



中華電力

CLP Power

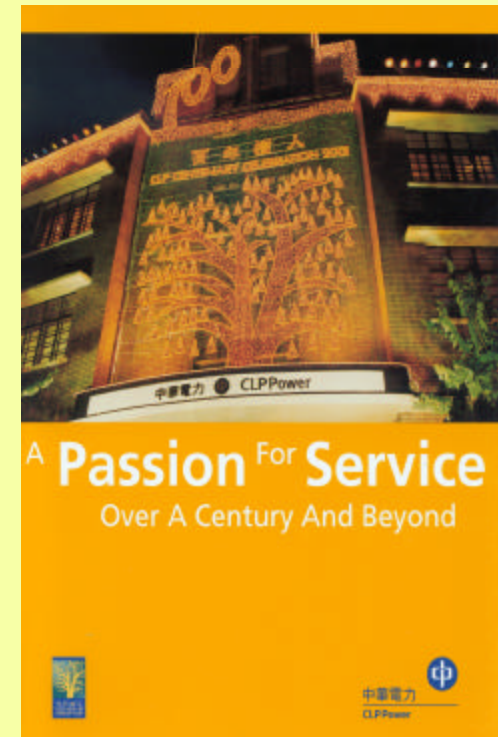
# Our Quality Journey Never Ends

W. N. Kong  
Customer Services Manager



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**Our quality journey never ends**

# CLP Power

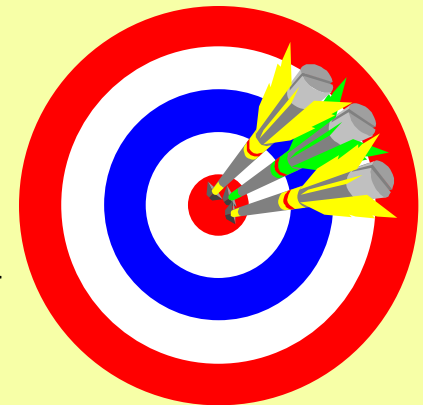
## 😊 Vision

**To be a world class power company  
providing excellent services to our  
customers**



## 😊 Mission

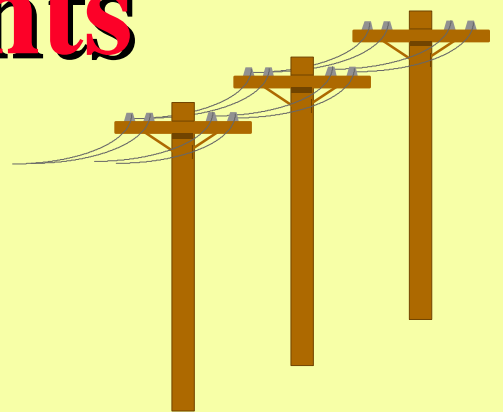
**To provide high quality, low cost  
and caring services to meet or exceed  
customers' expectations**



# Statistical Highlights

**12 Months Ended 31 December 2000**

- Incorporated : 1901 in Hong Kong
- Supply areas : 1,000 sq. km.
- Installed capacity : 8,263 MW (35% more than 1991)
- Electricity sales : 27,488 GWh (33% more than 1991)
- Average price per unit : 87.97 cents (41% lower than 1983)
- Customers : 1.93 million (28% more than 1991)
- Employees : 3,899 (41% less than 1991)

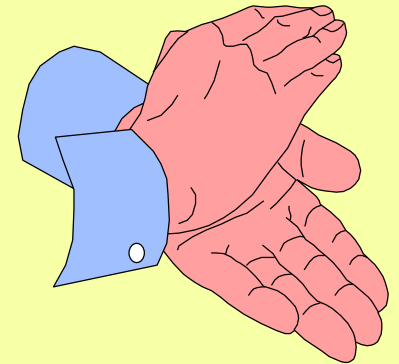


# CLPP Service Excellence

**Customer Service is giving customers what they **expect**.**

**Good customer service is giving customers **a little** more than what they expect.**

**Excellent customer service is **enjoying** giving customers a little more than what they expect.**



# CLPP Service Excellence

● Employees

● Customers

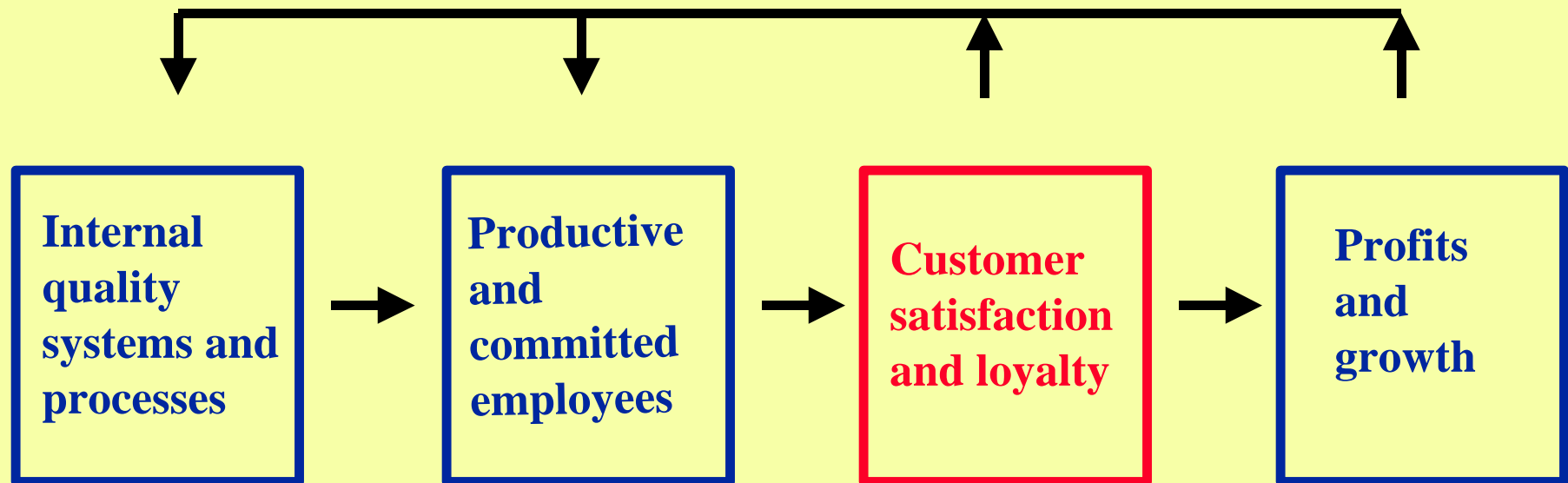
Shareholders



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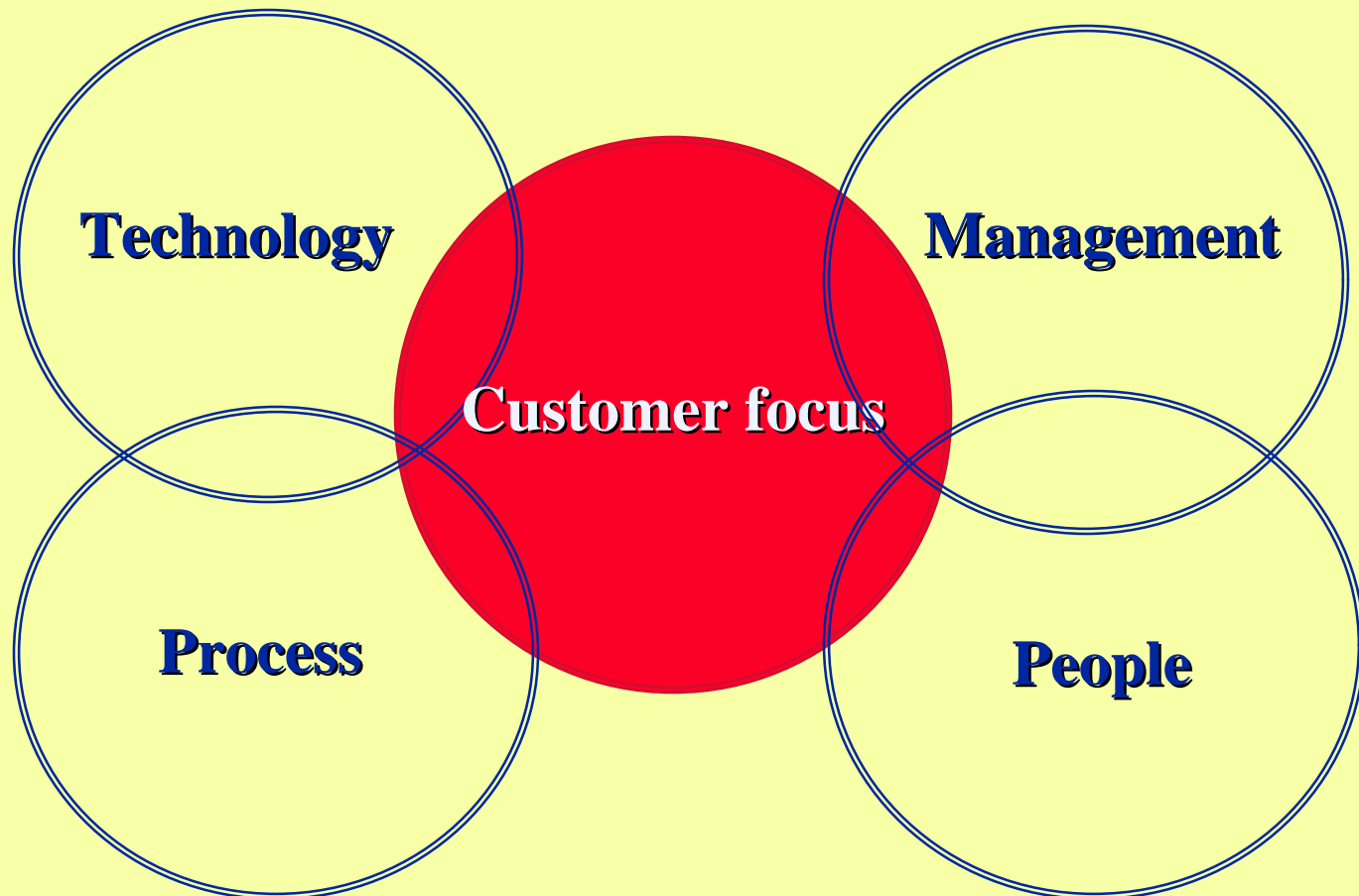
# CLPP Service Excellence

