

AMWA Conference, Savannah 2015

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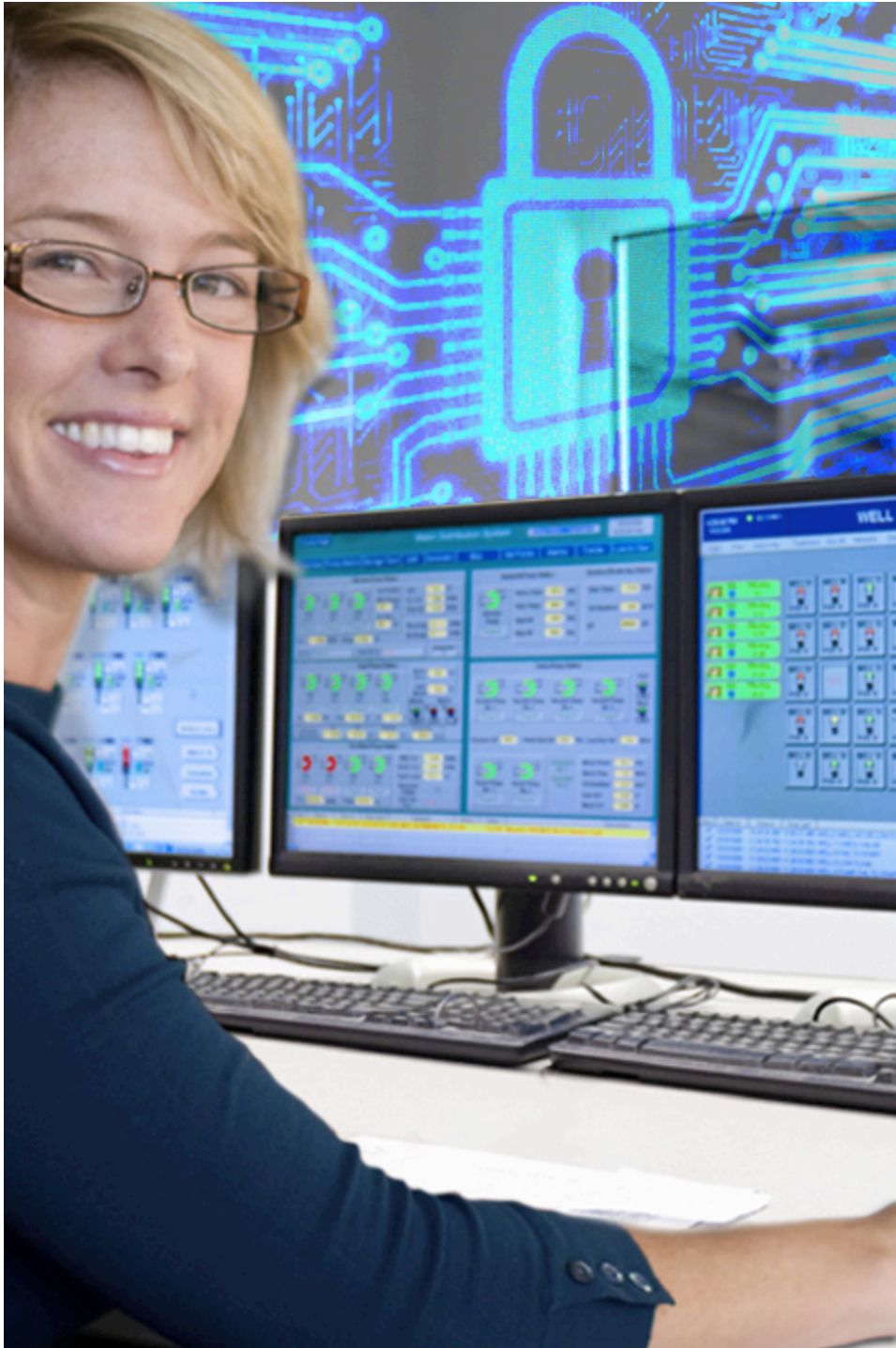
Seeking a New Customer Service Dynamic

