



**Anticipate.**  
**Engage.**  
**Empower.**

Customer Experience Strategy



## **Acknowledgement of Country**

*Power and Water operates across 1.3 million square kilometres of the Northern Territory. We acknowledge the Traditional Owners of the lands that we live, work and operate on and their connections to land, sea and community. We pay our respect to Elders past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples.*



Message from our  
Board Chair

## Peter Wilson AM

On behalf of my fellow Directors, I am pleased to present Power and Water's Customer Experience Strategy.

I was first appointed to the role of Chair of the Power and Water Board in March 2022.

Since that time, I continue to be impressed by the skill and expertise that Power and Water's people bring to delivering essential services for our customers, often in challenging and remote conditions.

They deliver these services around the clock for the benefit of Territorians and are rightly proud of the role they play in their community.

Looking ahead, it is important that Power and Water remains responsive to the expectations from our customers, the community and the Northern Territory Government.

At a whole-of-business level, it is the role of the Board to provide direction and support to Power and Water's management team to continue to modernise our business and embrace a sustainable future in energy and water through innovation.

By the very nature of its operations, Power and Water is a customer and community focused organisation that exists to meet the essential service needs of the Northern Territory.

The Customer Experience Strategy will further sharpen our focus on keeping customers at the centre of our investment plans and decision making so that we can continue to enhance the way we operate, communicate with customers and meet strategic priorities.

I look forward to continuing to work with Power and Water's people, customers and stakeholders to deliver improved outcomes for our customers.

**Peter Wilson AM**  
**Chair, Power and Water Corporation**



Message from our  
Chief Executive Officer

## Djuna Pollard

At Power and Water, our customers are at the centre of everything we do. We are proud to deliver essential services that make a difference to the lives of Territorians, every day.

That commitment to our customers, regardless of where they live, is embedded into Power and Water's values and we focus on giving our best at all times.

We understand that our power, water, wastewater and gas services are central to realising lifestyle and economic growth opportunities in the Northern Territory now and into the future.

Like many businesses, we are operating in a time of great reform and changing customer expectations.

From the transition to a renewable energy future, to investing in water security and meeting the Northern Territory's energy demands, it is important that we understand and respond to our customers' priorities.

Our Customer Experience Strategy has been co-designed with our customers through more than 330 hours of listening.

It is a clear roadmap of actions and initiatives to enhance customer satisfaction and engagement and drive continuous improvement.

Importantly, this is an ongoing collaboration with customers to meet and exceed their expectations and needs.

With our customers, we will work to make every interaction simple, embed the customer voice and enable sustainable futures, together.

I look forward to continuing to listen to and work with customers and our team right across the Northern Territory to successfully deliver the Customer Experience Strategy.

**Djuna Pollard**  
**Chief Executive Officer,**  
**Power and Water Corporation**



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## Placing our customers at the centre

**A roadmap to modernise our business, delivering sustainable value safely and reliably for our customers and community.**

In 2023, Power and Water Corporation commenced a significant engagement process to enhance existing efforts and introduce new actions to improve the experiences of our customers.

This extensive engagement process included more than 300 hours of listening to customers, stakeholders and partners, Aboriginal and Torres Strait Islander community members, our own employees and more.

Grounded in our broader strategic plan, the result is a clearly defined mission that sits at the heart of our Customer Experience Strategy:

**Anticipate. Engage. Empower.**

**Our goal is to anticipate customers' needs, engage meaningfully and empower them to make informed decisions.**

The strategy identifies 3 customer experience objectives with 6 aligned customer experience principles, which will guide all of our efforts moving forward.

Our focus is on prioritising relationships, taking responsibility and communicating openly – making interactions with Power and Water as transparent, reliable and empowering as possible.