## Customer Centric Culture



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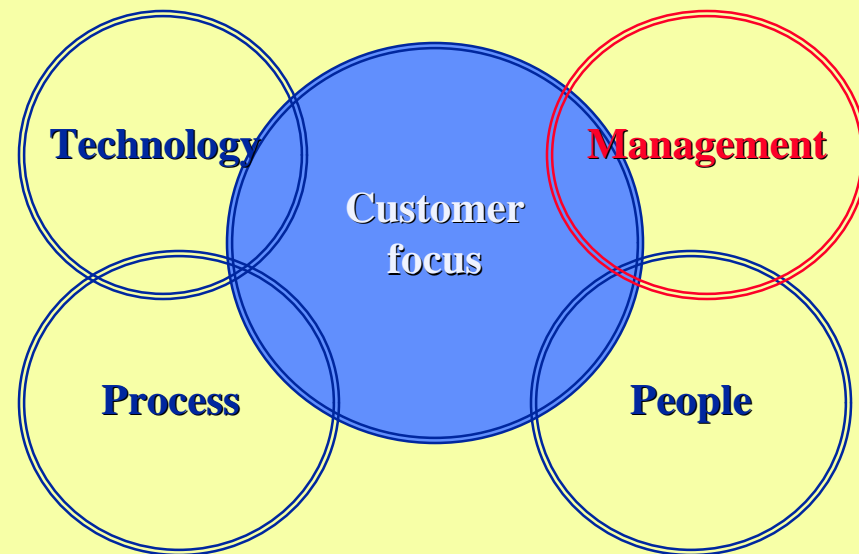
# Strategy





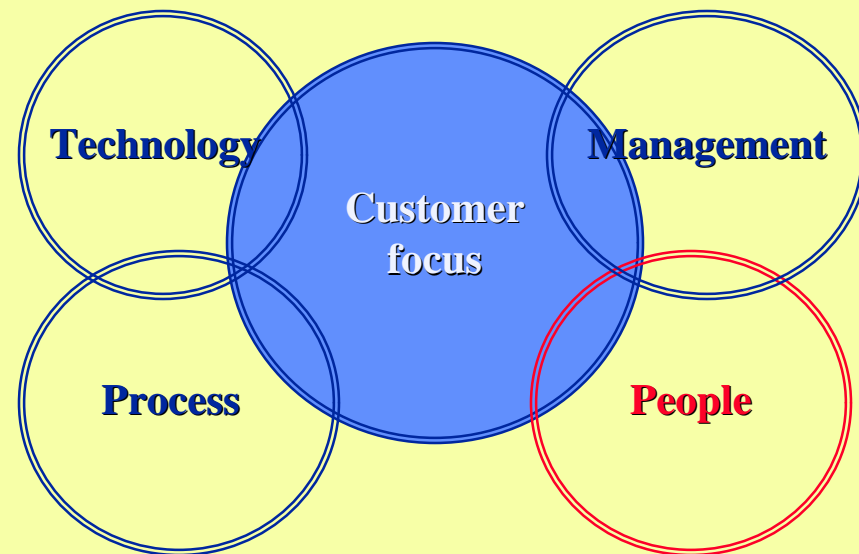
# Strategy

- **Vision**
- **Mission**
- **Objectives**
- **Strategy**
- **Plan**



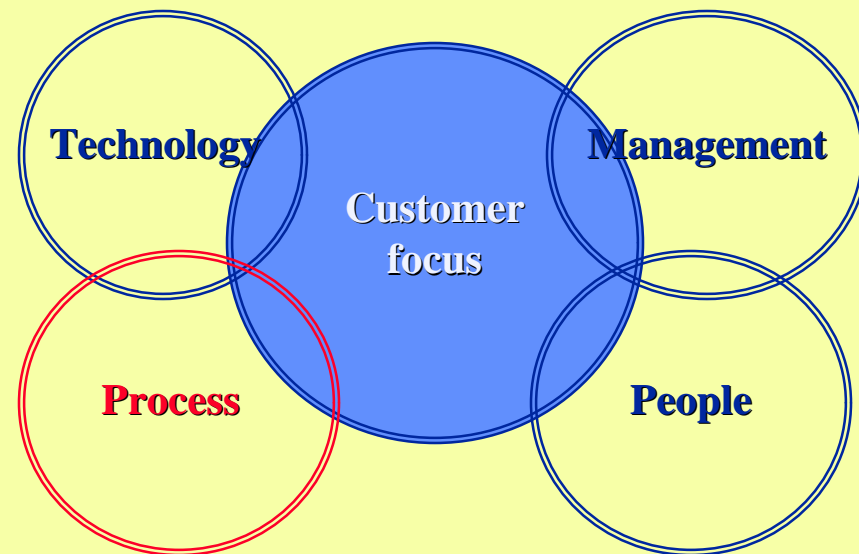
# Strategy

- **Recruitment**
- **Development**
- **Training**
- **Empowerment**
- **Potential**



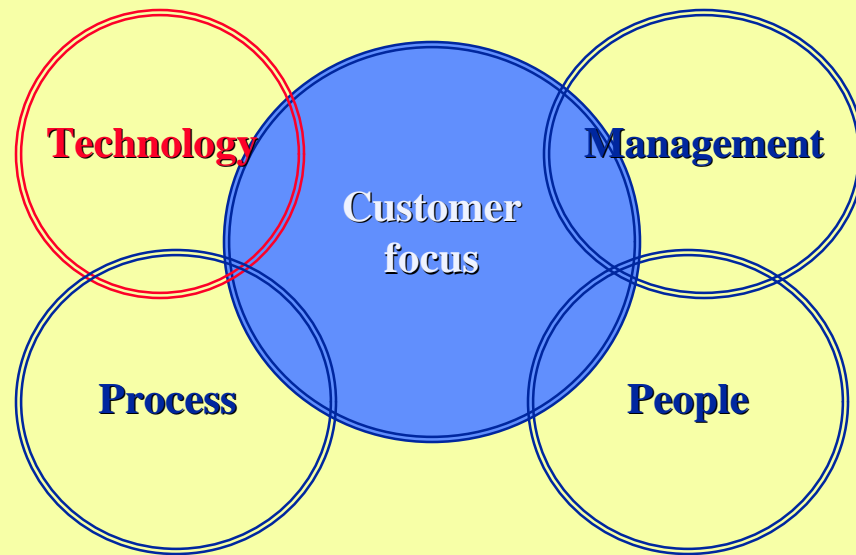
# Strategy

- **Simplification**
- **Flexibility**
- **Convenience**
- **Cost-effectiveness**
- **Control**



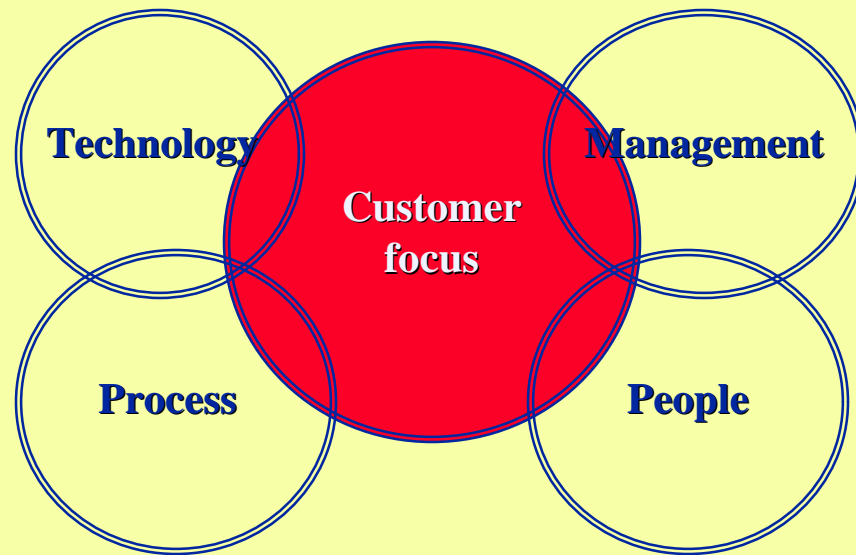
# Strategy

- **Advanced facilities**
- **High efficiency**
- **Enhanced service**
- **Reduced costs**
- **Enhanced control**



