

## PR19 Customer Challenge Group – Research Methodology Sub-Group

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**Title:** Triangulation update

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<b>What is this paper about:</b>	An update on our triangulation of insight and research findings and the development of the insight database; and how that continues to inform our business plan.
<b>Action needed from the CCG:</b>	For information and discussion.

# PR19 engagement - Triangulation update 26 June 2018



Pure know<sub>h</sub>ow

## A reminder of what Ofwat expects of SEW and the CCG

- Water companies need to understand their customers and deliver the outcomes that matter to them over the long term. This includes those customers in circumstances that make them vulnerable; and those that are hard to reach
- Expecting a step change in customer engagement with companies using a wider range of techniques to address its principles of good customer engagement and participation
- CCGs will provide independent challenge to companies and independent assurance to Ofwat on:
  - the **quality** of a company's customer engagement; and
  - the **degree** to which the findings from this engagement are reflected in its business plan

A reminder of what our engagement needs to **directly inform** for the business plan

Customer priorities  
- translated into  
**outcomes**



Levels of service –  
translated into  
**performance  
commitments**



Cost – translated into  
**future bills and  
rewards and  
penalties**



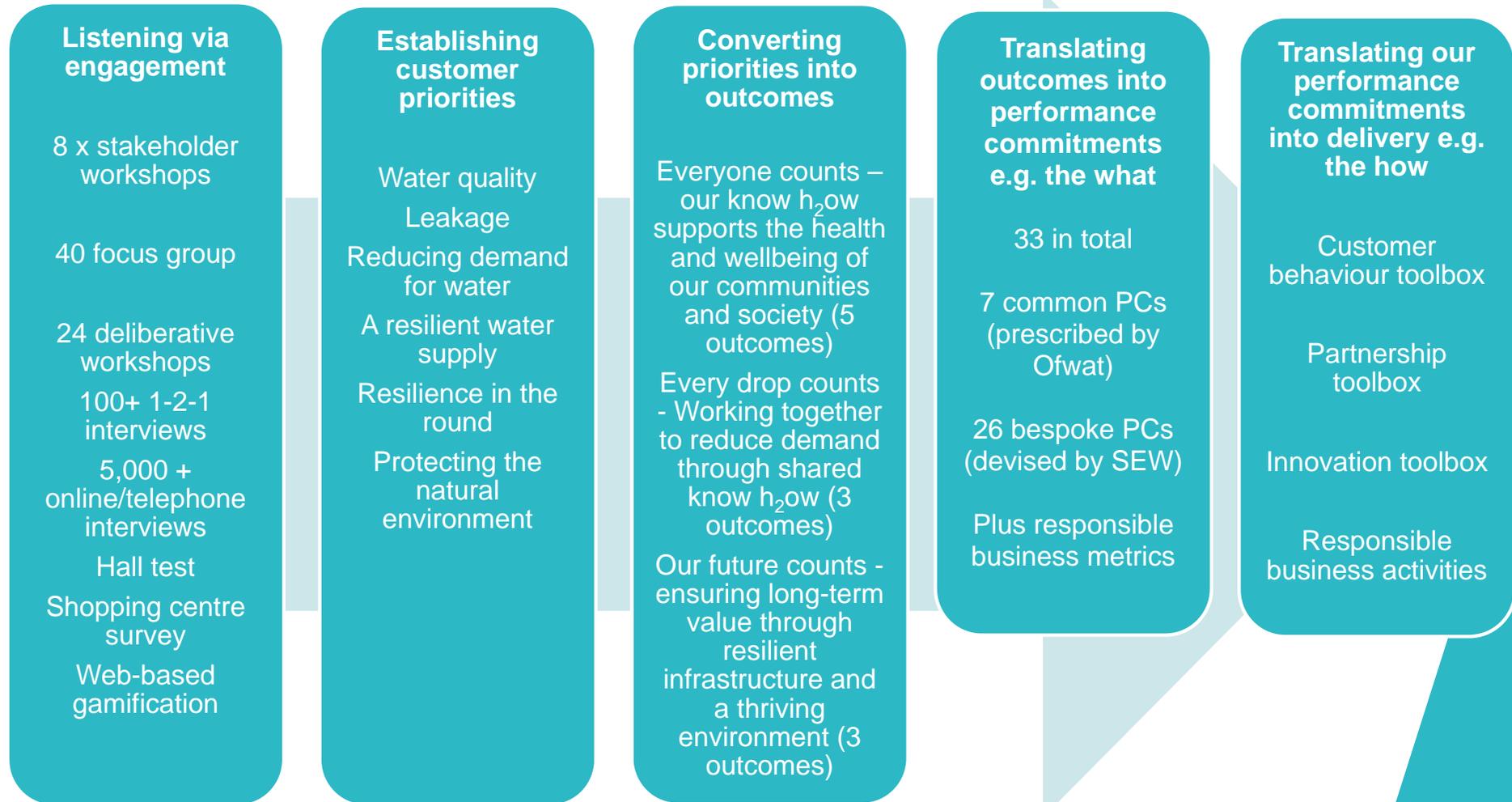
Acceptability of Plan  
– **the whole  
package**



Everything else we learn from engagement is translated into future delivery such as:

- The long term aspirations of our board e.g. evolving customer satisfaction by attitudes
- How we will meet our performance commitments e.g. via our customer behaviour, partnership and innovation toolboxes
- How we recognise our responsibilities as the provider of an essential service e.g. responsible business metrics

