



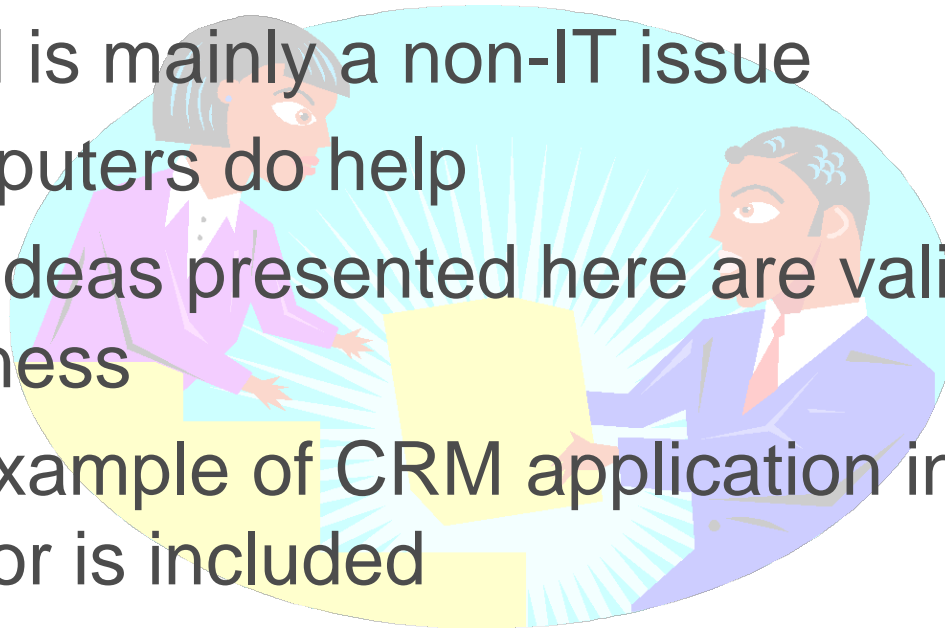
Customer Relations

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Introduction

- CRM is mainly a non-IT issue
- Computers do help
- The ideas presented here are valid for any business
- An example of CRM application in Power Sector is included

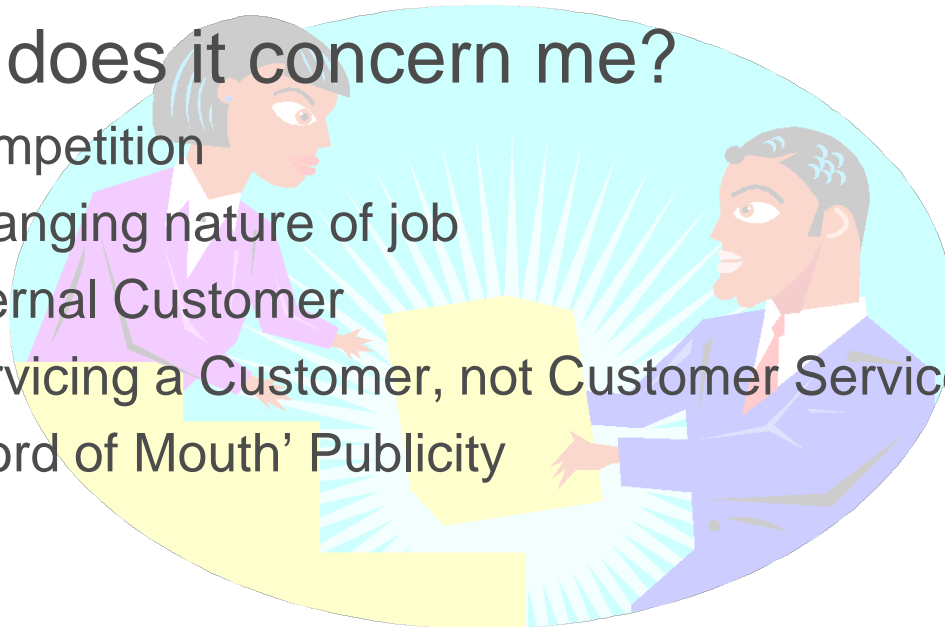




Customer Orientation

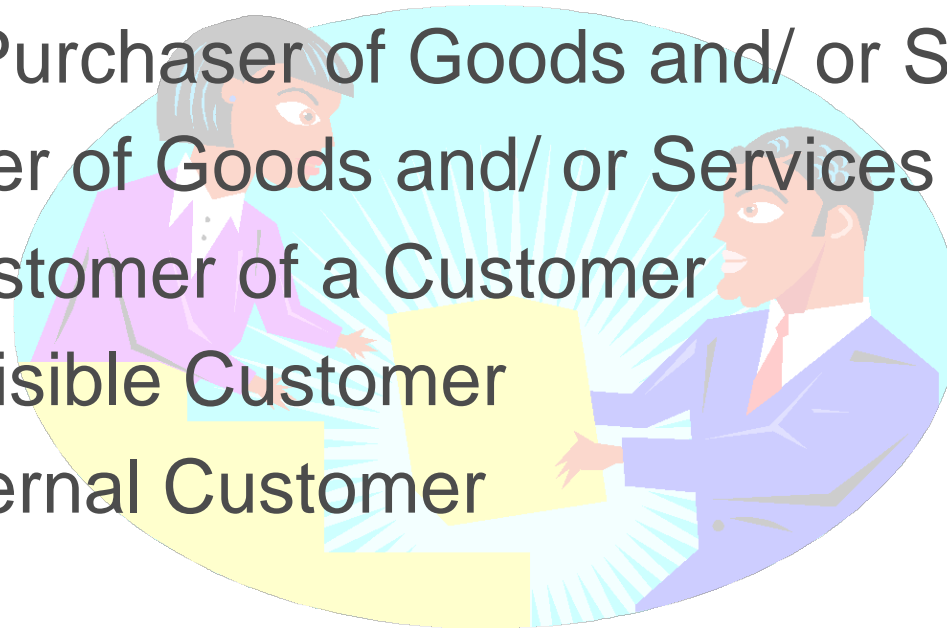
Preamble

- How does it concern me?
 - Competition
 - Changing nature of job
 - Internal Customer
 - Servicing a Customer, not Customer Service
 - 'Word of Mouth' Publicity



