



SUSTAINABLE

Water Management Conference

Building Sustainable Relationships Between CWAs and the Community

Sakis Kotsantonis, Alejandro Pinedo, Sophie Lawrence

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Presented by: Katy Lackey,
The Water Research Foundation



Project #4678

Project Manager:
Katie Henderson

Introduction



- 01**
- Mega-trends:
What affects how customers think?
 - Emotions:
Current research around emotions and customers
 - Case studies:
What are some best practices?

- 02**
- What can we learn from leading CWAs?
 - What can we learn from experts outside the water industry?

- 03**
- Survey results
 - Statistical analysis

- 04**
- Report
 - Library of case studies
 - Assessment tool
 - Survey instrument

Research on megatrends

Sustainability



The Economist | World politics | Business & finance | Economics | Science & technology | Culture

Idea

Triple bottom line

All latest updates

It consists of three Ps: profit, people and planet

Nov 17th 2009 | Online extra

The phrase "the triple bottom line" was first coined in 1994 by a British consultancy called SustainAbility. His argument was preparing three different (and quite separate) bottom lines. One is the traditional measure of corporate profit—the "bottom line" of the profit and loss account. The second is the bottom line of a company's "people account"—a measure in some shape or form of how

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Timekeeper

Rolex values your time

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Water Infrastructure Challenge

Policy

Infrastructure needs

Clean Water and Drinking Water Infrastructure Sustainability Policy

Research on mega trends

Digital revolution

- Social media and technology – changing the face of interactions, dialogue, relationships, communities
- Big data – knowing your customer
- Mobile devices
- Customer engagement and data analytics tools



Research on emotions

What drives decision-making and behavior?



Research on emotions

Emotional motivators that drive behavior

Harvard
Business
Review

MARKETING

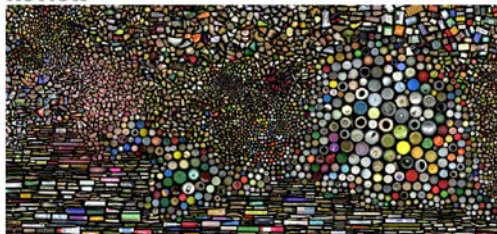
An Emotional Connection Matters More than Customer Satisfaction

by Alan Zorfas and Daniel Leemon

AUGUST 29, 2016



Harvard
Business
Review



CUSTOMERS

The New Science of Customer Emotions

by Scott Magjids, Alan Zorfas, and Daniel Leemon

HIGH IMPACT MOTIVATORS

that drive consumer behavior



A desire to
stand out from
the crowd

A desire to feel
a sense of
belonging



A desire to have
confidence in
the future

A desire to
protect the
environment



A desire to
enjoy a sense
of well-being

A desire to be
the person they
want to be



A desire to
feel a sense
of freedom

A desire to
feel secure



A desire to
feel a sense
of thrill

A desire
to succeed
in life



Creating sustainable relationships

Private sector Consumer goods



Main goal:

Drive **CHOICE**
Loyalty

Why?

Strong competition
Low change barriers

Work on...

Product (colors, styles,
flavors)
Price levels
Distribution
Marketing and
communication

Private sector Services



Main goal:

Create **TRUST**
Loyalty

Why?

High stakes (life, money)
Some change barriers

Work on...

Reliability
Service quality
Competitive pricing

Public sector Utilities



Main goal:

Create **TRUST**
Make people **CARE**

Why?

No choice,
Cushion of goodwill

Work on...

Education
Communication
Language, messaging
Expanded outreach
activities

Case studies

CleanWater Services

PURE
WATER
BREW


REGIONALSAN
TAKING THE WASTE OUT OF WATER
Sacramento Regional County Sanitation District



ALEXANDRIA
renew
ENTERPRISES®



Interviews and workshop findings



Strong support from senior
management / Performance alignment



Customer segmentation / Strategic
outreach plan



Identification of general & initiative
specific community partners



Learning through experience
/ Visualization



Customer survey

Participating utilities and distribution channels



Newsletter

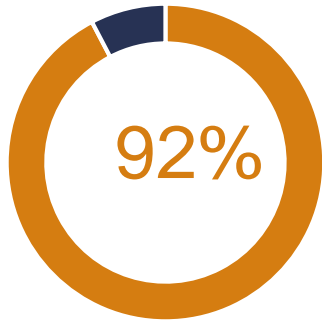


Tailored survey to the needs of the research
NOT a customer satisfaction survey!