# Strategy

- **Management**
- **People**
- **Process**
- **Technology**
- **Customer focus**

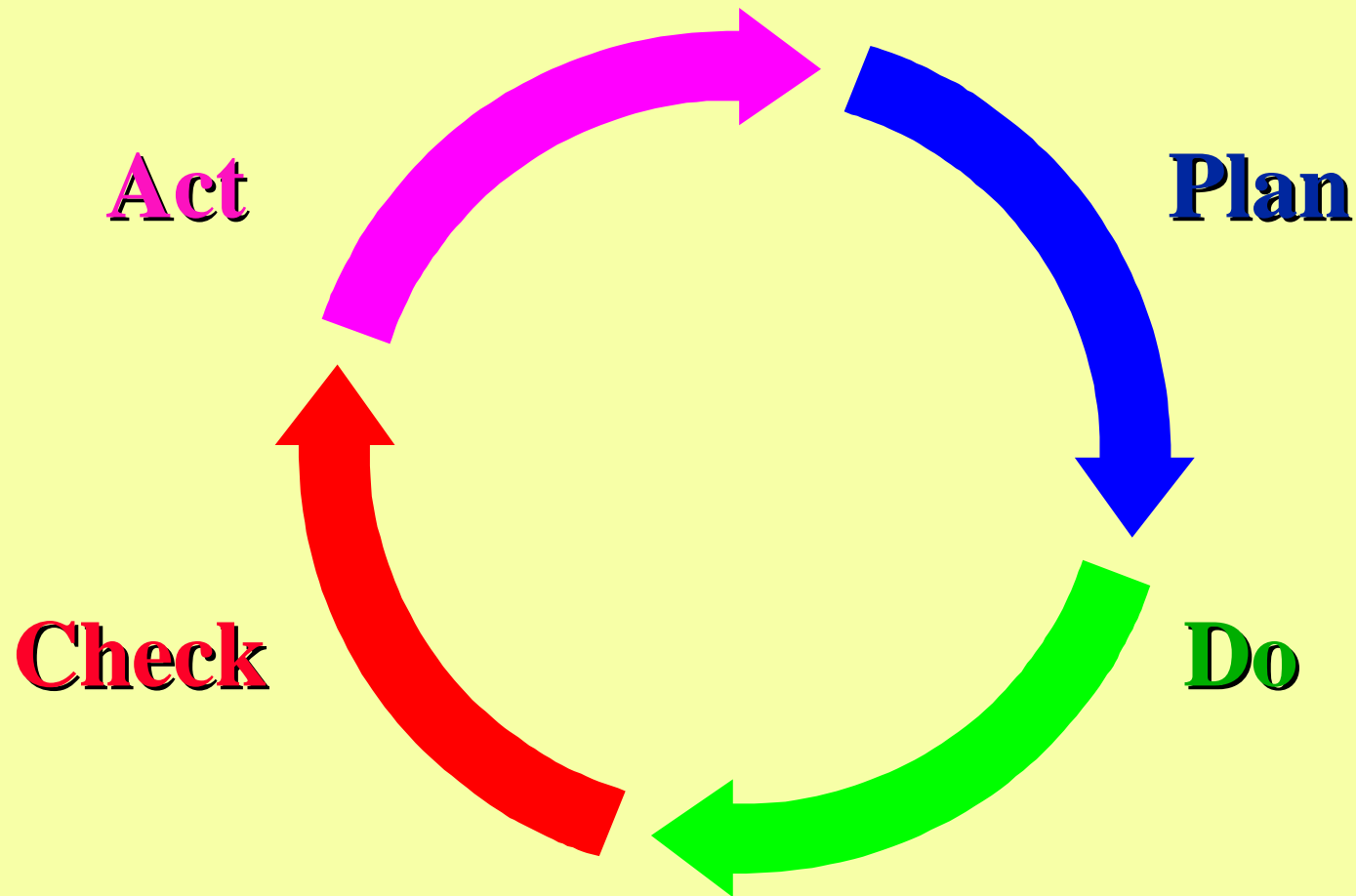


# Customer Expectations



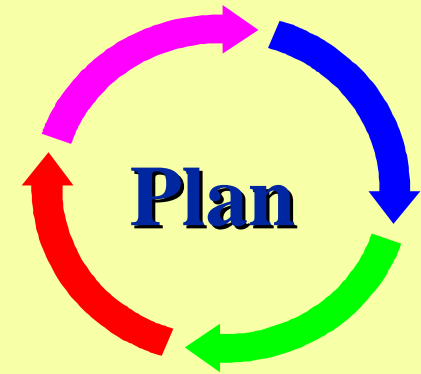
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# Continuous Improvement



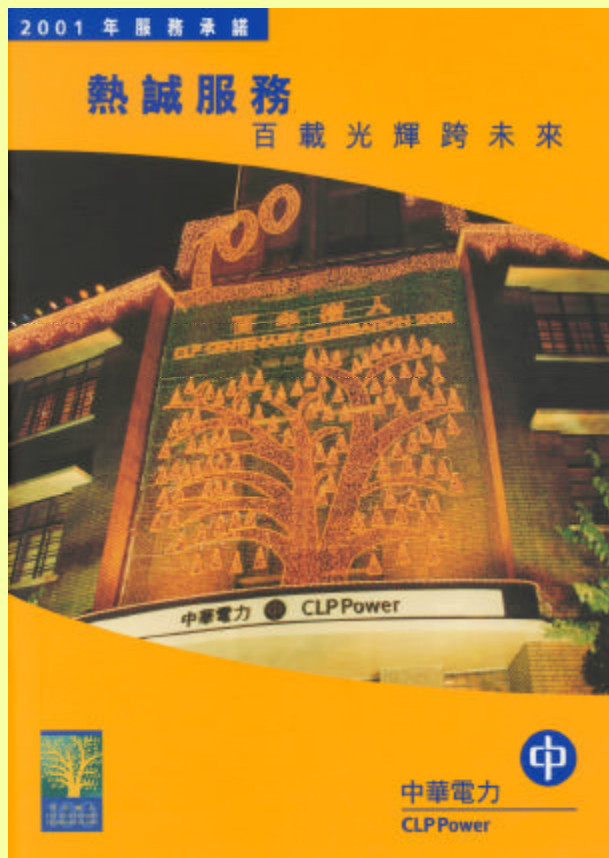
# Continuous Improvement

- Objectives
- Strategy
- Work plan
- Service standards / performance pledges
- Work systems
- Work processes