Seattle
 Public
Utilities

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Director



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Presentation Agenda

- 1.** Overview of Concepts
- 2.** Discussion/
Q and A



SECTION 1

Overview of Concepts



Customer Loyalty is Precious

- Customers can make a huge difference, working for or against utilities
 - They will advocate for (or against) rate changes
 - They can advocate for (or against) projects (like major upgrades to infrastructure)
 - Customers can be your remote security agents – eyes on the street
- A good experience for customers means a good impression of local government



Traditional Water Utility Customer Service

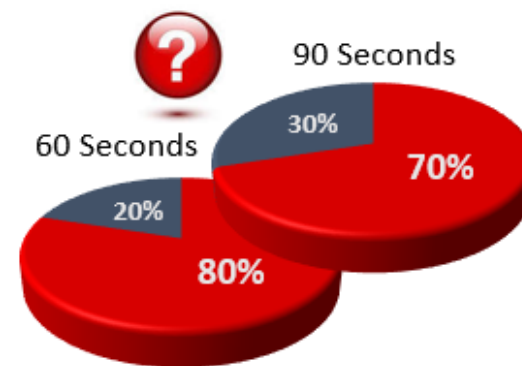
- Measures are within the Contact Center
- Typical measures:
 - Answering 80% of Calls within 60 Seconds
 - Average Handle Time
 - # of Abandoned Calls
 - # of Calls Handled by IVR
 - Is the Call Resolved?
- Hopefully, the customer calls and is “Wow’ed!”
- Sometimes the agent is rated on call behavior – maybe 4 or 5 times/month (out of 1,500 calls)



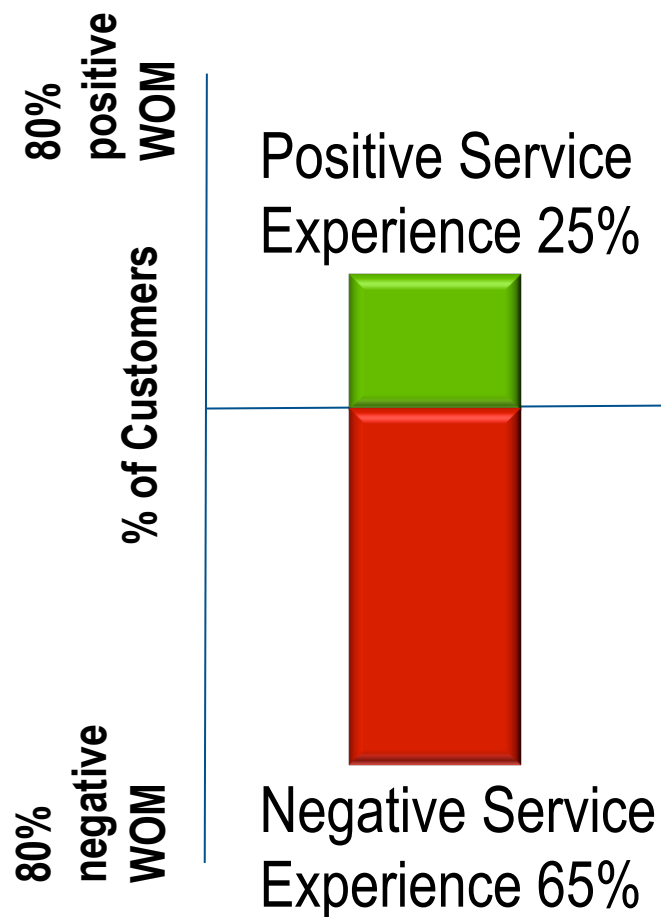


Problems With This Approach

- There is little upside – and it doesn't create loyalty
 - Ok, they were nice to me
 - I didn't have to call back
 - Many chances to disappoint
- How do you know what is good enough?
 - 80% of calls in 60 seconds?
 - 70% of calls in 90 seconds?
 - Hold my place in the queue and call me back?