Customer survey

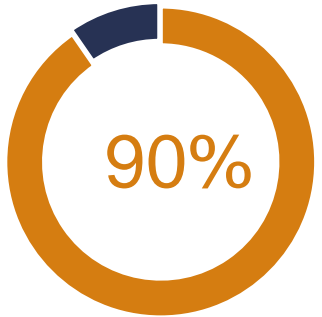
The value of water to customers

Feel it is important to reflect on how water affects.....

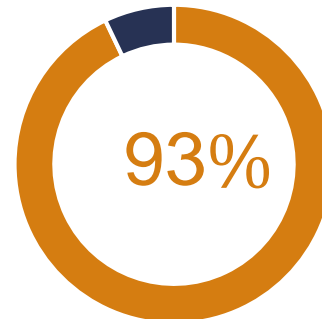


Their local environment and wildlife

“A valuable resource that must be purified and reused.”



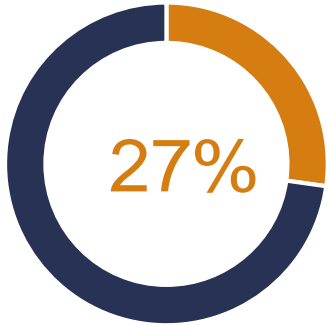
Community growth and prosperity



Believe it is their duty to protect the environment

Customer survey

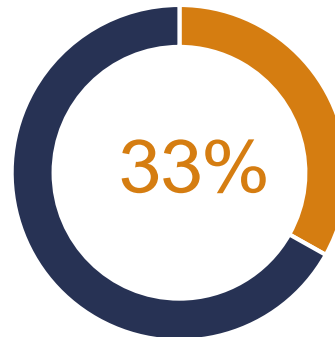
Connection to CWAs



Feel a personal connection to their utility



Only want to hear from their utility when it's absolutely necessary



Think their utility makes best use of the communication channels that are currently available



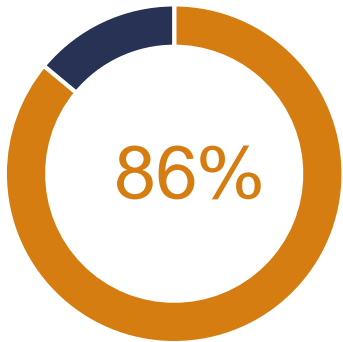
How could your utility improve your understanding of the services that they provide?

“It would be great if you could partner more with communities within the city to help share the outreach of your programs”

Customer survey

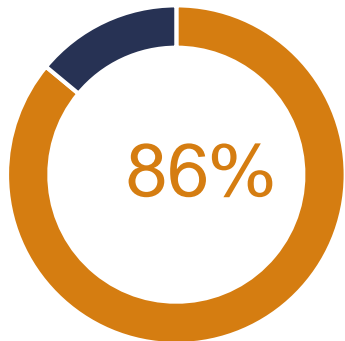
Scenarios

Thinking about bills...



Feel that knowing about potential changes in advance would make them feel more positive about what's to come

The utility is responding to a new water problem...



Feel that receiving a scientific or technical explanation of what occurred would make them feel reassured

Despite people often trusting scientific data it is important to remember...

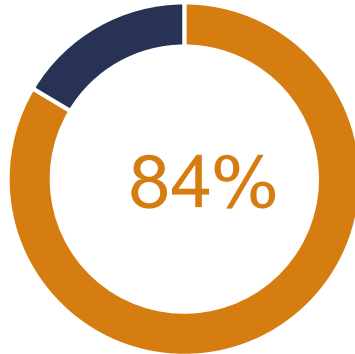


“Scientific information should be explained better in layman’s terms. I find myself searching for information online because I can’t understand the brochures”

Customer survey

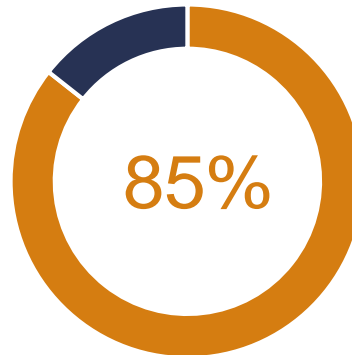
Scenarios

The utility is investing in new infrastructure



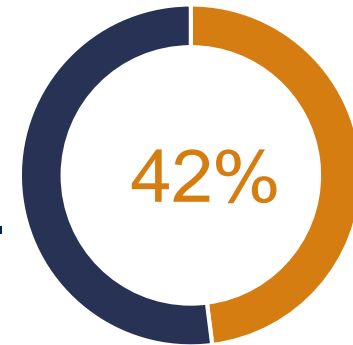
Feel more included if the community has been consulted, even if they are not directly consulted

Your utility is starting a new community outreach campaign...



