Attachment M
Digital strategy: 2014-20, SA Water

SA Water Digital Strategy: 2014 – 2020

Version 2, August 2015

Contents

Executive Summary

The development of SA Water's first Digital Strategy as part of our Business Transformation (BT) project seeks to provide a plan for the way our business will harness technology to support our strategic goals until 2020. It has been driven by recognition of two key opportunities presented by technology:

> *"It [digital] plays a vital role as it will bring SA Water into the 21st century – we need to provide our customers with the best service possible especially as we will be heading into a competitive market place."* – Staff member, feedback during internal consultation on digital strategy, December 2012.

1. The opportunity to enhance the service experience we offer customers

2. The opportunity to optimise operational efficiencies within our business

A summary of our strategy and roadmap is included on the following pages.

SA Water Digital Strategy: 2014 – 2020 Summary

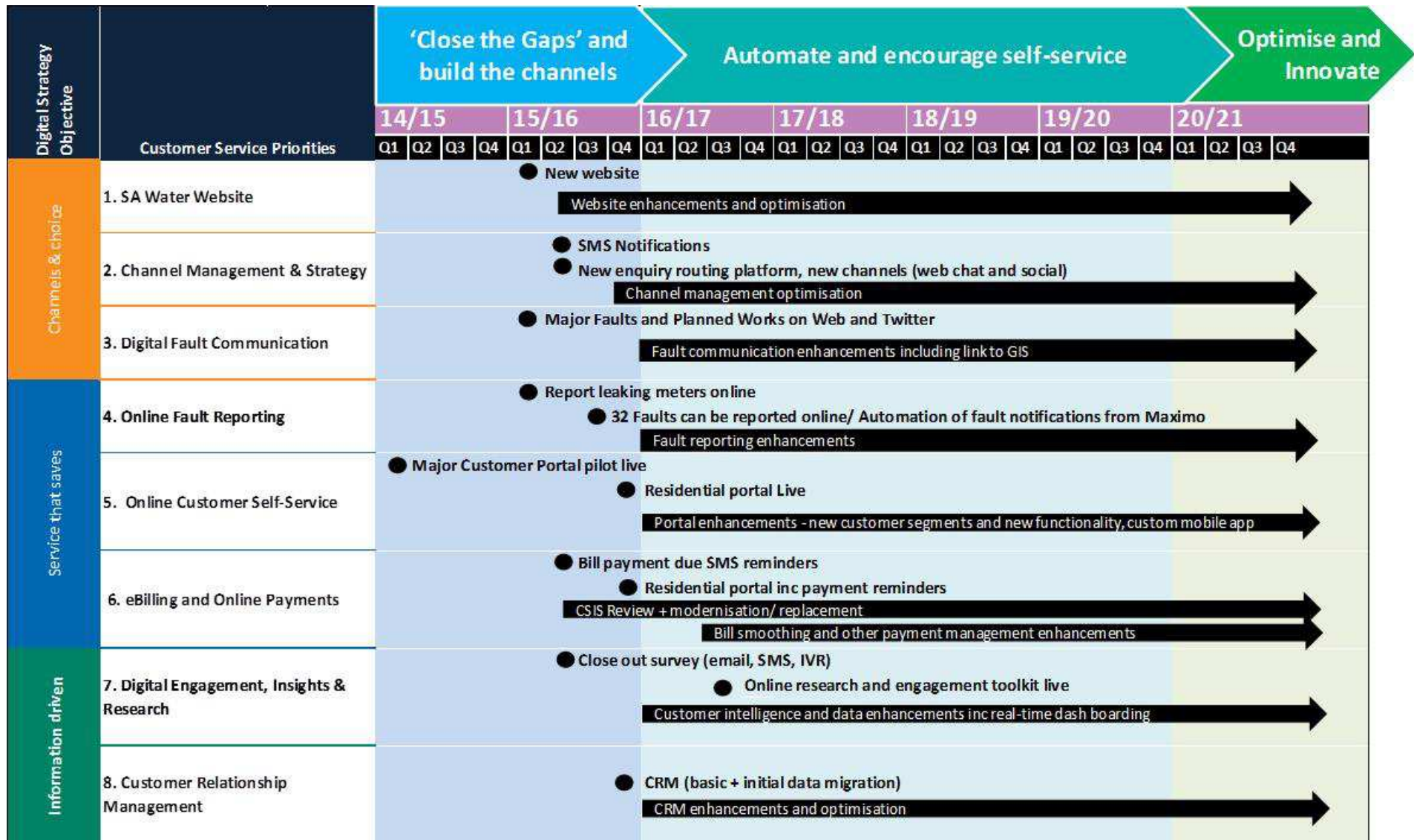| **Our goal**	*Harness technology to provide responsive, flexible, targeted and cost-effective services that are valued by our customers and stakeholders*		
Objectives	**1. Channels & choice** Enhance options for connection and communication to provide a responsive, managed and multi-channel approach using the channels customers prefer	**2. Service that saves** Deliver high-quality, cost-efficient services through digital tools that are simple to use and that add value to customers accessing our products or services	**3. Information driven** Optimise the capture and management of customer data to support decision making, prioritise investment and drive customer experience design across the business
What will this look like?	• Channels match customer preference • Channel management is coordinated to drive efficiency & support strategic goals • Communication is responsive	• Customer self-service encouraged • Systems are integrated • Manual handling is reduced • Cost-to-serve is lower	• We interact with customers, not properties • Single view of customers stored in one place • Easy access to data and analytics to inform decision making
Measures	o Customer satisfaction & Net Promoter o Customer engagement & participation	o Customer satisfaction & Net Promoter o Channel use o Cost to serve o Call volumes o Response times	o Customer satisfaction o Business efficiency
8 Customer service priorities	1. SA Water Website 2. Channel Management and Strategy 3. Digital Fault Communication	4. Online Fault Reporting 5. Online Customer Self-Service 6. eBilling and Online Payments	7. Digital Engagement, Insights and Research 8. Customer Relationship Management

SA Water Digital Strategy 2014 – 2020: Roadmap

Digital Strategy Objective	Customer Service Priorities	'Close the Gaps' and build the channels		Automate and encourage self-service				Optimise and Innovate
		14/15	**15/16**	**16/17**	**17/18**	**18/19**	**19/20**	**20/21**
		Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