# The process of engagement findings being translated into our business plan



## Insight database update – the detail behind this process

- See separate excel file

Source	Stakeholder	Reference - Debrief slide (DBS)	Research Finding	Business issue/area	Business plan impact
Resilience in the round	Households	DBS 13	<b>Assets: Critical - looking for SEW proactivity &amp; innovation to manage and protect life of assets</b>		
			Ageing pipes network/leakage	Resilient water supply/Leakage	Outcome / PC
			Proactive pipe renewal/replacement based on network data analysis	Resilient water supply	Outcome / PC
			Innovative R&D, new sustainable materials, new detection methods, intelligent valves	Resilient water supply	Innovation
			Closer collaboration with customers	Responsible business	Wider commitment
Provide customers with smart meters to monitor leaks, discounts, leakage hotline	Water resources	Behavioural toolbox			
Resilience in the round	Households	DBS 13	Works failure	Asset health	Outcome / PC
			Ensure back up plants available	Asset health	Outcome / PC
			Divert water	Resilient water supply	Outcome / PC
			Scheduled and timely maintenance	Resilient water supply	Outcome / PC
			3 <sup>rd</sup> party partnerships e.g. Southern Water	Responsible business	3rd party partnership
Resilience in the round	Households	DBS 13	IT failure	Resilient business	
			Work with experts/3rd parties	Responsible business	3rd party partnership
			Back-up systems	Responsible business	
			Invest in skilled employees	Responsible business	Employee partnership
Resilience in the round	Households	DBS 13	Customer data management	Resilient business	Wider commitment
			Regular back-ups	Responsible business	
			Engage customers to provide regular updates e.g. apps, calls, email	Customer sat/comms	
			Explain advantages e.g. easier to notify customers when there are problems	Responsible business	
			Benefit of managing assets		
			Highly visible investment, long term cost saving, positive SEW reputation, improved customer service and justification of bills		
Resilience in the round	Households	DBS 21	<b>Climate Change: Critical – expect SEW to be seriously planning/managing future needs</b>	Resilient business	Outcome / PC
			Drought management	Resilient water supply	Outcome / PC
			Monitor rainfall	Resilient water supply	Innovation
			Secure land to build new resources e.g. reservoirs	Water resources	Investment option
			Find new water sources e.g. desalination	Water resources	Investment option
			Manage leakage to save water	Leakage	Outcome / PC
			Work with housebuilders to capture at source	Responsible business	3rd party partnership
			Change HH usage behaviour	Water efficiency	Outcome / PC / Behavioral toolbox
			Resilience in the round	Households	DBS 21
Proactive clearing ditches/trees	Environment	Wider commitment			
Partnership with farmers e.g. catchment management	Responsible business	3rd party partnership			
Cooperation with other agencies including housebuilders/developers	Responsible business	3rd party partnership			
Stricter fines for polluters	Environment	Wider commitment			
Resilience in the round	Households	DBS 21	Flooding incidents	Responsible business	3rd party partnership
			Capture flood water	Water resources	Investment option
			Work with housebuilders to install better soakaways	Responsible business	3rd party partnership
			Clearing drains/ditches	Responsible business	Wider commitment
			Work with councils	Responsible business	3rd party partnership
			Benefits of managing climate change About guaranteeing future supply, customer confidence and justification of VFM		
Resilience in the round	Households	DBS 26	<b>Customer demand: critical - one of the key 'high chance' resilience risks that SEW can control</b>	Resilient water supply	Outcome / PC
			Population growth	Water resources	Wider commitment
			Higher profile and involvement with 3 <sup>rd</sup> parties e.g. councils to look at community water projects	Responsible business	3rd party partnership
			Work with builders/developers to introduce new storage systems, efficient usage and recycling	Responsible business	3rd party partnership
			Educate customers re usage	Water efficiency	Outcome / PC / Behavioral toolbox
Identify new sources e.g. water transfers/national grid	Water resources	Investment option			
Resilience in the round	Households	DBS 26	Household consumption	PCC	Outcome / PC
			Strategies to change consumer behaviour		
			Better communication and education for schools and families		
			Combined strategy of advice and devices		
			£ incentives for using less water		
			Introduction of meters/smart meters to provide greater customer control		
			Scrapage schemes for white goods		
Effluent reuse/recycling	Water resources	Investment option			
Resilience in the round	Households	DBS 26	Customer data	Responsible business	Wider commitment
			Keep customer data up to date		
			Provide smarter usage data to customers		
			Provide leakage data to customers		
			App based programmes are quick and easy OR personal messaging		
			Benefits of managing customer demand		
Logically the long term benefits of addressing future customer demand are seen to overshadow any short term inconvenience					
Resilience in the round	Households	DBS 15	<b>Staff: essential - looking for SE Water to maximise 'local' employer status and attract and keep the best people</b>	Responsible business	Wider commitment
			Recruitment/Retention		
			Raise SE Water profile		
			Work with education centres/schools		
Apprenticeships					

			Management schemes Clear career paths		
Resilience in the round	Households	DBS 15	Illness Good holiday policy Good sickness policy Flu jab for workforce	Responsible business	Wider commitment
Resilience in the round	Households	DBS 15	Employee action Happy workforce Fair pay Open conversation	Responsible business	Wider commitment
Resilience in the round	Households	DBS 15	Appropriate skill sets Effective training programmes Apprenticeships Work with colleges Benefits of managing staff Staff seen as biggest asset – softer benefits of investment are improved SE Water reputation and customer service	Responsible business	Wider commitment
Resilience in the round	Households	DBS 17	<b>Terrorism: important – looking for SEW to partner with experts to mitigate risks</b> Asset security Emergency procedures Security staff Security processes	Responsible business	Wider commitment
Resilience in the round	Households	DBS 17	Poison water Regular contamination testing Pipe maintenance Contingency sources	Water quality Resilient water supply	Outcome / PC
Resilience in the round	Households	DBS 17	Data theft Focus on prevention e.g. secure networks, ransom software, firewall Regular back-ups Password protection Work with leading 3 <sup>rd</sup> parties (GCHQ) and other sectors	Responsible business	Wider commitment 3rd party partnership
Resilience in the round	Households	DBS 17	Power attack/failure Back up generators Invest in other power sources e.g. hydro/solar (tax benefits, lower bills) Benefits of managing criminal activity Safety and security; added environmental benefits of exploring other power sources	Resilient business	Wider commitment
Resilience in the round	Households	DBS 24	<b>Financial mgmt: important but not seen as serious threat</b> Management incompetence Best people Best practices Checks and balances	Responsible business	Wider commitment
Resilience in the round	Households	DBS 24	Bad debt Effective debt recovery systems Proactive debt recovery e.g. look for missed payments Offering customers budgeting options Offer tariffs for vulnerable customers Encourage discussion and offer F2F visits Working with 3rd party groups e.g CAB, Drs Introducing meters to manage usage and control bill size Provide smarter data to customers e.g. what they could manage on, what similar households are using, what they used last quarter	Responsible business Affordability Responsible business PCC / Affordability	Wider commitment Outcome / PC Wider commitment 3rd party partnership Outcome / PC
Resilience in the round	Households	DBS 23	<b>Natural disaster: important but low risk</b> Necessary to have contingency plans – some suggestion of cross industry resourcing	Responsible business	Wider commitment
Resilience in the round	Households	DBS 19	<b>Political interference: Less critical – looking for SEW to have solid policy in the event of issues arising</b>	Responsible business	Wider commitment
Resilience in the round	Households	DBS 19	Nationalisation Continuation of supply for customers	Resilient water supply	
Resilience in the round	Households	DBS 19	Government intervention Changes to water policy	Responsible business	Wider commitment
Resilience in the round	Households	DBS 19	Availability of local land Raise profile of SE Water Community projects Work closely with local councillors	Responsible business	3rd party partnership
Resilience in the round	Households	DBS 19	Fracking Manage potential structural impact Research into impact for water	Responsible business	Wider commitment
WRMP qual - part A	Households	DBS 18	<b>HPBs</b> Low rainfall causes drought People understand hosepipe bans HPBs NOT seen as linked to resilience, but just a temporary prevention measure Seen as ban on luxury water use, but some impact on keen gardeners & young families HPBs seen as inconvenient, but not a disaster	Resilient water supply	Outcome / PC
		DBS 20	10% chance of HPBs pa is acceptable Inconvenient vs major problem		
			<b>River abstractions</b>		