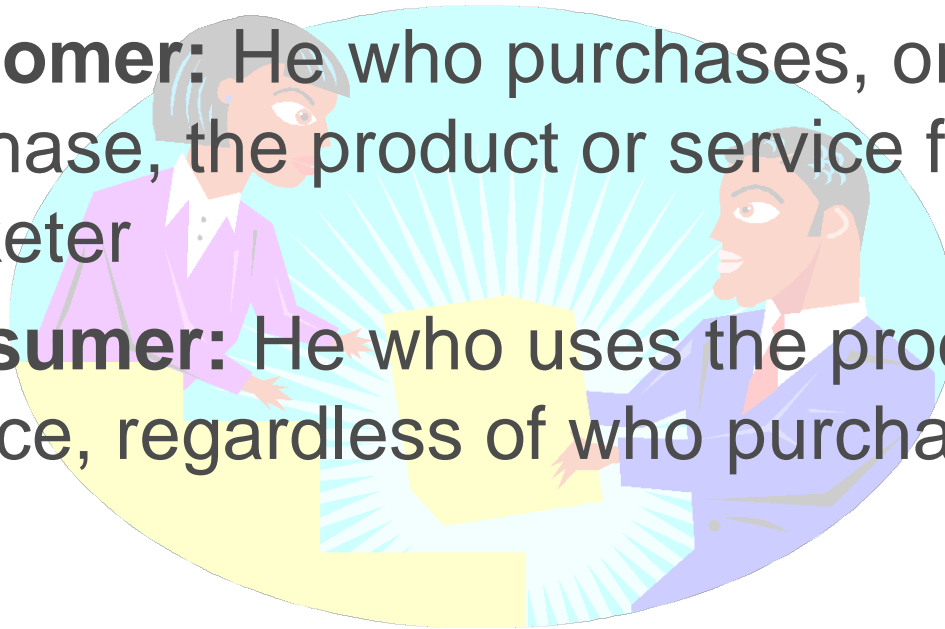
Who is a customer?

- A Purchaser of Goods and/ or Services
- User of Goods and/ or Services
- Customer of a Customer
- Invisible Customer
- Internal Customer



Customer & Consumer

- **Customer:** He who purchases, or may purchase, the product or service from the marketer
- **Consumer:** He who uses the product or service, regardless of who purchased it



Why Customer Orientation?

- **Cost effective Publicity**
 - Or 'Word-of-Mouth'
- **Brand Value**
 - Brand reflects an Organisation
- **Repeat orders**
 - No marketing expense
- **Best feedback service**
 - Customer's Image of Organisation



What about Customer Service?

- What is customer Service
 - Interaction experience
- Factors that make the customer satisfied
 - Environment, Perceived preference
- Material and Personal Service
 - Honesty, Image created
- Internal and External Service
- Service Pyramid
 - Frontline, Back-office, Management

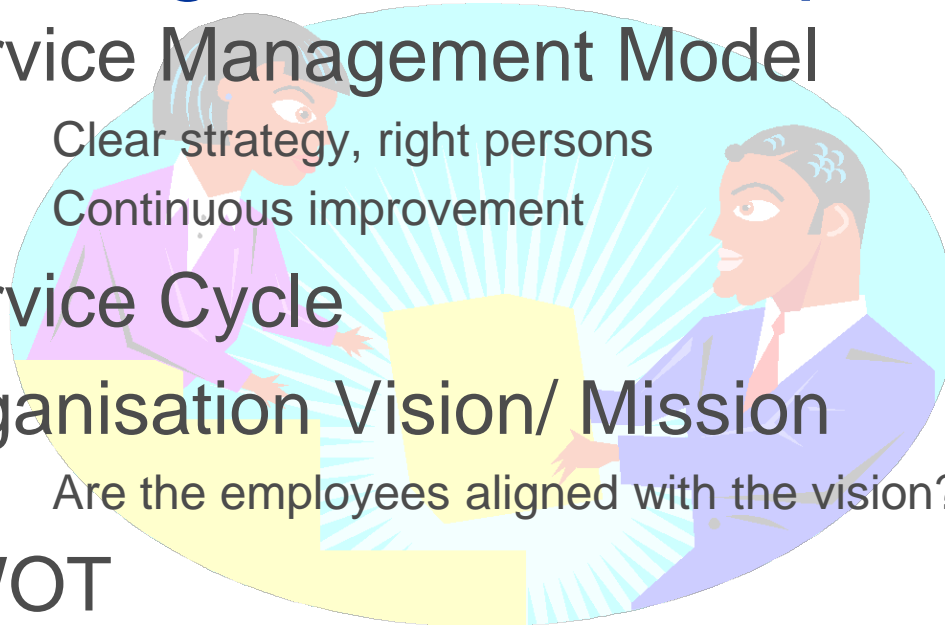
What the Customer expects!

- **Quality of Goods/ Service**
 - Meet expectation
- **Good Interaction Experience**
 - Is the customer disappointed?
- **Inviting Environment**
 - Do the surroundings give a wrong signal?



Exceeding Customer Expectation

- Service Management Model
 - Clear strategy, right persons
 - Continuous improvement
- Service Cycle
- Organisation Vision/ Mission
 - Are the employees aligned with the vision?
- SWOT
- Service Strategy



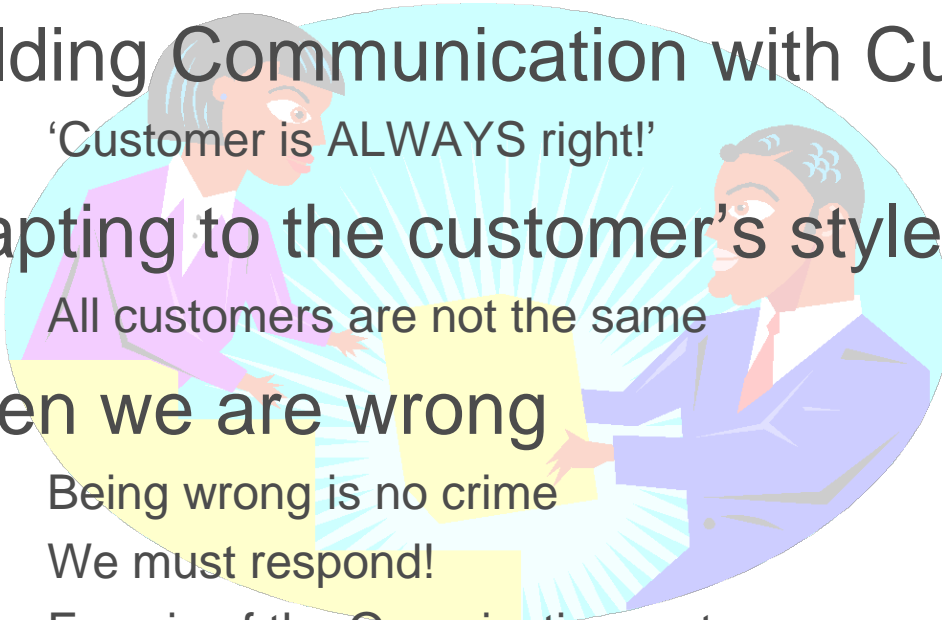
Developing Personal Service Skills

- The communication process
 - Verbal & non-Verbal communication
- Sending the message
 - The spoken/ written words are not enough!
- Styles of communication
 - Aggressive
 - Submissive
 - Assertive