Channels & choice

1. SA Water Website
- New website
- Website enhancements and optimisation

2. Channel Management & Strategy
- SMS Notifications
- New enquiry routing platform, new channels (web chat and social)
- Channel management optimisation

3. Digital Fault Communication
- Major Faults and Planned Works on Web and Twitter
- Fault communication enhancements including link to GIS

Service that saves

4. Online Fault Reporting
- Report leaking meters online
- 32 Faults can be reported online/ Automation of fault notifications from Maximo
- Fault reporting enhancements

5. Online Customer Self-Service
- Major Customer Portal pilot live
- Residential portal Live
- Portal enhancements - new customer segments and new functionality, custom mobile app

6. eBilling and Online Payments
- Bill payment due SMS reminders
- Residential portal inc payment reminders
- CSIS Review + modernisation/ replacement
- Bill smoothing and other payment management enhancements

Information driven

7. Digital Engagement, Insights & Research
- Close out survey (email, SMS, IVR)
- Online research and engagement toolkit live
- Customer intelligence and data enhancements inc real-time dash boarding

8. Customer Relationship Management
- CRM (basic + initial data migration)
- CRM enhancements and optimisation

For a detailed roadmap, see Appendix B. *Roadmap should be used as a guide only and is subject to change (as at August 2015).*

SA Digital Landscape – quick facts

In 2012, **87%** of people aged **55-64** were **online** (the third highest user group)

65% spend between **1-5 hours** online each day

58% of users access the internet from a **Smartphone** (national average is 53%)

35% access the internet more than 5 times a day (national average – 32%)

96% use Facebook, 27% use YouTube, 18% use Twitter

SA Water Digital Strategy 2014 – 2020: Introduction

SA Water has committed to an organisation-wide process to transform our business. This transformation program seeks to steer us towards our strategic goals of improving customer relationships and operational efficiency, committing to continuous improvement and improving the effectiveness of our investments.

Digital technology is an enabler for many of the individual programs that support these goals. Technology is also influencing the needs and expectations of our customers – they are changing and our business needs to be ready to adapt.

In recognition of this, SA Water has adopted a strategic and proactive plan to address technological impacts and maximise the benefits technology might bring through our first Digital Strategy. This document offers a roadmap to 2020 and beyond, aligned to our key regulatory business periods, with customers at the centre of its design. The strategy's key intent is to bridge our current technology 'gaps' and proactively harness technology to improve the service experience we offer to customers and drive efficiencies across our business in support of our strategic vision.

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[1] Graphic *source: Fusion Strategy (2012),* Our Digital State Report

What is a digital strategy?

SA Water's Digital Strategy responds to two key drivers for change:

> *"Hi. Most companies I use now offer the option of electronic bills and electronic statements. I thought this was something you might consider implementing in the interests of the environment!"* – customer feedback, 10/01/2013

1) Changing customer expectations

2) Opportunity for greater operational efficiency

In support for both of these, digital technology has been identified as an enabler to improve customer experience and reduce costs over time. For the purposes of this strategy, 'digital' therefore represents any systems or technologies that support or enhance our customer experience. Many organisations have already implemented similar plans - a typical digital strategy covers external facing solutions including customer channel and service management, media and communications, e-commerce and data capture and management. Digital strategies do this by providing the framework, priorities, actions and performance indicators that govern digital systems and processes as well as a high-level roadmap for achieving the goals of an organisation.

Why is it important that SA Water has a digital strategy?

The impact of digital technologies in recent years has caused a significant shift in the way consumers interact with organisations and the way those organisations conduct their business. This 'digital disruption' has been brought on by a range of factors including higher speed broadband, increasing technology adoption by consumers, big data and enhanced access to information. SA Water is not immune to this impact. A 2012 report by Deloitte predicted the impact of digital disruption on our industry could be as much as an 18% shift in the way we traditionally manage our business[2]. This disruption is caused by a range of different factors contributing to changes in the way customers interact with businesses across Australia. For example, latest data shows that:

- 21% of the adult population in Australia is now 'mobile only' – 7.5 million people accessed the internet via their mobile device in June 2013.

- eCommerce in Australia has increased by over 193% in the last 5 years and is now worth $273 billion

- 80% of Australians are now banking and paying bills online

- 62% of Australians now use 5 or more communication services[3]

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[2] Deloitte (2012), *Digital Disruption – Short fuse or big bang? (Special Report)*
[3] Australian Communication and Media Authority (December 2013), *Our Digital Life Report*.

A digital strategy is critically important to SA Water to ensure we can achieve our strategic goals despite digital disruption and realise many of the benefits technology may bring.

Consultation to support development of the strategy, with both internal and external stakeholders, revealed digital disruption is already being experienced. A summary of key challenges is included below.

> "Why on earth don't you have a section on your web site stating: 'We are currently experiencing a supply problem in the xxx area and we expect the supply to be reinstated in xxx hours'? Instead we are expected to phone a number which is over burdened with calls"
> — customer feedback, 24/7/2012.

Our context – where we are and where we need to be

To inform the development of this strategy, a detailed environmental scan was completed including:

- **Customer research and engagement:** including 2013 Deloitte Digital Strategy workshops and online surveys, 2014 Stage 1 RBP Consultation workshops, Quarterly Customer Satisfaction research

- **Staff consultation:** including 2013 Deloitte Digital Strategy consultation, 2014 Digital Strategy consultation, Strategic Plan review environmental scan, Business Transformation consultation and engagement.

- **Industry review:** desktop scan of international, national and state-based utilities, detailed interviews with WaterCorp (WA), Sydney Water (NSW) and SA Power Networks (SA).