# Performance Pledges

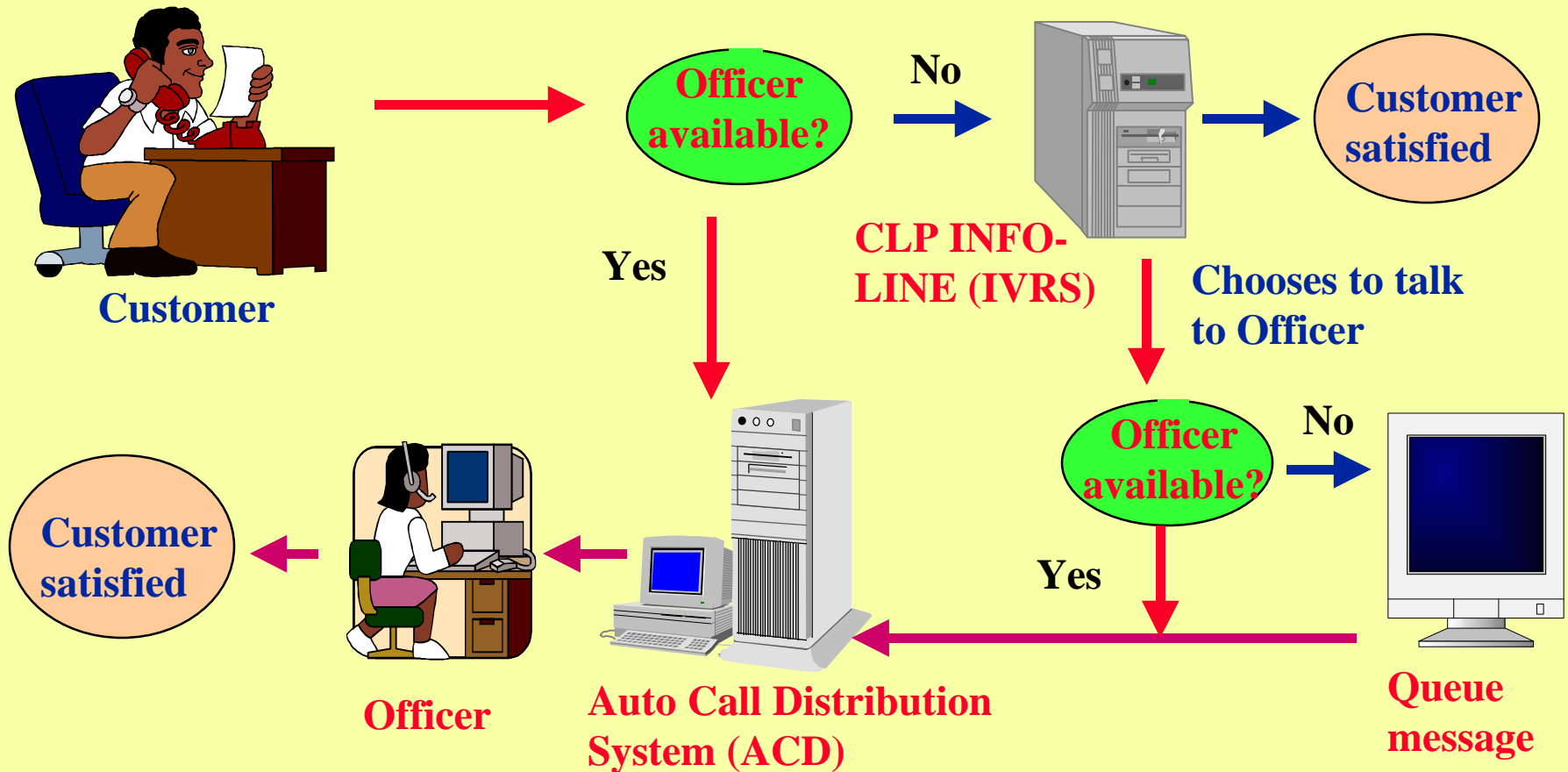


**Answer 95% of  
customers' phone  
calls within 4 rings  
(12 seconds)**



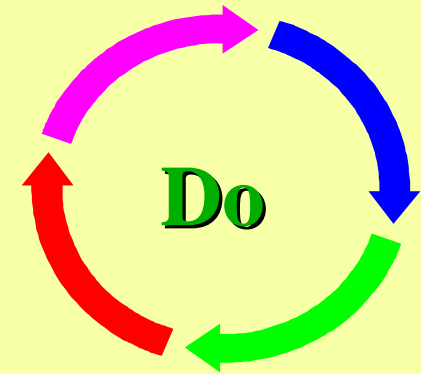
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# Work Process – Handling Customers' Phone Calls



# Continuous Improvement

- **Communication**
- **Training and development**
- **Empowerment**
- **Teamwork**
- **Service delivery**



# Customer Communication

- ⇒ CCG / LCACs
- ⇒ Customer focus groups
- ⇒ “Electricity And You” seminars
- ⇒ “DeLight” seminars
- ⇒ Customer feedback cards
- ⇒ Customer satisfaction surveys



# Customer Communication (cont'd)

- ⇒ Publications / leaflets
- ⇒ “DeLight” newsletter
- ⇒ Bill inserts and messages
- ⇒ Press release
- ⇒ ECOM (Internet)
- ⇒ Customer complaints / appreciation letters



# Staff Training & Development

- ✧ **Cultural change**
- ✧ **Team building**
- ✧ **Customer contact skills**
- ✧ **Multi-skills, new services...**



# Staff Training & Development

(cont'd)



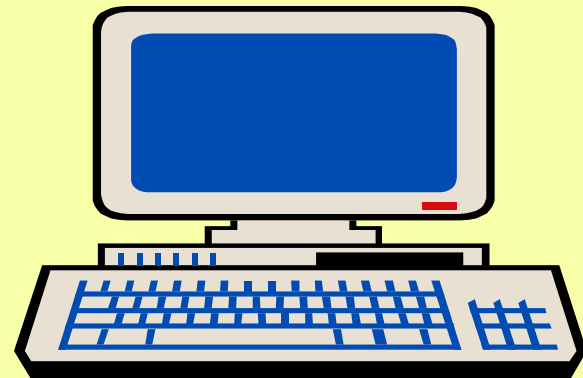
**“You can’t make guests  
happy with unhappy  
employees.”  
(Marriott Hotel)**



# Service Delivery

**High quality, low cost service**

- ☺ **Bimonthly billing**
- ☺ **Electronic billing**
- ☺ **Group billing**
- ☺ **ECOM (Internet)**
- ☺ **Enhanced Customer Telephone Services**
- ☺ **Upgraded customer service centres**

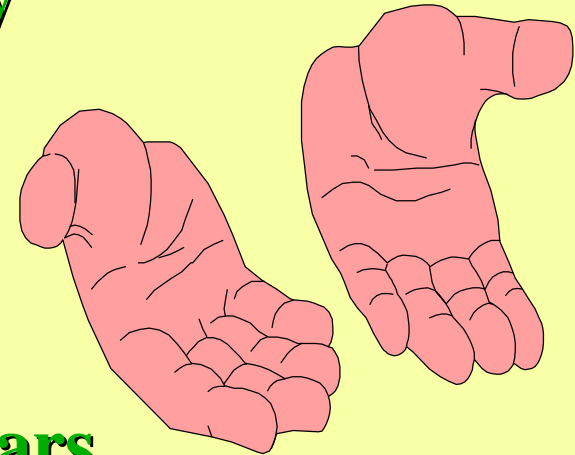




# Service Delivery (cont'd)

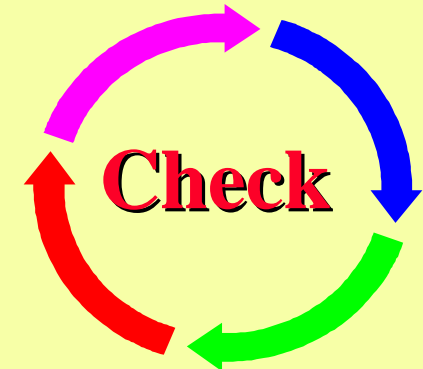
## Care for customers

- ☺ Concessionary tariff for elderly
- ☺ Re-wiring for elderly
- ☺ Braille bill
- ☺ Sign language
- ☺ Free “Electricity safety” seminars
- ☺ Demand Side Mgmt (DSM)

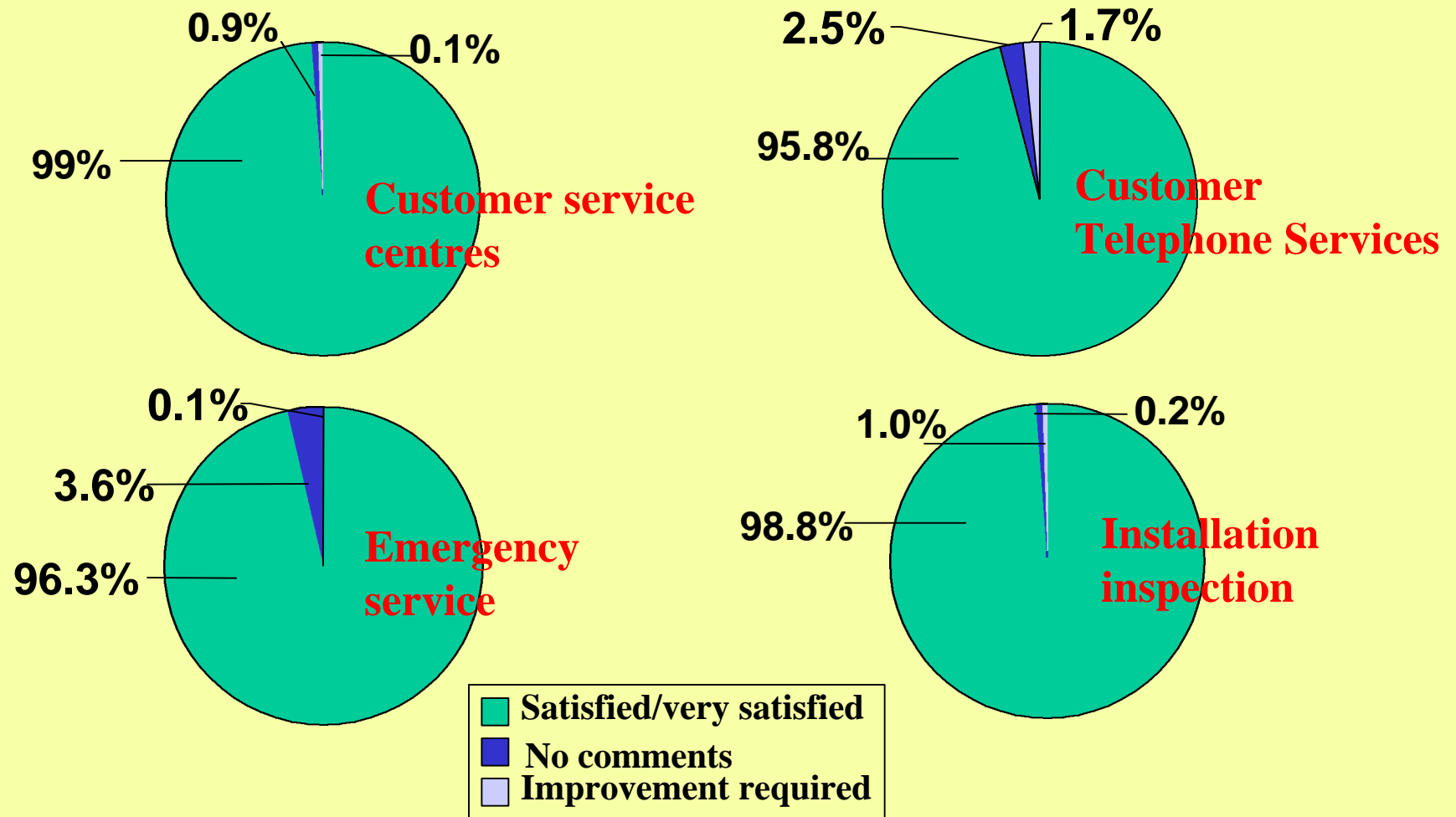


# Continuous Improvement

- **Control / budget / audits**
- **Customer feedback cards / complaints & appreciation letters**
- **CCG / LCACs**
- **Customer focus groups**
- **Customer satisfaction surveys**
- **“Mystery shoppers”**
- **Benchmarking**

