users, e.g. Government, media and students. **Social media updates for new products/services launches** • Social media should be used as one channel to communicate new product/service launches, and in conjunction with a coordinated multi-channel communication approach **Brand sentiment search** • Conduct regular brand sentiment searches as part of overall social media strategy	**Continue to use email to engage with business and key accounts** • Undertake continued customer engagement with business and key account customers to determine which communications they would like to receive via the email channel.	**Customer engagement & validation**
2+ years	**Website portal / self-service tools** • Website portal for business customers, then wider rollout for residential customers **Website refresh**	**Self-service tools/mobile app (dynamic personalisation features with real-time data)** • Explore opportunities to improve the self-service applications to include account information, electricity consumption and tips	**Explore social media management tools** • To manage and seek brand sentiment from social sources		

^Consumer consultation survey respondents, 2013

Customer service needs (by communication channel preference, continued)
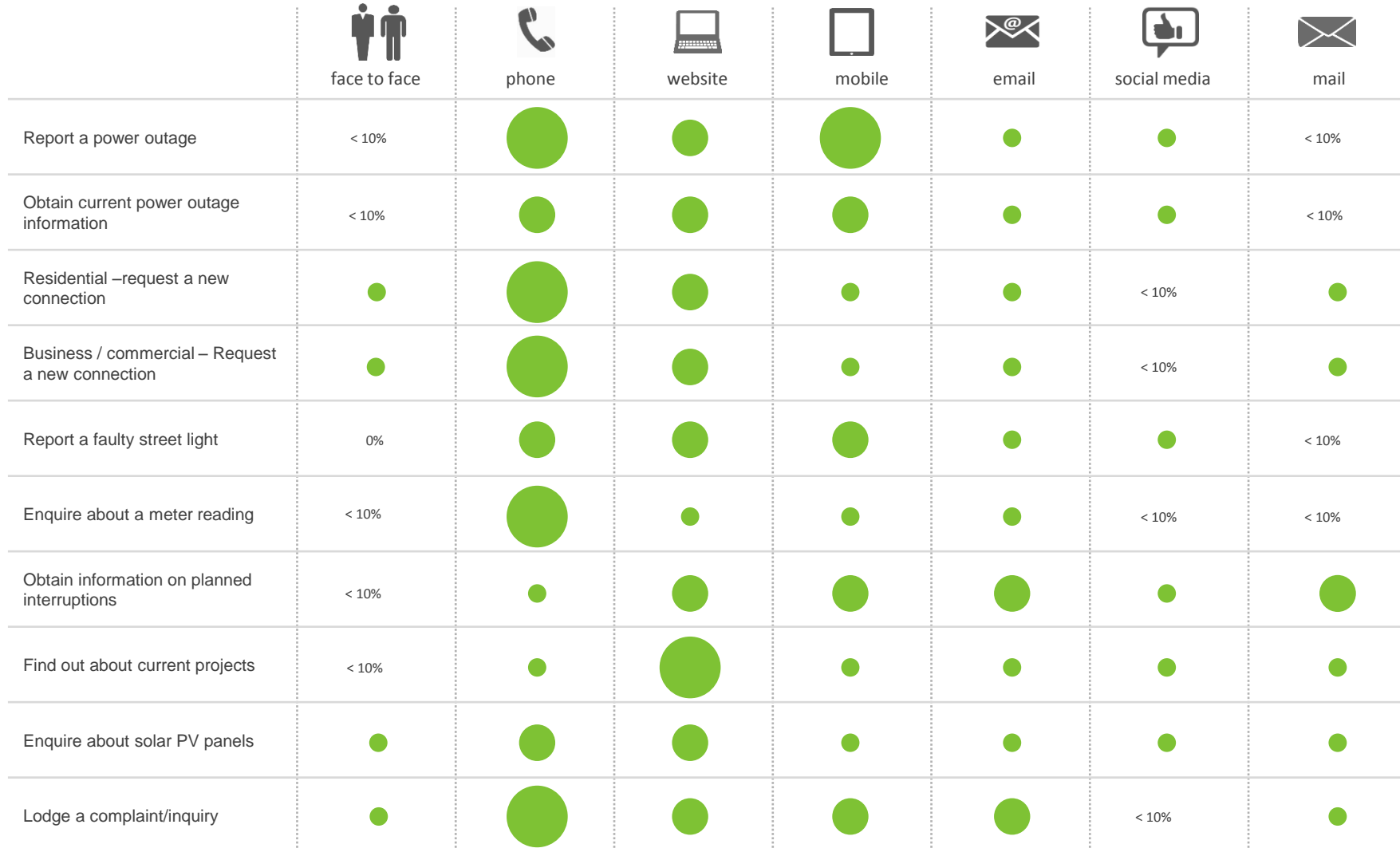
☎ **Phone**	👫 **Face to face**	✉ **Mail**	📡 **Media**
Customers see the Contact Centre as the primary method of interacting with the business (in conjunction with the website) and a channel they highly value.	All customers want continued engagement through customer focused workshops/focus groups regarding planned initiatives that impact the community, the distribution component of their bill, and to provide customer experience feedback.	Some metropolitan and rural based residential customers have a desire to receive information regarding planned outages and maintenance works that impact their local area and notifications regarding new products and services (e.g. Power@MyPlace™) via post.	Customers expect SA Power Networks to leverage traditional and emerging media channels (such as TVC, local messenger, local radio, YouTube), to communicate their new name and role, and relevant products and services.
Customers expect call agents to be authentic, knowledgeable, proactive in communicating new products and services that may assist them, and willing to own their query/request.	Business customers and industry stakeholders such as councils, regulators and developers want increased face to face interaction when planning energy needs for their local community and business development initiatives.	Customers recognise mail as one of the channels that should be used in conjunction with other channels as part of an overall integrated/multi-channel communication approach to advise and market new services and products to the community.	
Customers are happy to use an IVR system and see it as a method to provide relevant recorded information to quickly satisfy their query or direct their enquiry to the most appropriately skilled person.	They want contact points or education centres that provide information regarding future technologies (battery storage, smart meter systems) to help make informed decisions		
Customers expect personalised service with call agents provided the training and tools to access past call history and assist in troubleshooting (Live Chat, Skype, SVOC, Issue Tracking software).	17% of business electricity consumers^ indicated a preference to request new electricity connections via face to face.		