> "…It would be really good to see SA Water be more efficient using their Twitter account to keep service faults info more up to date in real time, which would complement the faults telephone service and suit those of us more technologically inclined! Just a thought." — customer feedback, 10/01/2013

This environmental scan identified that customer expectations have shifted and we are not currently meeting their needs with regards to the channels they would prefer to use to interact with us. The scan also showed that we are currently lagging behind our industry peers in terms of the digital services we offer customers. Detailed information is included in *Appendix A* – a summary of gaps and future recommendations are outlined below:

	Challenge		Response
Channels	We are falling behind our industry peers in terms of the service and communication channels we use	Our industry raises customer services expectations beyond what we can deliver – customer satisfaction decreases	Develop a plan to 'close the gap' – listen to industry experience, understand the issues and opportunities
	Customers are complaining that we don't communicate in a responsive or proactive way	Customer satisfaction may decrease, issue and incident management becomes reactive -risk of reputational damage	Use digital channels to increase our responsiveness and enhance the way we communicate
Service	Customer needs and expectations are changing – we need to respond	May not retain customers in a competitive environment/ grow and acquire new, non-regulated business[4]	Develop/ prioritise service channels that customers prefer, listen to customers as we design our future services, support business agility
	Digital channels not being leveraged to reduce cost-to-serve and drive operational efficiency	Costs remain high - impacts price for end user and revenue	Harness technology to support processes, use digital tools to reduce manual handling and encourage self-service
Information	We have limited understanding of our customer segments – customer intelligence and data is not easily accessed or readily used by the business	Inability to identify commercial opportunities, decision making based on limited information, limited agility in responding to changing needs and opportunities	Move to platform that can store customer data (not properties) stored in one place, share intelligence across business
	There is no oversight mechanism or vision for digital programs, projects are implemented 'as needed'	Duplication across business, systems that don't talk and which aren't leveraged to support multiple teams	Implement a new strategic plan and governance framework for digital to ensure consistent and coordinated application to maximise benefits and provide value for money

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[4] 89% of consumers have stopped doing business with a company after experiencing poor customer service. (RightNow (2011), *Customer Service Impact Report*.

Customer segments

Our Digital Strategy seeks to benefit all customer segments. By streamlining processes and improving the service for those who choose digital channels we will also support those that don't have access or choose to continue to interact with us via phone, letter or in person. A summary of the digital priorities for our customer segments is outlined below:

Who		Digital service needs
Residential		- Consistent service quality across digital channels – 'one stop shop' - Responsive & proactive communication - Flexible access to services - 24/7 , multiple devices, multiple channels - Fair price (efficient delivery that keeps costs down)
Business		- Consistent service & responsive communication - Tailored services that demonstrate an understanding of business needs - Mobility, 24/7 access to relevant information - Ease to do business with/ streamline processes - Partnerships that innovate (e.g. smart meters) - Fair price (efficient delivery that keeps costs down)
Stakeholders		- Easy and open access to information and data - Proactive communication - Tools that support easy access, engagement and participation
Community		- Responsive and proactive communication across a range of channels - Opportunities to engage with, and communicate to, SA Water online

Our guiding principles

As we plan and implement digital programs and activities over the next six years the following guiding principles will support the prioritisation and selection of these programs and provide clear guidance delivery. These principles represent the key themes that have come from a range of internal and external stakeholder feedback and are designed to provide a sense-check as we implement our strategy to ensure best value for money and the best outcome for customers.

1. **Customer-centric:** We will engage with internal and external stakeholders to validate our ideas and ensure our solutions meet the needs and expectations of the end-user.

2. **Consistent:** We will ensure a level of service that is consistent in quality across all service and communication channels that enhances and adds value to the experience we deliver our customers.

3. **Affordable:** We will prioritise solutions that keep costs down for customers and will use technology to support efficient internal processes and to migrate customers to more cost efficient service channels without compromising service quality.

4. **Delivering now:** Our digital roadmap will ensure an agile and flexible approach to technology that achieves short-term benefits while providing the platform for long-term gains.

Supporting our Customer Strategy

Our goal

Our digital strategy is a key enabler of our *Customer Strategy 2015 – 2020*. It is one of eight packages of work that support the delivery of this strategy and has a specific focus on delivering a valued experience to all customers. It reflects what our people, customers and key stakeholders have told us they expect from us and aligns and supports our corporate vision:

SA Water Vision
- Meeting all challenges

Customer Strategy Commitment
- At SA Water, every customer has a good experience.

Digital Strategy Goal
- **Harness technology to provide responsive, flexible, targeted and cost-effective services that are valued by SA Water customers and stakeholders.**
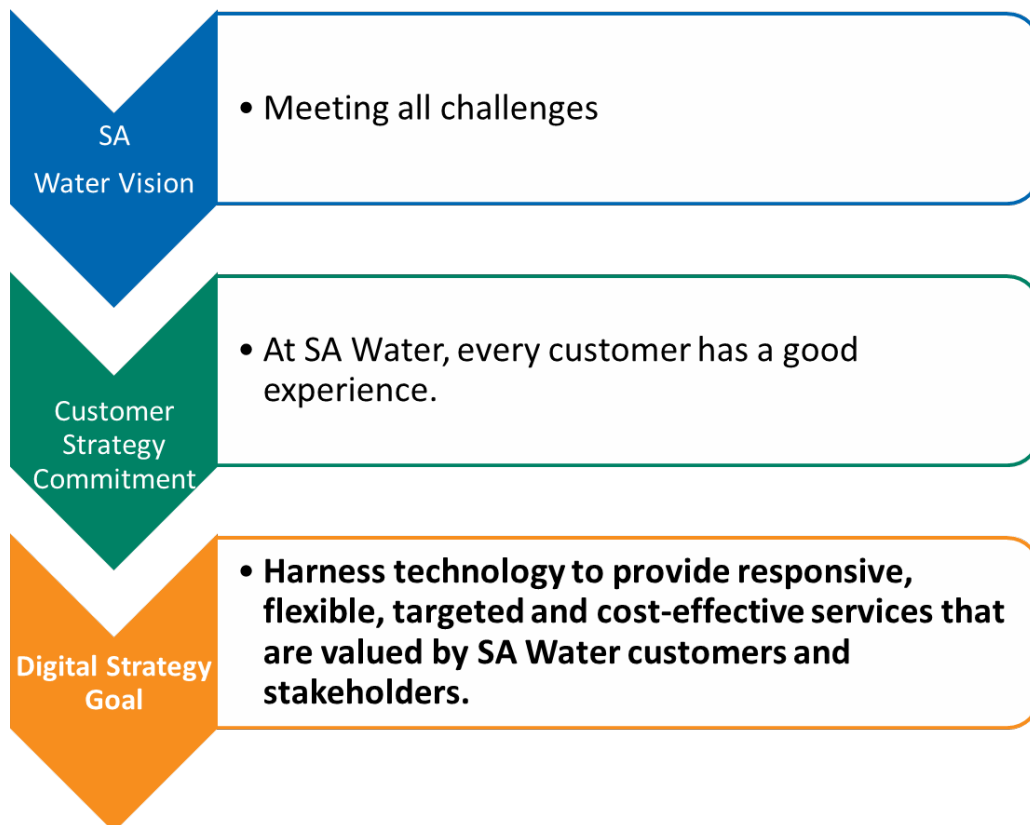
Our objectives

Our Digital Strategy focuses on the following areas:

1. The communication and service channels we use to interact with customers and provide them with relevant information

2. The service experience we provide to customers when they pay a bill, report a fault or lodge an application

3. The information and data we use to support our decision making and customer experience design.

Three objectives have been identified to drive improvement across these areas. They are supported by **eight customer service priorities**. These represent the services we will focus on improving over the next six years.