# Why we have created a customer experience framework: a strategic blueprint

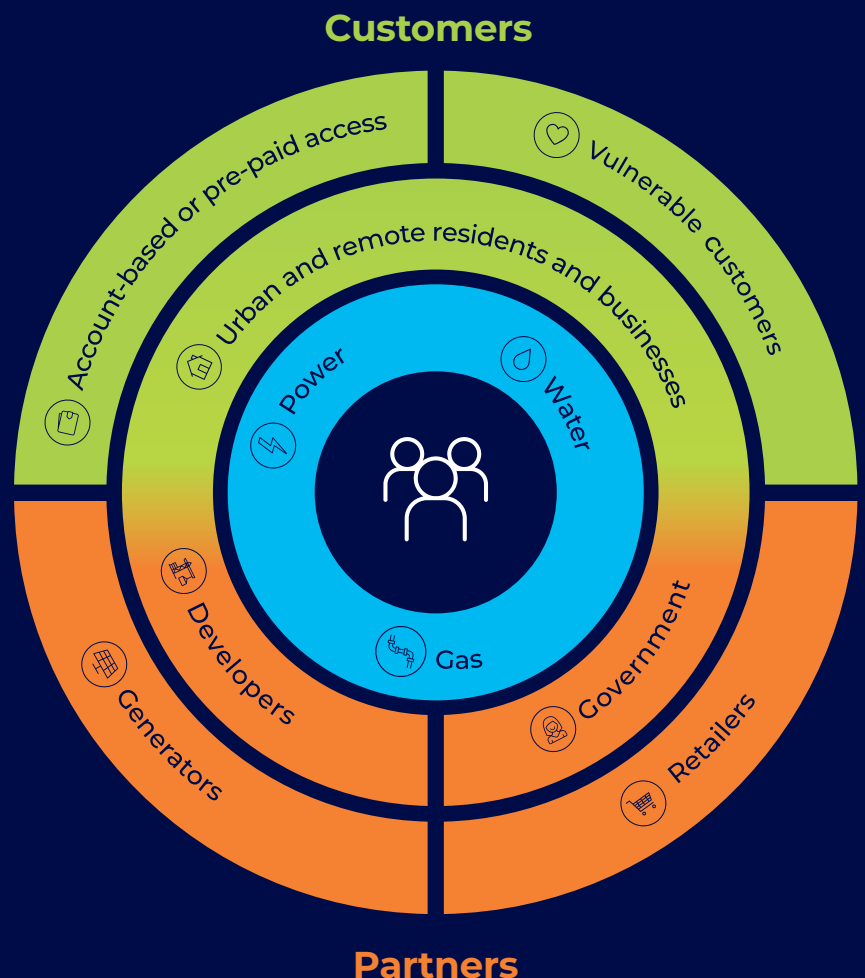
Introducing a customer experience framework serves as a strategic blueprint to guide the delivery of customer experience initiatives consistently and is foundational to understanding and meeting customer expectations:

- **Strategic alignment:** The framework ensures that Power and Water's efforts towards enhancing customer experiences are aligned with its broader business objectives.
- **Customer centricity:** By embedding customer-centric principles into Power and Water's DNA, the framework ensures decisions are made with the customer's needs and preferences at the forefront.
- **Adaptability:** In today's evolving market conditions, adaptability is key to growth and innovating for a sustainable future.
- **Measurement and improvement:** A structured framework incorporates mechanisms for measuring performance and outcomes against customer expectations.

## Defining our customer

We have refined our definition of customer to refer to individuals or businesses who benefit from the services we provide, including power, water, wastewater, and gas.

We also partner with retailers, generators, developers and government partners to serve our customers.



# Our strategy on a page

**Our purpose** is making a difference to the lives of Territorians.

**Our vision** is to be a proud, trusted, modern multi-utility delivering value now and into the future.



We value our customers and give them our best



We have pride in ourselves and our work



We work better by working together



We put people first

## Our customer experience mission

Our goal is to anticipate customers' needs, engage meaningfully and empower them to make informed decisions.

**Anticipate. Engage. Empower.**

## Our objectives

Make every interaction simple

Embed the customer voice

Enable sustainable futures, together

## Our principles

We listen with empathy and seek to understand

We are accountable, proactive, responsive and timely

We track and measure actions to ensure continuous improvement

We are accurate, transparent, reliable, and trustworthy

We empower our customers with knowledge and tools to self-serve

We embrace a sustainable, equitable future with innovation

## Our approach

Listen and Learn

Act and Measure

Adopt and Evolve

## Our success measures

Customer satisfaction and engagement

Brand, advocacy and reputation

Service equity

Employee satisfaction and engagement

Operational and performance efficiency

Collaboration and continuous improvement

# Our customer experience objectives



**1. Make every interaction simple**



**2. Embed the customer voice**



**3. Enable sustainable futures, together**

## Horizon 1

2024-2026



### Identify, prototype, test and implement

We will continue establishing new customer interactions and solutions, identifying what works elsewhere for our customers and partners. Aligning these with efforts already underway ensures seamless integration and builds on past successes, with implementation happening in the horizon. Our focus remains on action and learning, assessing new solutions' potential before investment commitment.