Interaction with the Customer

- Building Communication with Customer
 - 'Customer is ALWAYS right!'
- Adapting to the customer's style
 - All customers are not the same
- When we are wrong
 - Being wrong is no crime
 - We must respond!
 - Error is of the Organisation, not any person



Dealing with Customer Complaints

- Seeking customer complaints
 - 'The company cares!'
 - Good Customers complain
 - Do we let the customer complain?
- Handling Complaints
 - Work on the complaint
 - Keep the customer informed
- Technique
 - Listen to customer, apologise, get working



Instituting Continuous Improvement Processes

- Long term improvement
 - Improvements in products and processes
- Reengineering processes
 - Review our present methods & change



Delighting the customer

- To keep the Customer *happy*, meet his explicit requirements
- To achieve a ***delighted*** customer, Meet his implicit expectations!





CRM Ideas

CRM

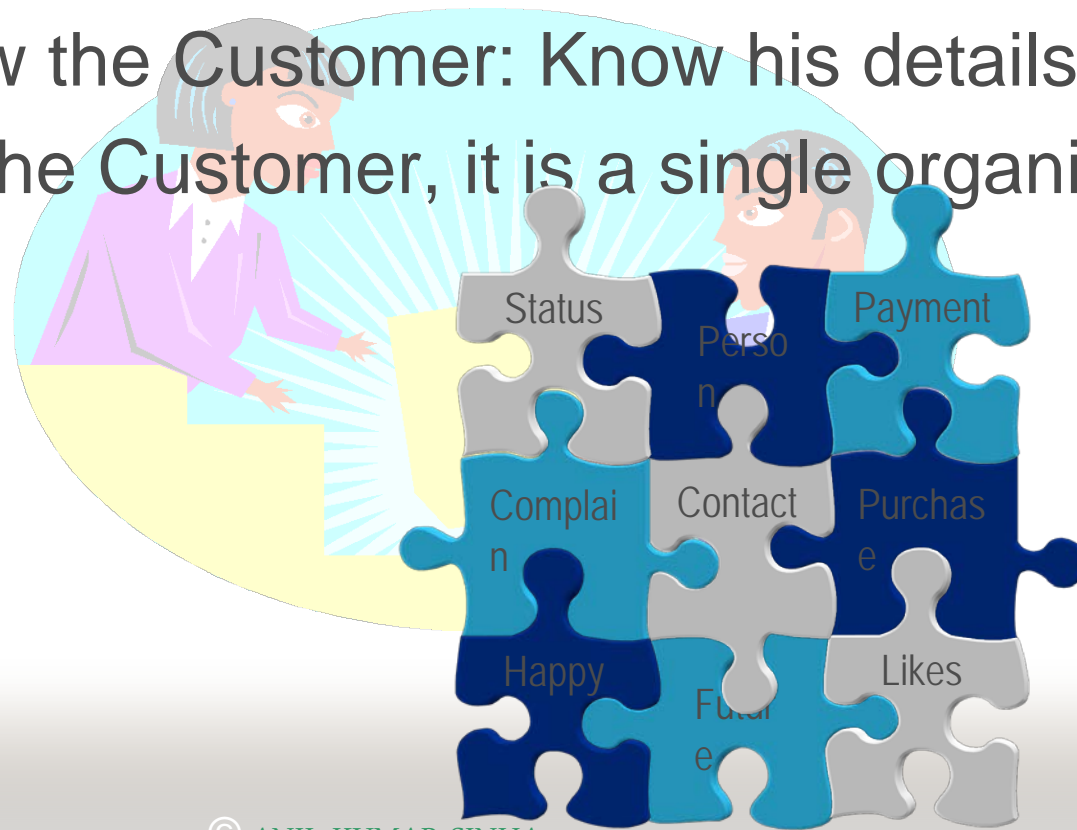
- Customer is the main resource
- Customer Orientation is a pre-requisite
- Acquire new customers & retain old
- It is costlier to get new customers
- CRM is about enhancing relations with customers
- First-thing First: Identify Target Customer

Why CRM

- Customers look for an ‘experience’
- The ‘experience’ could be the key differentiator/ USP
 - Advantage over competition
- Introduces a ‘small business’ environment
 - Good to be recognized
 - Increases comfort level, by knowing all interactions
 - Fast access to answers
- CRM is for New or Old Customers

CRM Overview

- Know the Customer: Know his details
- For the Customer, it is a single organisation

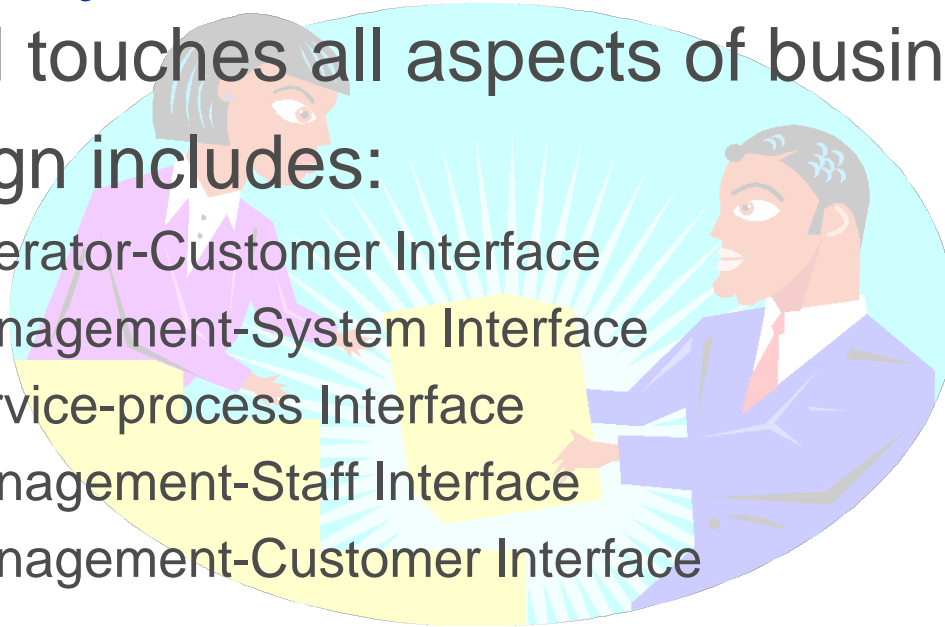


CRM Concept

- Every instance of CRM is unique
- Starting point: Organisation's CRM strategy
- Visible is the Customer Interface
- The details come from the Business Systems/ Model
- Transactions get converted to Relationships
- Relations are over the complete life-cycle