Our goal	Harness technology to provide responsive, flexible, targeted and cost-effective services that are valued by our customers and stakeholders		
Objectives	**1. Channels & choice** Enhance options for connection and communication to provide a responsive, managed and multi-channel approach using the channels customers prefer	**2. Service that saves** Deliver high-quality, cost-efficient services through digital tools that are simple to use and that add value to customers accessing our products or services	**3. Information driven** Optimise the capture and management of customer data to support decision making, prioritise investment and drive customer experience design across the business
8 Customer service priorities	1. SA Water Website 2. Channel Management and Strategy 3. Digital Fault Communication	4. Online Fault Reporting 5. Online Customer Self-Service 6. eBilling and Online Payments	7. Digital Engagement, Insights and Research 8. Customer Relationship Management

Objectives in more detail

Objective 1: Channels and Choice Enhance options for connection and communication to provide a responsive, managed and multi-channel approach using the channels customers prefer	
Key Services	**Service Design Goal**
1. SA Water Website	A modern, responsive and accessible site that provides an easy way to access our information and services – customers will be able to get what they need, when they need it and in the right form.
2. Channel Management & Strategy	Customers can access our services or receive information through both digital and traditional channels depending on their preferences – enquiries are routed to the right person based on skills or channel expertise and the customer experience is consistent across all channels.
3. Digital Fault Communication	We proactively provide customers with timely, relevant and easy to access information on services issues impacting them.
	Current state **Future state**
Communication and service channels	
Result areas	• Maintain or improve customer satisfaction • Increase customer engagement & participation • Reduce cost to serve • Reduce call volumes • Increase response times • Brand perception

Objective 2. Service that saves

Deliver high-quality, cost-efficient services through digital tools that are simple to use and that add value to customers accessing our products or services

Key Services	Service Design Goal
4. Online Fault Reporting	Customers can report faults online and be kept updated of progress of that fault through the channel of their choice – the experience of reporting a fault online is consistent with the high-quality experience offered in the call centre.
5. Customer Self-Service	Our customers can self-serve their own enquiries and access account information through a secure, responsive portal that offers a personalised experience consistent across all channels.
6. eBilling and Online Payments	We offer a consistently good online payment experience that responds to customer needs and expectations and that can be tailored to support both business goals and customer preferences.

	Current state	**Future state**
The customer experience	*"Every time I need to deal with SA Water I have to find a time to stop what I am doing, sit down and ring them, while they answer quickly it's a pain to have to do this for a simple account query. I hate how I can't get a quick answer outside business hours or when I am on the road especially when my other service providers offer this online"*	*"Dealing with SA Water is easy – I just get online when it suits me and do what I need to do. My account details, past history and my bills are all at my fingertips (on my mobile, tablet and PC) and it is much easier to track and manage my payments. I love how I can get answers quickly and now only need to ring them when I've got something a bit trickier to deal with"*
Result areas	- Maintain or improve customer satisfaction - service - Channel use/ migration volumes - Reduce cost to serve - Reduce call volumes - Increase response times - Debt recovery/ reduction in debt write-offs	

Objective 3. Information driven

Optimise the capture and management of customer data to support decision making, prioritise investment and drive customer experience design across the business

Key Services	Service Design Goal
7. Digital Engagement, Insights and Research	Customers can provide feedback or participate in decision making through a range of online channels – the data and insights collated as a result is managed and reported in a meaningful way to inform business planning and decision making.
8. Customer Relationship Management	All customer records and key interactions are managed in one system to provide a single view and support personalised and informed customer service and efficient internal workflows.

	Current state	Future state
Getting to know our customers better		
Result areas	- Maintain or improve customer satisfaction - Brand perception - Insights used in business decision making - Reduced cost to serve/ handle - Increased customer participation and engagement	

Digital Strategy – roadmap

Design of our roadmap has been split into three key phases aligned with our regulatory business periods.

2014 – 2016 (RBP13)	2016 – 2020 (RBP16)	2020 → (RBP20)
'Close the gap' & build the channels	Automate & encourage self-service	Optimise & innovate
Channels: A clear strategy is in place for managing communications and service channels - new channels are introduced and some channels retired to meet changing expectations and drive efficiencies. **Service:** Customers can access a range of generic information (faults and outages, tips and advice) through our new website and by the end of RBP1 can log onto a new self-service portal. **Information:** Behind the scenes our data capture, systems and processes are improved – we understand our customers better and are using this intelligence	**Channels:** Customers are encouraged to self-serve through new online channels that are available 24/7. **Service:** Account information is now available on a range of devices (desktop, mobile, tablet). They can look up faults and issues by location and nominate their preferred channels. Service is consistent across channels and with what other service providers in our industry are doing **Information:** Customer information is being used to tailor services and identify commercial opportunities. It also supports a new customer-focussed culture with live customer information communicated to business	**Channels:** Channel optimisation is part of 'business-as-usual' - customers frequently reference SA Water as a leading provider of service, particularly in regards to digital channels **Service:** Our service is now individualised to meet customer needs and consistent across all touch points – we are seen as a supplier of choice **Information:** Customer intelligence supports many of our decisions and service design, we are proactive and quick to spot commercial opportunities

Governance and methodology

To provide enterprise-wide oversight of the strategy and its implementation, a Digital Strategy Steering Committee is proposed to provide centralised coordination and governance.