## Horizon 2

2026-2028



### Validate and refine

We will continue to test and validate the concepts developed in Horizon 1. Through pilot programs, we will ensure that the solutions and engagement channels we offer are effective, efficient and valued by our customers and partners.

## Horizon 3

2028-2030



### Embed and scale

As we continue our implementation journey, our focus shifts to embedding and scaling. We'll fully implement new solutions and customer experience practices, ensuring retention and improvement of established solutions. Continuously reviewing our activities, we'll measure their effectiveness and customer perception. Using this feedback, we'll ensure our solutions remain relevant and appropriately scaled.



# 1. Make every interaction simple

*'You make it simple and keep me informed and engaged; you know quickly when something is not working.'*

## Objective

We're modernising our systems and operations to deliver simple, transparent and timely interactions, creating convenient access to digital self-service and building trust through collaboration and education.

## Benefits

- Faster issue resolution and streamlined support (increasing customer satisfaction).
- Increased operational efficiency through data sharing.
- Enhanced customer insights driving decision making.

Projects	Horizon 1: 2024-2026	Horizon 2: 2026-2028	Horizon 3: 2028-2030
Create a <b>Single View of Customer</b>	<ul style="list-style-type: none"> <li>• Explore options for Single View of Customer (SVC) through existing enterprise solutions, either Customer Relationship Management (CRM) solution and/or a Customer Data Platform (CDP) and develop a detailed business case.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a proof-of-concept for SVC and pilot solution with Customer Experience and Operations (CXO) team.</li> </ul>	<ul style="list-style-type: none"> <li>• Scale use of Single View of Customer.</li> <li>• Pilot enhanced customer data sharing through apps and internal systems.</li> <li>• Use customer data in decision-making.</li> </ul>
<b>Communicate the right information</b> at the right time	<ul style="list-style-type: none"> <li>• Align business structure and processes through customer journey mapping*.</li> <li>• Assess options for SVC capability within CRM platform.</li> <li>• Scope out detailed requirements for a comprehensive CRM solution.</li> <li>• Prototype stand-alone developer module and explore workflow management.</li> <li>• Improve the accessibility of communications through digital channels and content review.</li> </ul>	<ul style="list-style-type: none"> <li>• Prototype stand-alone case and complaint module to test the value to business and customers of investing in a comprehensive CRM solution.</li> <li>• Pilot CRM solution .</li> <li>• Pilot sharing of usage data in apps*.</li> <li>• Create proof of concepts for personalised, targeted outage notifications*.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore using AI-powered chatbots to handle common requests.</li> <li>• Implement targeted outage notifications.</li> </ul>
Enhance our <b>digital self-service tools</b>	<ul style="list-style-type: none"> <li>• Explore options for a customer portal within existing enterprise solutions and develop a business case*.</li> <li>• Deliver smart meter project*.</li> <li>• Refresh and enhance the current website and mobile apps*.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot 24/7 account management and outage notifications within the mobile app.</li> <li>• Pilot digitally accessed pre-paid credits*.</li> </ul>	<ul style="list-style-type: none"> <li>• If pilots are successful, build on capabilities and scale self-service solutions across all customer cohorts.</li> </ul>
<b>Collaborate</b> with value-chain partners	<ul style="list-style-type: none"> <li>• Build stronger stakeholder relationships through existing strategies and formalised roles and responsibilities.</li> <li>• Dedicate customer support and engagement resource(s) for developers – pilot Developer Concierge*.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore options for enhanced data sharing.</li> <li>• Establish a comprehensive complaint and resolutions framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously improve the engagement program, government relationships framework, complaint and resolutions framework and effective communications and engagement for major projects.</li> </ul>
Empower customers through <b>education and data</b>	<ul style="list-style-type: none"> <li>• Assess targeted communications capability within existing enterprise solutions.</li> <li>• Enhance Customer Education Strategy*.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot CRM/SVC to enable targeted communications*.</li> <li>• Deliver pilot education campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>• If return on investment is proven, scale communications workflows to deliver personalised and targeted content to all customer cohorts.</li> </ul>

\* Initiatives that are already in flight





## 2. Embed the customer voice

*‘You listen and care; you understand and value me.’*

**Objective**

We’re integrating the customer voice across our operations, fostering a customer-focused culture of continuous improvement and evidence-based decision making, while empowering our team with essential skills and building on success stories.

