DIGITAL TRANSFORMATION OF CUSTOMER SERVICES ADRA'S CASE STUDY

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ABOUT AdRA

AdRA – Águas da Região de Aveiro, S.A. is a water and wastewater utility that has started its activity in 2010. Since then, it serves a geographical area of 1 500km², and provides its services to 350 thousand inhabitants (about 160 thousand connections).

The company is a public-public partnership that brings together a government owned company (AdP – Águas de Portugal, SGPS, S.A.) with several public local operators (municipalities).



MORE THAN 165K CUSTOMERS

4K KM

OF WATER MAINS

NETWORK



NETWORK





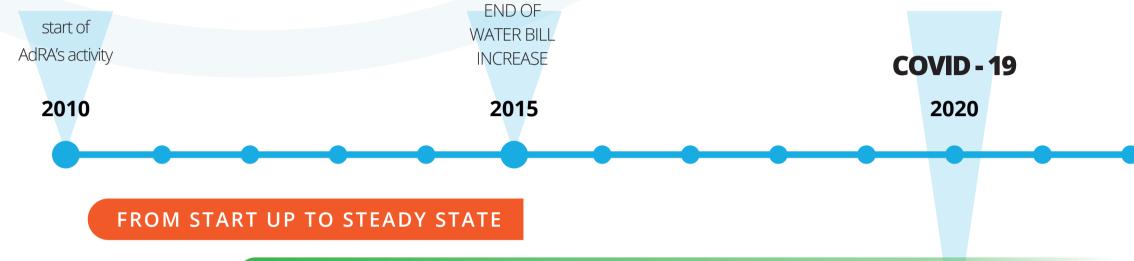








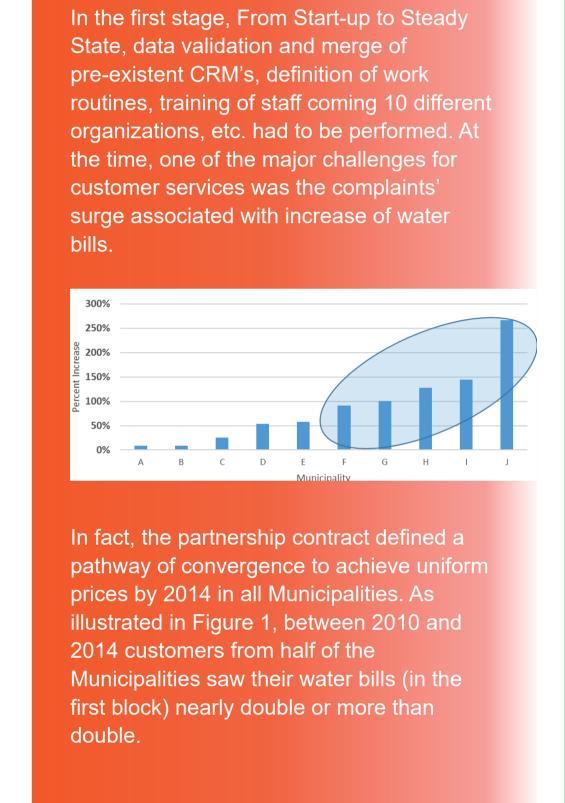
FRAMEWORK FOR ACTION ON CUSTOMER'S SERVICE OPTIMIZATION



CONSOLIDATION AND EFECTIVENESS STAGE

GOING DIGITAL

COVID - 19 BOOST



During the Consolidation and Effectiveness stac several projects to overcome the main weaknesses identified before were implemented. For instance, progress wa required in terms of accurate records of existing buildings and streets. The projects implemented resulted an increase of more th 10% of potential customers (existing households with service available but with no contract.) Moreover, for each of those households an was available.

At this point the challenge of Efficiency and Digital Transformation could be properly addressed. Each step was coupled with communication initiatives, to ensure widespread awareness and quick adoption. Social media Video call SMS automatic alerts QRCODE to Customer Website and call center schedule appointment ATM payment references 24/7 by Interactive Voice Response or SMS Digital front desk Digital billing The communication component (see below) was instrumental during the lockdown periods of the pandemic, to keep customers informed that

services would continue to be provided and to direct them to alternative, as well as safe, (digital) channels for almost all their needs. So, the pandemic provided a test to the digital services created, that successfully met the peak of demand, and lead to an acceleration of the customer adoption curve.

April 2020 March 2020 March the 18th 2020 #PORQUEAADRANAOPARA #EUFICOEMCASA LAVAR AS MÃOS MÍNIMO 20 SEGUNDOS EVITE ESTIMATIVAS DE CONSUMO UMA QUESTÃO DE SAÚDE PÚBLICA E SUA COMUNIQUE A SUA LEITURA 24H/DIA 000017 PODE TAMBÉM COMUNICAR A SUA LEITURA ATRAVÉS DO ADRANET.

Phase 1 - Pre-Lockdown - Stay safe

76%

Phase 2 - Lockdown

Keep contact with us... from home

DA ÁGUA TRATAMOS NÓS BOMBEIR

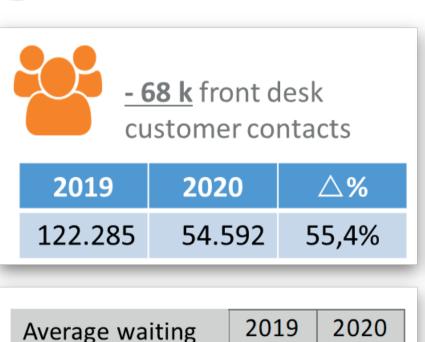
June 2020 and onwards

Phase 3 - Rest assured, keep on with your good work, AdRA will not stop

Phase 4 You are indoors ... keep that way Here is how to do from home:

RESULTS

time



age waiting	2019	2020		2019	2
	07:49	08:31	Average call time	04:21	C
	,				

+19 k written + 44 k Callcenter customer contacts customer contacts (≈80% electronic) 2019 2020 △% 32.378 106,8% 85.058 106,8% 13.367 2020 2019 2020 71% 5 Work days 04:44 19% 10 Work days 22%

Reply time

CHECK US UP IN SOCIAL MEDIA VIDEO TUTORIALS FOR CUSTOMERS



The digitalization of services showed to be up to the challenge

Communication campaign made customers aware of front desks alternatives and shrank adoption curve to digital. The result was a seamless access to the services even with front desks closed

Table on the left shows the size of the shift to digital.

Table below shows customer satisfaction increased with front desks closed. DIGITALIZATION WORKED AND BECAME FAMILAR.

Never as during lockdowns, the company received so many positive appraisals from customers. And inquiries performed based on European Customer Satisfaction Index (ECSI) standards revealed higher appraisals from customers in relation to 2018 (each two years AdRA surveys customer satisfaction). These achievements improve customer perception of the value of the service and make up for the negative impact of the initial price increase.

41.129

2020

	2012	2014	2016	2018	2020
Overall satisfaction	6,3	7,1	7,6	7,5	7,7
Loyalty	5,8	6,9	7,3	7,3	7,6
Perceived value	5,6	5,8	6,6	6,3	6,7
Overall image	7	7,5	8	8	8,2

SURVEYS ACCORDING WITH ECSI STANDARDS

CONCLUSIONS

AdRA's digital transformation of Customers' Services has been instrumental for customer engagement and satisfaction. Lockdowns acted as accelerators of customer adoption curve of those services. Digital systems were then put to the test and proved resilient and able to meet customer demands. These achievements improved customer's perception of the value of the service and made up for the negative impact of the initial price increase.

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