

# Galp Energia's Customer Care Program - Opportunities for Improvement



Improving Customer Experience Through Customer Care

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## Abstract

**Title:** Galp Energia's Customer Care Program – Opportunities for Improvement

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With the liberalization of the energy markets, Galp Energia had the opportunity to enter a new market – the residential market of electricity supply. With the Galp On service, Galp Energia is able to deliver both energy services, electricity and natural gas, in the liberalized residential energy market.

In this consulting project, the objective proposed by our client was to focus on this new market and analyze the customer care program that Galp Energia provides to its customers. This analysis is not only restricted to the study of the current customer care program. This project also identifies gaps and opportunities for the customer care techniques Galp Energia applies.

In this project there are, in total, seven recommendations for the customer care program improvement – direct and indirect advertising, didactic channel, Google keywords tuning, warning system of energy cuts enhancement, SMS/E-Mail Care, the Galp On's invoice redesign and the online customer support center. These proposals are analysed in detail and are supported with information presented in the appendices.

This consulting project is the result of a semester-long research on the topic and also the reporting of the presentation of the project to the company – Galp Energia. In this document, I will describe how it was to manage this consulting project with the different variables – planning, scheduling, scope management and the final presentation done to the client.

## Acknowledgements

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I would also like to thank my advisor, Professor Rute Xavier, whose constructive feedback, incessant guidance and availability were a valuable help to the development of my dissertation.

A special acknowledgement to Eser Eren, my fellow colleague in the creation, development and final presentation of the consulting project.

Last, but not the least, I would like to show my appreciation to my mother and father, for their unyielding support, endless patience, and for providing me the opportunities to reach this moment; to my brother, for the much cherished assistance; to my sister, for the persistent care and consideration; and, finally, I would like to thank my friends, whose support was extremely important.

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# 1. Introduction



In 1933, Portugal was giving the first steps toward the independence from foreign petroleum-based products. In that year, Sociedade Nacional de Petrolíferos (SONAP) was created and a new Decree-Law was shaped in order to create conditions to refine petroleum in the Portuguese territory.

Through time, SONAP faced different alterations in its structure due to fusions, alienations, nationalizations and privatizations, which, in the end of the XX<sup>th</sup> century, would create a new energy company – Galp Energia.

Founded in 1999, Galp Energia, SGPS, S.A. is, as of now, the largest natural gas and oil-bearing products supplier in Portugal and one of the biggest in Europe. Holder of the two major fossil fuel production and distribution companies in the country - “Petrogal”, the only company with fossil fuel production capacity in Portugal, and “Gás de Portugal”, the owner of Portugal’s natural gas transportation network grid -, Galp Energia controls roughly 50% of the Portuguese fuel commercialization. The other 50% are distributed among several competitors.

Galp Energia’s scope of activities covers several fronts: oil and natural gas exploration and production; refinery and distribution of petroleum based products such as gasoline or diesel; distribution and sale of natural gas; and generation of electric power. Best known for its fueling stations and home distribution of natural, butane or propane gas, Galp Energia is present in a variety of markets. Those markets range from the ones already mentioned to airline fuel production and distribution, production of lubricants for the auto industry, heating fuel or even chemicals for goods production.

More recently, a new market opportunity for Galp Energia appeared – small and medium enterprises (SME) and residential electric power commercialization. The creation of this new market is due to the transition from a regulated energy supplying market, to a liberalized one. The entry in the de-regulated market created the necessity for Galp Energia to redesign its strategy. With that in mind, Galp created a new brand called “Galp Power”, which focuses on providing residential clients with natural gas and electricity, covering two energy needs at once – Galp On “bundle”.

The focus of this project is on the new liberalized market and on Galp’s new service. Our sponsor at Galp Energia proposed to us, as a project, analyzing the current customer

care program provided by Galp and trying to find ways to improve its performance. This research takes the Galp customer experience cycle, going from the discovery of the organization and its offering to the possible cancellation of the contracted services, as a blueprint. Reasoning within the customer experience cycle, our goal was improve its stages with sights on enhancing customer care.

The solutions presented will cover four stages of the customer experience cycle and will consist on new elements and instruments for Galp's customer care program. All the proposed solutions are based on our meetings with the sponsors, our visits to Galp's call center and written communication center and our research of the best practices in the field of customer care.

This dissertation consists of my personal analysis of the joint consulting project by Eser Eren and I at Galp Energia. Not only will I unveil findings stemming from Eser and mine's analysis of different business solutions for Galp, but I will as well present my personal point-of-view on and interpretation of those proposed business solutions.

## 2. Literature Review



Customer experience is recognized in literature as an important determinant of customer consumption patterns (see, for example, Holbrook and Hirschman (1982)). Within this literature, there is a wide acceptance of the idea that customer experience determines, to some extent, consumption levels.

Before getting into too much detail, I would like to, first, present some findings of literature that try to explain how companies and their clients handle customer experience and, more specifically, customer care. I will divide this literature review in six sections in order to individualize, organize and contextualize the different aspects of the future research. The sequence of sections will be:

- Customer Experience – understanding and how to create it;
- Relation between Customer Experience Management and Customer Relationship Management;
- Marketing as an auxiliary to explain the evolution of Customer Experience through time;
- Focus on the residential electricity market's customer experience and loyalty (antecedents and the managing of the loyalty);
- Consumers' motives to switch Energy Suppliers;
- The importance of customer care in an Organization (Customer Care vs. Customer Count).

## 2.1 What is Customer Experience?

Meyer and Schwager (2007) discuss the importance of the Customer Experience component not only to research in general, but also to organizations. The authors begin to explain what is Customer Experience and give certain examples that make the reader not only understand it but also visualize it. *"The secret to a good experience isn't the multiplicity of features on offer"* – with this statement, Meyer and Schwager explain that in order for an organization to provide or improve customer experience, it must not focus on quantity – quality over quantity is the concern here. Of course customer experience is always related to the functionality of the product, but the authors state that there are other ways of creating experience through the product and the use of the

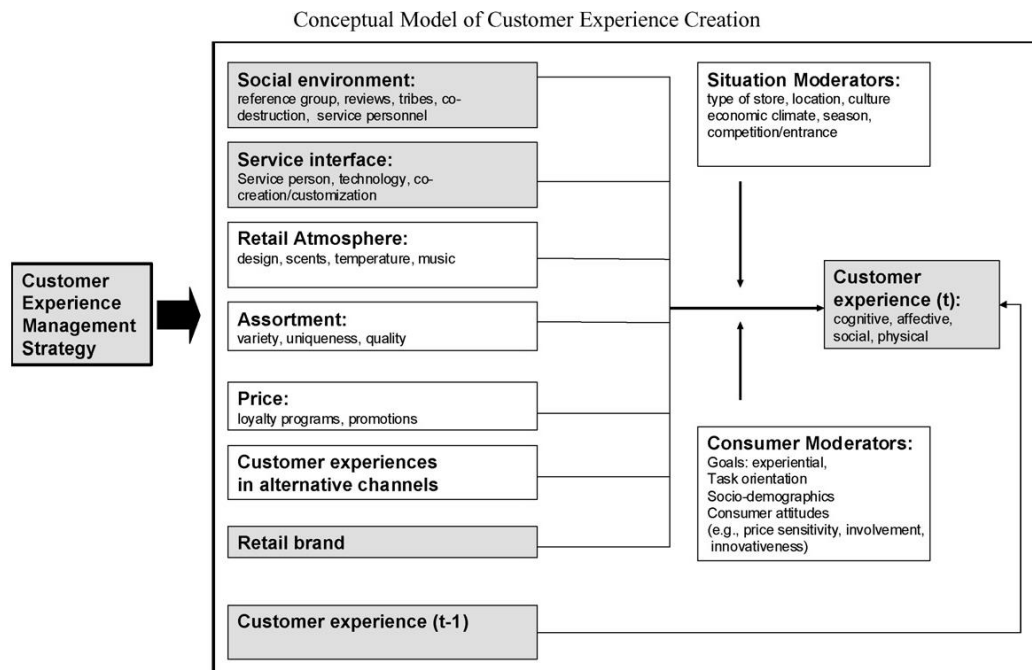
brand. According to the authors, customer experience is *“the internal and subjective response customers have to any direct or indirect contact with a company”*. This contact can be through the purchase of a product or service or it can be through unplanned interactions with representations of the organization, such as word-of-mouth, advertising, recommendations or criticisms, news, among others. Customer experience is what the customer gets of a product purchased or even the brand of the product purchased. One good example of this, and the authors refer to it, is the Apple iPod packaging - *“The origami-like (and recyclable) packaging enfolds the iPod as though it were a Fabergé egg made for a Czar. (...) Every Apple product is designed with the overarching purpose of making the time one spends with Apple an enjoyable experience”*. With this quote, we can see what the authors meant about the other ways to create customer experience without focusing specifically on the product itself.

Schmitt (2004) developed a customer experience management framework in order to ease the analysis on how to successfully provide an optimal experience to the customers. This framework is defined in five constructive steps: Analyzing the experiential world of the customer, building the experiential platform, designing the brand experience, structuring the customer interface and engaging in continuous innovation. These steps represent a gradual construction that an organization has to perform in order to provide the best of the experiences to its customers.

Customer Experience is not only important to customers, but also to organizations. In order to provide the best experience to a customer, an organization must first create a source of customer experience.

Verhoef et al. (2009) established a conceptual model for customer experience creation which is represented below in Exhibit 1. Many factors mold the “current” customer experience. For example, referring to a customer purchasing a product in a retail store, what accounts for the experience is the social environment represented by reviews or the reference group, the service interface, such as the technology or customization, the retail atmosphere, like the design or scents of the store, the assortment, like the variety and uniqueness of the products in the store, the price, such as promotions or loyalty programs, customer experience in alternative channels and the brand of the retailer. Another factor that accounts for the customer experience management strategy is the

past customer experience in the same retail store represented by the “Customer Experience (t-1)” in the conceptual model. The authors state that these are the main criteria to focus on in order to successfully create and manage a solid customer experience.



*Exhibit 1 – Conceptual Model of Customer Experience Creation – SOURCE: Verhoef, P.C., Lemon, K.N., Parasuraman, A., Roggeveen, A., Tsiros, M. and Schlesinger, L.A. (2009), Customer Experience Creation: Determinants, Dynamics and Management Strategies, Journal of Retailing, 85 (1), p.32*

Along with the model, Verhoef et al. (2009) also tried to find a clear definition of customer experience. In their article, they refer Gentile, Spiller and Noci (2007) assuming that “customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction”. In Verhoef et al. (2009), customer experience “involves the customer’s cognitive, affective, emotional, social and physical responses to the retailer”. The authors add that these responses can be influenced by factors the retailer can control, such as the service interface, price and retail atmosphere, or by the factor that are out of the retailer’s reach, like the influence of others or the purpose of purchase.