**Benefits**

- Collaboration and holistic problem-solving.
- Sharpened focus and sustained attention on customer experience.
- Financial accountability.

Projects	Horizon 1: 2024-2026	Horizon 2: 2026-2028	Horizon 3: 2028-2030
Embody <b>customer-centric values</b>	<ul style="list-style-type: none"> <li>· Develop employee strategy and plan*.</li> <li>· Socialise Customer Experience Strategy*.</li> <li>· Refresh induction content for new starters.</li> <li>· Manage the change in definition of customer – aligning the whole organisation*.</li> <li>· Establish change management framework.</li> </ul>	<ul style="list-style-type: none"> <li>· Align recruitment policies, job descriptions, KPIs and performance review criteria*.</li> <li>· Continue and enhance customer centric rituals and change champion networks*.</li> <li>· Recognise and reward customer-centric behaviours*.</li> <li>· Incorporate customer satisfaction metrics into employee evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>· Align recruitment policies, job descriptions, KPIs and performance review criteria*.</li> <li>· Continue and enhance customer-centric rituals and change champion networks*.</li> <li>· Recognise and reward customer-centric behaviours*.</li> <li>· Incorporate customer satisfaction metrics into employee evaluations.</li> </ul>
<b>Grow</b> customer experience (CX) capabilities	<ul style="list-style-type: none"> <li>· Recruit program lead to deliver Customer Experience Strategy.</li> <li>· Develop a Customer Experience training program to uplift internal capabilities.</li> <li>· Build evidence for investing in customer experience roles.</li> <li>· Form cross-functional teams to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>· Establish specialised customer experience roles.</li> </ul>	<ul style="list-style-type: none"> <li>· Scale Customer Experience training program and hiring of specialised customer experience resources across the business.</li> </ul>
<b>Continuous improvement</b> and feedback loops	<ul style="list-style-type: none"> <li>· Support development of the Engagement Framework* (inc.Reconciliation Action Plan).</li> <li>· Establish customer experience governance and framework.</li> <li>· Establish a holistic measurement framework.</li> <li>· Explore and pilot social media tools to enable monitoring, listening and provide transparent and timely responses.</li> </ul>	<ul style="list-style-type: none"> <li>· Establish a closed feedback loop process.</li> <li>· Pilot centralised, configurable customer experience governance dashboards.</li> <li>· Measure and track cost to serve to evaluate return on investment.</li> </ul>	<ul style="list-style-type: none"> <li>· Integrate data from various sources to visualise customer insights.</li> </ul>
Customer and <b>community engagement</b>	<ul style="list-style-type: none"> <li>· Implement the Engagement Framework in operations* (inc. Reconciliation Action Plan).</li> <li>· Establish repeatable engagement processes.</li> <li>· Explore options for dedicated localised engagement for targeted customers.</li> </ul>	<ul style="list-style-type: none"> <li>· Continue to strengthen community advisory panel(s) for ongoing collaboration*.</li> <li>· Pilot enhanced engagement models and validate return on investment of dedicated localised engagement.</li> </ul>	<ul style="list-style-type: none"> <li>· Scale specialised dedicated customer service and community engagement resources for cohorts.</li> </ul>

\* Initiatives that are already in flight



### 3. Enable sustainable futures, together

*'You work as one team; I trust you to keep delivering in the right way.'*

**Objective**

We're empowering customers with sustainable choices, strategically investing in sustainable projects, and partnering with other leaders in the renewables transition within the Territory.

**Benefits**

- Strong stakeholder relationships and shared ownership models.
- Alignment with community values and needs.
- Economic growth and environmental benefits.