At an operational level it is also proposed that a Digital Team be established within Customer and Community Relations to provide ongoing management and support of a range of digital initiatives including:

- Website project and ongoing site management
- Project initiation (business case development and requirements capture)
- Channel management plan (including social media strategy) and delivery
- Project delivery and 'business-as-usual' support for Business Transformation digital projects
- Analytics, reporting and strategy evaluation

```
              Steering
             Committee

              Sponsor

              Manager

    Content              Technical
   (front-end)          (back-end)
              Digital Team
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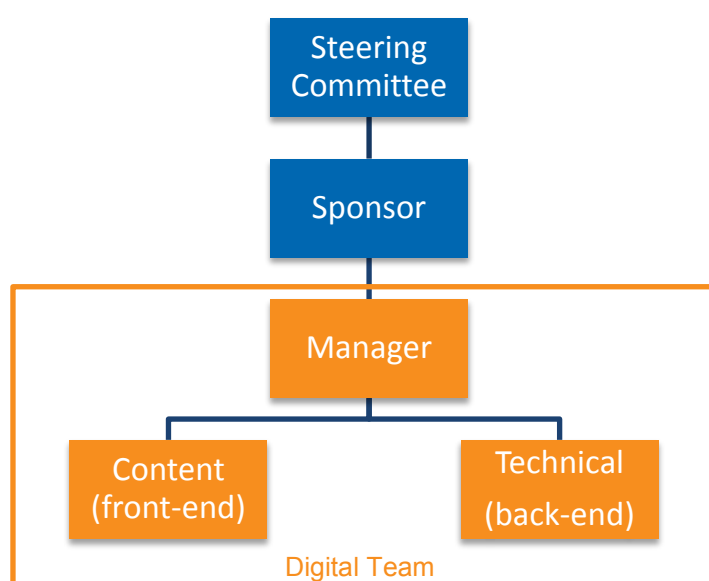
The establishment of this team is included in the budget implications below.

For each project or initiative a detailed business case will be forwarded to the steering committee for initial review and referral to other SA Water approval mechanisms. The Steering Committee will also oversee an annual Digital Strategy review process to ensure an iterative approach and ongoing alignment with SA Water's corporate priorities.

Benefits

Financial

Key financial benefits are outlined within individual initiative business cases – savings identified include:

- Printing, paper and postage costs associated with moving to paperless billing

- Reduction in FTEs as customers are encouraged to 'self-serve' routine enquiries and processes are improved

- Increase cash flow, debt recovery as customers are migrated to more cost effective payment channels and bill-smoothing options.

- Reduced capital expenditure by removing complexity (e.g. standardisation of bills)

Non-Financial

Non-financial benefits include end-to-end improvement of the experience we offer customers including support for a more agile response to future challenges:

- Proactive and responsive communication and relationship management

- Increased customer satisfaction

- Ability to tailor service provision to customer segments including:

  o Understanding customer needs and expectations better

  o Enhanced communication and engagement across business in regards to customer service provision

  o Enhanced relationship management and service provision to high value customers (Major customers, Developers and Builders, Non-regulated business)

- Loyalty and retention of existing customers in a competitive environment – SA Water is seen as 'easy to do business with'

- Improved brand and reputation – SA Water is seen as a modern, responsive, transparent organisation

What we need to be successful

Our Digital Strategy is dependent on a number of enablers. These are critical for implementation of the strategy and the initiatives that form the proposed program of work.

1. Proactive change management

The success of this Digital Strategy will be supported by a cultural shift in our business and change to the way we have traditionally delivered a range of services. This needs to be carefully managed across impacted teams and supported by the right management tools to ensure staff are engaged and supported and our implementation program is delivered in an efficient way.

2. Building our digital capability

Digital is not 'set-and-forget' – platforms will need ongoing resourcing to ensure systems are maintained, content is current and opportunities are being leveraged. Staff training, the introduction of specialist teams and resourcing to support the ongoing operational needs of our technology platforms will need to be considered for each project to ensure we can manage business as usual in the long-term.

3. Investment in understanding our customers

Technology moves fast. To ensure we maximise value for money, understanding our customers' priorities and preferences will be critical. This means that customers will need to play an active role in solution design. Projects will need to be supported by customer engagement and research.

APPENDIX A – Current state analysis

What our customers have told us

SA Water has implemented a formal customer satisfaction research program that regularly provides insights on customer satisfaction with service experience. In addition, a separate, dedicated digital research program was run in 2013 to understand the current and future needs and expectations of our customers[5]. A key finding of this program was that the channels through which we currently offer service are no longer always the channels preferred by our customers – online service is now a high priority:

Current channel use
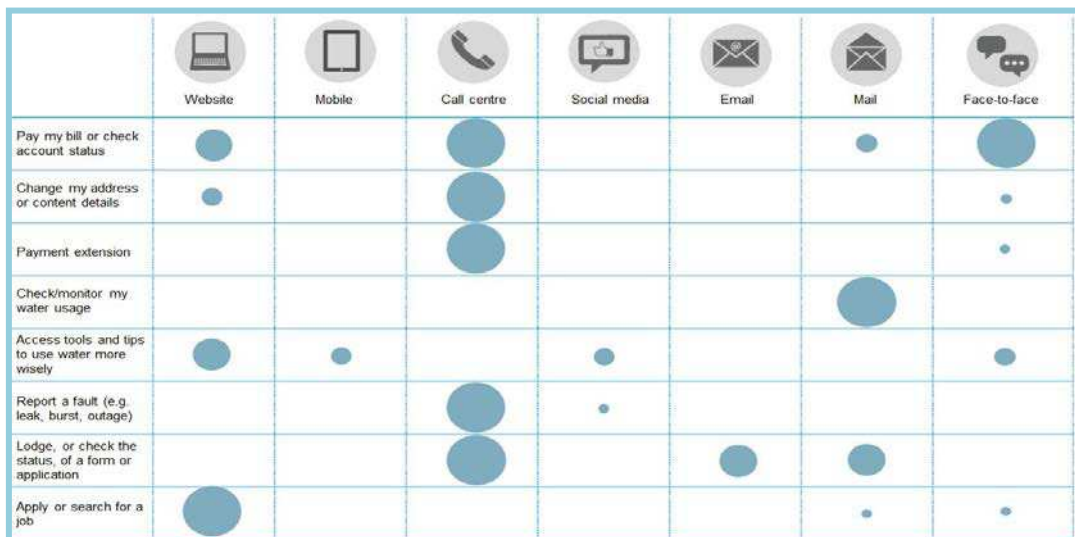
Preferred channel use

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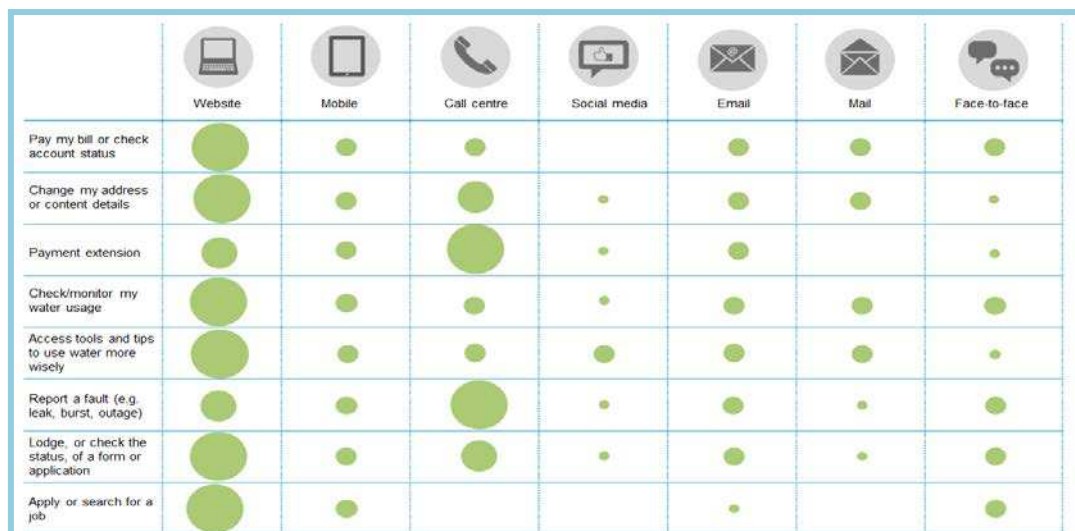
[5] *SA Water Digital Survey*, Jan 2013, n = 493.

Our customers are using multiple platforms to access services from other providers and want to be able to do the same with us – they want this service on their own terms, 24/7 and through the channels they prefer[6].

Top 3 online services that would "make customers' lives easier" (results were the same for residential and

non-residential):
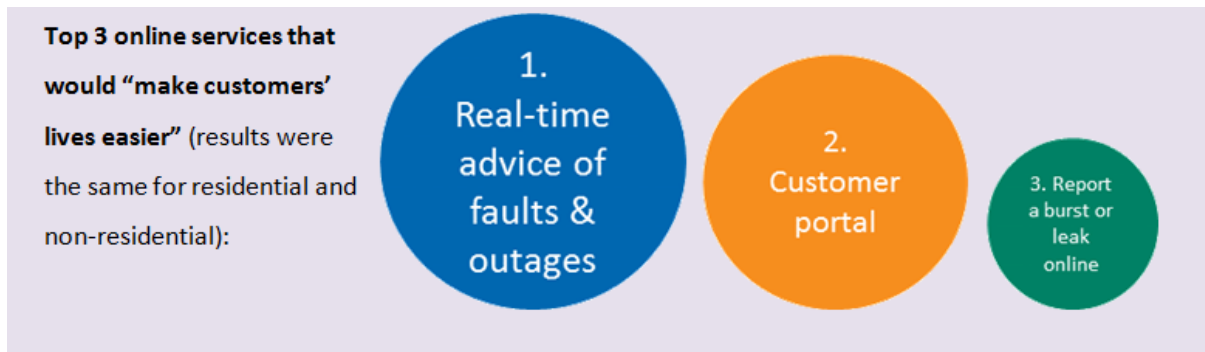