CRM System

- CRM touches all aspects of business
- Design includes:
 - Operator-Customer Interface
 - Management-System Interface
 - Service-process Interface
 - Management-Staff Interface
 - Management-Customer Interface





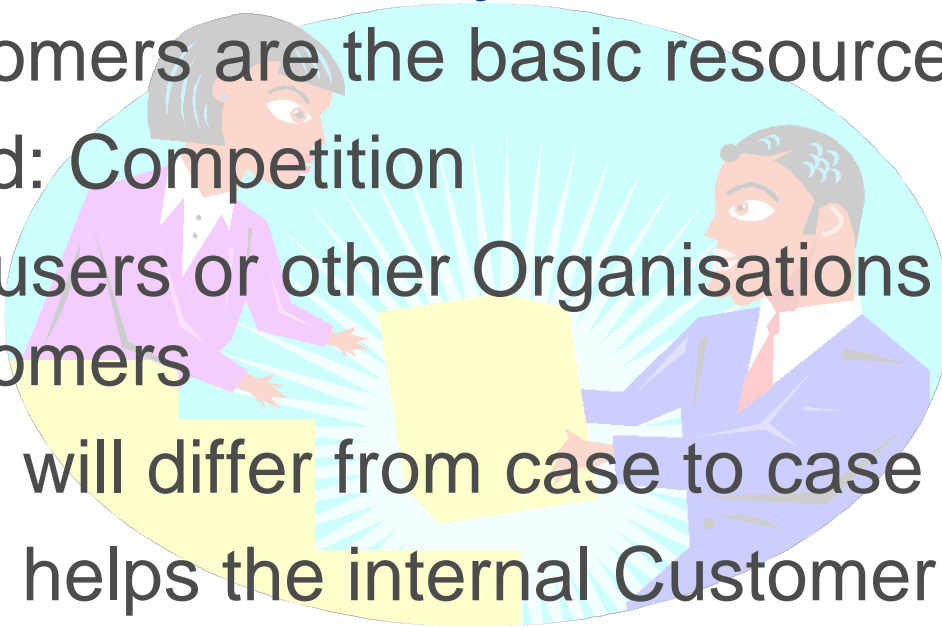
CRM Implementation

IT for CRM

- CTI/ Internet/ Mobile for user interface
- ERP to provide business process
- MAP to interface manufacturing
- Databases for transactions & accounts
- Other IT systems for additional advantages

CRM in Power Systems

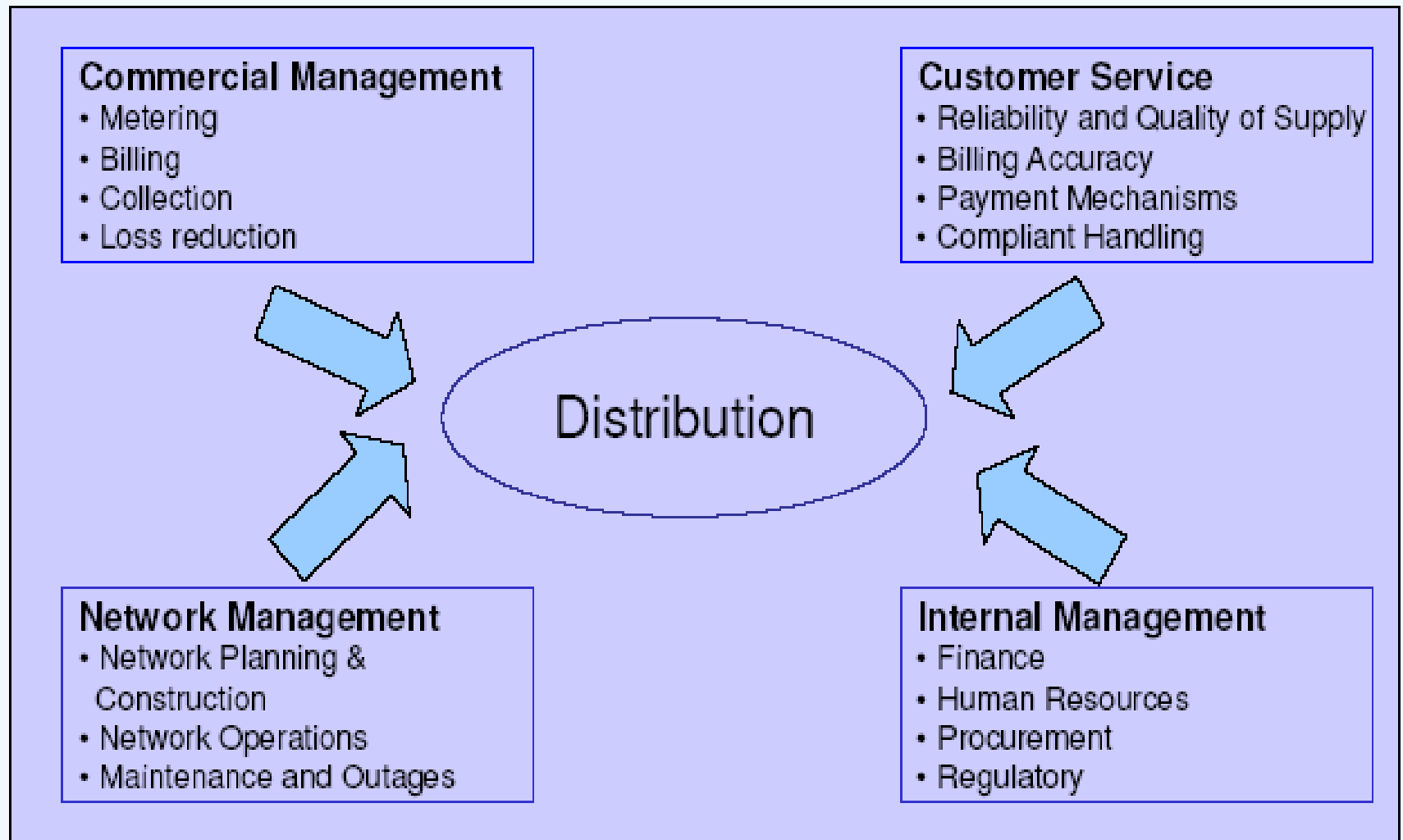
- Customers are the basic resource
- Trend: Competition
- End-users or other Organisations are Customers
- CRM will differ from case to case
- CRM helps the internal Customer



Example: CRM in Distribution

- Start from a Telephone Complaint Centre
- Expand to include Fault Repair Monitoring
- Add Customer Data
- Include Accounts/ Receivables/ Payments
- Go over to Power System Monitoring
- Access over Internet
- And more!