Projects	Horizon 1: 2024-2026	Horizon 2: 2026-2028	Horizon 3: 2028-2030
<b>Shaping the narrative</b> about a sustainable future	<ul style="list-style-type: none"> <li>• Strengthen our major partnerships and community grants program*.</li> <li>• Power and Water to support and lead a complementary campaign advocating for a sustainable future.</li> </ul>	<ul style="list-style-type: none"> <li>• Build trust and respect through engagement and delivery of campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate initiatives, enhance and scale.</li> </ul>
<b>Co-creating our sustainable future</b> with customers and partners	<ul style="list-style-type: none"> <li>• Support effective communications and engagement for major projects*.</li> <li>• Leverage educational campaigns and use established community forums, to foster discussions around sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore partnerships with educational institutions for specialised training.</li> <li>• Explore opportunities for local businesses to engage in procurement processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Empower remote communities to be involved in decision-making.</li> </ul>
<b>Investing in sustainable infrastructure</b>	<ul style="list-style-type: none"> <li>• Redesign and scale up the energy system*.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement community-based renewable projects.</li> <li>• Experiment with initiatives that support the execution of the Northern Territory Government's 50% renewables by 2030 target.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate initiatives, enhance and scale.</li> </ul>

\* Initiatives that are already in flight



# Our customer experience principles

These 6 principles serve as guiding lights for how we interact with and serve our customers. They link to our values and tell us what customers care most about when interacting with us.

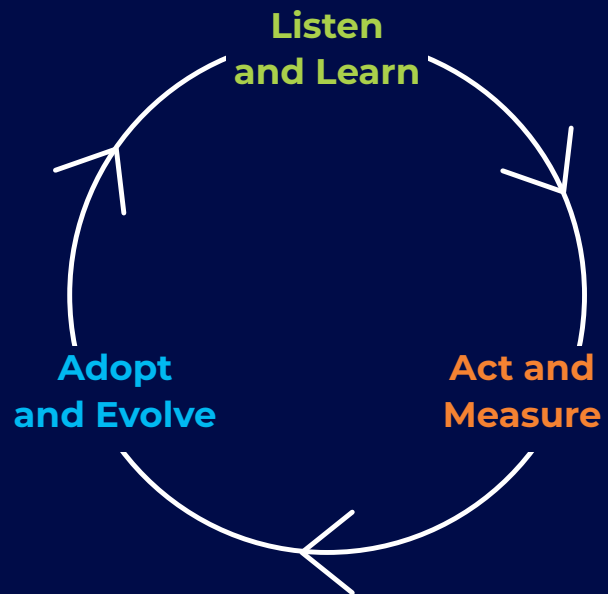
<b>1. We listen with empathy and seek to understand</b>	<ul style="list-style-type: none"><li>• Enable internal collaboration.</li><li>• Establish cross functional teams to build strong relationships between internal departments.</li><li>• Communicate with partners openly and clearly.</li><li>• Foster supportive, transparent and collaborative working environments with partners.</li></ul>
<b>2. We are accurate, transparent, reliable, and trustworthy</b>	<ul style="list-style-type: none"><li>• Provide accurate information.</li><li>• Communicate clearly and transparently in all interactions to manage expectations.</li><li>• Proactively update customers about planned maintenance, upgrades or changes.</li><li>• Enable customers to be well-prepared for any situation.</li></ul>
<b>3. We are accountable, proactive, responsive and timely</b>	<ul style="list-style-type: none"><li>• Take responsibility.</li><li>• Proactively address customer needs and concerns.</li><li>• Commit to timely and efficient resolution of issues.</li><li>• Take the lead in identifying and rectifying issues.</li><li>• Be transparent about disruptions to services.</li></ul>
<b>4. We empower our customers with knowledge and tools to self-serve</b>	<ul style="list-style-type: none"><li>• Give customers the information and tools they need to make decisions.</li><li>• Provide user-friendly interfaces and personalised insights.</li><li>• Provide customers with tools to take control of their use.</li></ul>
<b>5. We track and measure actions to ensure continuous improvement</b>	<ul style="list-style-type: none"><li>• Regularly track, measure, and evaluate actions.</li><li>• Leverage data and analytics to proactively address challenges.</li><li>• Stay ahead of customer expectations.</li></ul>
<b>6. We embrace a sustainable, equitable future with innovation</b>	<ul style="list-style-type: none"><li>• Actively seek innovative solutions for a more sustainable and equitable future.</li><li>• Push the boundaries of innovation to improve our existing services</li><li>• Evolve our business to respond to the renewables transition.</li><li>• Adapt to change in a just, fair and equitable way.</li></ul>



# Measuring success

## Strategy and program approach

The strategy and approach guide continuous improvement, progressing from learning and strategy development to actionable implementation. Each part is essential. By using this customer experience framework, Power and Water commits to ongoing improvement that anticipates customer needs. It builds a culture valuing feedback, prioritising customer satisfaction and adapting to market changes. Ultimately, it's more than a tool for better customer experiences; it's a strategic asset driving growth, innovation and a resilient, customer-focused organisation.