WRMP qual - part A	Households	DBS 18	Mixed response Others less aware of the impact of abstraction	Resilient water supply / environment	Outcome / PC
		DBS 20	Concerns environmentally engaged but even these folk feel that 2% is low		
WRMP qual - part A	Households	DBS 18	<b>Standpipes</b>	Resilient water supply	Outcome / PC
			High impact but mixed response		
			Fine - still have water at home at some points; 3 <sup>rd</sup> world countries context		
			Terrible, stressful & concerns about mutiny on the street		
		DBS 24	Shouldn't happen in the UK		
			SE Water would be negligent		
			Two dry winters dismissed as very low chance		
			1% chance a year of standpipes is extremely low and therefore acceptable - low probability of happening		
			Increased standpipes is a concern for minority but no WTP £10-20 on average bill to reduce this by .5%		
			1 in 100 years is understood		
WRMP qual - part A	Households	DBS 26	<b>Overall water resource solution</b>	Water resources	Investment option
			No 'silver bullet' resilience option of low cost, low environmental impact and high impact on droughts		
			Most appealing solutions selected mainly on lower environmental impact		
			Customers least accepting of higher spend with possible environmental harm and uncertain resilience impact		
			Likely solution for SEW is a mix of measures that limit over reliance on one and spread cost but also increase supply AND manage demand		
WRMP qual - part A	Households	DBS 28	<b>Land Use</b>	Water resources	Investment option
			High appeal		
			It feels progressive and natural		
			Positive impact on environment is key driver of appeal		
			Impact on water quality is a good thing		
			Positions SE Water as innovative and future focused		
WRMP quant - part A			Good to work in partnership with other users		
	P21	5th most preferred investment option, non SP (out of 10)			
		P29	8th most preferred investment option, using WIP (out of 10) - £4.18		
WRMP qual - part A	Households	DBS 28	<b>Surface water reservoirs</b>	Water resources	Investment option
			High appeal		
			Feels like a very obvious thing for SE Water to be doing		
			Currently low proportion resource from this source so offers potential		
WRMP quant - part A			Impact of reservoirs is positive (recreational)		
	P21	3rd most preferred investment option, non SP (out of 10)			
		P29	5th most preferred investment option, using WIP (out of 10) - £8.03		
WRMP qual - part A	Households	DBS 28	<b>Make WTW's more efficient</b>	Water resources	Investment option
			High appeal		
			Important thing for SE Water to do		
			Investment in assets makes good business sense		
			Positive impact on the environment is a good thing		
			Feel that this should be part of the overall solution		
WRMP quant - part A			P21	6th most preferred investment option, non SP (out of 10)	
			P29	4th most preferred investment option, using WIP (out of 10) - £9.21	
WRMP qual - part A	Households	DBS 29	<b>Leakage reduction</b>	Water resources	Investment option
			Medium appeal		
			Emotional response		
			Leakage = immoral		
WRMP quant - part A			VS. they are already 'doing a great deal' so is this really worth more investment AND proposed cost is high		
	P 21	Most preferred investment option, non SP (out of 10)			
		P 29	Most preferred investment option, using WIP (out of 10) - £18.11		
WRMP qual - part A	Households	DBS 29	<b>Water efficiency</b>	Water resources	Investment option
			Medium appeal		
			This is about shared responsibility – customer and water company		
			Future focus is important – people need to control usage		
			Smart meters feel like positive impact here VS. devices which are not that effective		
			WRMP quant - part A		
		P29		2nd most preferred investment option, using WtP (out of 10) - £11.23	
WRMP qual - part A	Households	DBS 29	<b>License trading</b>	Water resources	Investment option
			Medium appeal		
			Makes sense if licences are not currently used		
			No impact on the environment as this level of abstraction is already planned for		
			BUT unlikely to be effective when needed		
WRMP qual - part A	Households	DBS 30	<b>Increase Groundwater use</b>	Water resources	Investment option
			Low appeal		
			Uncomfortable with negative environmental impact		
			Doesn't feel like a complete solution		
WRMP quant - part A			Reliant on rainfall		
			P21	7th most preferred investment option, non SP (out of 10)	

