

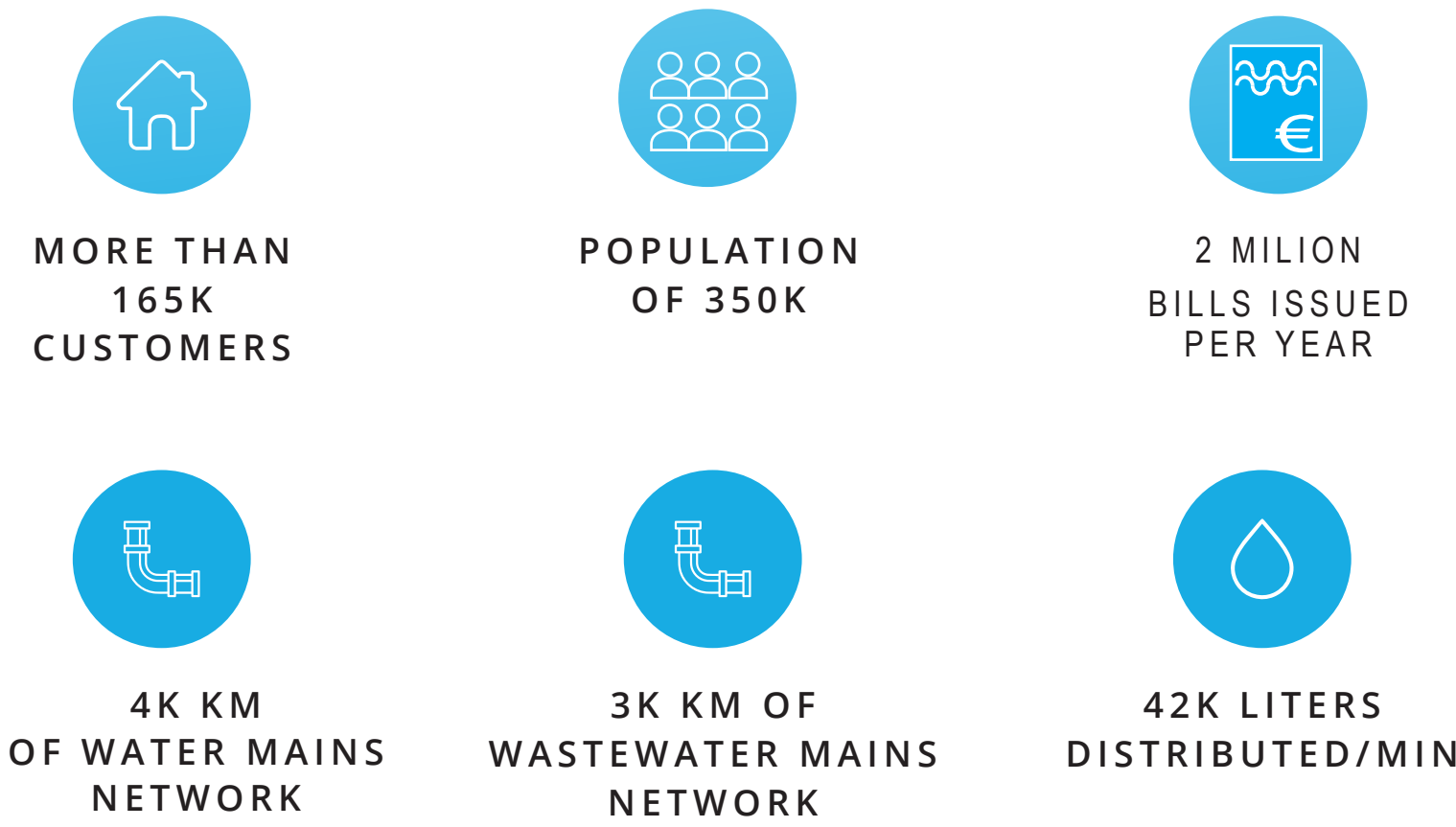
# DIGITAL TRANSFORMATION OF CUSTOMER SERVICES ADRA'S CASE STUDY

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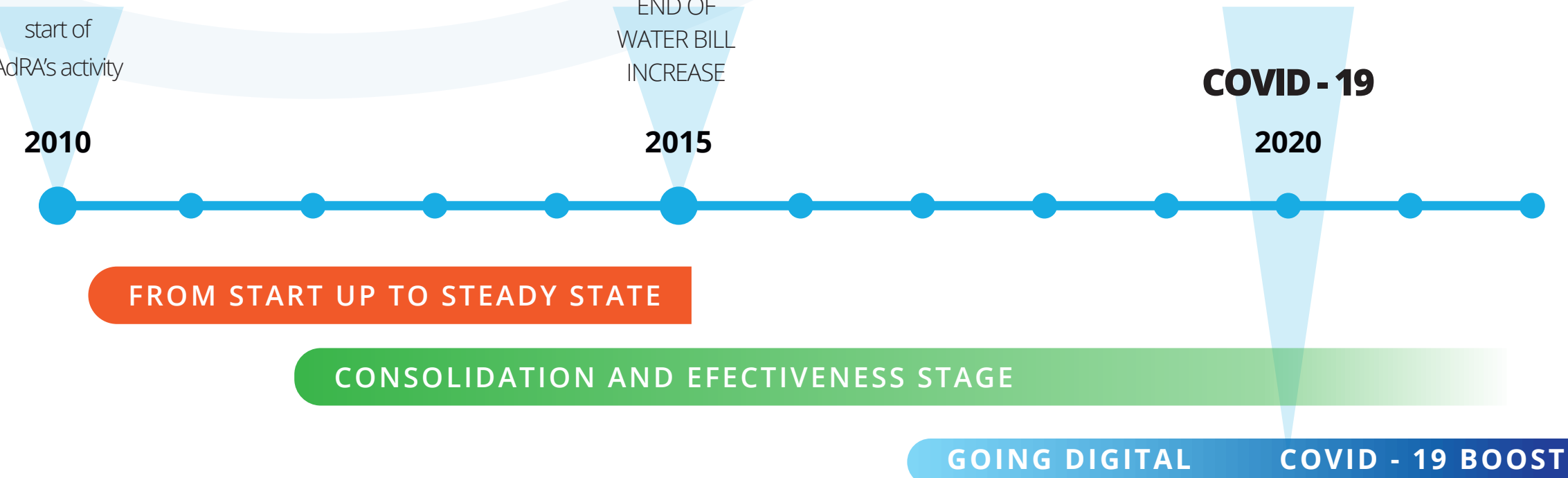
## 1. ABOUT AdRA

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).

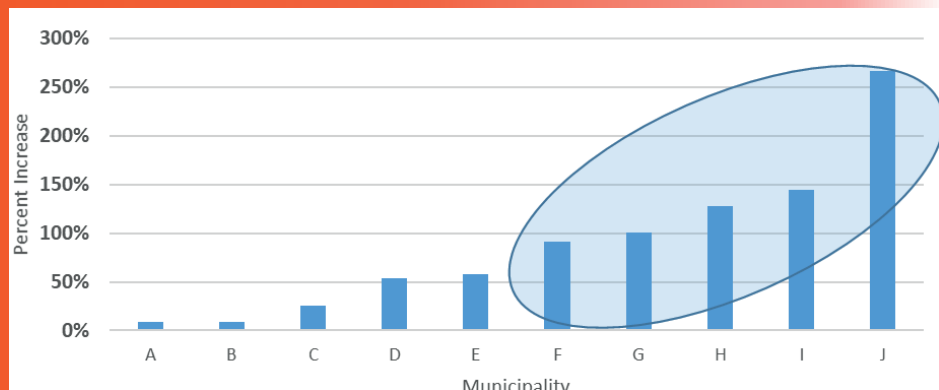
The company is a public-public partnership that brings together a government owned company (AdP – Águas de Portugal, SGPS, S.A.) with several public local operators (municipalities).



## 2. FRAMEWORK FOR ACTION ON CUSTOMER'S SERVICE OPTIMIZATION



In the first stage, From Start-up to Steady State, data validation and merge of pre-existent CRM's, definition of work routines, training of staff coming 10 different organizations, etc. had to be performed. At the time, one of the major challenges for customer services was the complaints' surge associated with increase of water bills.