Most Customer Service Word of Mouth is Negative

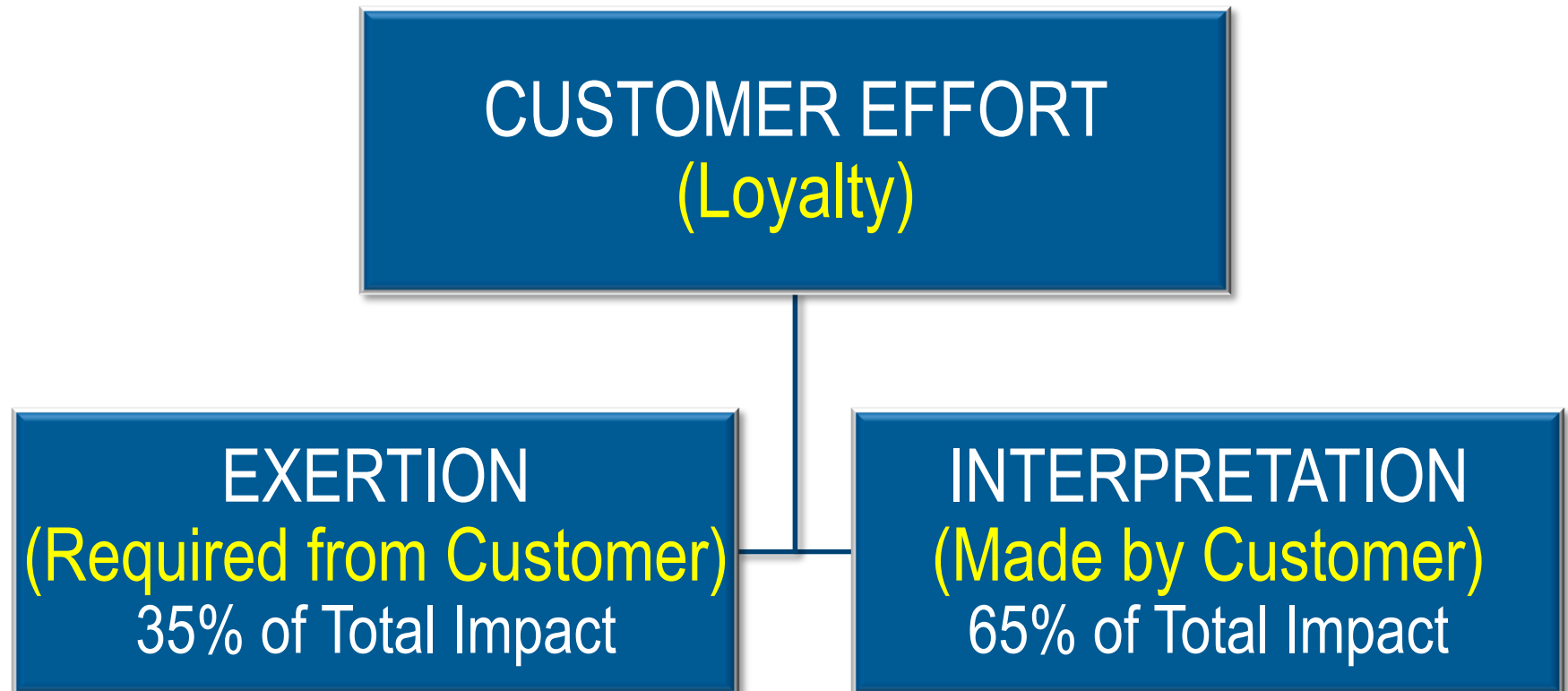


- 45% will tell 1 – 3 people about good experience
- “Wow experience”
- First contact resolution

- 48% will tell more than 10 people about bad experience
- More than one contact to resolve
- Generic service
- Got transferred
- Had to repeat information
- Perceived additional effort to resolve