WRMP qual - part A		P29	6th most preferred investment option, using WIP (out of 10) - £6.73		
WRMP qual - part A	Households	DBS 30	<b>Desalination</b>	Water resources	Investment option
			Low appeal		
			Initially interesting idea for some, especially near the coast		
			Dissuaded by the very high costs and negative environmental impact		
			Seen as overkill for something that might only be used in exception circumstances/once in a blue moon		
			Seen to be a potential future solution		
WRMP quant - part A		P21	8th most preferred investment option, non SP (out of 10)		
		P29	Least preferred investment option, using WIP (out of 10) - £1.69		
WRMP qual - part A	Households	DBS 31	<b>Re-using treated waste water</b>	Water resources	Investment option
			No appeal		
			Uncomfortable with negative environmental impact		
			High costs for mixed impact on drought risk		
			Need to generate own solutions as reliance on donor company = could be held to ransom		
WRMP quant - part A		P21	9th most preferred investment option, non SP (out of 10)		
		P29	9th most preferred investment option, using WIP (out of 10) - £2.32		
WRMP qual - part A	Households	DBS 31	<b>Underground storage</b>	Water resources	Investment option
			No appeal		
			Innovative idea		
			Collecting underground makes sense but uncomfortable with environmental impact		
WRMP quant - part A		P21	4th most preferred investment option, non SP (out of 10)		
		P29	3rd most preferred investment option, using WIP (out of 10) - £10.54		
WRMP qual - part A	Households	DBS 31	<b>Water transfers</b>	Water resources	Investment option
			No appeal		
			8% already = quite surprising		
			Doesn't feel like a credible long term solution		
			High costs through reliance on water companies that are geographically distant		
WRMP quant - part A		P21	Least preferred investment option, non SP (out of 10)		
		P29	7th most preferred investment option, using WIP (out of 10) - £5.22		
Bespoke Services	Households	DBS 12	<b>Base</b>		
			A constant supply of water that's clear, healthy and palatable	Resilient supply / WQ	Outcome / PC
			At a price that's fair and affordable	PCC / Affordability	Outcome / PC
			Simple and effective communication with empathy built in	CSat	Issue resolution
			Efficient and speedy resolution of issues		
			All from a responsible corporate citizen	Responsible business	Wider commitment
Bespoke Services	Households	DBS 14	<b>Base+ (enhancements beyond base)</b> - Not that game changing and unlikely to provoke a huge change in attitudes or a groundswell of advocacy, but nonetheless seen as being slightly "beyond base"		
			Proactive communication	CSat	Issue resolution
			Ownership of issues		
			One point of contact		
			Follow up calls following resolution		
			Compensation for failures		
Bespoke Services	Households	DBS 15	<b>Bespoke/Better - opportunities to build engagement and advocacy through added value services/delivery</b>	CSat	Future service
			Some of the suggestions showed a lack of understanding about what's possible/realistic, a finding in itself.	N/A	N/A
		DBS 16 & 17	Helpful suggestions included: supply goods that would help with hard water,	Water quality	Additional service
			Make bills easier to read and understand	CSat	
			Better positioning of/more convenient stop cocks	CSat	
			Grey water harvesting,	Water resources / environment	
			Online access to my bill	CSat	Behavioural toolbox
			A device to track your water usage so you can adjust it if necessary	PCC	
			Regular free maintenance of meters		Additional service
			Provide free water butts	CSat	
More effective comms on chemicals, sources of water, water consumption x appliance		Wider commitment			
		DBS 29	<b>Ranking of specific services</b>		
			1. Smart meter/app/gadget: giving people an ability to track, monitor and change usage patterns - not about the kit, but what it enables to do. Fertile territory but needs a little more than just the "smart" angle (it needs to be made relevant and engaging - more thoughts later)	PCC	Behavioural toolbox
		DBS 30	2. Specific people/team to deal with in the event of an issue: people are tired of big, faceless companies, with (foreign) call centres with no connection to the people they serve. Being visible has huge potential to differentiate, being local gives a head start in championing this idea and having people who take ownership throughout a process and relationship is of massive value to people	CSat	Issue resolution