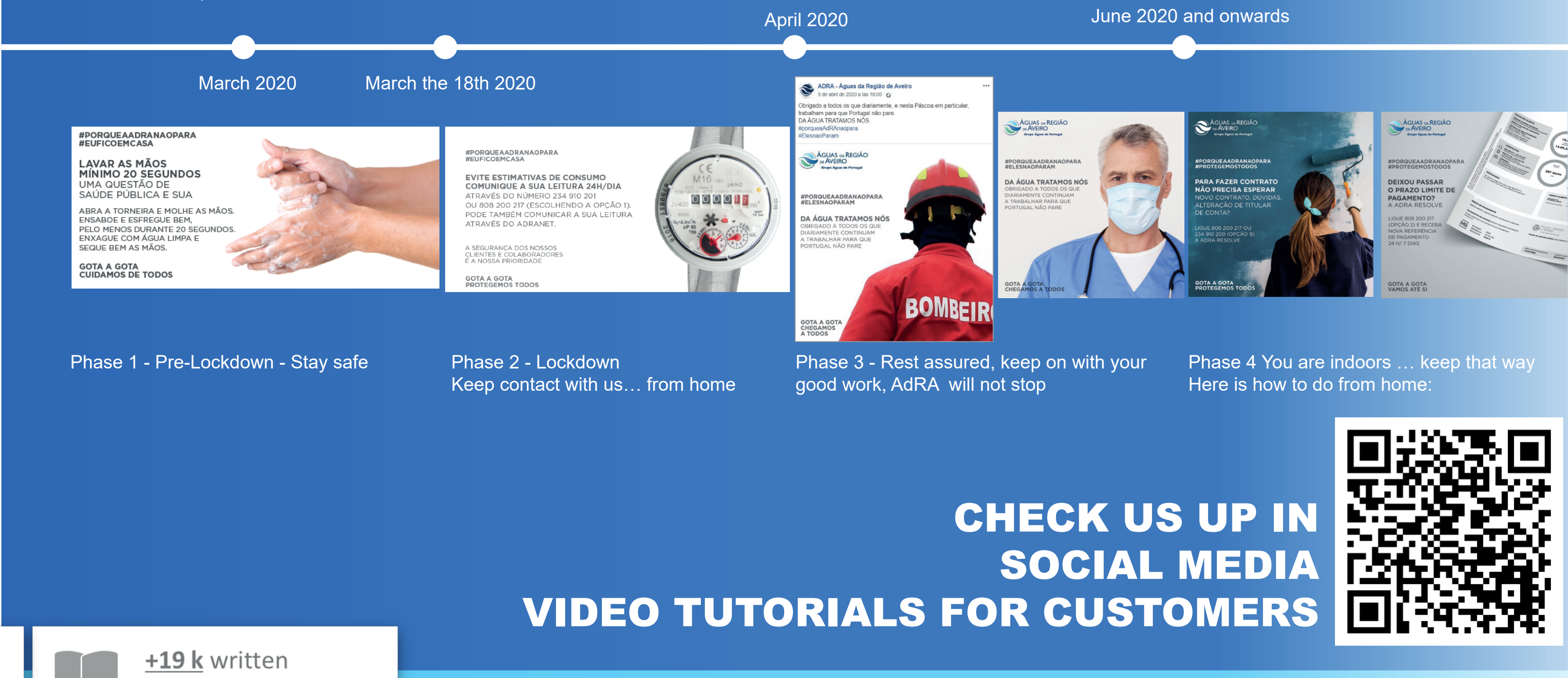
In fact, the partnership contract defined a pathway of convergence to achieve uniform prices by 2014 in all Municipalities. As illustrated in Figure 1, between 2010 and 2014 customers from half of the Municipalities saw their water bills (in the first block) nearly double or more than double.