Feel they would remember a campaign that was informative

Vs.

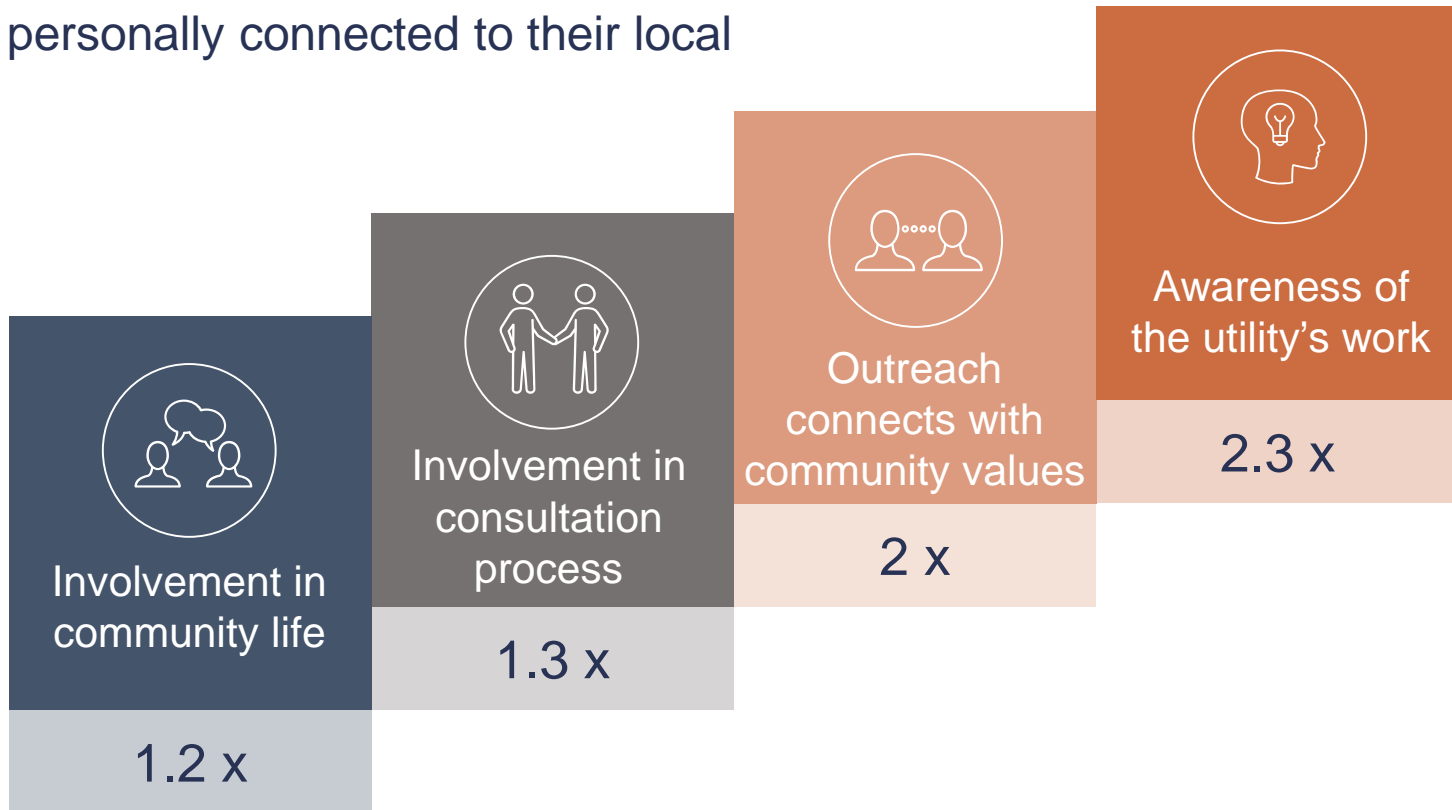


Feel they would remember a campaign that was funny

Customer survey

Statistical analysis

What affects the likelihood of customers feeling personally connected to their local utility?