Distribution operations has four key functional areas



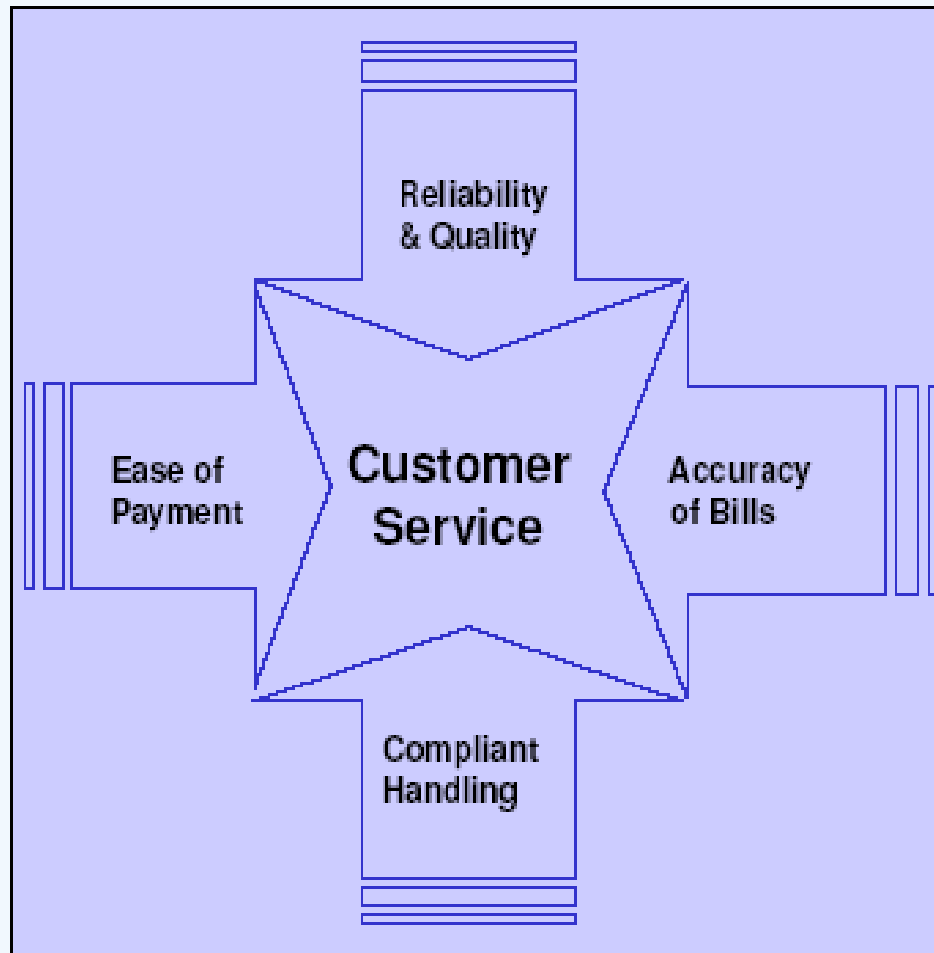
Customer service standards are poor with customer having problems on the four key customer service parameters

Reliability & Quality

- Large number of scheduled and unscheduled outages
- Lack of communication from SEBs on possible outages and outage time
- Response to trouble call non customer friendly

Ease of Payment

- Bill not delivered in time to make payment
- Waiting time for bill payment
- Preferred vs. available mode of payments



Accuracy of Bills

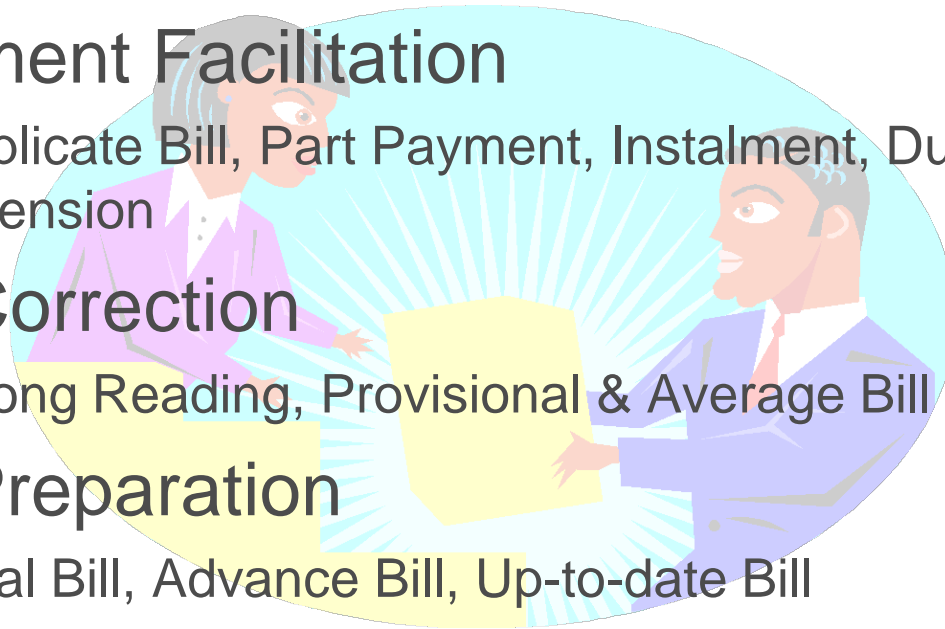
- Inaccurate meter reading or no meter reading or reading taken but not reported
- Changed meter status or split between cycles
- Wrong calculation
- No posting of collection

Compliant Handling

- Demand vs. provision of new connections
- Responsiveness to customer queries and specifically to bill queries
- Preferred vs. available facilities to log complaints