Bespoke Services	Households	DBS 31	3. Tariffs for essential/premium use: This makes sense as some uses are seen to be ignorant, indulgent and/or unnecessary and so usage patterns should be reflected in tariffs. The notion of higher tariffs for non-essential uses & discounts for using responsibly is appealing & positions SEW as an advocate of fairness. Enthusiasm for the idea was tempered by real scepticism re how it would be monitored.	PCC	Outcome / PC
		DBS 32	4. Water pressure solutions: of huge interest to people who have the problem as can really restrict when/how they wash etc but of marginal interest to people who don't. Solving the problems for sufferers would create huge advocacy, but ingrained acceptance as to that's just how things are. Customers would be happy to pay for this.	CSat	Innovation
		DBS 33	5. Water softeners: making kit available to people should they want it is seen as a real plus; customers don't necessarily expect them free either. SEW would be seen in a positive light, in touch with customers' needs and aware of the product flaws. Discount on RRP and delivery/fitting would help drive engagement	Water quality	Additional service
		DBS 34	6. Advizo trial (water usage reports): the idea of clear and engaging water reports to compare usage is really powerful; customers want to know what someone like them uses so they have a context to judge their consumption against	PCC	Behavioural toolbox
		DBS 35	7. Text alerts: All depends what we're alerting customers to. Appealing in "real time" context ie when there's an issue, but text technology should be seen in the context of contact preference rather than a solution	CSat / comms	Additional service
		DBS 36	8. "In your area" website service: Customers like it – makes sense but on reflection, probably just part of a "base" service. People, typically, are only using the website in extreme circumstances so it's quite discrete, so whilst it's a solid part of the customer service offering it doesn't have the "amplifier" effect that some other ideas do. Having an app would catch people's imagination		
		DBS 37	9. Fast track water delivery (during emergency supply interruptions): Appeals in principle but clear recognition that it would be impossible to administer company-wide so would need to prioritise. The idea of paying for this service splits customers too - some see it as the wealthy lording it over people in need. offering preferential treatment to those who NEED it is a much bigger win than selling to those WHO CAN AFFORD it		
		DBS 38	10. Customer self-serve (with discount?): An easyJet style, stripped back service with minimal interaction (at a discounted price) would appeal. However, the reality is that many see this as the service that's currently offered. Could create some negativity amongst people who want value added (perceptions of typical utility stripping back to bare service. Would need careful targeting & positioning		
		DBS 52	<b>Identifying bigger &amp; more strategic opportunities</b> - risk of getting into initiative overload and simply throwing ideas at people in the hope that some will stick; aren't replacements for any of the ideas we looked at, but more a framework to evaluate them within	CSat	Wider commitment
Bespoke Services	Households	DBS 54	<b>Celebrating choice</b> - empowerment counters the biggest barrier (lack of choice) to engagement in the category "What's the point if I can't switch?" drives a level of disengagement that has to be broken through (maybe explains why there's so little knowledge or awareness of some of the things that you do right now) Anything that gives people a degree of choice over their product and service interaction has a disproportionately big impact because it challenges the biggest barrier to engagement in the notion of water provision (ie, that's there's no point, because you have no choice It's more meaningful and beneficial to give people the choice than it is to impose a preference based on the average... empowerment through choice	CSat	Wider commitment
Bespoke Services	Households	DBS 56	<b>Creating context</b> - providing reference points can help turn transactional users into engaged consumers One of the biggest single stated needs and the most powerful opportunity is to give people context for their water usage This has the potential to turn them from unthinking and ignorant users of water to thoughtful and considered consumers of a service People lack any "baseline" context for judging water needs and consumption – eg typical costs of varying uses They lack reference points in terms of volumes/costs and the needs of householders in different circumstances – what's "normal" for a household like mine and what are (real) people like me doing to save water/money? In the absence of context, it's all too easy to disengage. And talking about the context can be made very engaging (again, challenging perceptions around commodity and utility as faceless and characterless	CSat	Wider commitment
Bespoke Services	Households	DBS 57	<b>Giving people control</b> – the ability to track and change behaviour With water provision, people often feel on the wrong end of a one way monologue and product provision They "use" rather than thinking like consumers Giving householders the ability to start to take control of their water usage even in a small way, is a massive win and creates a completely different context for engagement Dialogue replaces monologue; relationships replaces a series of transactions; thought replaces thoughtlessness/ care replaces carefree and careless	CSat	Wider commitment
			<b>Being committed</b> – demonstrating you're on their side, true to your word and accountable		

Bespoke Services	Households	DBS 58	<p>Customers think water companies can be complacent on the back of a monopoly situation</p> <p>That their business (if not their goodwill) is taken for granted</p> <p>Commitment to your consumers is very different to the commitment to OFWAT edicts and guidelines</p> <p>Being visible and accessible is a sign of commitment</p> <p>Being transparent and straightforward reinforces the consumer centric approach</p> <p>Price promises and service guarantees matter (same person to deal with every time, answering the phone by the 4<sup>th</sup> ring etc)</p> <p>Being pro-actively accountable is a big win</p>	CSat	Wider commitment
Bespoke Services	Households	DBS 74	<p><b>Segmentation - General</b></p> <p>More similarities than there were differences across segments in terms of the general attitude to/expectation of service from a utility or water company and in terms of their response to service enhancements</p> <p>Some marked differences between groups but those groups tended to be defined by life stage, circumstance geography or lifestyle more than attitude per se</p>		
Bespoke Services	Households - Life stage and family status	DBS 75	<p>Huge impact on things and on the interest in different ideas</p> <p>Pre-family tend to have a pretty easy going outlook and maybe more attuned to tech based ways of monitoring and controlling usage</p> <p>Early family are definitely more acutely aware of the value of water and definitely fall into classification for extra help, if not necessarily seeing themselves as vulnerable</p> <p>There's an amazing breadth and depth of family "types"... 9 kids but only 7 at home, 5 grand kids live with me at home etc family life offers up a real opportunity for engagement around tracking and adapting usage</p> <p>Beyond family there tends to be lower usage and a real opportunity to look at tariff structures that reflect changing usage patterns</p>	CSat /Comms	Wider commitment
Bespoke Services	Households - Village/rural versus town/urban	DBS 76	<p>Geographical issues are hugely defining... there's a marked difference in the way services are evaluated and consumed/valued in rural areas versus urban</p> <p>Rural dwellers are fairly resilient and pragmatic given frequent electricity supply failures and dodgy phone signals but they have quite different needs when it comes to the use of channels and in recovery/maintenance situations...</p> <p>In channel terms, they are very attuned to visibility (they know you sub-contract a lot of stuff because they see the vans) and much more into F2F/community based engagement through rural centres of gravity like the pub and Village Hall</p> <p>The sort of services they value relate to resilience so developing a "rural recovery plan" and rural response teams would have a really powerful impact – at the moment they feel a bit like the poor relations/victims in terms of what they get in service terms from utilities</p>	CSat /Comms	Wider commitment
Bespoke Services	Households - Vulnerable customers	DBS 77	<p>less confident and capable in many instances so they're naturally cautious. They want clear and simple info and need to know exactly where they stand (who owns pipes etc). Making time to explain and reassure things has huge value</p> <p>Tone of voice is very important (can easily extrapolate big problems from small issues) so empathy/reassurance within communication is crucial</p> <p>People and personality matter most of all (hate automation in the main) and they like pro-activity (not justice seekers so unlikely to chase you for things but you offering has a massively positive effect)</p> <p>Community and support networks (locally and farther afield) are really important – the communication might not always be with this person and recognising this is of value</p> <p>Contact preferences a massive thing</p>	CSat /Comms	Wider commitment
Bespoke Services	Households - Global thinkers & Mindful optimists	DBS 78	<p>Definitely more thoughtful and most likely to be engaged through "softer" and more community focused service enhancements</p> <p>But their "world view" doesn't mean they are immune to thinking utilities are inept so service improvement and efficiency at a more personal level are important too</p> <p>Would like to see more of a future looking dimension and think about things like planning for population growth</p> <p>Most likely audience to be thinking about how utilities could be working together for the greater good (combining wind farms and reservoirs/generating electricity through the redistribution of water etc)</p> <p>Also thinking about those less well off than themselves so influenced by services that improve things for the vulnerable and want discounts for pre-payment on the part of the less well off etc</p>		
Bespoke Services	Households - Not on my radar	DBS 79	<p>Tend to be younger and have "better things to do" than think about utilities</p> <p>That said, more unthinking than uninterested and definitely a sense that more relevant service platforms and more dynamic and disruptive communication could stir them from their apathy (complexity and formality of communication disengages but being listened to and needs anticipated have disproportionately positive impact)</p> <p>Can actually be engaged around ethics and environmental issues (more than say, In The Dark or Me Myself and I)</p> <p>But also a tendency to want stuff in return for loyalty and in the event of disruption (a degree of wanting utilities to be held to account)</p>	CSat /Comms	Wider commitment