## Listen and Learn

- **Feedback channels:** Count the number of touchpoints (e.g., retailers, support, website, pop ups, events) where feedback is collected, aiming for a broad coverage.
- **Feedback volume:** Track the total number of feedback instances collected across all channels to measure customer engagement.
- **Customer Satisfaction (CSAT):** Ask customers to rate their satisfaction with services to effectively measure customer sentiment.
- **Net Promoter Score (NPS):** Assess overall satisfaction by asking customers how likely they are to recommend services to others.
- **Customer Effort Score (CES):** Ask customers to rate the ease of providing feedback.
- **Insight generation rate:** Track the number of actionable insights generated from data analysis over a specific period.
- **Participant engagement rate:** Measure the level of active participation from customers and partners in co-design sessions.
- **Customer satisfaction with new products:** Evaluate customer satisfaction with solutions.

## Act and Measure

- **Iterative improvement rate:** Measure the frequency of iterations or improvements made to solutions based on ongoing feedback from customers and partners.
- **Return on Investment (ROI):** Calculate the ROI comparing the benefits against the costs of implementation.
- **Employee feedback:** Gather and evaluate employee feedback on the impact of process optimisations.
- **Overall KPI achievement rate:** Measure the percentage of customer experience related KPIs (such as CSAT, NPS, CES) that reach or exceed their target values. This KPI provides a holistic view of how well customer and employee satisfaction and operational efficiency goals are being met.

## Adopt and Evolve

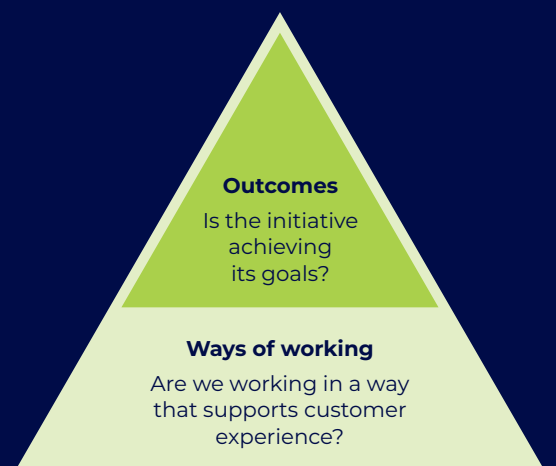
- **Employee engagement:** Measure the percentage of employees actively participating in customer experience improvement programs or training.
- **Time to implement:** Measure the average time taken from identifying the need for a change based on customer feedback, to implementing that change.
- **Long-term customer satisfaction:** Monitor customer satisfaction trends over an extended period to measure the long-term impact of customer experience related strategies.



## Evaluation

Evaluating customer satisfaction and engagement is a key metric, and success will continue to be measured across the following areas:

<b>Customer satisfaction and engagement</b>
<ul style="list-style-type: none"> <li>• Customer satisfaction survey, complaints, contact centre feedback, service metrics.</li> <li>• Digital analytics, community engagement.</li> </ul>
<b>Employee satisfaction and engagement</b>
<ul style="list-style-type: none"> <li>• Culture survey.</li> <li>• Engagement survey.</li> </ul>
<b>Brand, advocacy and reputation</b>
<ul style="list-style-type: none"> <li>• Complaints, customer satisfaction survey, Brand and reputation survey, Corporate reputation index, Aboriginal employment.</li> </ul>
<b>Operational and performance efficiency</b>
<ul style="list-style-type: none"> <li>• Service metrics.</li> <li>• Operating costs.</li> </ul>
<b>Service equity</b>
<ul style="list-style-type: none"> <li>• New survey instrument to be developed to track all cohorts.</li> </ul>
<b>Collaboration and continuous improvement</b>
<ul style="list-style-type: none"> <li>• Culture survey.</li> <li>• Engagement survey.</li> </ul>





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