## 2.2 CRM vs. CEM

Meyer and Schwager (2007) established the difference between Customer Relationship Management (CRM) and Customer Experience Management (CEM) can. In the scheme below (Exhibit 2), the main dissimilarities can be identified. For the authors, while CRM concerns to what the company knows about the customer, CEM relates to what the customers know about the company. The latter is what the authors believe fewer companies do. The extensive expenditure on CRM by companies, lack of harmony with the costumers' needs or some apprehension to what the data may reveal are, for the authors, the main reasons why companies tend to neglect customer experience management.

	What	When	How Monitored	Who Uses the Information	Relevance to Future Performance
<b>Customer Experience Management (CEM)</b>	Captures and distributes what a customer thinks about a company	At points of customer interaction: "touch points"	Surveys, targeted studies, observational studies, "voice of customer" research	Business or functional leaders, in order to create fulfillable expectations and better experiences with products and services	Leading: Locates places to add offerings in the gaps between expectations and experience
<b>Customer Relationship Management (CRM)</b>	Captures and distributes what a company knows about a customer	After there is a record of a customer interaction	Point-of-sales data, market research, Web site click-through, automated tracking of sales	Customer-facing groups such as sales, marketing, field service, and customer service, in order to drive more efficient and effective execution	Lagging: Drives cross selling by bundling products in demand with ones that aren't

Exhibit 2 – Comparison between CEM and CRM - SOURCE: Meyer, C. and Schwager, A. (2007), *Understanding Customer Experience*, Harvard Business Review, 85 (2): p. 119

## 2.3 Marketing as a tool to create and manage CEM

Despite being sometimes forgotten by some organizations, CEM, or as some other authors refer to it, CXM (the "X" from "eXperience"), is having more and more weight in the way organizations perform their businesses. One example can be demonstrated with the article by Goi (2009), where the author analyzes opinions of several researchers skilled in the marketing domain. These opinions question the current 4 P's Marketing Mix Model – "4 P's or more?". The current Marketing Mix Model many organizations base their marketing strategies on is defined by 4 P's – Product, Place,

Price and Promotion. Goi enumerates the many opinions of different researchers and their articles. One idea that can be retrieved from this article, which is supported by Möller (2006), is that the current Marketing Mix Model does not consider customer behavior and so, it is internally oriented. The main reason why there is not an official and universal alteration is due to the fact that the current Marketing Mix Model, “despite its limitations and perhaps its simplicity, the use of this framework remains strong and many marketing textbooks have been organized around it”. Another reason for the continuity of the original model is the variety of proposals for alteration. Some authors support the substitutions of the 4 P’s for the 4 C’s in order to create customer orientation - customer needs, convenience, customer’s cost and communication – and others prefer the inclusion, along with the original P’s, of addition of more P’s such as “personnel”, “physical environment”, “people”, “process” or even a non-P element like “assortment”. This example of divergence of opinions makes the agreement for a new Marketing Mix Model focused on CEM more difficult.

The evidence of the continued improve made by organizations on CEM through time can be observed in the way sales have been made. In the early years, if customers wanted to acquire information or a good, they had to reach for the source, i.e. the product, the company. Nowadays, the product and information works the other way around by reaching out for the customers.

Turban et al. (2002), focused on the topic of customer support by referring to the technical support that nowadays differs from the older days. The authors discuss the evolution from a type of one-time customer support, which relates to the fact that the customer care programs in the past only took action in the moment of purchase and ceased from that moment on, to more sophisticated customer support programs which accompanied the customer before, during and after the moment of purchase. The authors even state that customer service are activities that not only help the customer, but also the company, by making the customer experience meet the expectations he or she had concerning the product or service.

Customer experience and support can be analyzed in the book “Mercator XXI” by Lindon et al. (2008). Despite the book’s focus on marketing, we can withdraw the evolution of marketing and sales relation. Since marketing is a crucial element of

customer experience, it is an important area to analyze. In the book, the evolution of marketing is presented and explored. For the authors, marketing has, through time, evolved through stages – five stages, to be exact. The first stage is referred as the Artisanal stage (XIX<sup>th</sup> century/beginning of XX<sup>th</sup> century where marketing was intuitive and made “one-to-one”. Many stages followed - Industrial stage (until the 1930’s) where marketing was product-oriented; Consumer stage (1940’s and 1950’s) where the focus went from the production to the market; Value stage (1970’s and 1980’s) where there was a differentiated, segmented, value-oriented marketing; and, finally, the Relational stage (1990’s on) where the marketing techniques practiced were modernized through technology, web marketing and e-commerce.

Having been written in 1992, this book may not be considered up-to-date in our modern days, but we can see an undeniable shift of focus from the product and organization, to the consumers in general. Organizations and their practices are no longer *egocentric* – development of customer care practices.

## **2.4 CEM research in the Energy Market and the determination of Supplier Switching Motives**

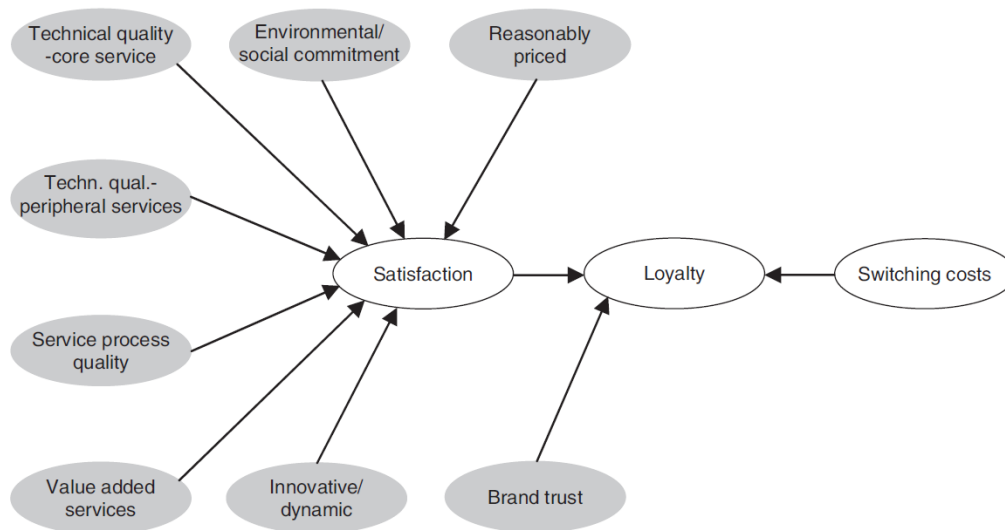
Now that the definition of customer experience was referred, the topic can be now focused on the market of my research – the energy market. In this section of the literature review, the residential energy market will be discussed in terms of switching costs, customer loyalty, satisfaction, trust, which, in the end, account for the customer experience as a whole in this same market. In the article by Ibáñez et al. (2006) we can perceive exactly that and identify the antecedents of customer loyalty in that same market. This article formulates different hypotheses through an extensive literature review and then tries to test them within a methodology. The methodology used consists of an analysis of surveys made door-to-door with 2020 household “decision-makers” concerning the energy service provider. The article by Ibáñez et al. concludes that, for the energy market, the loyalty of customers is dependent of the trust in the energy provider, the switching costs and customer satisfaction. The authors also state

that the conclusions of the article “are in line with the view of several authors arguing that customer satisfaction is necessary, but not sufficient to predict customer loyalty”.

In another perspective, Walsh et al. (2005) try to explain the main reasons why consumers switch energy suppliers. This article goes hand-in-hand with, the already referred, customer loyalty and customer satisfaction. The latter is discussed in terms of relevance for the switching behavior of customers. One fact that the article states is “companies that do not enjoy high levels of customer satisfaction are less likely to retain customers because customers tend to be faced with low switching costs”. The analysis of the motivations for switching energy suppliers is extremely important for customer management, more specifically, customer relationship management and customer experience management – “retaining customers is generally more profitable than gaining new ones”. In this article, a study is performed where a sample of 462 individuals who are energy clients (139 are “switchers” and 323 are “non-switchers”, that is, those that “stick” with the energy provider) answered a questionnaire in order to analyze the impact of satisfaction on switching intention. From the “switchers”, the researchers withdrew information about the switching motives and from the “non-switchers” the motives for the non-switching behavior. The main findings in this article are that generally, if a client shows satisfaction with the current energy supplier, there are two main reasons not to switch – the already mentioned satisfaction and the feel of uncertainty about the other utility providers’ ability to deliver the same service quality level as the current supplier. Also, the researchers identify that fatigue of the relationship between the client and the supplier, which obviously converts into dissatisfaction, results in a decrease of the trust level. Also, in the client’s mindset, a window opens for the other utility providers to “deliver certain services more efficiently and to gain a more positive image”.

Hartmann and Ibáñez (2007) also focus on customer loyalty in the residential energy markets. The difference is that they now talk of a liberalized energy market instead of a regulated one. In a deregulated market, there is no longer a monopolistic environment with tariffs/prices fixed by the regulatory entity. Instead, there is an environment of free market competition where energy providers can set their own prices in order to attract the largest number of consumers. In the liberalized market, energy suppliers are more

prone to become customer-oriented because “customers may now choose among a range of differentiated products and, like any other customer service or product, consumers will evaluate product attributes and prices”. The authors present a set of hypotheses to test. These hypotheses can be identified in Exhibit 3. In it, the authors tried to locate the hypotheses in the connection between customer satisfaction,



*Exhibit 3 - Hypothesized model of the impact of brand associations, satisfaction and switching costs on customer loyalty in residential energy markets – SOURCE: Hartmann, P. and Ibáñez, V.A. (2007), Managing customer Loyalty in Liberalized Residential Energy Markets: The Impact of Energy Branding, Energy Policy, 35, p.2665*

customer loyalty and switching costs. In total, eight hypotheses were formulated about different brand associations consumers create in their mindset. Seven of them concerned the customer satisfaction about the product, the service and the organization (energy supplier). The authors wanted to know how prices, service process quality, innovation, value added services, environmental/social commitment of the supplier and technical quality of core and peripheral services influenced customer satisfaction. One hypothesis concerned to “brand trust” and how it affects customer loyalty.

In order to achieve solid results, the authors used the data collected by the previous, and already presented, investigation by Ibáñez et. al (2006). All of the information was gathered through a door-to-door survey. In total, 2020 valid surveys were conducted.

Their main findings suggest that customer loyalty depends directly as much on brand trust and switching costs as on customer satisfaction. This supports some authors’

believes that customer satisfaction is a necessary but not sufficient indicator of customer loyalty. In order to enhance customer loyalty, brand trust should be “boosted” as well the perception of switching costs through the implementation of loyalty programs, for example. The final results suggest that all eight hypotheses are positively related to customer satisfaction and customer loyalty. All brand associations were identified as directly proportionate to customer loyalty and the author even presents several techniques to improve each one of them.