Responsive communication is also critically important to them as are online services that are simple, engaging and easy to use. They don't want to wade through pages and pages of website content – they want to get in, do what they need to do, and get out[7].

Top 3 reasons customers currently visit the SA Water website

In terms of service quality, our call centre already sets our benchmark and is highly regarded by customers who continuously complement our staff on the service they receive. Any new channels we introduce must provide the same high quality to provide a consistent, multi-channel experience[8].

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[6] *SA Water Digital Survey – Digital*, Jan 2013, *n = 493.*
[7] *SA Water Digital Survey,* Jan 2013.
[8] SA Water, *Quarterly Customer Satisfaction Research*, 2012/13 and 2013/14.

What our staff have told us

Comprehensive internal consultation has been taken across SA Water in recent years as part of Business Transformation, Strategic Plan and Digital Strategy work .Through these processes, SA Water staff have consistently pointed to digital technologies as a critical enabler of their future ability to:

- Provide enhanced customer experience

- Work efficiently and streamline processes

- Improve internal communication and break down silos.

"It [digital] plays a vital role as it will bring SA Water into the 21st century – we need to provide our customers with the best service possible especially as we will be heading into a competitive market place." – Staff feedback during internal consultation on digital strategy, December 2012.

Prior to this, engagement completed by the Communications Team and Deloitte Digital in late 2012 identified a number of business 'pain points' related to digital as well as solutions put forward by staff. Suggestions put forward through both of these processes were validated again through consultation for this strategy (2014). Since 2012, staff have been consistent in what they believe should be our business priorities – they are:

1. Need for a new website that prioritises self-service functionality for customers through smart form technology, secure portal and improved navigation and content.

2. Improved communication for customers via real-time notifications – particularly in relation to faults and outages.

3. Improved processes and governance frameworks to support digital service delivery and content production.

Significantly, the areas our staff have prioritised are the same ones our customers have identified as important for them.

What our industry is doing

A comprehensive environmental scan of our industry, both nationally and internationally, is included below. Water Utilities in the United Kingdom tend to lead digital innovation in our sector and have, for a number of years, been introducing a range of new tools and channels to their customers. In Australia, recent innovation has included the implementation of secure customer portals, social media strategies and customer apps to support the service experience. More broadly across the utility sector, energy companies are even more advanced and have raised the expectations of SA Water's customers in the process.

The top five industry trends (and our status in relation to them) are:

1. **Movement away from traditional service channels:** many utilities have removed the option for customers to fax, email or mail them altogether or have limited use significantly. There is also a movement away from face-to-face service delivery in favour of self-service and automation. Social media platforms like Facebook and Twitter are being used to support customer notifications and advice as well as faults reporting and enquiry resolution.

SA Water	UK – Water	Australia – Water	Australia - Energy
x	✔	✔	✔

2. **Responsive website design:** ensuring websites work on all platforms including tablets and mobile devices to ensure access whenever, and wherever, customers need it.

SA Water	UK – Water	Australia – Water	Australia - Energy
- In progress	✔	- In progress	✔

3. **A move to self-service technologies:** These include online forms to lodge basic service requests, secure customer portals and smartphone apps that allow customers to perform simple transactions, view account history and manage payments.

SA Water	UK – Water	Australia – Water	Australia - Energy
x	✔	- In progress	- In progress

4. **Adoption of customer information systems:** Many utilities have, or are in the process of, implementing enterprise-wide customer information systems to support the flow of customer data, segmentation, responsive issue resolution, staff engagement and to drive customer-centric decision making.

SA Water	UK – Water	Australia – Water	Australia - Energy
x	- In progress	- In progress	✔

5. **Establishment of dedicated digital teams:** most organisations now have dedicated digital teams with channel specialists that are able to manage customer enquiries and drive content strategy in collaboration with traditional customer service and marketing teams.

SA Water	UK – Water	Australia – Water	Australia - Energy
x	✔	✔	✔

These industry trends are aligned with feedback from our own customers and employees. A detailed breakdown is included on the following page.

Utility Sector – Channel use