Bespoke Services	Household - Me, Myself, I	DBS 80	Most likely to see water as the ultimate utility (a plentiful natural resource) so less responsive to "controlling" measures. Cynicism means they hate things like Ts&Cs and asterisks	CSat /Comms	Wider commitment
			One of the most disengaged and cynical segments and probably harder to win over with "soft" service innovations or enhancements		
			Often comes down to quite a rational and transactional evaluation – so out for what they can get, but in the event of getting it, views can be turned around		
			Fixed pricing, easyJet style stripped back service at lower cost and money back in the event of problems (pro-actively offered not onus on them to claim)		
			"Gestures" to a degree but only if of significant value (so it's the gift they're interested in rather than the gesture per se		
Bespoke Services	Household - In the dark	DBS 81	Very disengaged but attitudes underpinned by a sense that utilities are hiding away from their responsibilities	CSat /Comms	Wider commitment
			And that water companies in particular take custom for granted because of the monopoly situation and absence of choice		
			In this context visibility and accountability matter – people on the ground, staff fronting up to problems, showing a sense of purpose and having broad shoulders etc		
			Plus anything that tackles the perception that there's no choice and that they have no control over things		
			Context is also particularly important for this group in terms of enabling them to at least consider their usage and consumption		
Bespoke Services	Households - Keeping it simple	DBS 82	As you'd expect, this is the segment that's probably nearest to being happy with a "base" level of service being delivered well and without fuss	CSat /Comms	Wider commitment
			The easyJet/no frills model appeals and they'd rather have less communication than more.		
			Fixed pricing and stripped back content works for them (and interestingly would be seen to be quite refreshingly different)		
			They can definitely be made happier through simpler service platforms, less frequent and more purposeful communication, transparent and ideally fixed pricing		
			But a hard audience to engage and turn into advocates through service		
Bespoke Services	Households	DBS 83	<b>Overall</b>		
			The research also confirmed that the term bespoke is a misnomer – for customers, it's more about offering choice and added-value options for their water supply service.		
Service recovery	Households	DBS 21	<b>Most householders have confidence in your capability to "fix stuff"</b>	CSat / Comms	Wider commitment
			People have few concerns around your ability to manage supply and resolve problems when they exist, but in many ways that's just the minimum expectation. Efficiency is pretty much non-negotiable		
			It's the softer areas that exist around the failure scenario that offer the real potential for deeper engagement		
Service recovery	Households	DBS 22	Context and communication are all important – why things have/are happened and how you keep people informed and reassured are where there are real opportunities for best in class performance		
			<b>When you have "fixed stuff" service recovery creates big fans</b>	CSat	
Service recovery	Households	DBS 23	Generally good response to issues enables SEW to bathe in the glow of a job well done		
			Ability to fix things efficiently was a real plus – and challenges the perception that utilities are just "suppliers" – a service provider more than a manager of supply		
Service recovery	Households	DBS 23	<b>But most people have no idea about the stuff you do as they lack context</b>	CSat / Comms	Wider commitment
			In the absence of service failure, and given the relatively passive levels of engagement with/evaluation of water companies, people tend to be pretty blissfully ignorant of what you do		
			Lis of the things you are doing appear to be perhaps a fear of being seen to waste money on communication		
Service recovery	Households	DBS 24	Things like PSR ignite really positive and energised conversations about a company that "gets" people and which genuinely cares		
			<b>Meeting the householder in their world</b>	CSat / Comms	Wider commitment
			The positivity around these aspects of service can quickly give way to negativity about your ability to communicate effectively, which reinforces the finding that it's not what you do but how you do it and talk about it that matters most to people		
Good at providing information but at the moment, feels like the burden of responsibility lies at householders door to find it... opportunity to be more disruptive to breakthrough apathy; communicate in a way that works for them					
Service recovery	Households	DBS 25	Why didn't we already know about this (speaking about the PSR)		
			<b>Context is vitally important for effective engagement</b>	CSat / Comms	Wider commitment
Service recovery	Households	DBS 25	Raising awareness of the context for supply failures and quality issues goes a long way to driving engagement and building appreciation		
			Knowing why things have happened or are going to happen is really important to people; not interested in the technicalities		