## **2.5 Customer Care and Customer Experience – related, but not the same**

In this last segment of the literature review, I will, finally, discuss the research already done in the field of customer care. This topic is the one crucial to my consulting project, due to the fact that the proposals presented by the project are considerable improvements to Galp Energia’s Customer Care Program.

Customer care is one way to create customer experience. The article by Clutterbuck and Goldsmith (1995) is a good example of how customer care is important to organizations in order to improve customer experience. Simply by observing the title of the article, “Customer Care Versus Customer Count”, we can deduce that, for the authors, it does not matter if an organization has a higher number of customers. The important issue is the way how the customers are treated. It is highlighted by the article the fact that “the best customer is usually an existing customer”. Also referred by Reichheld (1996), it is more profitable for organizations to invest in current customer than trying to get to new ones. Exhibit 4 translates just that. While with new customers, the organization has to incur in an initial cost, by retaining current customers, the organization can, first break-even with the initial expense, and then profit from a customer that continues to buy, refers the product to other buyers - organization gathering new customers without any cost involved.



Exhibit 4 – SOURCE: Reichheld, F.F (1996), *The Loyalty Effect*, Harvard Business School Press, p. 39

This is the reason why Reichheld believes that organizations profit more by focusing on their current customers, by improving customer care, because improving the customer retention rate is a mechanism that ensures that customers will continue to buy products from the organization. If an organization does not invest in ways to improve customer retention rate, most of the new customers will engage in one-time purchases, which normally does not cover the customer acquisition costs and it is a strategy that does not make the most of the customer’s potential. Reichheld also evokes the 20/80 rule – 80% of the effects (outputs) derive from 20% of the causes (inputs). This rule suggests that a small increase in the customer retention rate can bring great benefits to an organization.

Going back to the Clutterbuck and Goldsmith article, it is important to mention customer recovery protocols that organizations have to have in order to retain customers. Customer recovery is only used in extreme situations – when the organization fails to provide its services. In order to explain what customer recovery is, why organizations should also focus on this issue and how it is performed, the authors provide the example of British Airways and situations where the passengers’ luggage is damaged. In order to avert this type of problem, British Airways’ strategy goes through maintaining “a stock of the most common luggage (bought at hefty discount from the

manufacturers) and replace damaged items on the spot”. With approaches like this, organizations are able to create “competitive advantage before cost”. One other article that focuses on loyalty rebuilding is the one by La and Choi (2012). In it, the authors discuss the importance for an organization to build a relation of affection with the customer in order to avoid loyalty breakdowns when there is service failure. Customer affection is introduced as an emerging concept in the organizational field. La and Choi believe that, like in the relation among humans, the interaction between an individual and an organization, represented by its brand, is also characterized by emotions. The article by Thomson et al. (2005) is also evoked, with the discovery that customer affection is one of three major factors for emotional attachment of an individual to a specific brand.

Going back to the La and Choi (2012) article, a concept model was designed, shown below (Exhibit 5), in order to explain the evolution of certain aspects of the customer-organization relation after service failure and the consequent satisfaction recovery performed by the organization. The three main aspects are customer affection, customer trust and loyalty intention. All of them are affected by the recovery of satisfaction. All of the arrows in the model below represent the hypotheses formulated by La and Choi – arrow from “a” to “b” represents hypothesis of positive impact/influence of “a” on “b”. Only arrows between customer features in same time frame (before or after service failure and recovery) mean other type of hypothesis. For example, the arrow between customer affection “b” and loyalty intention “b” relates to the hypothesis that the relation between these two is weaker than the relation between the same features after service failure and recovery, i.e. customer affection “a” and loyalty intention “a”.

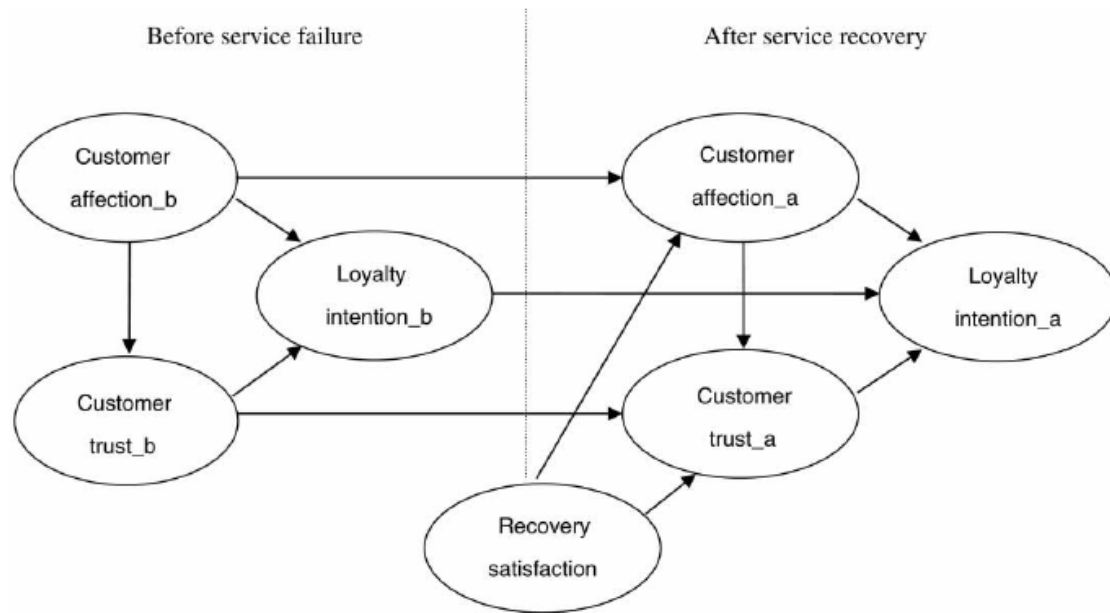


Exhibit 5 – **Conceptual Model** - La, S. and Choi, B. (2012), *The role of customer affection and trust in loyalty rebuilding after service failure and recovery*, *The Service Industries Journal*, 32:1, p.112

Their results showed that all the hypotheses were accepted except the positive influence of customer affection before service failure and recovery and the positive impact of loyalty intention before service failure and recovery on the loyalty intention after service failure and recovery.

### 3. Methodology



Galp Energia, as a service provider, must have different channels of contact with its clients. With the interest to have an overview of Galp's customer care program, we had to see the company from the inside. In order to reach their customers, Galp acts in four main fronts – an outsourced call-center and written contact center, Galp Energia stores and via its web-page. These four channels will be discussed in more detail later on.

With these contact channels, customers have the task of reaching Galp, eased. With the help of our sponsor, we had the opportunity to visit the two main channels of contact between Galp and its customers – the call-center and the written contact center. These appointments helped us to not only know what the complaint management processes are, but also how the company communicates among its diverse divisions.

Moreover, Galp Energia provided us with documents that described their processes and flow of information at the call-center and written communication center. The first document we had the privilege to analyze was the number of services Galp provided in the year of 2012 and beginning of 2013 with their premium program – Confort Home and Confort Care. These two premium services were available for clients for a monthly fee and they provided certain “perks” like 24/7 gas assistance, “ready-to-go” plumbers or electricians, or discounts on electric appliances. In addition, we also analyzed documents with the various flow-charts concerning the treatment of complaints, information requests, activation procedures or billing processes.

Furthermore, the elaboration of a survey helped us to identify how energy customers feel about their service and what they want from their suppliers. The survey was developed by us, with the support of our sponsor, and its aim was to combine questions that helped our research and also certain issues Galp wanted to compare with notes they had from past information. The survey performed is going to be analyzed in more detail in the following section.

### 3.1 Survey

As it was said before, we also wanted to insert in this research a survey as a part of the methodology used to reach certain conclusions. We knew that, by using a survey, we would get an interesting perspective from a point-of-view different from the organization – the customers.

But, from the beginning, we did not want to only look to Galp's customers. We also wanted to do a little of competitive analysis. With that in mind, we created a survey open to every customer of any supplier, both in the liberalized and regulated market (Appendix I).

The survey was an analysis of customer care programs in the Portuguese energy market. We divided the survey in four parts. A first one that evaluated the consumers' knowledge about the market with questions concerning the liberalized market and if there should be more information available for the consumers. The second and third part assessed the customers' opinions about their natural gas and electricity providers, respectively. The last part of the survey concerned the extra services energy companies can provide to its customers. Our objective with this fourth part was to assess the customers' receptivity and price sensitivity to services like Galp Confort Home and Confort Care.

Our survey was developed and distributed online through "Google Docs". An online survey was the best choice in order to get fast and still consistent answers. We collected 53 valid survey responses between the dates of 24<sup>th</sup> of April and 6<sup>th</sup> of May of 2013. We admit that the sample collected is not a considerable amount, comparing with the "normal" sample size in researches, but since our aim was people that already pay their bills and we, at the same time, are students who have few of those people in within our acquaintances, we believe that the number of responses is adequate. The average age of our sample is 42 years old and the results will help Galp Energia to compare them in the future with already collected customer opinions.

Our main findings were quite surprising and some of our solutions focus on results retrieved from the survey. A more detailed presentation and analysis of the results of the survey is available at the end section of this document in Appendix II.

## 4. Managing the Consulting Project



This dissertation is my analysis of the results of the consulting project developed by Eser Eren and I, at Galp Energia.

Coordinated by Professor Rute Xavier, Eser and I contacted Galp Energia in order to assess their interest on the development of a consulting project. The proposition was accepted and the prospective project was underway.

Our first contact with Galp Energia was made through Dr. Nuno Vaz Neto and Dra. Mafalda Costa Ferreira who, at a later stage, presented us to Dra. Joana Felino Rodrigues, our sponsor. Dra. Joana Rodrigues supported us at Galp Energia from the beginning until the end of the project.

At the kick-off meeting, Eser and I had the opportunity to present ourselves to our sponsor and also to get to know the topic we were going to research.

Galp Energia defined the topic of the consulting project: *Galp Energia's Customer Care Program – Opportunities for Improvement*

While developing the consulting project, we were assisted by Professor Rute Xavier, our dissertation advisor, through weekly meetings and individual clarification sessions.

Moreover, we had certain checkpoints where we had to deliver already written parts of our dissertation. An example of that is the early delivery of the literature review in order to not only our advisor keep track of our work, but also to give us feedback and opportunities for improvement in the structure of our dissertation.

## **4.1 Planning and Scheduling**

In total, we had five meetings with our sponsor at the Galp Energia headquarters. We tried to space our meetings throughout the project. By doing that, we could progressively present new information every meeting. It was only important to schedule a meeting at the Galp Energia headquarters if the matter was the presentation of new ideas and the clarification of important requests.

The meetings' goal was to keep our sponsor up-to-date with the progress of our project and to receive feedback on the feasibility of potential business solutions.

## 4.2 Scope Management

In the beginning of consulting project we had to define our scope. The scope of our project is the result of an incremental process. By discussing within the group and meeting with our sponsor, we were able to reach a consistent scope.