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

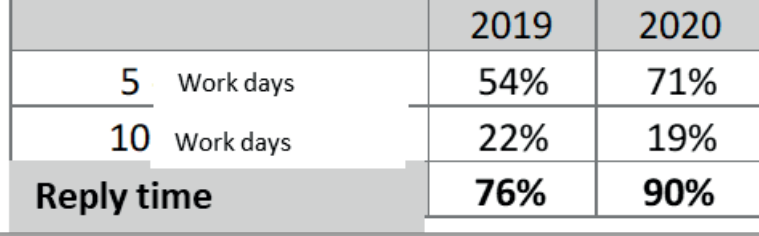
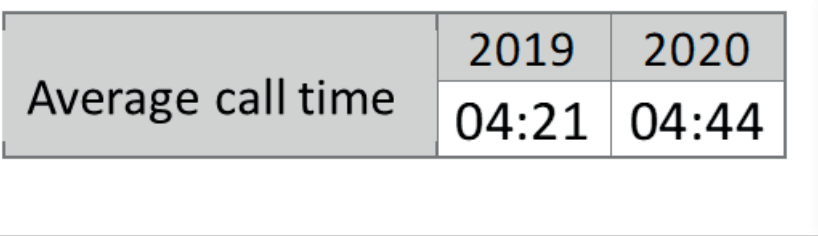
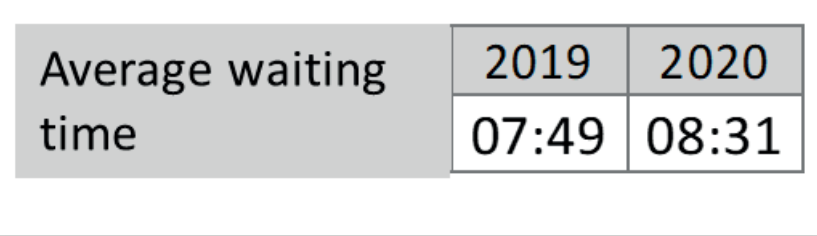
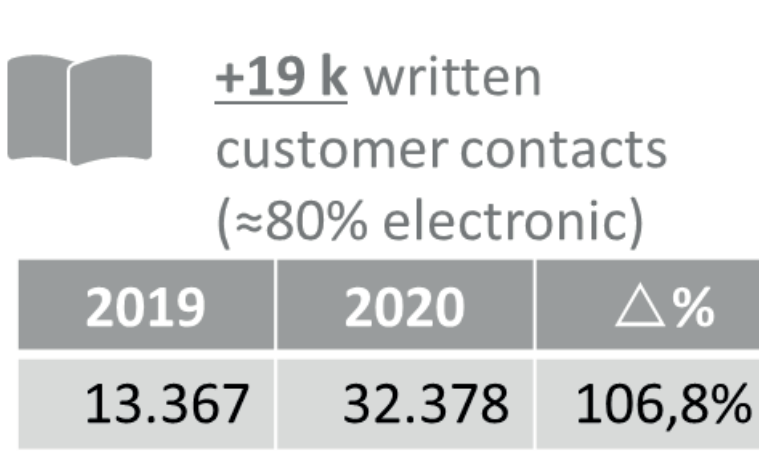
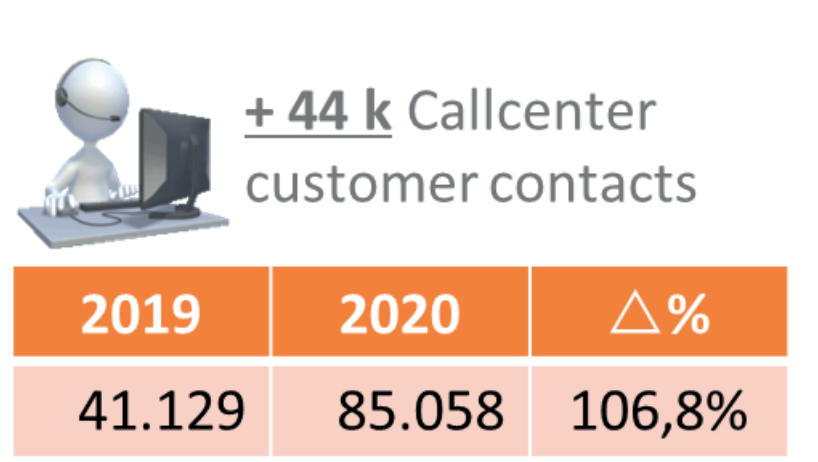
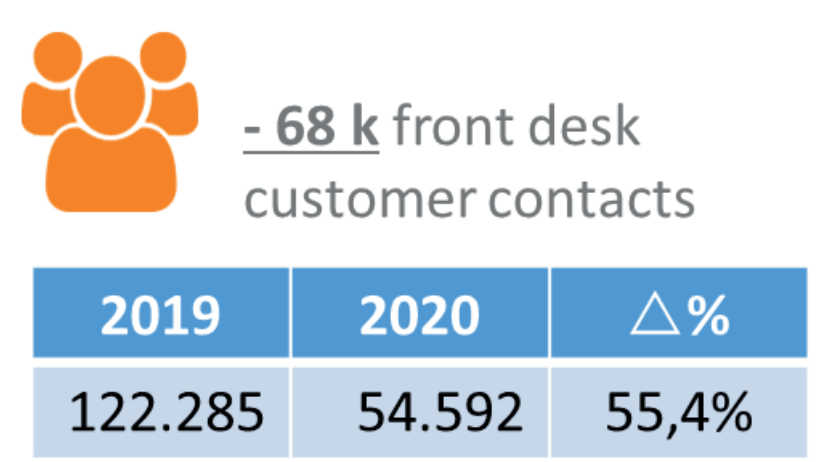
At this point the challenge of Efficiency and Digital Transformation could be properly addressed. Each step was coupled with communication initiatives, to ensure widespread awareness and quick adoption.



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.



## 3. RESULTS



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.

## 4. 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.

	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