	Addressed in strategic initiatives 1 & 4	Addressed in strategic initiatives 2, 4 & 5	Addressed in strategic initiative 4	Addressed in strategic initiatives 1 & 3	
1 – 2 years	**Personalised, responsive and proactive Contact Centre** • Contact centre agents to have past call and outage history, understand what local outages/issues are in their area and be able to provide up to date information on progress and expected resolution time • Contact Centre Agents know who customers are and advise customers of new products and services that may specifically appeal and help them. Agents can support customers using these products.	**Increase face to face engagement for planning and feedback** • Continued engagement through customer focused workshops/focus groups – with the emphasis on engaging and opportunity for two-way conversation/interaction to provide feedback and input into planned initiatives or future improvements to customer service. • Continued engagement with business and Government to ensure we are engaged in planning discussions surrounding development projects. **Dedicated Account Managers for key accounts**	• Continue to use mail as one channel of communication for products/service launches and planned works in customers' local areas	**Increase media usage to communicate our role and products/services** • Communication campaigns across traditional media channels such as TV commercials, local messenger, local radio, and YouTube to promote brand awareness and change brand perceptions towards our new name and our role • Note: Customers suggested a cut-down version of the SA Power Networks marketing video should be used for a TVC to reach a broader audience, to help clarify customers' understanding of our role	**Customer engagement & validation**
2+ years	**IVR enhancements on hold / waiting messaging and call back feature** • Include call back feature (especially important to rural customers). **Contact centre agents to use alternative instant messaging and interactive tools** • Implementation of web chat for all customers (which benefits English as a second language customers who have difficulty understanding Australian accents)	**Explore opportunities for education centres to demonstrate new and emerging electricity technologies** • Contact points or education centres that provides information regarding future technologies (battery storage, smart meter systems) to help make informed decisions			

^Consumer consultation survey respondents, 2013

Customer communication channel preference map - residential segment

The majority of residential customers currently prefer to communicate with us via a combination of multiple digital channels and some offline channels. The contact centre, website and mobile were the most preferred communication channels.

Legend: ● 10-33% ● 33-66% ● 66-100%

	face to face	phone	website	mobile	email	social media	mail
Report a power outage	< 10%	●	●	●	●	●	< 10%
Obtain current power outage information	< 10%	●	●	●	●	●	< 10%
Residential –request a new connection	●	●	●	●	●	< 10%	●
Business / commercial – Request a new connection	●	●	●	●	●	< 10%	●
Report a faulty street light	0%	●	●	●	●	●	< 10%
Enquire about a meter reading	< 10%	●	●	●	●	< 10%	< 10%
Obtain information on planned interruptions	< 10%	●	●	●	●	●	●
Find out about current projects	< 10%	●	●	●	●	●	●
Enquire about solar PV panels	●	●	●	●	●	●	●
Lodge a complaint/inquiry	●	●	●	●	●	< 10%	●

Results were gathered from the customer survey, with 2800 respondents. Survey participants were given the option to select more than one communication channel preference for each task

Customer communication channel preference map - business segment

The majority of business customers would prefer to communicate with us via a combination of multiple digital channels in addition to face to face communication. The website and email were the preferred digital communication channels.

Legend: ● 10-33% ● 33-66% ● 66-100%

	face to face	phone	website	mobile	email	social media	mail
Report a power outage	< 10%	●	●	●	●	0%	0%
Obtain current power outage information	●	●	●	●	●	< 10%	0%
Residential – request a new connection	●	●	●	0%	●	0%	0%
Business / commercial – Request a new connection	●	●	●	●	●	0%	0%
Report a faulty street light	0%	●	●	●	●	0%	0%
Enquire about a meter reading	●	●	●	< 10%	●	0%	0%
Obtain information on planned interruptions	●	●	●	●	●	< 10%	●
Find out about current projects	●	< 10%	●	0%	●	< 10%	< 10%
Enquire about solar PV panels	●	●	●	0%	●	< 10%	0%
Lodge a complaint/inquiry	●	●	●	0%	●	< 10%	< 10%
Augmentation or upgrade of line / network	●	●	●	●	●	0%	0%
Tariff enquiry	●	< 10%	●	0%	●	< 10%	0%
Commercial development enquiry	●	< 10%	●	< 10%	●	0%	0%
Contractor enquiry	●	●	●	●	●	0%	0%

Results were gathered from the customer survey, with 2800 respondents. Survey participants were given the option to select more than one communication channel preference for each task

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