In first meeting the scope was defined as opportunities for improvement in Galp Energia's Customer Care Program and this scope was managed in a way that would us focus only in 4 segments of customer experience cycle.

### 4.2.1 Adversities

Our consulting project was characterized by certain setbacks along the way. These obstacles proved to be an opportunity for us to understand the market we were working on and to improve our relations with the sponsor.

We had some opportunities for business solutions denied. A first proposal was the development of an alliance with a real-estate agency in order to aggregate Galp On services to the renting or selling of houses and apartments. This idea has an initial interest but our sponsor informed us that Galp Energia already researched that matter and did not need any further investigation.

Another idea we presented was the substitution of the meter reading instruments. Our proposal consisted on the technicians who perform the meter readings at clients' residences, having an instrument which not only collected the meter readings, but also, printed a receipt. This receipt would present the consumption of natural gas and electricity made by the client, a comparison with previous consumptions and the amount the client has to pay. Along with the amount, an ATM reference would be provided for an easy and quick payment.

This idea was set aside by our sponsor due to the non-feasibility of the process. The meter readings of electricity and natural gas are performed by different companies. Even if the client has both services contracted to Galp Energia (Galp On bundle), the

meter reading would still be done by Galp Energia technicians for natural gas and EDP technicians for electricity. This stipulation is set by ERSE and the Galp Energia technician cannot perform both readings.

Considering these adversities, we had to adapt our scope to Galp's indications.

### **4.3 Final Presentation of the Consulting Project**

The presentation of the consulting project to Galp Energia occurred in 31<sup>st</sup> of May of 2013. Present in the conference room, there was our sponsor, Dra. Joana Rodrigues, our advisor, Professor Rute Xavier and four more people representing different areas of Galp Energia's top management. We had a 45 minute presentation followed by a Q&A session where the staff could ask us the main doubts about the project presented.

After clarifying all the questions made by the Galp Energia staff, Eser and I delivered a Client/Customer Satisfaction Survey (Appendix III) in order to understand what we did right and what aspects should we try to improve. Also, it help us to understand which ideas were the strongest and which ones did not make the desirable impact.

Two recommendations stood out from all the seven presented – the revamped Galp On's invoice and the didactic channel (which will be described in a detailed manner in later sections of this dissertation).

Our idea for new design of the invoice was the proposal with the most interest by the audience in the presentation. One of the members of Galp Energia's management even stated that "the recommendations with the lowers cost of implementation and development are, in this case, the ones with the highest returns". It was rewarding for me to see something I started to create and then developed with Eser to become a serious and real possibility.

Several days after our presentation, Dra. Joana Rodrigues called me in order to get more information on the matter of the invoice's redesign. It was a hint that our recommendation was clearly fulfilling a need at Galp Energia.

The second most interesting recommendation for the audience was the didactic channel. We presented it as a medium and long-term idea to implement. In the short-run, Galp was intending to open such a channel, but, in the long run, it was definitely attention-grabbing.

## 5. Insights on the Structure of the Energy Market



From a Regulated to a Liberalized Energy Supply Market

## 5.1 Defining the Regulated and Liberalized Energy Markets

The liberalization of the energy market started long before the entry of Galp Energia in the residential electricity market in 2012. But, before explaining the transition from the regulated to the liberalized energy markets, we need to understand what, in fact, are the regulated and liberalized energy markets and what the main differences between them.

The regulated energy market consists in a regulatory entity, in the case of Portugal “Entidade Reguladora dos Serviços Energéticos” (ERSE), fixing the tariffs and prices for energy a limited number of electricity and natural gas suppliers (“last resort” suppliers).

On the other hand, the liberalized energy market does not have its prices established by a regulatory entity. In it, suppliers can offer their own prices in order to gather the most customers – free competition - but, of course, always constrained by fair competition rules. In the liberalized market, the consumer has the freedom to choose the supplier the best matches his/her need, both in terms of prices and consumption profile.

Currently, customers who continue to be supplied in the regulated market pay a transitory tariff. This transitory tariff is set by ERSE and it will be, until the end of the year 2015, increased gradually in order to “indirectly oblige” clients to move to a liberalized market supplier.

## 5.2 The process of liberalizing the natural gas and electric power markets

The first advances in the liberalization of the energy market were in the natural gas sector, through the European directive 90/377/CEE of June 29 of 1990. From 1990 on, many directives were added to the initial one, in order to promote a free choice of natural gas suppliers by clients. It was only in 2006 that a document was approved by the Council of Ministers, with the intent of “opening” the natural gas market to other suppliers. This transition to the liberalized market was set to be through stages. First, the liberalization of the market was only electricity producers in ordinary regime in 2007, then for larger consumers of gas - >1 million m<sup>3</sup> *per annum* in 2008 and >10 000 m<sup>3</sup> *per annum* in 2009 – and, finally, for every client in 2010.

The liberalization of the electricity market, like the natural gas sector, was also done in phases, although in this market, the liberalization was done earlier. In Portugal, the “opening” of the electric power market was performed in a progressive way between 1995 and 2006. The stages were similar to the natural gas ones, with the largest consumers being the first ones to have the possibility to choose their electric power suppliers and then opening the market to other less “massive” consumers. In Portugal, from September 6<sup>th</sup> 2006 on, which anticipates the fulfillment of the European directive nº 2003/54/CE, all electric power consumers are able to choose freely their suppliers.

For both energy markets, natural gas and electricity, the complete transition of clients from the regulated market to the liberalized one is expected to be accomplished in the end of the year 2015. That is, by the beginning of 2016, every electricity or natural gas client must be supplied by a provider functioning on the liberalized energy market.

## 6. Galp Energia's Current Customer Care Program



How do Galp Energia's clients stay in touch with the company?

And how does Galp Energia communicate with its clients?

As it was previously discussed in the methodology, Galp has four main establishes the communication with its customers through four main contact-lines – an outsourced call-center and written contact center, Galp Energia stores and via its web-page.

These four channels of communication are part of Galp Energia's customer care program. In order to present further solutions on how to improve Galp's customer care program, first we need to have an overview on how each contact center works.

## **6.1 Call-center**

The Galp Energia call-center is probably the busiest means of interaction between the organization and its customers. Per day, the staff handles calls to the thousands, that concern to a large variety of issues – requests for information, complaints, customers giving feedback about the gas or electricity meter readings, among others.

Although it is a service of Galp Energia, the call-center and its employees are outsourced to TelePerformance, a French-origin company that specializes in outsourced CRM functions, that has expanded its activities to several countries including Portugal.

At TelePerformance, a whole floor is dedicated to Galp Energia's customers. A section is focused on the customers that are still in the regulated market and the most active section, which is the one I am focusing on, is dedicated to the liberated market – Galp Power. In that floor, the staff is divided in several groups concerning the type of contact with the client. The main areas in the Galp Energia's call-center are the inbound area, where customers call Galp in order to ask information or complain about a certain issue; the outbound area, where the contact is made by Galp in order to follow the developments of certain matters or to conduct feedback surveys about a prior visit of a technician to the customer's house; the contracting area where people call or are contacted in order to acquire Galp's services; and installation/activation, where all the contacts concern to the installation and activation of Galp's energy services.

## 6.2 Written contact center

Like the call-center, Galp Energia also outsources their written contact with customers. The company responsible for the management of this service is called SIBS PROCESSOS (SIBS) and they specialize in business process outsourcing. Galp Energia is one of the many companies that trust SIBS with this kind of service.

Before SIBS, the management of the written contact channel was performed at Galp's headquarters. After an in-depth analysis of the "pros and cons" of the situation – own written contact center and, at the same time, entering the liberalized market -, Galp Energia decided to outsource this service. Apart from the disadvantages of not having the written contact channel within its vicinity, moving to SIBS seemed to result in a right choice for Galp. Sibs and Galp Energia establish constant contact which dissipates any sense of distance between them. Also, having this type of service outsourced is a synonym for a better service, due to the fact that one of SIBS' activities is providing this type of service. Having a more experienced team on the matter is better for Galp and, of course, the customers.

Customers can contact Galp through this channel by going to Galp Energia's web-page and file a complaint/information request/suggestion in a pre-designed online form, by email ([galp@galpennergia.com](mailto:galp@galpennergia.com) or [galpon@galpennergia.com](mailto:galpon@galpennergia.com)), by letter/fax or by filing a complaint at the front-office. The written contact channel does most of the tasks the call-center does, but with a downside- the reply takes more time. Since in the call-center a client is dialoguing "live" with Galp, in the written channel the maximum time for response (SLA) is:

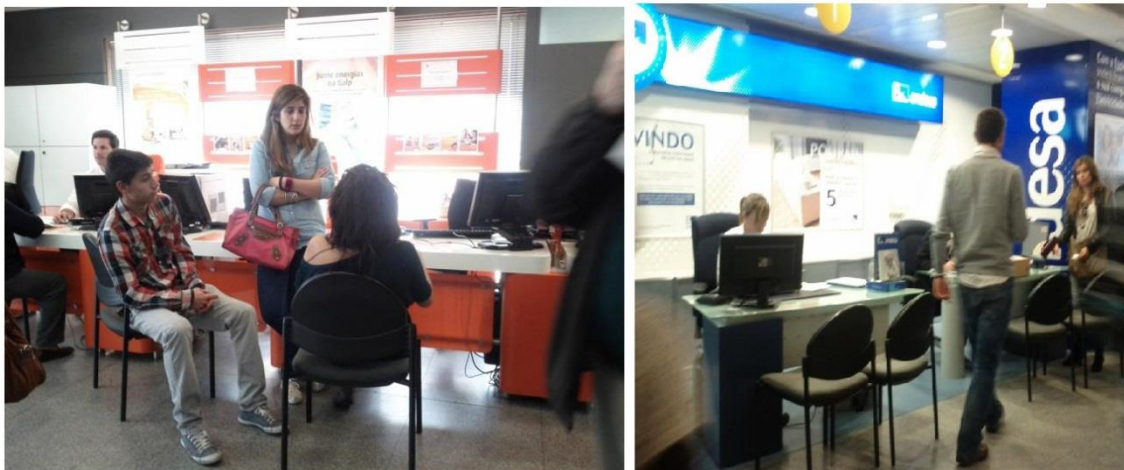
- Information requests:
  - E-mail: 12 hours
  - Letter/fax: 1 day
  - Web: 6 hours
  - Front-office: 1 day
- Complaints:
  - E-mail: 3 days

- Letter/fax: 4 days
- Front-office: 2 day
- Official Entities (ERSE and DECO): 10 days

### 6.3 Galp Stores

Galp Energia also has a physical contact with its clients. By being present at “Lojas do Cidadão”, stores where people pay bills and handle governmental bureaucracies, and on different locations across Portugal, Galp can reach out for its clients and establish a human interaction related with its services. Clients value human exchange of information and Galp, at the same time, wants to state that it is an organization “made for people by people”.