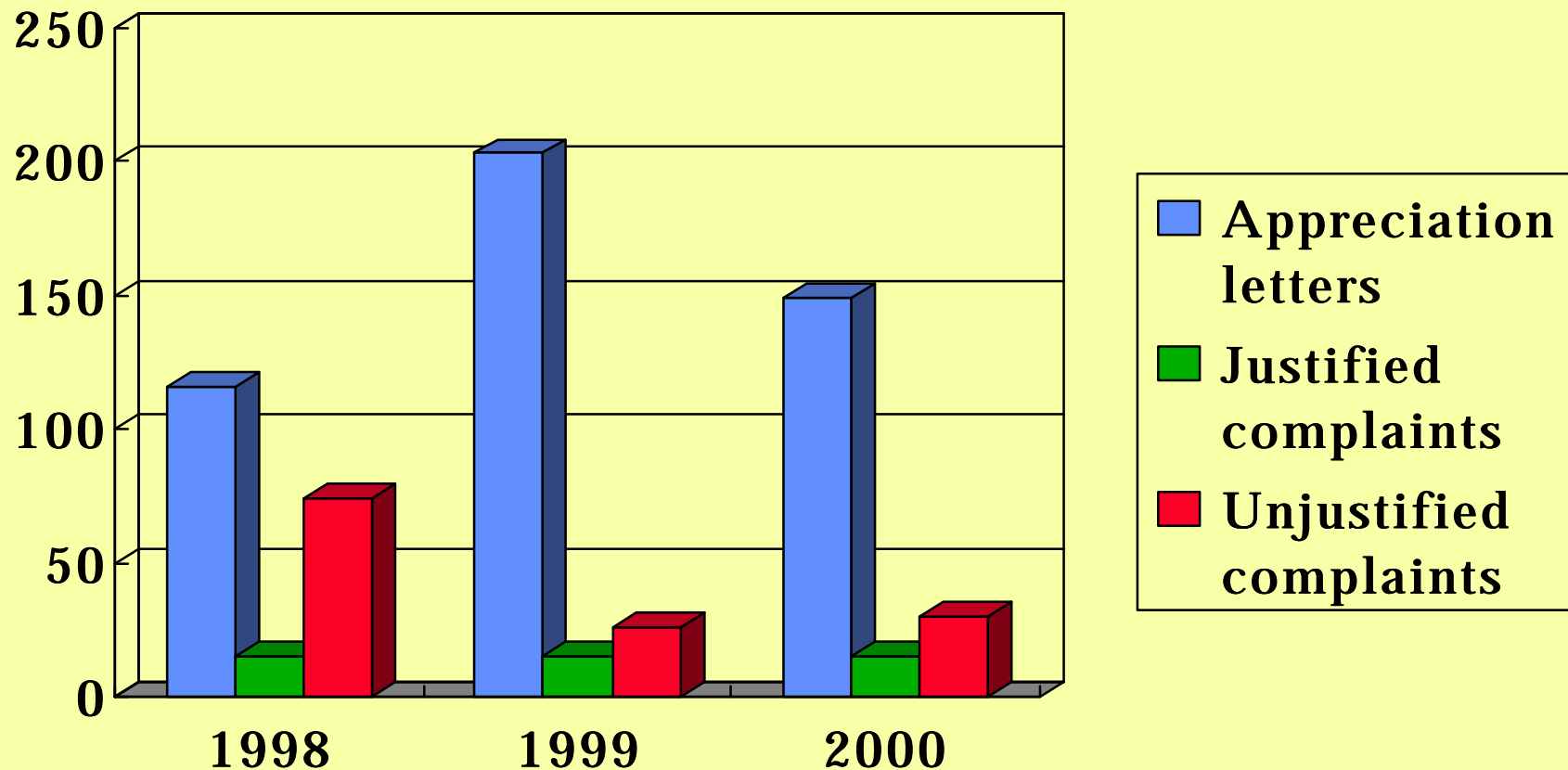


# Customer Feedback Cards (2000)



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# Customer Appreciation / Complaint Letters