What Matters Most is How Customers Feel About the Interaction

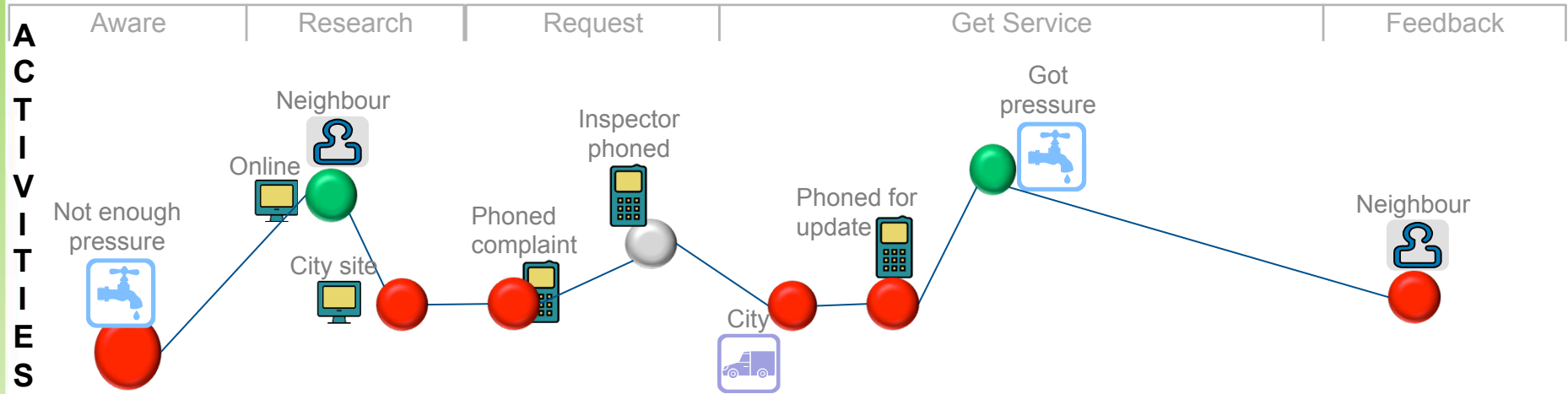




Concept of “Experience Engineering”

- Allows representatives to actively manage the customer interaction
- **Advocacy** – demonstrate clear alignment and support for the customer
- **Positive Language** – resist saying “We can’t”
- **Anchoring** – position an outcome as more positive by comparing to another less desirable one

Low Water Pressure – City Side, Typical Residential Customer



| | Aware | Research | Appointment | Inspector | Plumber | Feedback |
|------------|--|--|---|--|---------|------------------------------------|
| ACTIVITIES | | | | | | |
| FEELINGS | Can't shower and flush at the same time. | Found lots of tips for troubleshooting. Found no obvious cause | Called 311, but could not make appointment | good to have normal pressure City said service pressure was below normal; should be okay tomorrow. Called again, but no one knew status | | City does not care about customers |
| OPPS | | Provide Toronto – specific help | Allow customers to make appointments online | Call back with update | | |
| CITY | | Key: provide website help; real-time low pressure map KPI: customer hours with low pressure | | Key: call back with update within 24 hours | | |



Leading Customer Service Concepts

| From | To |
|---|---|
| Telephone Service Factor (TSF) only | TSF <i>and</i> Experience Engineering |
| Pleasant, warm, smile in your voice | Advocacy, positive, and anchoring |
| Training focus | Coaching focus (and training) |
| First call resolution (one and done) | Next issue avoidance (address issues the customer didn't call out) |
| "Is there anything else I can help you with?" | "While we're talking, there are a few other things you should know" |



Seattle Public Utilities – Project Highlights

Easy and Engaged Customer Experience Objectives

- Established accurate quantitative indicators of customer effort expended
- Established ongoing Customer Effort Program
- Identifying root causes of channel migration (going from the web to the IVR (automated phone) to a customer representative) in search of an answer
- Channeling customers to intuitive and credible one-stop solutions



Survey 1: What one word you would use to describe your service experience?





Seattle Public Utilities – Early Results

Easy and Engaged Customer Experience

- SPU performs better than overall benchmark for customer service, as well as utilities benchmark
- 73% of calls resolved the first time (FCR)
- Went from 41% to 65% customers using the web as their 1st choice for contact