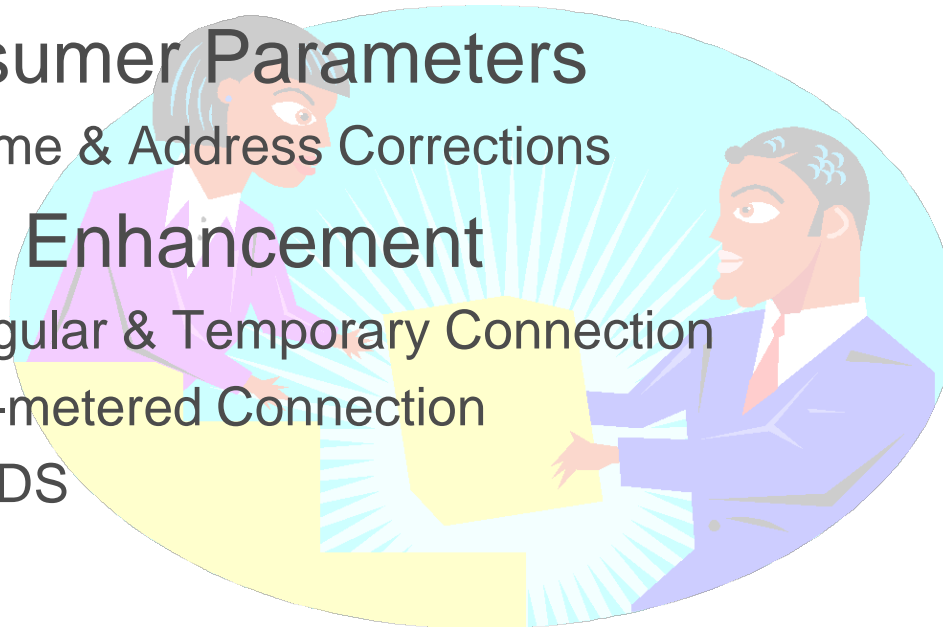
Customer Service-Single Window

- **Payment Facilitation**
 - Duplicate Bill, Part Payment, Instalment, Due date Extension
- **Bill Correction**
 - Wrong Reading, Provisional & Average Bill
- **Bill Preparation**
 - Final Bill, Advance Bill, Up-to-date Bill



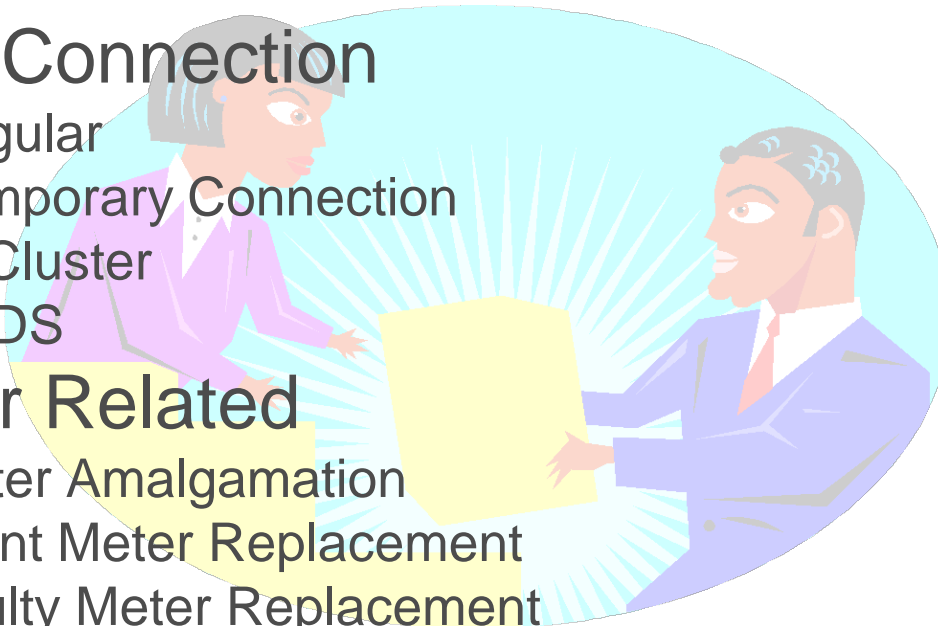
Customer Service-Single Window

- Consumer Parameters
 - Name & Address Corrections
- Load Enhancement
 - Regular & Temporary Connection
 - Un-metered Connection
 - HVDS



Customer Service-Single Window

- **New Connection**
 - Regular
 - Temporary Connection
 - JJ Cluster
 - HVDS
- **Meter Related**
 - Meter Amalgamation
 - Burnt Meter Replacement
 - Faulty Meter Replacement



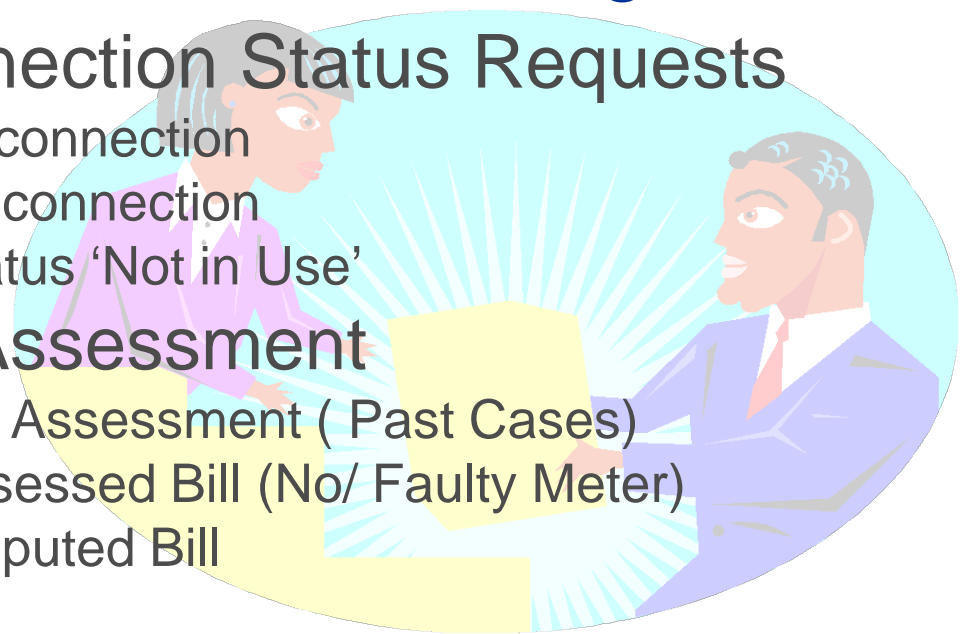
Customer Service-Single Window

- **Connection Status Requests**

- Reconnection
- Disconnection
- Status 'Not in Use'