	SA Water	Thames Water	United Utilities	Severn Trent	American Water	NYC Environment Protection (Water Supply for NY City)	Los Angeles Water & Power	Aqua America	Watercare (Auckland)	WaterCorp WA	Sydney Water	Yarra Valley Water (Melb)	South East Water (Melb)	City West Water (Melb)	Unity Water	Origin Energy	AGL Energy	EnergyAustralia	SA Power Networks
						International Water Utilities						*Australian Water Utilities*				*Gas and Electricity - Australia*			
Customers/ Population Served	750,000 customers / 1.5 million population	14 Million customers	3 million homes/ 200,000 businesses	4.2 million customers	14 million population	9 million residents	3.9 million residents	2.8 Million (multiple states)	1.3 Million population	1.8 Million		1.7 million people served	1.6 million people served	856,000 people served	750,000 people served				1.5 Million
CHANNELS - General																			
Website	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Social	✔	✔	✔	✔	✔	✔	✔	✔	x	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Webchat	x	x	✔	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✔	x
Mobile - optimised website	x	✔	✔	✔	x	x	x	✔	x	x	x	x	x	x	x	✔	✔	✔	✔
Mobile - app	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	✔	x	x	x
Mobile - SMS	x	✔	x	x	x	✔	x	x	x	x	✔	x	x	x	x	✔	✔	✔	✔
Phone - inbound	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Phone - request call back	x	x	✔	x	x	x	x	x	x	x	x	x	x	x	x	x	✔	x	x
Email/ Smartform	✔	✔	✔	x	✔	✔	x	✔	✔	✔	✔	✔	✔	✔	✔	✔	x	✔	✔
Letter	✔	✔	x	x	✔	✔	✔	x	✔	✔	✔	✔	✔	✔	✔	x	✔	x	x
Fax	✔	x	x	x	x	x	x	x	✔	x	x	✔	x	✔	✔	x	✔	x	x
In person	✔	x	x	x	✔	✔	✔	x	✔	x	x	x	x	x	✔	x	x	x	x
WEBSITE SERVICES																			
Live Fault notification/ bulletin	x	✔	✔	✔	x	x	o	✔	✔	✔	✔	x	x	x	x	N/A	N/A	N/A	✔
Lodge fault online	x	✔	✔	✔	x	✔	x	x	x	x	x	x	x	x	x	N/A	N/A	N/A	✔
Track fault service request			x	x	x	✔	✔	x	x	x	x	x	x	x	x	N/A	N/A	N/A	✔
Webchat	x	x	✔	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✔	x
eBills	x	✔	✔	✔	x	✔	✔	✔	✔	✔	x	x	x	x	x	✔	✔	x	N/A
Review Account Balance (standalone/ not part of portal)	x	x	x	x	x	x	x	x	x	✔	x	✔	x	x	x	x	x	x	N/A
Online meter reading (standalone/ not part of portal)	x	x	x	x	x	x	x	x	x	x	✔	x	x	x	x	N/A	N/A	N/A	x
CUSTOMER PORTAL - SERVICES																			
Submit meter reading	x	x	✔	✔	x	x	✔	x	x	✔	x	x	x	✔	x	N/A	N/A	N/A	N/A
Pay a bill	x	x	✔	✔	x	✔	✔	✔	✔	✔	x	x	✔	x	x	✔	✔	o	N/A
view bill	x	x	✔	✔	x	✔	✔	✔	✔	✔	x	x	✔	x	x	✔	✔	x	N/A
Set up direct debit	x	x	✔	✔	x	✔	✔	✔	✔	✔	x	x	✔	x	x	✔	✔	x	N/A
Change contact details	x	x	✔	✔	x	x	✔	✔	✔	✔	x	x	✔	x	x	✔	✔	o	N/A
View consumption	x	x	x	x	x	✔	✔	x	x	✔	x	x	✔	x	x	✔	✔	x	N/A
Leak notification	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	N/A	N/A	N/A	N/A
Organise a refund	x	x	x	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	N/A
Payment extension	x	x	x	x	x	x	x	x	x	x	x	x	✔	x	x	✔	✔	x	N/A
Register a concession	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	o	N/A
Register additional account holder	a	a	a	a	a	a	a	a	x	a	a	a	a	a	x	a	a	o	N/A
SOCIAL MEDIA PLATFORMS	a	a	a	a	a	a	a	a	x	a	a	a	a	a	x	a	a	a	a
Twitter	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	x	✔	✔	✔	✔
Facebook	x	x	✔	✔	x	✔	✔	✔	✔	x	✔	✔	✔	x	✔	✔	✔	x	✔
YouTube	✔	✔	✔	✔	✔	✔	✔	x	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Instagram/ Flickr	✔	x	x	✔	x	x	✔	x	x	x	x	✔	x	x	x	x	x	x	x
Google+	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	x	x	✔	x
Tumblr	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	x	x	✔	x
Pintrest	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	x	x	✔	x
OTHER DIGITAL SERVICES																			
eTenders	x	x	x	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x	x
Online supplier portal	x	x	x	x	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x
BuilderNet - online portal for builders and developers	x	x	x	x	x	x	x	x	x	✔	x	x	x	x	x	x	x	x	x
Thames Water - 'The Big Map' interactive overview of investments/ projects	x	✔	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Planned works/ projects in your area - search by postcode or map	x	x	x	x	x	x	x	x	x	x	x	✔	x	x	✔	✔	✔	x	x
Public / media access image library housed on site	x	✔	x	✔	x	x	x	x	✔	x	x	x	x	x	x	✔	x	x	x
Energy Explorer' - energy information at your fingertips	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✔	x	x	x
energy consumption, goal setting, tracking	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✔	✔	x
Seperate Business services (See example below)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	✔	✔	x	x

APPENDIX B – Detailed Digital Strategy Roadmap (as at 31 August 2015)

SA WATER DIGITAL STRATEGY ROADMAP - DELIVERING 8 DIGITAL SERVICES BY 2020

Digital Strategy Objective	Customer Service Priorities	Contributing Projects	RBP13 - Close the Gap' and build the channels	RBP16 - Automate and encourage self-service	RBP20 - Optimise and Innovate	END GAME

Timeline columns: 14/15, 15/16, 16/17, 17/18, 18/19, 19/20, 20/21 (each Q1–Q4)

Channels & Choice

1. SA Water Website
- SA Water Websites and Internet Platform Project (P) — Website live — WCAG AA Compliance
- Social Media and Channel Management Strategy (A) — Define migration plan and services
- BT Channel Management (P) — Enquiry routing/ webchat
- BT Fault Management (P) — 32 Fault types can be reported through website
- RBP16 Digital Program (PG) — New custom content/ form enhancement — Personalisation/ Prepopulation of information — Better payment options