Galp Energia is present at the “Lojas do Cidadão” since their beginning. Now, with the liberalization of the energy market, “Lojas do Cidadão” have become a new “battleground” for energy suppliers. Since the energy market is now open for new suppliers, reaching out for current and new clients is a key rule and, through stores like these, new suppliers are able to do that (Exhibit 6).



*Exhibit 6 – Galp Store at Loja do Cidadão in Laranjeiras (left) and a competitor’s store(Endesa) at the same Loja do Cidadão (right)*

## 6.4 Galp Energia's Web-Page

Like any other company nowadays, Galp Energia also has a website where all its products and services are displayed ([www.galpenergia.com](http://www.galpenergia.com)).

As it was already said, since the liberalization of the market, Galp Energia created a new company called Galp Power and a new identity for this new market. Also, Galp created an autonomous website for its Galp On service ([www.galpon.pt](http://www.galpon.pt)) (Exhibit 7).

The new website is less complex than the main one, only displaying the services for the liberalized energy market (Exhibit 8), promotions, contacts, frequently asked questions (F.A.Q.'s) and a section for the acquisition of a service by a potential customer.



Exhibit 7 – Galp On site's main page



Exhibit 8 – Galp On site's contracting section

In the following segment of this paper, I will discuss some alterations that can improve this web-page's utility and efficiency.

## 7. Recommendations - Enhancing Galp Energia's Customer Care Program



In order to organize our proposals of improvement, I divided them within the customer experience cycle (Exhibit 9). The customer experience cycle was firstly presented to us by Galp in the first meetings and, since “day one”, the objective was to improve it. Every solution presented by us had the goal of successfully refining this cycle by adding, altering or removing certain elements within.

In this consulting project, we identified four of the seven stages of the cycle that needed improvements: “Discovery”, “Using the Service”, “Paying for Service” and “Resolving Issues and Complaints”.

The proposals based their foundations on the results of our visits to TelePerformance, SIBS, meetings with our sponsor and, of course, the survey conducted.

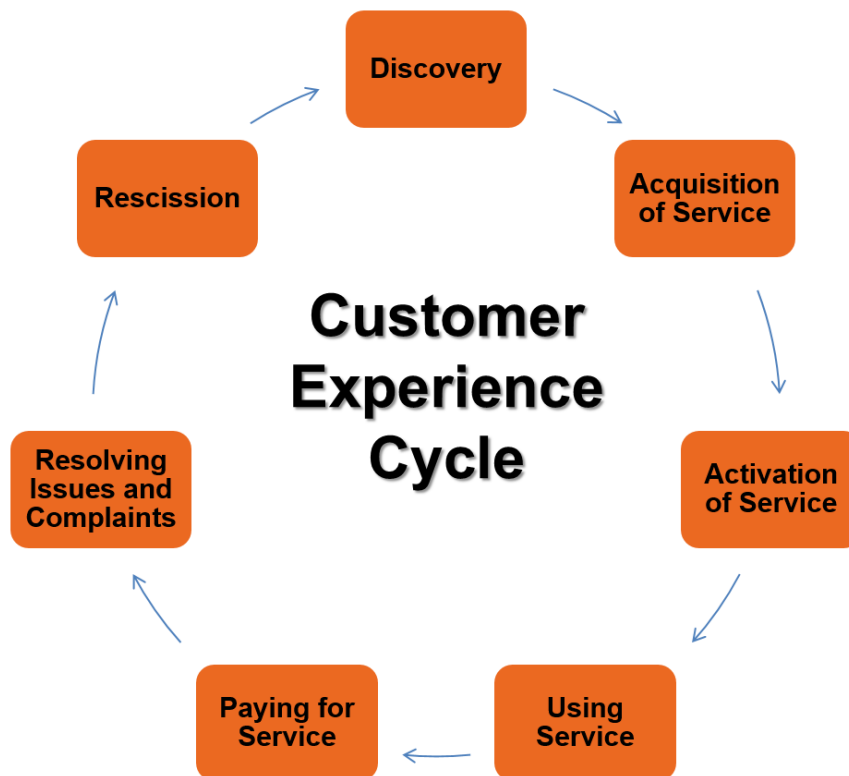
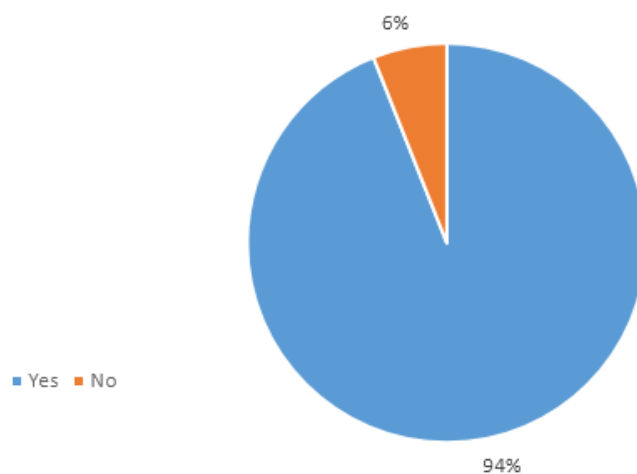


Exhibit 7 – Galp Energia’s Customer Experience Cycle – SOURCE: Galp Energia

## 7.1 Discovery

One of the most important results we could retrieve from the survey was the fact that a considerable percentage of our sample does not know what the liberalized energy market is. From the people that answered to our survey, 42% do not know of what liberalized market of energy consists in. Also, a value that reinforces the notion of lack of knowledge about the liberalized market is the 94% of the sample that says that there should be more information about this new market structure.

Do you consider that there should be more information about what is the liberalized energy market and its principal advantages?



*Exhibit 8 – Survey results of question n° 5*

In our opinion, there should be more information about the liberalized market. It is of the interest of ERSE to explain the market to consumers but, at the same time, we see that they are not doing it right. There is an opportunity for Galp to do some “social responsibility” and help consumers know what the liberalized market is, with, of course, Galp advertising.

The most voted ways for the dissemination of information on the liberalized market is television (26%), then by letter to each client (25%) and the third most chosen way of information disclosure is press (21%). What the customer wants is always important for organizations, but every decision permanently comes down to how much money the company is spending on each decision. In our opinion, TV and press are good means of

communication, but they are also pricy. We believe that Galp Energia can reach everyone by spending less money.

We identified two main channels that Galp Energia can use to inform energy customers of both the structure of the liberalized market and Galp's products in that same market – online and mail.

In which way do you believe is more efficient in order to inform the clients about the liberalized market?

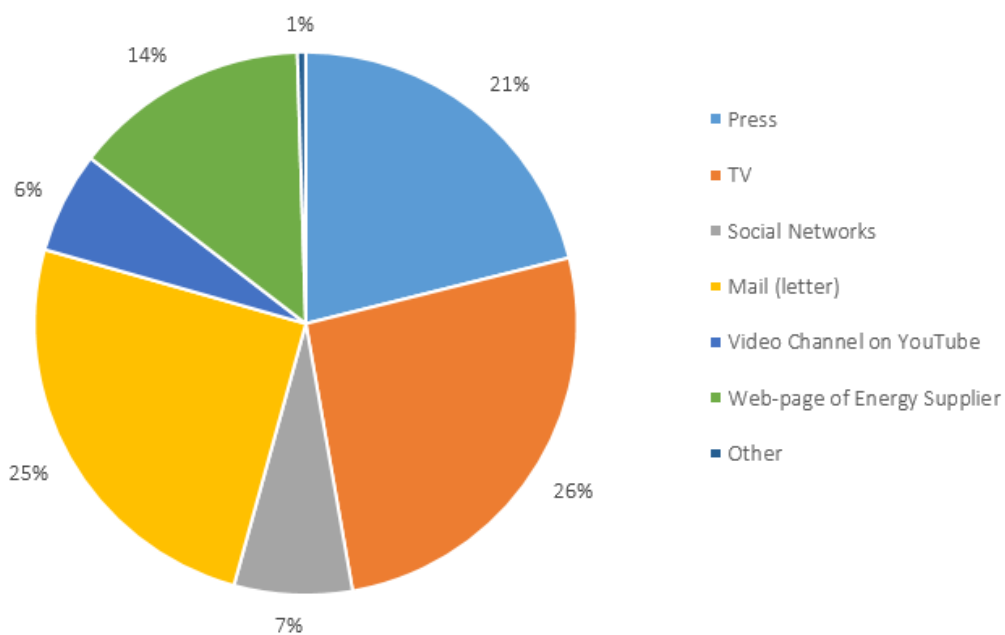


Exhibit 9 - Survey results of question nº 6

### 7.1.1 Online

Galp Energia has the possibility of providing information online in a different way from the current days. We observe two online strategies for Galp to inform and sell at the same time its products and services. First one a simple tweak to the keywords on the website.

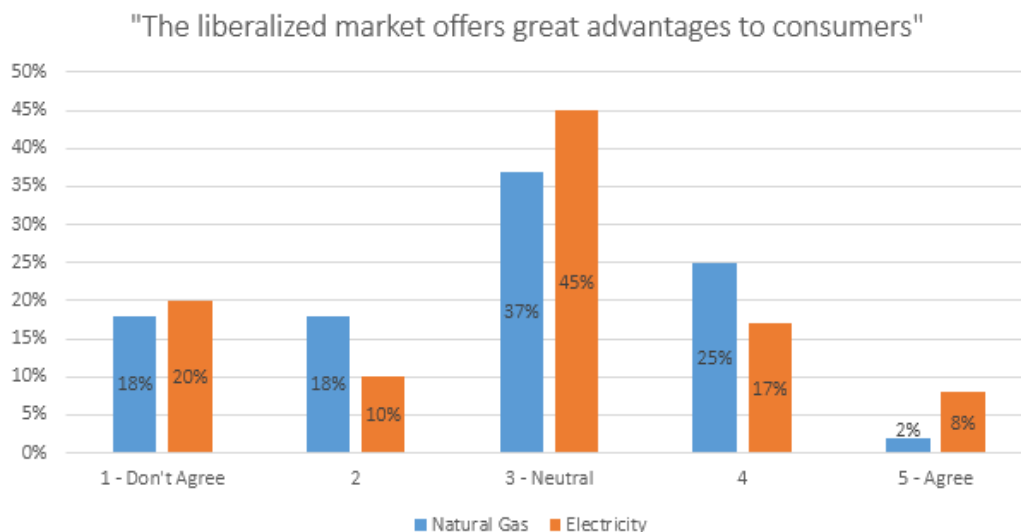
Galp has a range of keywords registered that make its website appear on online searches. The problem is that Galp Energia has its keywords under the new Portuguese Spelling Agreement. This agreement is quite recent and a lot of people, especially the

older ones, do not use it. For example, under the new agreement the word electricity is spelled “eletricidade”. Before the agreement, the word was spelled “electricidade”.