- **Bill Assessment**

- Bill Assessment (Past Cases)
- Assessed Bill (No/ Faulty Meter)
- Disputed Bill

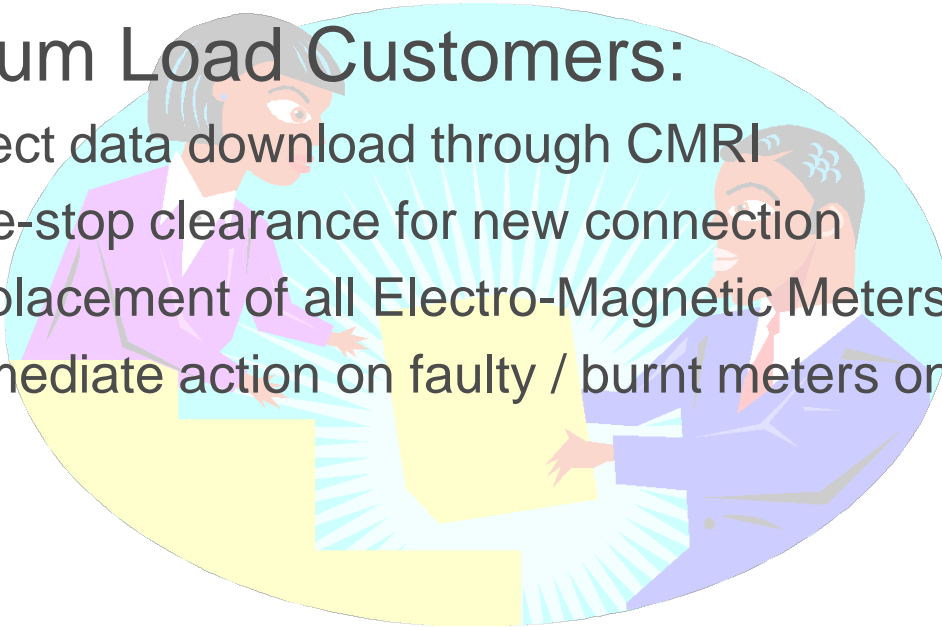


High-End Segments

- Key Customer Management:
 - Customer Relationship Managers assigned to every Key Customer
 - Bill delivery through Courier and also by email for registered consumers
 - Web-based Bill
 - Exclusive counters for bill payment/ payment collection
 - Meters to be checked periodically as per norms

High-End Segments

- Medium Load Customers:
 - Direct data download through CMRI
 - One-stop clearance for new connection
 - Replacement of all Electro-Magnetic Meters
 - Immediate action on faulty / burnt meters on daily basis



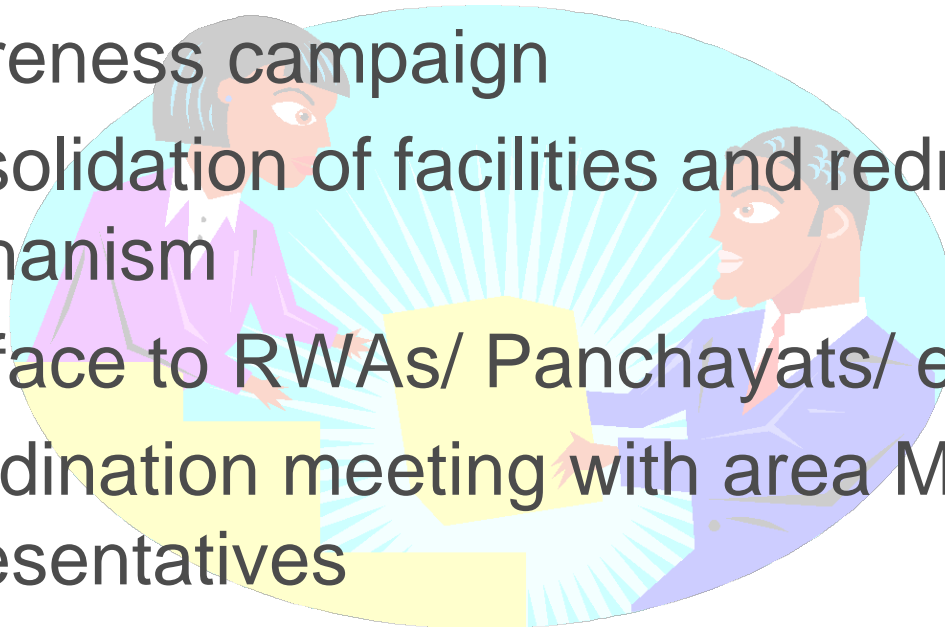
Consumer Satisfaction: Interface

- A Utility Office - within 2 - 5 Kms
 - Customer Care Centers
 - Complaint Redressal Offices
- Services on Call
 - For supply related / street-light
 - For Commercial complaints
 - For Corruption & Harassment
 - For Escalation



Consumer Satisfaction: Reach out

- Awareness campaign
- Consolidation of facilities and redressal mechanism
- Interface to RWAs/ Panchayats/ etc.
- Coordination meeting with area MLAs/ other representatives
- Direct communication



Expectation of Consumers

- Reliable Electricity for all
- Prior Notice of Load Shedding / correct information
- Easy Fault Reporting System
- Quick & Effective Fault Restoration & feedback
- Error Free Billing
- Easy & convenient Payment Options
- Consumer Friendly and Fair Redressal System
- **All above at LOW COST !**

Enterprise Management Expectation

- Greater revenue realization and collection through a seamless Revenue Cycle Management
- Enterprise wide integration of processes and single point data handling
- Single consolidated consumer records across all services
- Superior collaborative communications and transaction management
- Faster, less expensive implementation and maintenance
- Knowledge Management and analysis using artificial intelligence



Consumer Rights

Consumer Rights

- When the Customer is a Consumer:
 - Right to Safety
 - Right to be Informed
 - Right to Choose
 - Right to be Heard
 - Right to Seek Redressal
 - Right to Consumer Education



Right to Safety

- Means right to be protected against the marketing of goods and services, which are hazardous to life and property. The purchased goods and services availed of should not only meet their immediate needs, but also fulfill long term interests.
- Before purchasing, consumers should insist on the quality of the products as well as on the guarantee of the products and services. They should preferably purchase quality marked products such as ISI, AGMARK, etc

Right to be Informed

- Means right to be informed about the quality, quantity, potency, purity, standard and price of goods so as to protect the consumer against unfair trade practices.
- Consumer should insist on getting all the information about the product or service before making a choice or a decision. This will enable him to act wisely and responsibly and also enable him to desist from falling prey to high pressure selling techniques.