End game: A modern, responsive and accessible website that provides an easy way to access our information and services – customers will be able to get what they need, when they need it and in the right form

2. Channel Management & Strategy
- SA Water Websites and Internet Platform Project (P) — new channel - website live
- Social Media and Channel Management Strategy (A) — Migration and channel selection
- VOIP (P) — VOIP Solution
- BT Channel Management (P) — New Zeacom Platform + new channels (webchat and social media introduced)
- BT Online Account Management 1 (P) — SMS notifications - payments + CN&A fix
- RBP16 Digital Program (PG) — Users migrated to preferred channels, seamless skill/ channels based routing — Integration with CRM/ ongoing enhancement

End game: Customers can access our services or receive information through both digital and traditional channels depending on their preferences –enquiries are routed to the right person based on skills or channel expertise and experience is consistent across all channels.

3. Digital Fault Communication
- SA Water Websites and Internet Platform Project (P) — Real-time bulletin live on website & Twitter
- BT Channel Management (P) — Close out survey
- BT Fault Management 2 (P) — Automation of fault notifications from Maximo
- Social Media and Channel Management Strategy (A) — Channel Management and Social Media Strategy to 2020 drafted
- Mobility Program (PG) — Field crews trigger comms/ status change
- RBP16 Digital Program (PG) — Automated through Maximo, field crew trigger status update — Faults communication by location, customer can select channel, full automation

End game: We proactively provide customers with timely, relevant and easy to access information on services issues impacting them

Service that saves

4. Online Fault Reporting
- Social Media and Channel Management Strategy (A) — Channel Management and Social Media Strategy to 2020 drafted
- SA Water Websites and Internet Platform Project (P) — Report a leaking meter form live
- BT Channel Management (P) — Close out survey
- BT Fault Management 2 (P) — 32 Faults can be reported online/ Automation of fault notifications from Maximo
- Mobility Program (PG) — Field crews trigger comms/ status change
- RBP16 Digital Program (PG) — Automated through Maximo, field crew trigger status update — All types of faults can be reported online/ seamless in chann

End game: Customers can report faults online and be kept updated of progress of that fault through the channel of their choice – the experience of reporting a fault online is consistent with the high-quality experience offered in the call centre

5. Online Customer Self-Service
- Major Account Portal Pilot (A) — Major Customer Portal pilot live
- BT Online Account Management 2 (P) — Residential portal Live
- CBD Developer's Portal** — Developer portal live (TBC)
- AWQC Customer Portal** — AWQC Portal Live (TBC)
- CSIS Enhancements — Standardised bill format
- RBP16 Digital Program (PG) — Business/ Conveyancer/ AWQC/ Tenant Portals — Mobile App, more services & functionality, personalisation

End game: Our customers can self-serve their own enquiries and access account information through a secure, responsive portal that offers a personalised experience consistent with the high-quality service offered through our contact centre.

6. eBilling and Online Payments
- BT Online Account Management 1 (P) — Bill payment due SMS reminders
- BT Online Account Management 2 (P) — Residential portal inc payment reminders
- CSIS Modernisation (P) — Modernised billing system
- CSIS Enhancements (PG) — Standardised bill format for all customers
- RBP Digital Program (PG) — DD by credit card/ Payment portals for other customer segments — Bill smoothing & other payment experience enhancements

End game: Our systems support a flexible, consistent and high quality bill payment experience that supports customers to manage their payments and improve debt recovery.

Information driven

7. Digital Engagement, Insights & Research
- BT Channel Management (P) — Close out survey
- Social Media and Channel Management Strategy (A) — Channel Management and Social Media Strategy to 2020 drafted
- Customer Research Framework (A) — Customer Research Framework
- Business Intelligence (P) — Real-time dash boarding/ data visualisation — TBC
- RBP16 Digital Program (PG) — Online research and engagement toolkit live — TBC

End game: Customers can provide feedback or participate in decision making through a range of online channels – the data and insights collated as a result is managed and reported in a meaningful way to inform business planning and decision making

8. Customer Relationship Management
- BT Channel Management (P) — New call enquiry routing system
- BT Online Account Management 2 (P) — CRM (basic + initial data migration)
- Business Intelligence (P) — Real-time dash boarding/ data visualisation
- Customer Segmentation (A) — Key customer segments defined
- RBP16 Digital Program (PG) — Enterprise wide CRM — TBC

End game: All customer records and key interactions are managed in one system to provide a single view and support personalised and informed customer service and efficient internal workflows