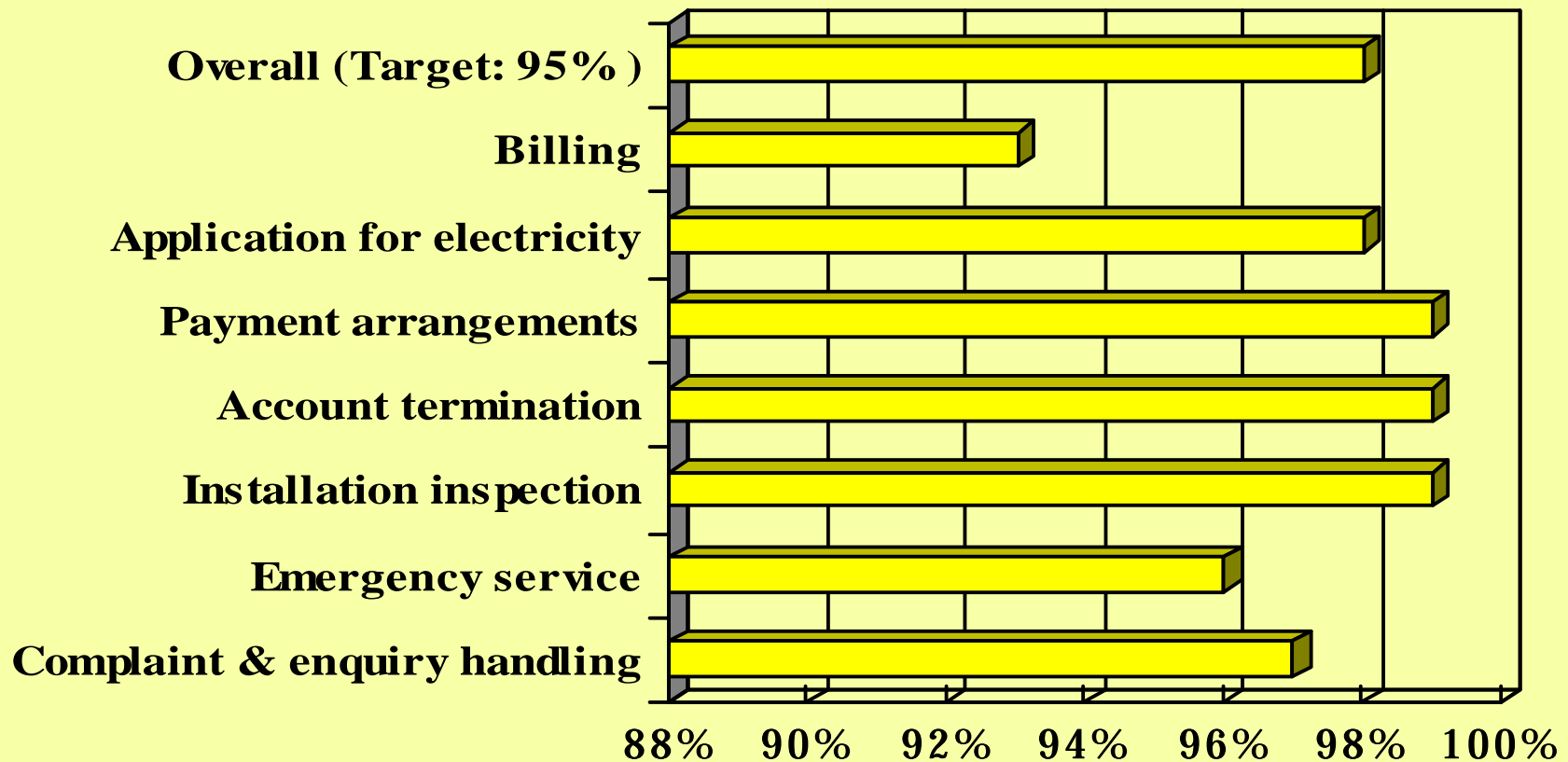


# Satisfying Customers' Complaints

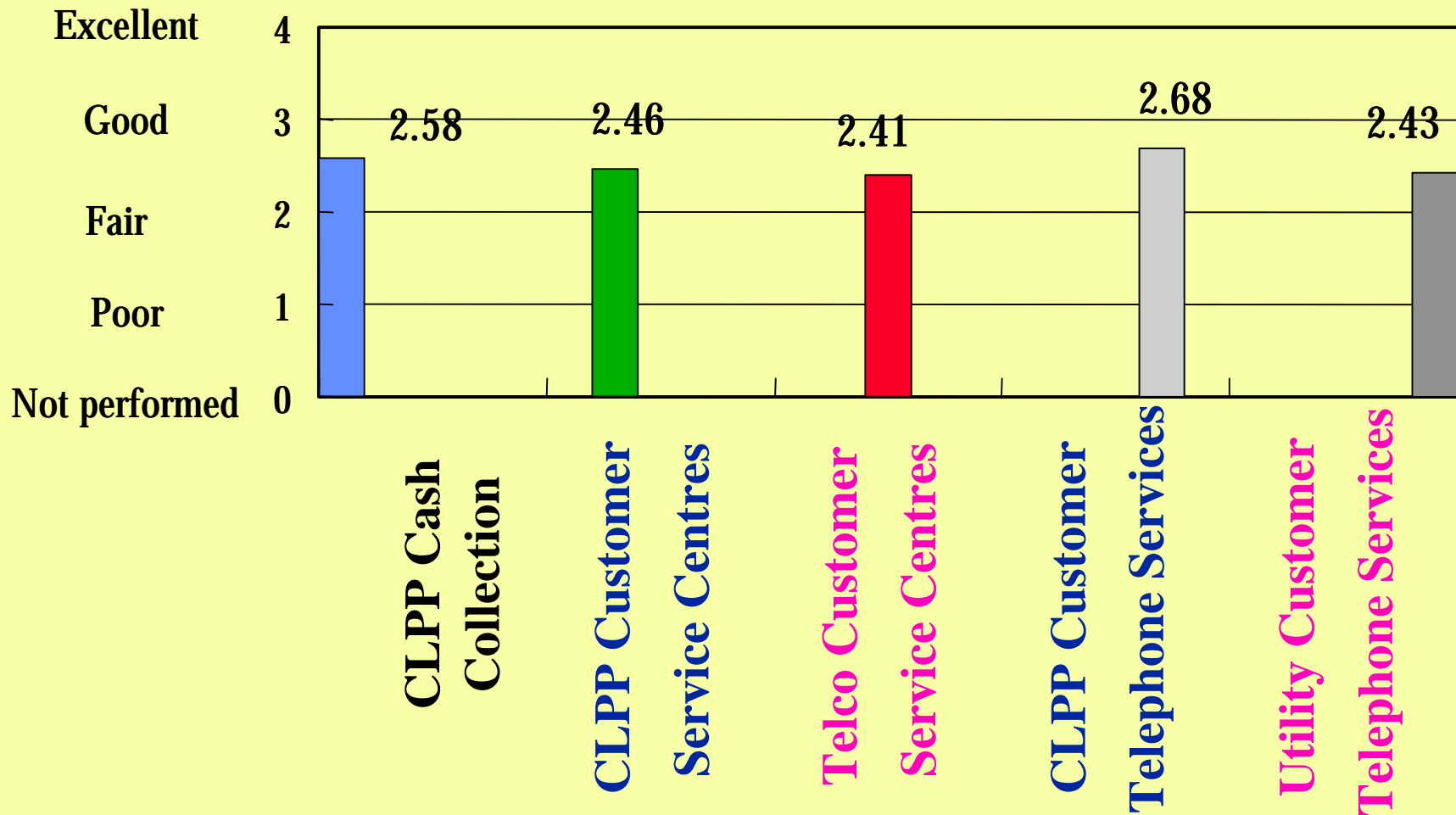
- A complaint is a gift
- Treat unreasonable complaints reasonably
- Turn complaints into compliments
- Profit from complaints



# Customer Satisfaction Survey (2000)



# Mystery Shoppers (2000)



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# Benchmarking

## Hotline performance pledge / service standard

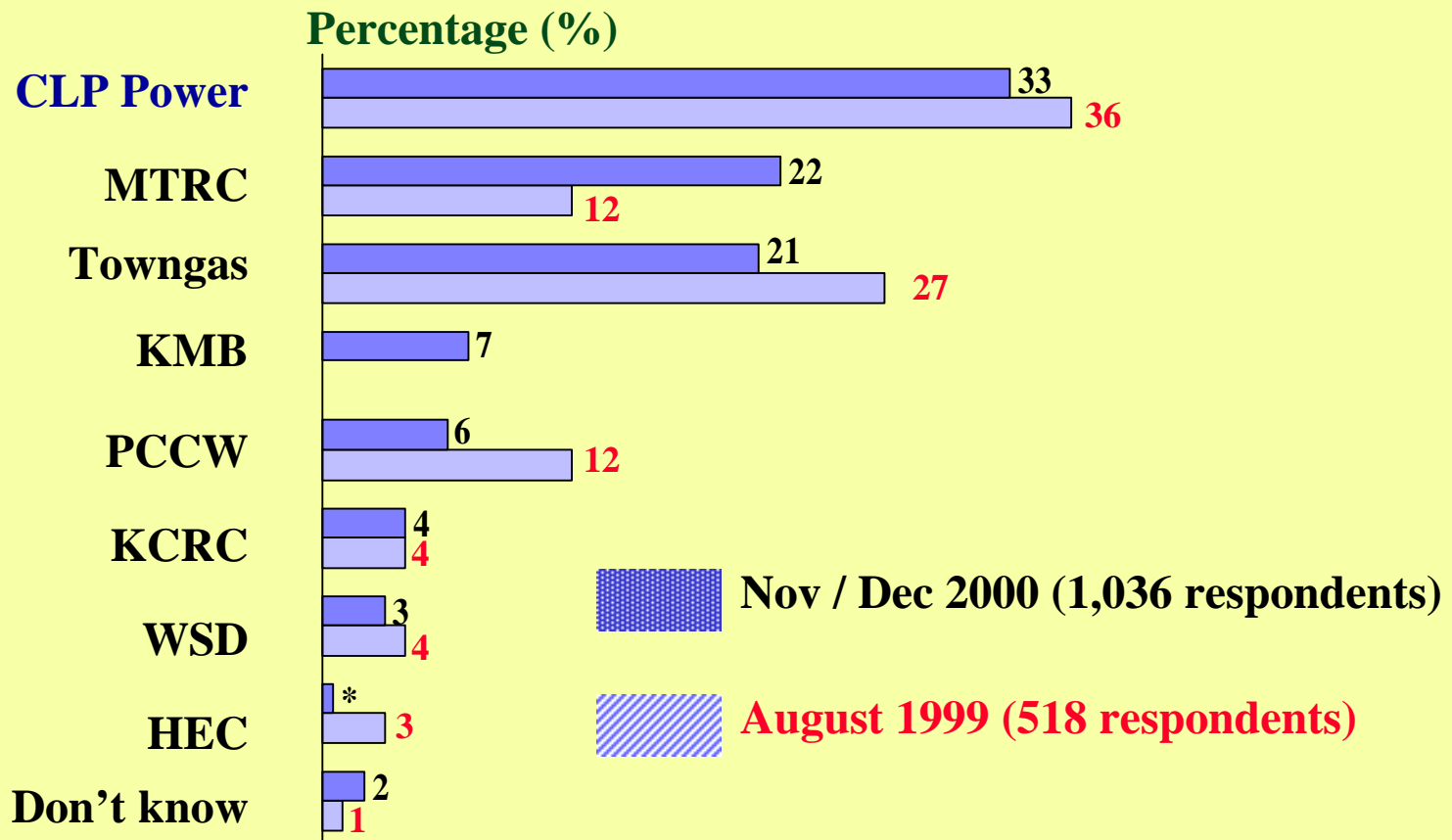
➤ Scottish Power	10 sec.	94%
➤ CLP Power	4 rings (12 sec.)	95%
➤ London Electric	15 sec.	95%
➤ Singapore Telecom	15 sec.	90%
➤ Florida Power & Light	28.5 sec.	80%
➤ Duke Power	30 sec.	80%
➤ Southern California Edison	50 sec.	75%
➤ Singapore Power	60 sec.	90%
➤ Hongkong Electric	<10 sec.	average
➤ Water Supplies Dept. (HK)	<15 sec.	average
➤ Hongkong Telecom	<7 rings (21 sec.)	average





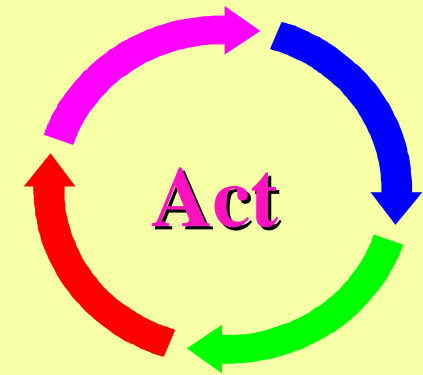
# Benchmarking (cont'd)