...more likely to feel a personal connection

Benefits from sustainable relationships with customers

- Increased level of trust
- Cushion of goodwill for times of crisis
- Increased customer advocacy / reduced number of complaints
- Potential positive behavioral change to realize operational efficiencies
- Public support for new strategies, programs, rates and investments

Developing tools for CWAs

Report



Assessment

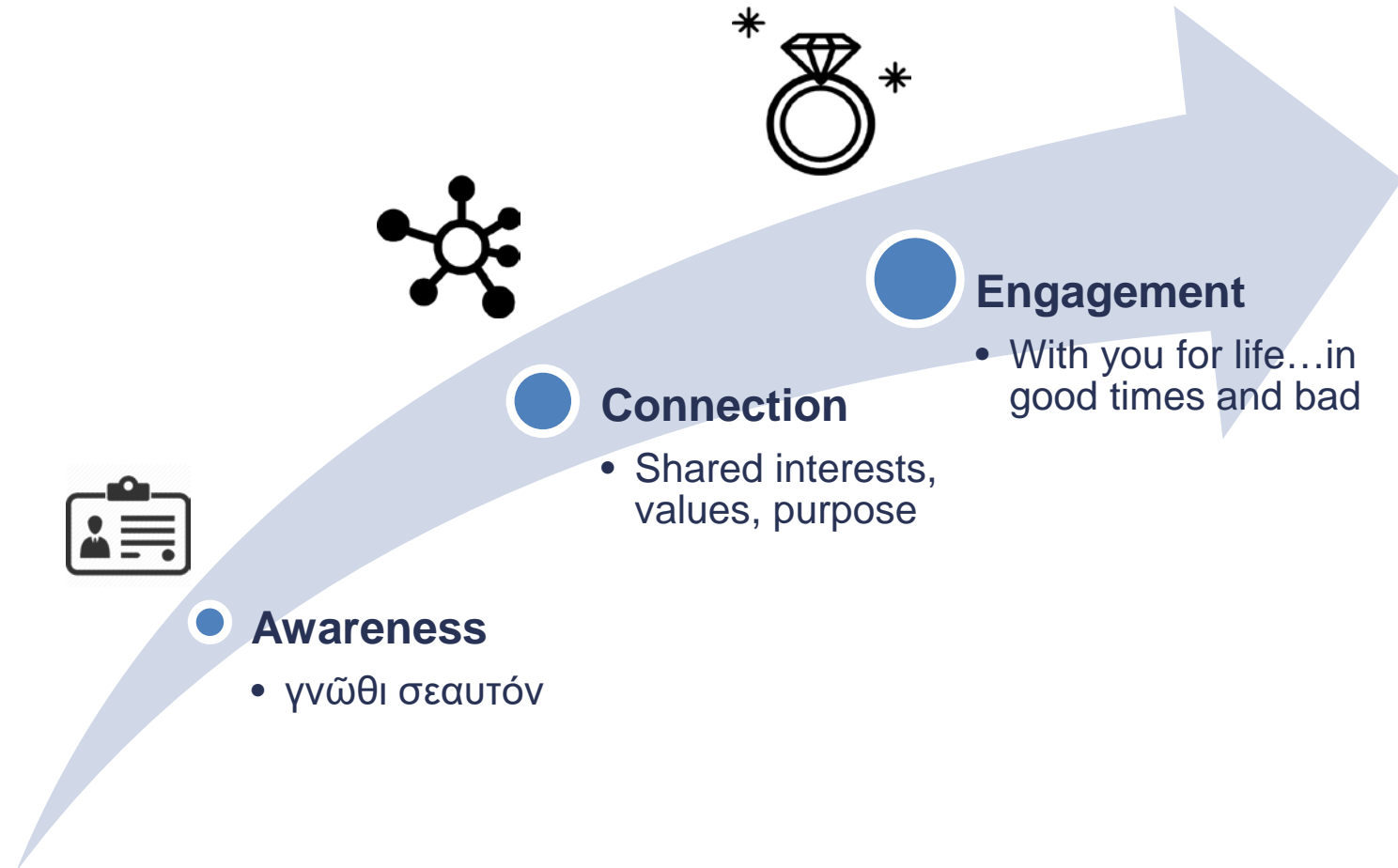


“What our research shows is that people are going on the river. They are using kayaks on it or using the natural area close to the river for recreation. As such, they are more supportive of the advancements that we are making. So in other words, they have an emotional connection to the outdoors, to nature.”
- Clean Water Services

Survey



The process of building customer relationships





ANY QUESTIONS?

Sakis Kotsantonis

Sakis@kksadvisors.com

Sophie Lawrence

Sophie.Lawrence@kksadvisors.com

Alejandro Pinedo

Alejandro.pinedo@kksadvisors.com

Katie Henderson (The WRF)

khenderson@waterrf.org



@KKSAdvisors

London | Boston | Athens