By analyzing the data provided by Google, at the time of the scrutiny, the word “eletricidade” had an average of 49.500 searches per month. The word “electricidade” (under the old agreement), had almost the double of the searches per month – 74.000. If we search on Google the keyword “eletricidade”, we can see that, apart from ERSE, Galp Energia is the first entity that appears in the search results. However, if we search “electricidade”, Galp Energia does not even appear in the first page of results.

What we propose is the insertion of the words under the old spelling agreement in the keyword list, adding to the ones already there. By doing that, Galp Energia would be covering all the searches done concerning electricity. It is a quick-win that would result in great benefits for Galp.

The second online strategy we discuss is informing consumers in general about the new structure of the market. In the graphic below (Exhibit 12), not focusing on the neutral responses, it can be seen that a large part of our sample does not know the possible advantages of the liberalized market of energy. Overall, the majority of consumers does not know or has doubts about the positive aspects of this new market.



*Exhibit 10 – Comparison of survey results for electricity and natural gas clients on the advantages of the liberalized market*

Galp Energia wants to transmit the idea that the liberalized energy market only has advantages over the regulated one and the consumers will be better served.

Informing online is quite interesting but, at the same time, it has to be done in the right way. Nowadays, Galp has been trying to modernize its services. Alongside with the up-to-date procedures like the direct debit transaction, the electronic invoice or the “Conta-Certa” procedure, Galp can also innovate on this matter.

What we proposed was the creation of a didactic channel on *YouTube* for Galp to divulge information about the liberalized market. This option was one of the choices in the survey but it only had 6% of the votes. Anyway, we believe that this is a good strategy for Galp to perform. We have come to notice that EDP, their main competitor, also has didactic videos about the liberalize market and the transition from the regulated market to this new one. The only difference is that EDP only has the videos on their website and not at the reach of anyone. Galp would not only do this better than its competitor, but also make it within reach of every consumer.

A lot of companies in different markets already have this type of strategies. By using YouTube instead of TV, video communication is done with a considerable amount of money saved. With it, Galp would have a first mover advantage in the energy market. People value information and if Galp developed this channel, it would create the image that Galp Energia is socially responsible and cares about its customers and its market.

The template of the videos would be a simple one. The video presentation would be based on videos like the “MinutePhysics” channel on YouTube – didactic, simple, user-friendly. Despite having a different objective, the Galp Energia channel should be as simple as “MinutePhysics”. Images and diagrams appear while a voice narrates everything. A link to a non-narrated example done by is available at Appendix IV.

From the meetings we had when developing this project, it was said that this idea did not consist of a short term project for Galp. That is why we are presenting it as a long-

term proposal which needs to study the market and the consumers in order to assess its receptivity.

### 7.1.2 Mail

We see in mail (post) an opportunity for Galp to inform, but sending a letter to each customer is not optimal. We understand that with the regulations established by ERSE, Galp cannot use the regulated market client database for the liberalized market. Sending a letter to its clients in the regulated market would imply some advertisements of products such as Galp On, which is illegal. Also, sending an individualized letter to each customer turns out to be extremely costly.

A good way for Galp to reach its customers in a cheaper and, related to ERSE's regulations, legal way, is to send advertisements by mail (Exhibit 13). By doing that, Galp would surpass any legislation that would block the company from communicating its products on the liberalized market to its clients on the regulated market.



Exhibit 11 – A Galp On flyer promoting campaigns and promotions

Also, another alternative we present, in order for Galp to make its clients on the regulated market subscribe to Galp On, is to reach them indirectly. From the results of the survey we can observe that 75% of our sample has knowledge of the current client transition “demanded” by ERSE from the regulated market to the liberalized one (Exhibit 14) but still, 54% of our sample has at least one service (natural gas or electricity) supplied in the regulated market.

### Are you aware of the current transition of energy clients from the regulated market to the liberalized one?

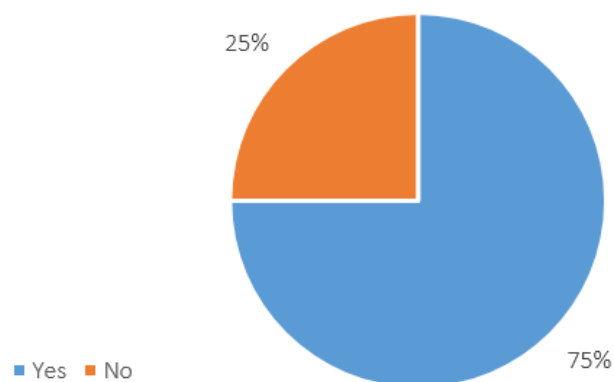


Exhibit 12 – Survey results to question nº 3

The non-transition might exist due to lack of information, lack of availability by the client or comfort with *status quo*. Either way, Galp cannot reach them and present its products and services in the liberalized market. Our proposal consists on using the advertisement space in the Galp On’s invoice (Appendix V) to reach out for the client’s friends and family. For example: “*You are already enjoying from these benefits. Make your family and friends save money too!*”. These benefits can be represented by simplified versions of the tables in the images below, showing the advantages of the tariffs of electricity (Exhibit 15) and natural gas (Exhibit 16) on Galp On, comparing with the regulated market. This indirect strategy bridges the problem of the legislation established by ERSE and, associated with a reward for the clients who bring one more clients to Galp On (such as a discount or gasoline vouchers), would create a *win-win* scenario.

## Tabela de preços Galp On

Tarifa bi-horária na eletricidade + 5% de desconto no gás natural

ELETRICIDADE		TARIFA SIMPLES REGULADA/TRANSITÓRIA		galp on TARIFA BI-HORÁRIA		
Potência contratada (kVA)	Potência contratada (€/dia)	Energia (€/kWh)	Potência contratada (€/dia)	Energia fora de vazio (€/kWh)	Energia vazio (€/kWh)	
3,45	0,1748	0,1393	0,1748	0,1551	0,0833	
4,6	0,2268		0,2268			
5,75	0,2788		0,2788			
6,9	0,3308		0,3308			
10,35	0,4868	0,1424	0,4868	0,1582	0,0864	
13,8	0,6427		0,6427			
17,25	0,7987		0,7987			
20,7	0,9546		0,9546			

Aos preços acima acresce IVA à taxa legal em vigor. A tarifa bi-horária regulada será revista a 01/01/2013.  
A tarifa bi-horária Galp On será sempre igual à tarifa bi-horária do mercado regulado.

Exhibit 13 – Table comparing the pricing tariffs on the regulated and liberalized electricity markets

GÁS NATURAL		TARIFA REGULADA		galp on PLANO SIMPLES - DESCONTO 5%	
Operador de rede de distribuição	Escalão (m <sup>3</sup> /ano)	Termo Fixo (€/dia)	Energia (€/kWh)	Termo Fixo (€/dia)	Energia (€/kWh)
Lisboagás	1º Escalão (0-220)	0,0638	0,0708	0,0606	0,0673
	2º Escalão (221-500)	0,1218	0,0660	0,1157	0,0627
Lusitaniagás	1º Escalão (0-220)	0,0638	0,0701	0,0606	0,0666
	2º Escalão (221-500)	0,1218	0,0660	0,1157	0,0627
Setgás	1º Escalão (0-220)	0,0638	0,0704	0,0606	0,0669
	2º Escalão (221-500)	0,1218	0,0666	0,1157	0,0633
Beiragás	1º Escalão (0-220)	0,0820	0,0731	0,0779	0,0694
	2º Escalão (221-500)	0,1218	0,0669	0,1157	0,0636
Duriensegás, Medigás, Dianagás, Paxgás	1º Escalão (0-220)	0,0920	0,0690	0,0874	0,0656
	2º Escalão (221-500)	0,1218	0,0642	0,1157	0,0610
Sonorgás	1º Escalão (0-220)	0,0918	0,0690	0,0872	0,0656
	2º Escalão (221-500)	0,1214	0,0642	0,1153	0,0610
EDP gás	1º Escalão (0-220)	0,0685	0,0717	0,0651	0,0681
	2º Escalão (221-500)	0,1218	0,0642	0,1157	0,0610
	3º Escalão (501-1000)	0,1820	0,0606	0,1729	0,0576
Tagusgás	1º Escalão (0-220)	0,0802	0,0720	0,0762	0,0684
	2º Escalão (221-500)	0,1214	0,0666	0,1153	0,0633

Aos preços acima acresce IVA à taxa legal em vigor. A tarifa regulada será revista a 01/01/2013. O desconto Galp On de 5% é válido por 12 meses, a partir da data de ativação do contrato e é aplicado sobre o valor da tarifa regulada, excluindo a taxa de ocupação do subsolo.

Exhibit 14 - Table comparing the pricing tariffs on the regulated and liberalized natural gas markets

## 7.2 Using the service

### 7.2.1 Improving the warning system of energy cuts

One other sub-optimal process that we have come to notice is the customer warning system concerning energy cuts. These cuts are originated by the lack of payment of the services provided by Galp Energia by the client.

Currently, this process takes long time to be finished and has a rather large (and, in our – and Galp’s - opinion, exaggerated) number of contacts with the client. Also, in some situations, the customer does not pay, Galp Energia sends the justified warnings, still with no payment and, in the end, this process takes a quite long amount of time and power cut is only done (if even done) in a later stage.

Our solution consists of, first, reducing the number of messages Galp sends to its owing customers and, secondly, actually cut the service in the end of the time given to pay the debt.

Galp has a warning system that sends each customer a *sms* or *e-mail* in certain moments of the payment process. Our objective with this proposal is to decrease the number of these warnings. We believe, in this situation, the number of contacts between Galp and its clients can be decreased and, at the same time, stay optimal.

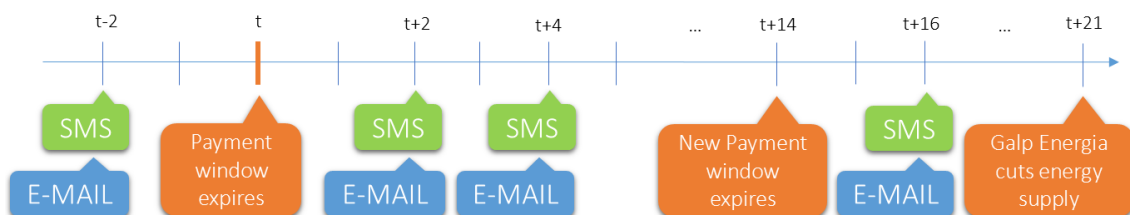


Exhibit 15 – Current timeframe of SMS/E-Mail warning system of energy cuts

The current warning system (Exhibit 17) is composed in four possible contact moments: the first one is made two days before the payment is due; if the payment is not done, a second warning (if the client does not pay) is done two days after the expiration of the *Multibanco* (ATM) payment reference, informing the client, who has Direct Debit

payment system, that Galp’s system could not retrieve the necessary amount of money from the account and that Galp was going to send a new notice for the bank to try again; the third warning (if the client does not pay) is two days after the second, notifying the client that Galp could not, again, collect the payment from the account and that a new *Multibanco* reference was available (this reference is presented in the current *sms/e-mail*); the fourth contact (if the client does not pay with the new *Multibanco* reference) is done ten days (reference expiration window) after the last notice, informing the customer that no payment was done and that, five days later, a technician was going to cut the energy supply at the client’s residence.