## Best service company in HK



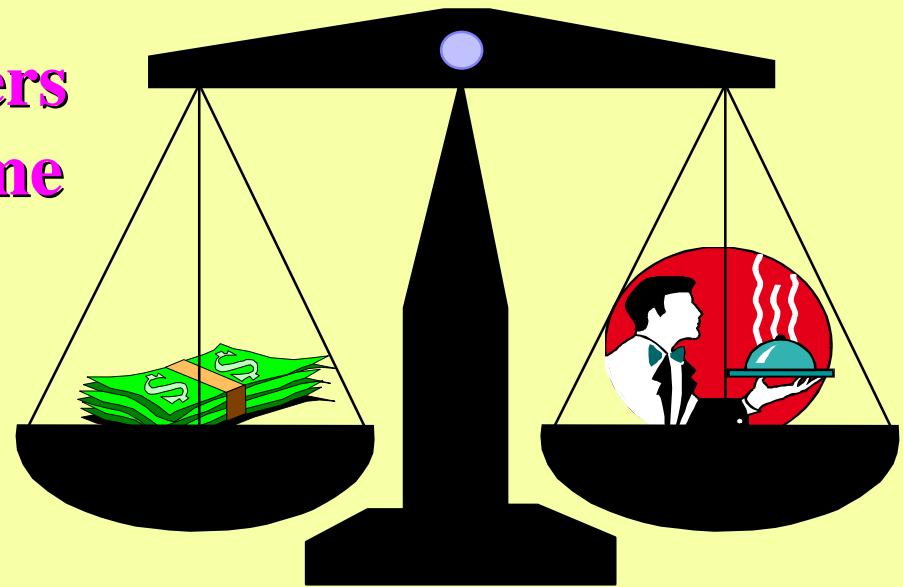
# Continuous Improvement

- Business Process Re-engineering
  - *Bimonthly billing*
- Total Quality Management
  - *Improvement on Customer Telephone Services*
- Continuous improvement
  - *Upgrading of customer service centres*



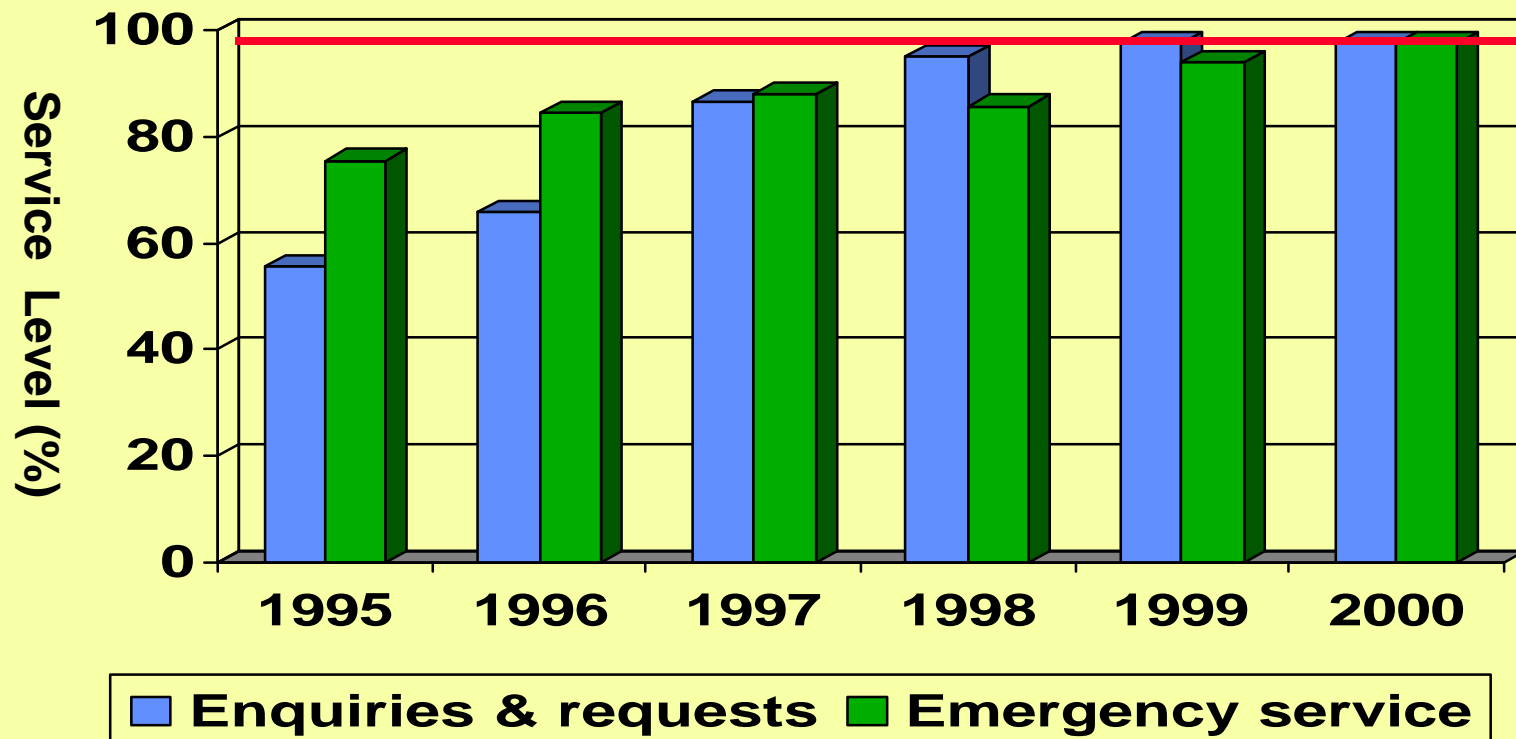
# Bimonthly Billing

- Convenience to customers
- Saving of money and time
- CLPP save \$60M p.a.
- Environmental benefits



# Improvement on Customer Telephone Services

**Performance Pledge:** Answer 95% of customers' phone calls within 4 rings (12 seconds)



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# ISO 9002 Certification

- ◆ Meter test, installation, inspection and reading
- ◆ Billing
- ◆ Customer service centres
- ◆ Customer Telephone Services