Seattle Public Utilities – Early Results

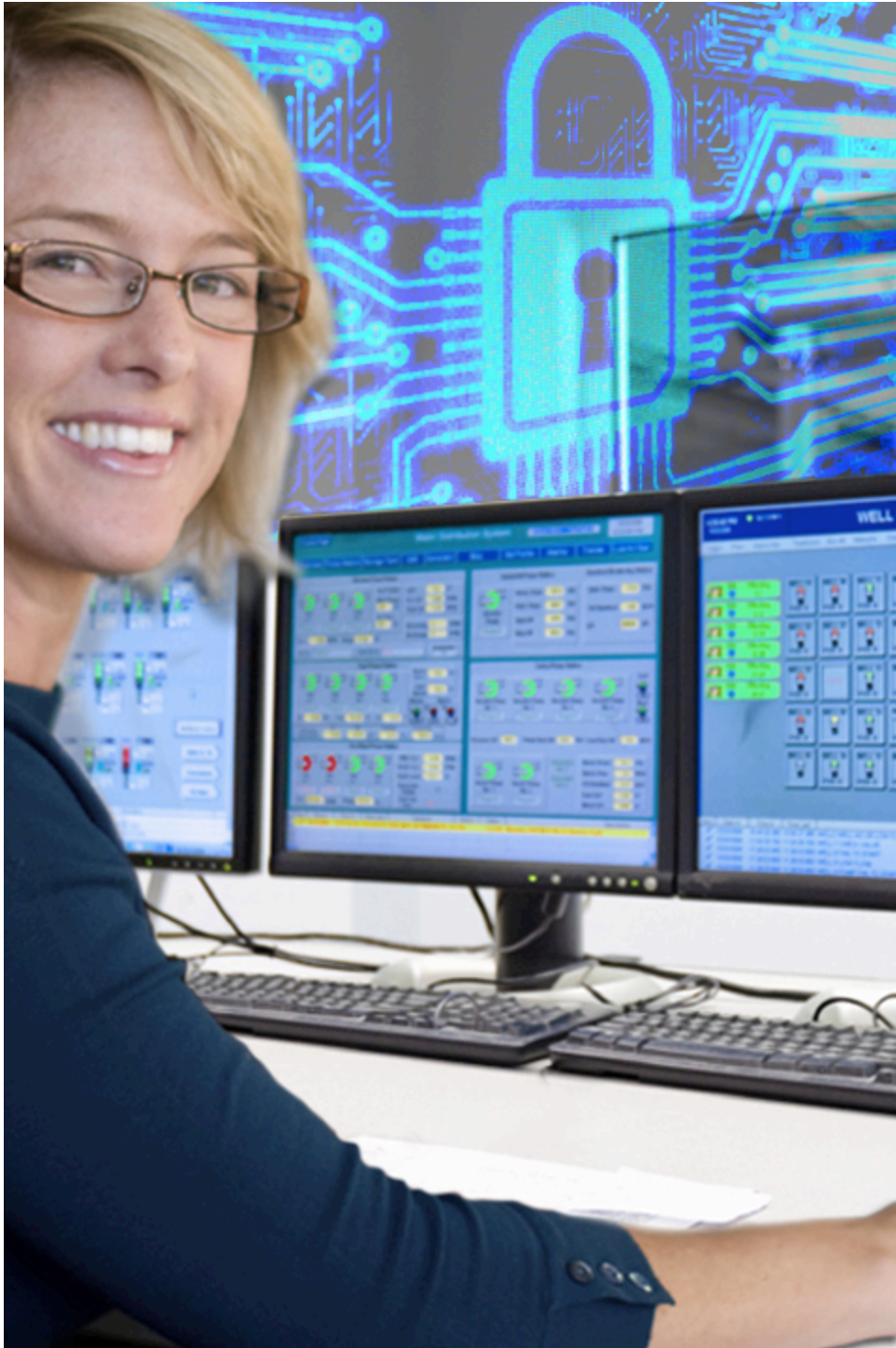
| Channel | Driver | 2014 Q2 – 2015 Q2 |
|----------------|---------------------------------------|--------------------------|
| Phone | Considered larger relationship | +6% |
| | Next issue avoidance | +5% |
| | Representative knowledge | +4% |
| IVR | Time to find right option | -5% |
| Website | Ease of finding information | +24% |
| | Visually appealing | +8% |
| | Clear presentation | +18% |

Next improvement opportunities: IVR navigation, clear menu options, broader (more representative) survey sample



SECTION 2

Discussion, Q & A



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Thank You

To learn more, please contact:

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