			Important to note that they'll rarely seek this information out themselves, even if they think it might be SEW's fault... offering reasons to fix it offers a lot of reassurance		
Service recovery	Households	DBS 26	<p><b>Fit works around customers' lives not ask them to work around SEWs eg.</b></p> <p>There's no denying that works are disruptive to peoples' lives and the functioning of communities</p> <p>Working at night &amp; avoid working at peak periods to avoid disruption</p> <p>Similarly for communication... a sense that individuals want to be communicated with in a way that works for them</p>	CSat / Comms	Wider commitment
Service recovery	Households	DBS 27	<p>Contact preferences should be chosen not enforced</p> <p>Contact preferences are has a huge impact on perceptions of a company that is flexible and responsive, as well as potentially creating a platform for a more efficient and cost effective use of resources</p>	CSat / Comms	Wider commitment
Service recovery	Households	DBS 28	<p><b>Efficiency is a must... doing what you say, when you say you'll do it</b></p> <p>Customer aspiration to trust SEW engineering expertise to fix problems properly and quickly</p> <p>Timely and informative communication offers reassurance that they are operating a well thought through plan to address and service failures</p> <p>Being capable and resourceful in the event of failures is a must and regular updates appreciated – not necessarily about fixing things quicker... just about keeping everyone informed</p>	CSat / Comms	Wider commitment
Service recovery	Households	DBS 29	<p><b>But empathy is a bigger potential win</b></p> <p>Offers far greater potential for engagement, innovation and thought leadership</p> <p>Demonstrating you understand individuals (segmentation is a start)... and the knock-on consequences of service failure to them is critical</p> <p>Understanding the human context, leveraging your local knowledge and focusing is critical</p> <p>Not much scope for innovation in efficiency but there's a huge amount in looking how we build empathy into the process</p>	CSat / Comms	Wider commitment
Service recovery	Households	DBS 30	<p><b>Hiding a light under a bushel</b></p> <p>Things like the PSR and making bottled water available in the event of failure are pretty well established in your plans, but they are barely recognised by the vast majority of customers</p> <p>Being more front foot and "disruptive" in communication is a prerequisite to more effective education and engagement and to achieving excellence in terms of customer centricity</p>	Cust Comms	Wider commitment
Service recovery	Households	DBS 31	<p><b>There's a big language barrier in play</b></p> <p>Empathy and effective communication starts from speaking the same language as your customers, be careful not use regulatory speak as it can create a real barrier to effective communication and engagement.</p> <p>Sometimes feels that any progressive measures have been for something by Ofwat rather than it's something SEW wants to do because it's the right thing</p>	Cust Comms	Wider commitment
Service recovery	Households	DBS 32	<p><b>Being "local" can be leveraged to better effect</b></p> <p>Defined in some peoples' minds (upon prompting and consideration) as much by what you're not as what you are; that you are not a global (foreign, remote and faceless) utility is a huge positive</p> <p>Local knowledge</p> <p>Regional empathy</p> <p>Speed of response</p> <p>Redeployment of resources</p> <p>Local knowledge; regional empathy; redeployment of resources can all be maximised</p>	Cust Comms	Wider commitment
Service recovery	Households	DBS 33	<p><b>Visibility within the communities has a massively disproportionate positive impact on peoples' perceptions and response</b></p> <p>Being there to front up, answer questions, understand priorities and deploy resources effectively is a huge opportunity</p> <p>Puts the brand and its people at the heart of the community they serve and does a huge job not only in terms of restoring calm in the wake of failure but also in terms of building brand equity</p>	Cust Comms	Wider commitment
Service recovery	Households	DBS 34	<p><b>Compensation is a real can of worms</b></p> <p>For a minority, people want you to be held to account and to "make you pay" for your <i>mistakes</i>; ambiguity re the amount of compensation and the terms under which it's granted drives detachment</p> <p>Clarity around the amount of compensation creates a sense that "who's paying for that then?" But "gestures" can create an altogether more positive and productive narrative and mean all the more coming from a business that doesn't operate in a competitive context</p>	CSat / Comms	Wider commitment
Service recovery	Households	DBS 35	<p><b>Vulnerability is a complex issue</b></p> <p>"Vulnerable" isn't a term that those who fit the bill, would necessarily recognise themselves in or want to be classified as eg. Elderly ladies living alone may think of themselves as very capable – but may be extremely vulnerable should they have a fall and/or a service failure</p> <p>Lots of people who had different needs but on many different levels – long term versus transient, living alone versus dealing with partners, preparing for the future versus dealing with today</p> <p>Interesting to note that the vast majority of the "vulnerable" had little knowledge of the PSR</p>	Vulnerable customers / Csat	Outcome / PC / Wider commitment
			<b>Service failure scenarios</b>		

Service recovery	Households	DBS 44	<b>Planned interruptions</b>	CSat / Comm	Wider commitment
			People almost always claim to want more notice than detailed in the service commitment, as it's reasonable to assume that an efficient and effective (and considerate) company will know more than two weeks in advance what's required		
			Tell people why it's happening and what the "win" will be at the end of the works, works (in a very visible and front foot way – making information available isn't the same as effective communication)		
			Plan the interruption to have minimal impact eg at night		
			Be absolutely clear re when the work will start and finish and stick to the schedule (traffic lights going up 3 days before any work takes places drives people mad)		
The commitments to timeframes and compensation are acceptable but are seen to be quite ambiguous and people assume asterisks and conditions will apply					
Service recovery	Households	DBS 46 & 47	<b>Unplanned Interruptions</b>	CSat / Comm	Wider commitment
			Knowing that you are on the case and taking decisive action is the biggest single requirement – visibility has a disproportionate impact		
			Expectations around efficiency soon give way to a need for empathy (human face and interaction, imparting information and providing reassurance)		
			Things like bottled water and the PSR are really valued and seen to reflect a caring, considerate and action orientated company, but there's a communication vacuum (even people who've experienced failures are surprised to learn that there might have been a bottled water option)		
			Real time updates are required but without effective signposting, things like "In Your Area" aren't optimised		
Real time, in the real world is the biggest win – engaging with the local community F2F has a huge value					
Post event communication to explain the cause, action and outcome would be valued by many and head negativity off at the pass					
Service recovery	Households	DBS 49	<b>Water quality</b>	CSat / Comm	Wider commitment
			For the less engaged and knowledgeable segments, water quality issues are more concerning than supply failures, due to concerns about health & safety. They know what they're dealing with ITS		
			Understanding the impact is more critical, So they want to understand the implications for water usage		
All about diverting resources to manage inbound calls with speed and sensitivity to reassure people, rather than proactive comms					
Service recovery	Households	DBS 51	<b>Billing issues</b>	CSat / Comm	Wider commitment
			Real issue in play with assumed fault on the part of the householder – they're looking SEW to assume responsibility and ideally put payment plans etc on hold until an explanation is found. Charging them before finding the explanation is the cardinal sin		
For many audiences, not just the vulnerable, billing issues are a source of huge stress – sensitivity and compassion are important as are written comms/records of telephone calls etc					
Service recovery	Households	DBS 19	<b>Segmentation</b>		
			<b>Community</b> – some segments (GT and MO in particular) evaluate your worth in terms of what you do for the community in failure scenarios and there's a disproportionately positive impact through things like the PSR		
			Response to some of the <b>different failure scenarios</b> – level of knowledge and detachment created some different drivers for MMI/NOMR/ITD and there was more evident opportunities for engagement around water quality issues than supply failure		
			<b>Acceptance of fallibility</b> – the segments that are more engaged and who have a level of context or knowledge are much more pragmatic and forgiving of service failures		
			<b>Accountability</b> – those without context are more interested in you being held to account for your failings than they are in the problem itself		
Hence a minority want <b>financial compensation</b> ... but its because they want you to pay, rather than them valuing the payment itself					
Priorities Research	Households	DBS 27	<b>Current hygiene</b> - Failure to deliver leads to dissatisfaction		
			Reducing leakage		
			SoS (meeting increased demand)		
		Quality product (clean/taste)			
		CSat			
Affordability of bills					
DBS 29	Planning for the future population growth				
Investing in assets (pipes & WTWs)					
Priorities Research	Households	DBS 30	<b>Current enhancing</b>		
			Water softening products		
			Water neutral schemes		
			Water quality		
		Education for current/future generations			
		Investing in new water sources			
		Investing in new technology			
Smart meters					
DBS 31	Protecting the natural environment				
Reducing the risk of pollution					
Tackling climate change					
			<b>Future hygiene</b> - Customers expect continuous supply at all times and leakage to be a thing of the past in 2050		
			Artificially intelligent customer service		