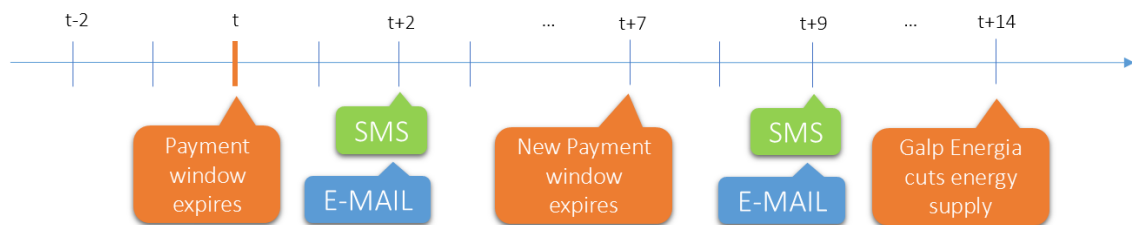


Exhibit 16 - Proposed timeframe of SMS/E-Mail warning system of energy cuts

Our suggestion for the new warning system is to reduce the number of contact in half, while continuing to inform the client (Exhibit 18). We believe that the current warning system gives a lot of responsibility to Galp in the payment process. Galp Energia shares our opinion that the client should also be accounted in this process, due to the fact that Galp already supplied the energy and now, the client has to supply his/her part of the deal, the payment. The proposed new process allocates more “responsibility” to the client.

First, the contact two days before the payment deadline is erased. There is no need to inform a task that the client already knows. Two days after the expiration of the payment window, the client receives a *sms/e-mail* informing that the payment was not done and a new *Multibanco* reference was available (reference included in the *sms/e-mail*). An example of this contact is represented in Exhibit 19 - in the left (without Direct Debit) and center (with Direct Debit) messages. In the proposed warning system, Galp does not contact first to notify that the bank was going to try the Direct Debit transaction once again. In order to avoid possible problems, the client, either having or not Direct Debit, receives a *Multibanco* reference. Also, this new reference has a

shorter expiration window. Since the customer receives a notice of non-payment, there are only two possible situations, he/she continues not paying or realizes the payment is due and pays right away. There is no need for a ten day period to pay. Five days was considered enough.

Two days after the expiration date of the new payment reference, the client receives a last contact, represented by the right *sms* in the image below, informing the Galp Energia did not receive any payment and, in five days, a technician is going to the client residence to cut the energy supply.



Exhibit 17 - Examples of SMS sent to the client regarding the warning process

This new solution we present here not only reduces the number of contacts that Galp Energia has to do, but also ensures that the process is fair and the client is properly informed. A secondary accomplishment is also the reduction of the time this process takes.

## 7.2.2 SMS/E-mail Care

Another strategy we present is the usage of the previous contact means – *sms* and *e-mail* – in order to stay in touch with the clients. Our proposal consists of sending advertisement of services or promotions through *sms/e-mail* on a monthly basis or, if this alternative is considered to be abusive, bimonthly. We believe this is an opportunity for Galp to make its clients informed about the company's offers.



Exhibit 18 – Examples of SMS with promotions or new services

In the image above (Exhibit 20), we can see some examples developed by me and Eser. These examples represent three *sms* promoting three services that Galp Energia provides to its clients – the “Conta-Certa” payment method, the Electronic Invoice and the Direct Debit. Moreover, the *sms/e-mail* contact can be made promote discounts and promotions Galp Energia can have in the future with Galp On.

## 7.3 Paying for the service - Improving Galp Energia's invoice layout

One of the fields that Galp Energia presented us for development was the billing system.

For that, our sponsor at Galp presented me and Eser the current invoice that Galp sends every month to its Galp On (liberalized energy market) customers. When faced with the original invoice (Appendix V), our first question was: "How can we improve something that, in our opinion, is already well designed and at the same time has so many legal restrictions?". We had to observe other examples in the same industry in order to evaluate if Galp Energia's invoice was, in fact, optimal.

Our main objective was to identify what components make an invoice easy to read and, at the same time, that contain all the important information for the client. Since the first page of the invoice is the "face" of the whole bill and, consequently, the company, we focused our efforts to improve it. The remaining pages with the listing of the consumption by the client were, in our opinion, not worth of alteration, since they already provide the right information in the right way.

One of our goals was to also reformulate the language used in the current invoice. At the contact centers, we had the opportunity encounter certain situations where the clients did not know the meanings of the terms "*debit*" ("*Débito*") and "*credit*" ("*Crédito*") and so, we realized we had to simplify the language alongside with the layout of the invoice.

Concerning the first page of the invoice, the display of the information was important, but we also had to account for the legal aspects behind the information revealed.

### 7.3.1 The Best Practices

We tried to identify which components make a good invoice and to do so, we had to observe the best practices, both in Portugal and international. One invoice that “caught our eyes” was the one from E.ON UK, which is a German-origin energy supplier that, in this case, has a United Kingdom division.

The invoice presents its information in a very simple, “clean” and still effective way (Appendix VI). Not only it provides a simple template, but it presents the information the customer wants to read. The E.ON invoice displays the essential data for the customer to know what was consumed, when it was consumed, how much has to be paid and what is the amount the customer saved with discounts. The latter is already presented in the current Galp invoice, but we believe it should be more evidenced.

### 7.3.2 The Galp Energia Invoice: Revisited

*«The Right Information has to be Rightly Informed»*

After several tweaks made to the original invoice, we believe we have found a way to present the information in a “fresher” and original way (Appendix VII).

The main problem we assign to the original Galp invoice is the space optimization. The information presented is “crammed up”, which makes the reading and data collection a burden. One thing that we learned from the E.ON invoice is that, in order to have a good invoice, it is not sufficient to present the right information. The right information has to be rightly informed.

The refurbished Galp Energia invoice structures the information in a way that the values are clearer and it provides the reader space to “breathe” while analyzing all the data. Also, it evidences the importance of the discounts for the customer. Customers value the discounts from which they benefit. Not only the current discount the client is benefitting, but also the discounts the customer has been profiting with Galp Energia until that specific moment. The language used in the invoice was also updated. Now the terms are clearer with the use of “*valor a pagar*” instead of more technical terms like

“valor a debitar”. By aggregating each set of information in an individualized text-box, the invoice becomes even easier for the customer to comprehend (Exhibit 21).

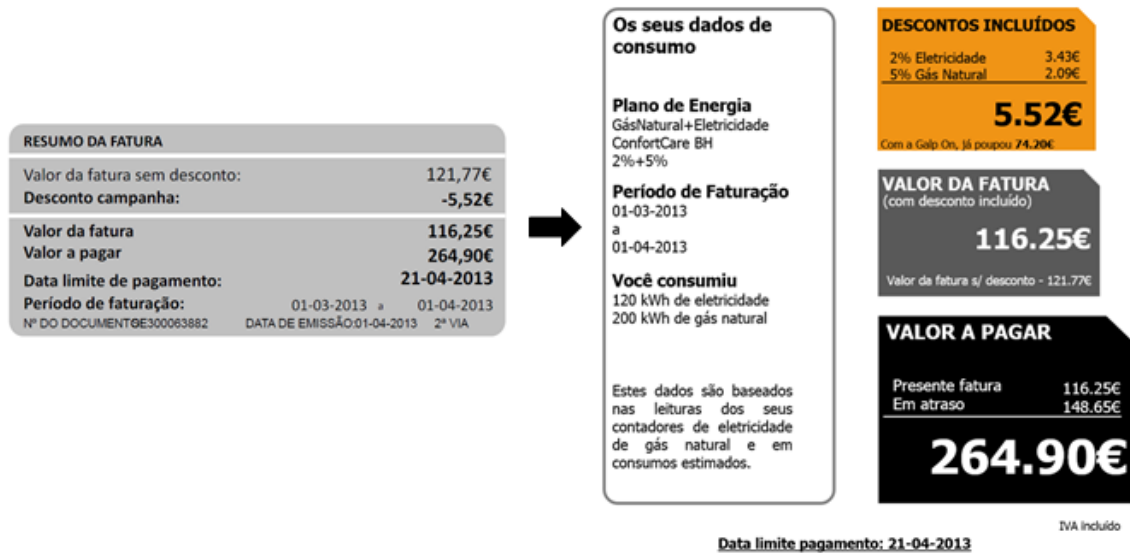


Exhibit 19

Overall, the new Galp Energia invoice shows the same information but in a different style. This new layout provides an innovative perspective on the billing processes and also assures that the information customers want to see, is evidenced and well structured.

## 7.4 Resolving issues/complaints – Online Customer Support Center

Let us focus on the Galp On website (<http://www.galpon.pt>). Due to the fact that Galp Energia wants the Galp On website to be autonomous from the main one (<http://www.galpennergia.com>), it has to contain the same data the main one has – information, contacts, promotions and a contract filling area (“Adira Já!”). Like the main website, the Galp On site has a frequently asked questions (F.A.Q.) section which, in our

estimation, could see some improvements (Exhibit 22). Galp can use that section to create something more effective, efficient, didactic, dynamic and user-friendly, in order to eliminate a certain part of the flow of calls made to the call-center with trivial questions.

In order to accomplish those goals, we proposed the creation of a Customer Support Center.



Exhibit 20

### 7.4.1 Why an Online Customer Support Center?

From the visits to both the call-center and the written communication center, we retrieved the information that a large share of the contacts made relate to simple problems and questions that could be solved very quickly and very easily. This flow of communications could be reduced if Galp had a third service available for fast and easy problem resolution and information delivery – an online support center where the client would search its problem and a solution would be given.

First, we need to observe the best practices in online support. The two main companies we identified were Amazon and eBay. Of course these two companies and Galp Energia operate in different markets, but this does not prevent Galp Energia to adapt the best practices from other markets to its own.

If we take a closer look to the way Amazon (Exhibit 23) and eBay (Exhibit 24) handle their clients, we can see a common ground – a customer support area. Also, in the same market as Galp Energia, we can observe other companies starting to follow this tendency, like NPower (<http://www.npower.com/home/help-and-support/>), a British energy supplier (Appendix VIII).