Right to Choose

- Means right to be assured, wherever possible of access to variety of goods and services at competitive price. In case of monopolies, it means right to be assured of satisfactory quality and service at a fair price. It also includes right to basic goods and services. This is because unrestricted right of the minority to choose can mean a denial for the majority of its fair share. This right can be better exercised in a competitive market where a variety of goods are available at competitive prices.

Right to be Heard

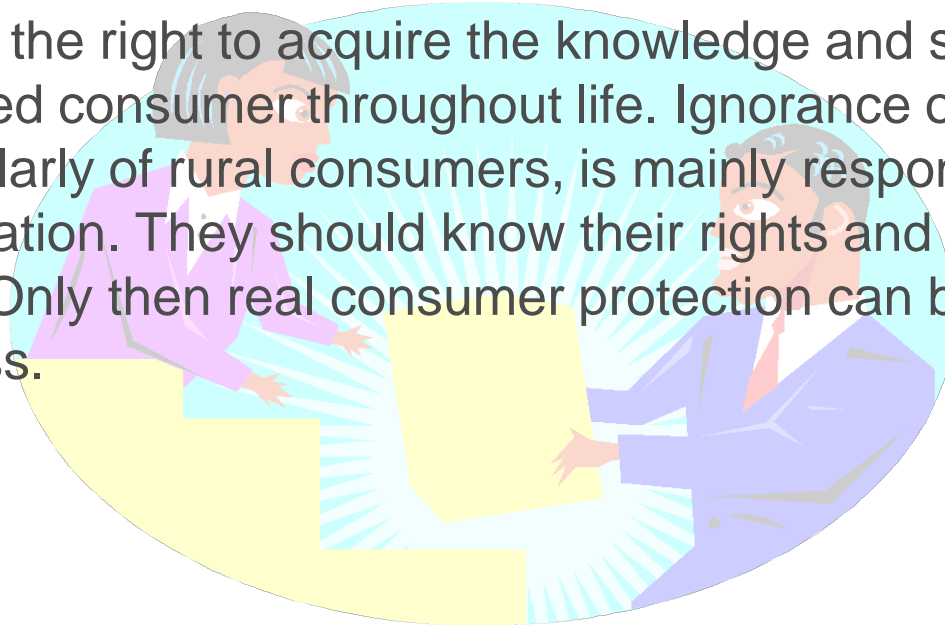
- Means consumer's interests will receive due consideration at appropriate forums. It also includes right to be represented in various forums formed to consider the consumer's welfare.
- The Consumers should form non-political and non-commercial consumer organizations, which can be given representation in, various committees formed by the Government and other bodies in matters relating to consumers

Right to Seek Redressal

- Means right to seek redressal against unfair trade practices or unscrupulous exploitation of consumers. It also includes right to fair settlement of the genuine grievances of the consumer.
- Consumers must make complaint for their genuine grievances. Many a times their complaint may be of small value but its impact on the society as a whole may be very large. They can also take the help of consumer organizations in seeking redressal of their grievances.

Right to Consumer Education

- Means the right to acquire the knowledge and skill to be an informed consumer throughout life. Ignorance of consumers, particularly of rural consumers, is mainly responsible for their exploitation. They should know their rights and must exercise them. Only then real consumer protection can be achieved with success.





Consumer Protection

Consumer and Power Sector

- The National Electricity Policy (2005) and the relevant Electricity Acts recognise the rights of the end-consumers.
- Broadly speaking, a consumer is the retail consumer of the Distribution Company.

National Electricity Policy

- The National Electricity Policy seeks promotion of competition at all levels in the Power Sector
- Regulators have been constituted to encourage and enable this aim
- Open Access at Distribution level has already been enabled in some areas, more are to follow

Consumer Protection

- The Central Commission and the State Commissions are empowered to make regulations under section 178 and section 181 of the Act respectively. These regulations will ensure implementation of various provisions of the Act regarding encouragement to competition and also consumer protection.

Competition in Distribution

- One of the key provisions of the Act on competition in distribution is the concept of multiple licensees in the same area of supply through their independent distribution systems.
- With a view to provide benefits of competition to all section of consumers, the second and subsequent licensee for distribution in the same area shall have obligation to supply to all consumers.

Competition in Distribution

- The SERCs are required to regulate the tariff including connection charges to be recovered by a distribution licensee under the provisions of the Act. This will ensure that second distribution licensee does not resort to cherry picking by demanding unreasonable connection charges from consumers.

Consumer & xERC

- Appropriate Commission should regulate utilities based on pre-determined indices on quality of power supply. Parameters should include, amongst others, frequency and duration of interruption, voltage parameters, harmonics, transformer failure rates, waiting time for restoration of supply, percentage defective meters and waiting list of new connections. The Appropriate Commissions would specify expected standards of performance.

Consumer & xERC

- Reliability Index (RI) of supply of power to consumers should be indicated by the distribution licensee. A road map for declaration of RI for all cities and towns up to the District Headquarter towns as also for rural areas, should be drawn by up SERCs. The data of RI should be compiled and published by CEA.

Consumer & xERC

- It is advised that all State Commissions should formulate the guidelines regarding setting up of grievance redressal forum by the licensees as also the regulations regarding the Ombudsman and also appoint/designate the Ombudsman within six months.

Consumer & xERC

- The Central Government, the State Governments and Electricity Regulatory Commissions should facilitate capacity building of consumer groups and their effective representation before the Regulatory Commissions. This will enhance the efficacy of regulatory process.

Competition in Power Sector

- In the coming years, a significant portion of the installed capacity of new generating stations could participate in competitive power markets. This will increase the depth of the power markets and provide alternatives for both generators and licensees/consumers and in long run would lead to reduction in tariff.



Recap

Summary

- CRM comes from Customer Orientation
- IT provides Powerful help
- Each CRM implementation is unique
- Existing IT systems are integrated
- CRM is limited by resources not ideas
- CRM will not help if business is not Customer-centric

Conclusion

- 'Customer is King'
- We must consider both our internal and External Customers
- No one expects the impossible, but it helps if one goes a few steps beyond the expected
- What benefits of the Customer, is in the interest of the Business



THANK YOU

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