# Upgrading of Customer Service Centres



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# Continuous Improvement

**2001 HK Award for  
Services: Customer Service**

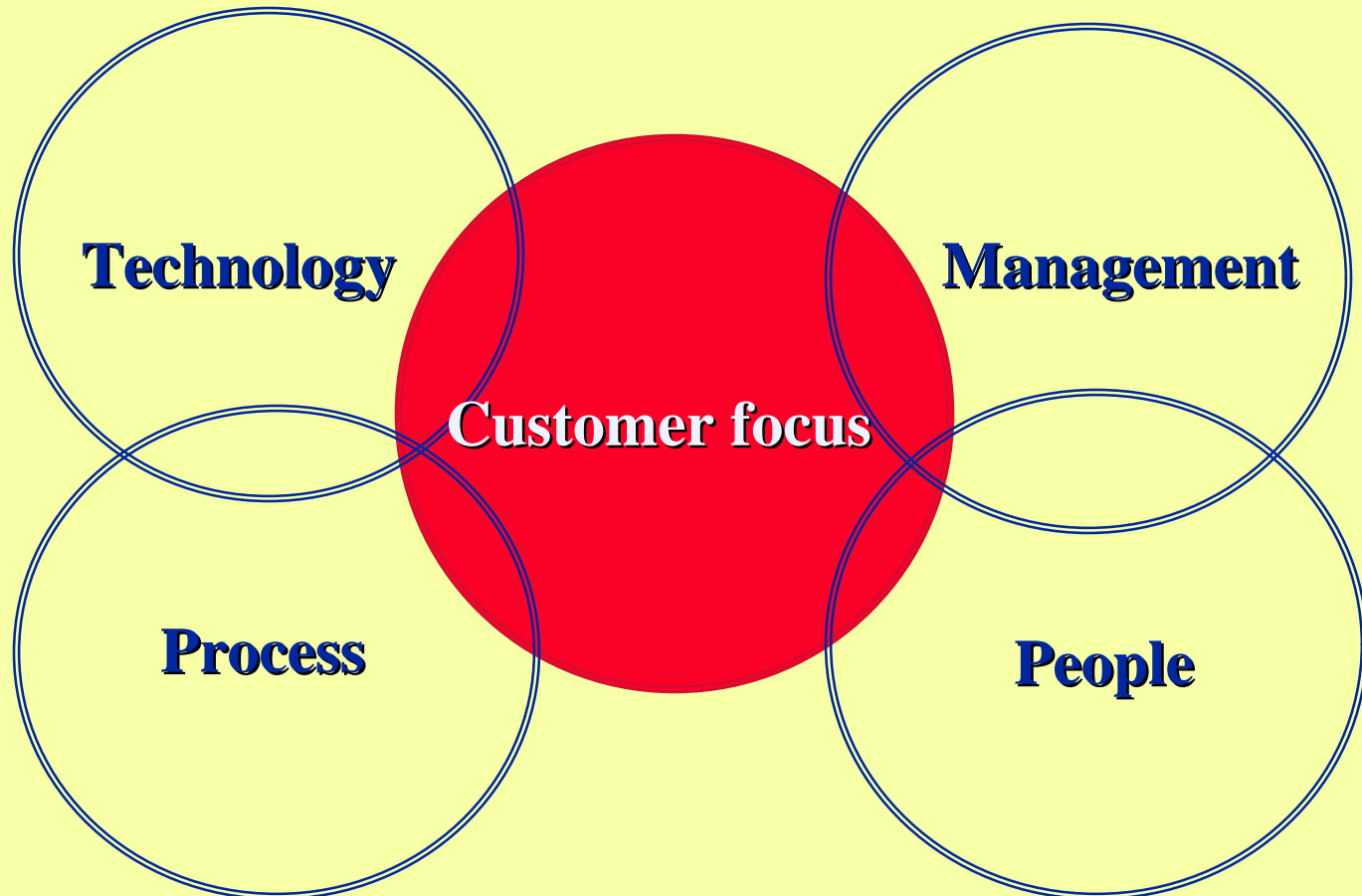


**2001 HKACE Customer  
Service Excellence Award**



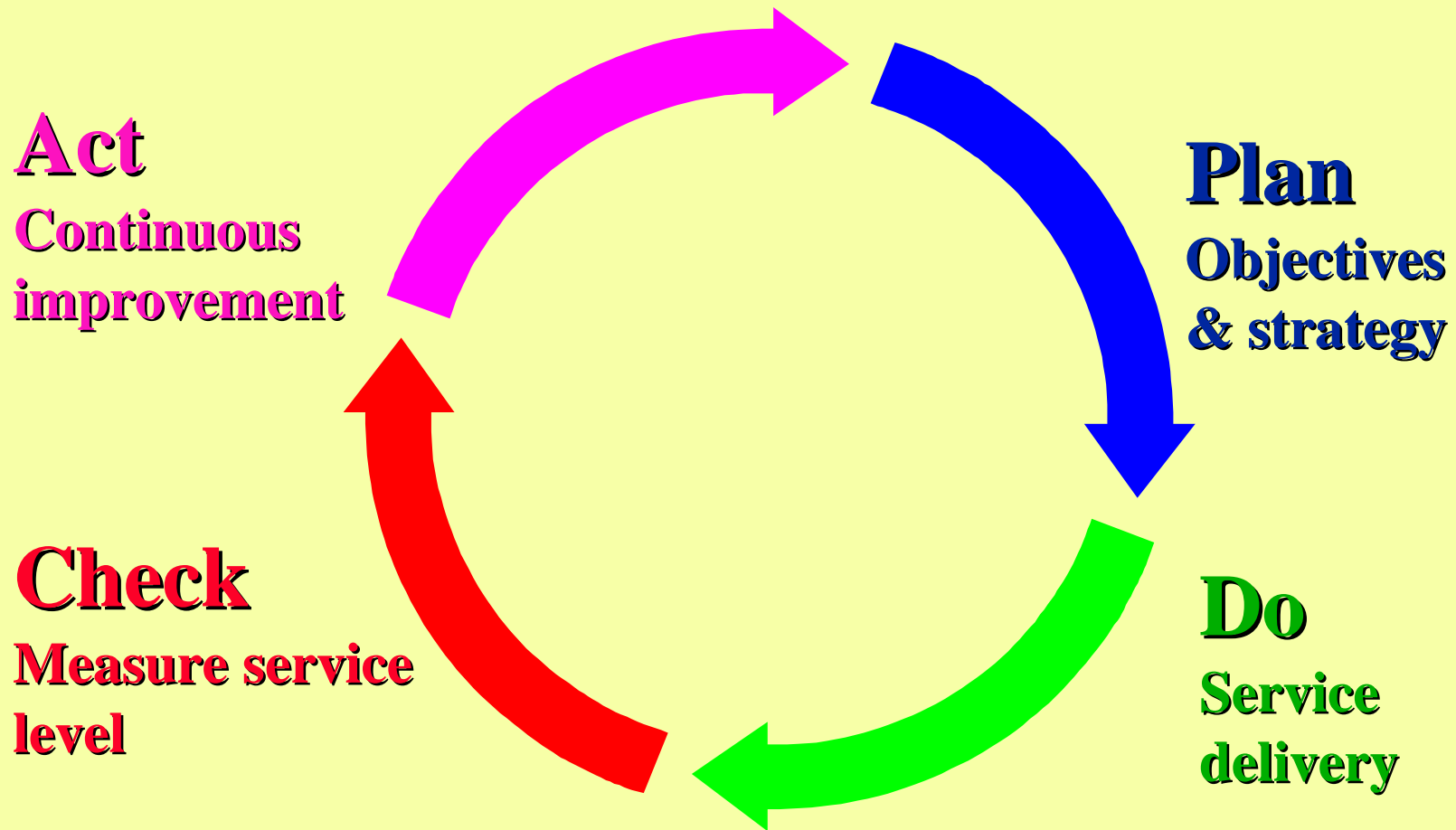
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# Summary: Strategy

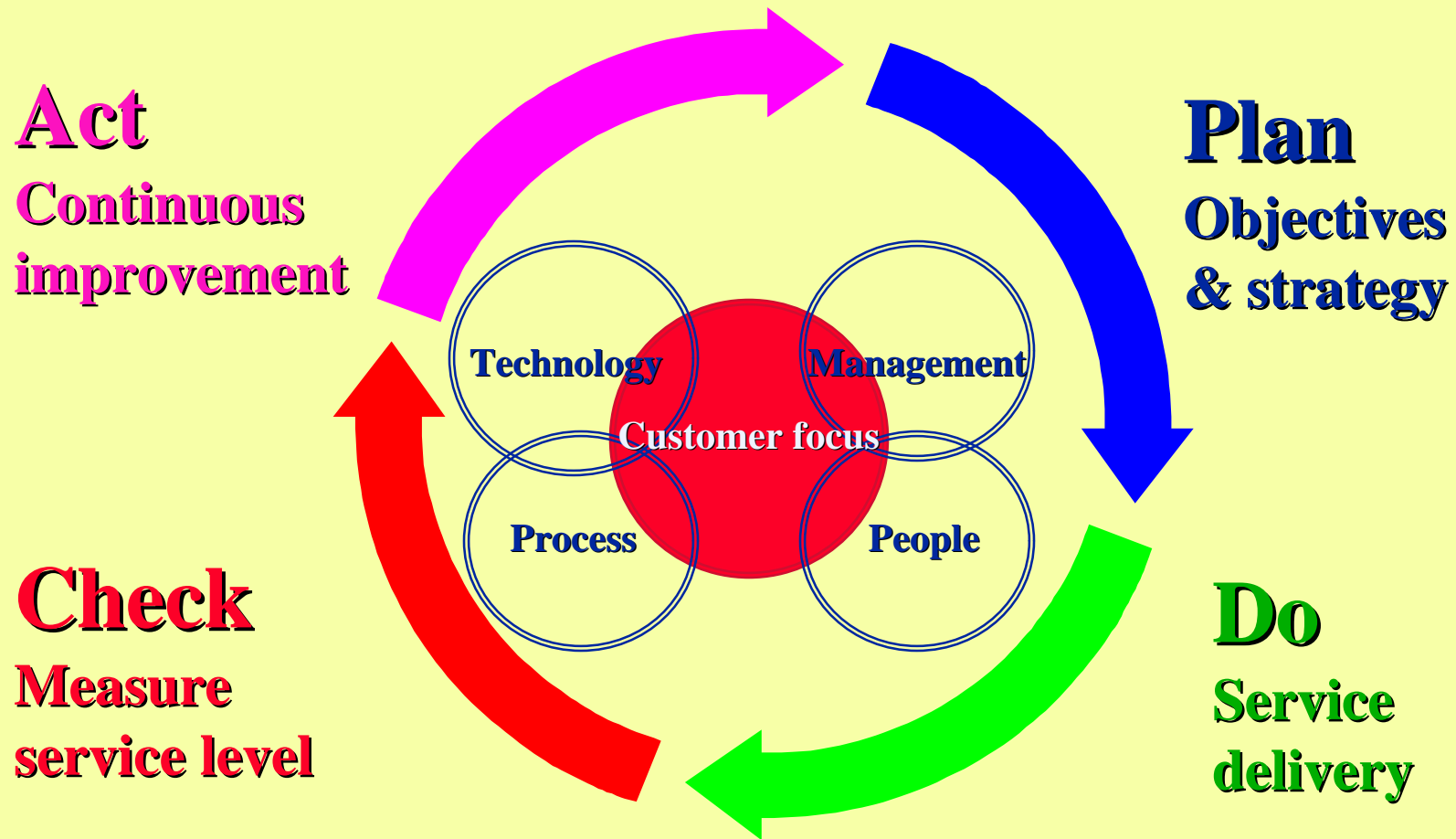




# Summary: Continuous Improvement



# Our Quality Journey Never Ends





Enjoy giving customers a little  
more than what they expect.

*End of presentation –  
Thank you for your time.*