Priorities Research	Households	DBS 38	Water/waste recycling		
			Smarter pipework (self fixing infrastructure, no leaks)		
			Water efficiency measures		
			Environmentally friendly/reducing carbon footprint/reduce wastage		
			Smart meters		
			Protection against terrorism		
			Modern, honest company image		
			Enough supply to meet demand (new water sources e.g. desalination vs. population demand)		
			Clean water/good taste		

Priorities Research	Households	DBS 39	Future enhancing - 2050 enhancing factors anticipate the absence of many of SEW's current operational challenges		
			Science to progress treatment/maintenance (eg desalination)		
			Solar powered purification		
			Community projects – conservation/recycling centres		
			Pollutant free – dedicated to the environment		

Priorities Research	Households	DBS 40	Future delight - delight factors potentially invite SEW further into customers homes		
			Tailored product to your door e.g. softer, flavoured water, health benefits, two grades of water		
			Promoting (and installing) products for self sufficient houses		
			Rewards and credits for efficient water usage		
			Diversify into other utilities to keep costs down		

Willingness to Pay research	Households	P23	Reducing leakage - top WIP priority (out of 11); £8.31	Leakage	Outcome / PC
		P19	2nd highest stated priority, non SP		
		P23	Reducing water supply interruptions longer than 3 hours	Resilient water supply	Outcome / PC
		P19	2nd highest WIP priority (out of 11); £6.21		
		P23	Reducing carbon emissions - 3rd highest WIP priority (out of 11); £6.04	Environment	Outcome / PC
		P19	4th highest stated priority, non SP		
		P23	Partnering with landowners to improve the environment - 4th highest WIP priority (out of 11); £3.62	Environment	Outcome / PC
		P19	5th highest stated priority, non SP		
		P23	Water use - 5th highest WIP priority (out of 11); £3.21	Water efficiency	Outcome / PC
		P19	10th highest stated priority, non SP		
		P23	Protecting wildlife and increasing biodiversity - 6th highest WIP priority (out of 11); £2.11	Environment	Outcome / PC
		P19	6th highest stated priority, non SP		
		P23	Rota cuts and/or standpipes - 7th highest WIP priority (out of 11); £1.23	Resilient water supply	Outcome / PC
		P19	11th highest stated priority, non SP		
		P23	Discoloured water - 8th highest WIP priority (out of 11); 0.47p	Water quality	Outcome / PC
		P19	7th highest stated priority, non SP		
		P23	Taste & smell not ideal - 9th highest WIP priority (out of 11); 0.30p	Water quality	Outcome / PC
		P19	3rd highest stated priority, non SP		
		P23	Temporary use bans (May to Sep) - Lowest = WIP priority (out of 11); zero WIP	Resilient water supply	Outcome / PC
		P19	8th highest stated priority, non SP		
P23	Single source of supply - Lowest = WIP priority (out of 11); zero WIP	Resilient water supply	Outcome / PC		
P19	9th highest stated priority, non SP				

Freeze Thaw			281 (out of 610) people without water - 19% without water for < 12 hours; 28% without water 12- 24 hours & 53% without water for > 24 hours		
			207 had reduced pressure - 33% had problem < 12 hrs; 22% had problem >48 hrs		
			Satisfaction ratings: appearance of water supplied 59% ; water pressure 52%; frequency & duration of interruptions 52%; taste and smell 48%; customer service 39%; frequency of hosepipe bans 37%; amount of water that leaks 20% (but 26% said DK)		
			52% say good/vg VFM (cf 53% in March tracker)		
			80% are sat/v sat with water supply from SEW (cf 85% in March tracker)		
			Without water - 17% were supplied with bottled water by SEW and 53% bought bottled water. Other steps taken: Going to stay with friends/relatives (11% mentioned spontaneously plus 5% prompted); Bought other drinks (5% spontaneously plus 12% prompted); Ate out (4% spontaneous plus 8% prompted); Bought takeaways/ ready meals (3% spontaneous plus 12% prompted)		
			Those who suffered low water pressure but without complete loss of water were most likely to have bought bottled water (6% mentioned spontaneously plus 12% when prompted) or eaten out (6% prompted) or bought other drinks (4% prompted).		
			Over half (56%) found out about problems with the water supply by word of mouth. 37% saw information on TV, 24% on the SEW website and 20% heard information on the radio. 14% had had a text and 3% a phone call from SEW.		
			Feelings about how well SEW communicated about the incident are mixed. 31% said quite or very badly while 36% said quite or very well		
			57% of those with complete loss of water received compensation – most often £25 (40% of those who received something). Eight out of ten felt that the amount they received was appropriate		
			54% were satisfied or completely satisfied with how SEW dealt with the bad weather incident		