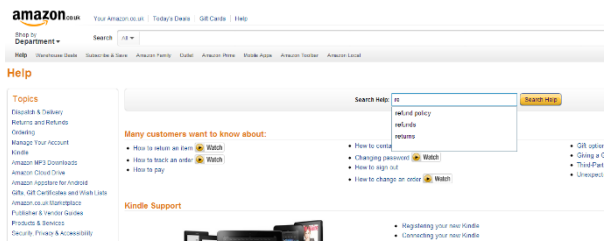


Exhibit 21

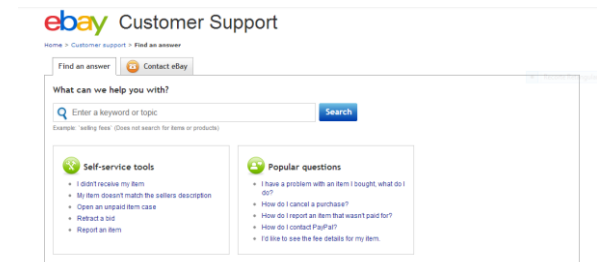


Exhibit 22

Our main proposal is to reformulate the F.A.Q. area into something that gives even more back-up to Galp’s clients and that covers a larger number of areas beyond just “information” – solutions, tips, among others.

## 7.4.2 The Perfect Support

After long discussions on how we should provide the data, we decided that the best choice for the search of solutions and information by the user would be through a search bar. The selection of the answers would be done through the search of the keywords the user inserted in the search bar.

After inserting a topic or a question, the support center would come up with a list of possible answers to the problem and tips on the topic, using the frequently asked questions database. In the end of the search process, if the user is not satisfied with the information given, there are three possibilities. “Escreva-nos”, a writing field where he/she can contact Galp, “Ligue-nos”, where the number of Galp’s call-center would be given or, in more delicate issues, “nós ligamos-lhe”, a function where the user inserts

his/her phone number and Galp Energia calls, according to the availability schedule provided by the user.

### 7.4.3 Potential Drawbacks Involved

The implementation of this service would come with certain drawbacks:

- 1- The possibility of people not using the service;
- 2- Costs of implementation;
- 3- Necessity to allocate staff to handle this new channel.

A problem that can arise is the situation where clients might not use this service due to the fact that it is too technological and non-personal for them. A major share of Galp's clients do not use a computer and every process is undertaken "like in the old times" – paper invoices/bills, monthly payments and, when having problems with the service, telephone contact. This Customer Support Center does not distance itself from Galp's current image, since that the organization is investing in modern methods like the electronic invoice, the "conta-certa" procedure and the direct debit.

Setting up a service like the one described could amount a considerable sum of money. Our estimates point to a budget that ranges from 10.000 to 15.000 Euros (if the entire procedure is done by Galp Energia's IT department, this value has a tendency to decrease) in order to successfully implement perfect "home-grown" customer support center. This value has its origins on an implementation budget presented to us by some acquaintances of ours in the computer science field. Keeping in mind that this is a considerable investment, we have to notice that this represents a fixed cost, due to the fact that from the implementation of the customer support center on, few or even no alterations will be need since the questions users may have are always the same.

Instead of "home-growing" its own customer support center, Galp Energia can also outsource this service. There are many online companies that provide a solid and reliable customer support structures suitable for large organizations like Galp. "Desk" by

SalesForce (<http://www.desk.com>) is a good example of outsourced customer support services. The platform is already developed and Galp would only have to insert the data and connect it to its webpage. The big drawbacks concerning an outsourced customer support service are the monthly fees Galp would have to pay and, although the service is considered reliable, the risk Galp would allocate to a third-party entity – ultimately, this service carries Galp's image and reputation.

The last drawback that can arise with the implementation of a service like this is the possible allocation of staff 100% dedicated to this new channel. In our opinion, such issue will not be a problem due to the fact that the solutions and answers will be online and, in the worst case scenario, the user will send his/her doubts in written form to SIBS, contact Galp's call-center or the outbound division at TelePerformance will contact the client. Also, it relieves the current contact services from simpler and regular questions.

To sum up, in our point-of-view, there will be no need to allocate any specific staff to this new service. It will redirect the contacts of the user to mechanisms that Galp already has.

## 8. Conclusion



Developing this dissertation and the corresponding consulting project was a cherished accomplishment to me.

With the consulting project, I could put in practice all the knowledge I have gathered through my years of undergraduate and master studies. Consultancy has ever been a topic of great interest to me and developing my thesis dissertation as a consulting project was of abundant value. Despite not being the first consulting project I have developed, it was clearly the largest in terms of data, development and requirements.

With this project, I was able to test myself “on the field” and work together with the largest energy provider in Portugal. Though constant contact with our sponsor and several visits to Galp Energia’s headquarters and facilities, I could understand the how did the company work and that was great benefit for my dissertation. Also, I could test my teamwork skills. I believe Eser and I managed time and tasks in the most optimal approach possible.

As a group, we were committed to communication not only between us but also with our client. We had weekly group meetings to check if our schedule was going according to the plan we developed in the beginning of the project.

Galp Energia’s current customer care program is extremely efficient and up-to-date and this issue made our task more challenging. However, we presented ideas based on the opinion of clients (survey), Galp Energia’s staff (visits to TelePerformance and SIBS Processos) and in the best national and international practices, either in the energy or in other markets.

Overall, I consider this project as a set of feasible and consistent ideas for Galp Energia to develop in the future. Of course, some ideas more feasible in the short-run but, nonetheless, all of them possible and profitable, in some way.

To support the feasibility of our recommendations, the Q&A session and the Client/Customer Satisfaction Survey that followed the presentation evidenced two main recommendations from this consulting project – our proposal for new design of the Galp On invoice and the idea for a didactic channel on Youtube.

The recommendations were extremely valued by Galp Energia and we could see our work having impact on the way the Galp representatives saw the company and its processes. I believe we presented solid, practical and, most of all, stimulating recommendations. One example that gives this previous hint away is the fact that, after the presentation, Galp Energia continued to contact us with request for new information about certain ideas.

Our proposals were built upon modern and efficient practices and in social responsibility. All of them are in line with the identity of Galp Energia - dynamic, modern and with its focus on the future.

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## 10. Appendices



## Appendix I

# Experiência de Cliente no Mercado Residencial de Energia

Este questionário não vai demorar mais do que 3 minutos.

Os dados aqui inseridos serão tratados com a maior das confidencialidades e o seu intuito final será apenas a análise da experiência de cliente no mercado residencial de energia.

Obrigado pela sua compreensão e preocupação com o nosso projeto.

\* Required

**Pode indicar-nos a sua idade? \***

**O seu fornecimento de gás natural e/ou eletricidade é efetuado no mercado regulado mercado livre/liberalizado? \***

- Mercado Regulado (tanto gás natural como eletricidade)
- Mercado Livre (tanto gás natural como eletricidade)
- Apenas Eletricidade no Mercado Livre
- Não sei
- Apenas Eletricidade no Mercado Regulado
- Apenas Gás Natural no Mercado Livre

**Tem conhecimento da atual transição dos clientes de energia, do mercado regulado para o mercado livre? \***

- Sim
- Não

**Sabe em que é que consiste o mercado livre/liberalizado de energia? \***

- Sim
- Não

**Considera que deve haver mais informações sobre o que é o mercado livre de energia e suas principais diferenças quanto ao mercado regulado? \***

- Sim
- Não

De que modo mais eficaz e eficiente acha que os clientes devem ser informados sobre o que é o mercado livre? \*

- Imprensa
- TV
- Redes Sociais
- Carta
- Canal de vídeos "didáticos" (ex: YouTube)
- "Site" do seu fornecedor de energia
- Outro:

Começemos pelo mercado residencial de Gás Natural...

Qual é o seu fornecedor de gás natural? \*

- Não possuo gás natural na minha residência
- EDP
- Endesa
- Galp Energia
- Gás Natural Fenosa
- GoldEnergy
- Iberdrola
- IncryGas
- Molgás
- Outro:

Sente-se satisfeito(a) com o seu fornecedor de gás natural?

1 2 3 4 5

---

Pouco Satisfeito(a)      Muito Satisfeito(a)

---

Diga se concorda ou não concorda com as seguintes situações sobre o seu fornecedor de gás natural

1- Não concordo

2

3- Indiferente

4

5- Concordo

"Confio no meu fornecedor. Eles sabem o que fazem"

"Sinto que posso contactar o meu fornecedor com grande facilidade"

"O meu fornecedor mostra preocupação com os clientes"

"Quando contacto o meu fornecedor, as dúvidas ficam esclarecidas e os problemas resolvidos"

"Sinto que o meu fornecedor apenas se preocupa com a parte monetária do serviço"

1- Não  
concordo

2

3-  
Indiferente

4

5- Concordo

"Além do gás natural, o meu fornecedor oferece-me serviços extra (assistência, eletricitas, canalizadores, etc.)"

"O mercado liberalizado de energia oferece grandes vantagens para os consumidores"

"O preço é o fator determinante para eu contratar um fornecedor"

"Na escolha de um fornecedor, preço é importante, mas preocupo-me mais com serviço prestado ao cliente"

**Até que ponto estaria disponível para mudar de fornecedor de gás natural?**

Estou bem com o meu fornecedor atual

- Tenho receio que o processo demore e que possa ficar sem fornecimento aquando da transição
- É-me indiferente
- Quero mudar. Não estou contente com o serviço atual
- Outro:

## Agora, foquemo-nos no mercado residencial de Eletricidade...

Qual é o seu fornecedor de eletricidade? \*

- EDP
- Endesa
- Galp Energia
- Gás Natural Fenosa
- Iberdrola
- Outro:

Sente-se satisfeito(a) com o seu fornecedor de eletricidade? \*

1    2    3    4    5

Pouco Satisfeito(a)      Muito Satisfeito(a)

Diga se concorda ou não concorda com as seguintes situações sobre o seu fornecedor de eletricidade \*

1 - Não  
concordo

2

3 -  
Indiferente

4

5 -  
Concordo

"Confio no meu fornecedor. Eles sabem o que fazem"



	1 - Não concordo	2	3 - Indiferente	4	5 - Concordo
"Sinto que posso contactar o meu fornecedor com grande facilidade"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"O meu fornecedor mostra preocupação com os clientes"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Quando contacto o meu fornecedor, as dúvidas ficam esclarecidas e os problemas resolvidos"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Sinto que o meu fornecedor apenas se preocupa com a parte monetária do serviço"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Além de eletricidade, o meu fornecedor oferece-me serviços extra (assistência, eletricitas, canalizadores,	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1 - Não  
concordo

2

3 -  
Indiferente

4

5 -  
Concordo

etc.)"

"O mercado liberalizado de energia oferece grandes vantagens para os consumidores"

"O preço é o fator determinante para eu contratar um fornecedor"

"Na escolha de um fornecedor, preço é importante, mas preocupo-me mais com serviço prestado ao cliente"

**Até que ponto estaria disponível para mudar de fornecedor de eletricidade? \***

- Estou bem com o meu fornecedor atual
- Tenho receio que o processo demore e que possa ficar sem fornecimento aquando da transição
- É-me indiferente
- Quero mudar. Não estou contente com o serviço atual
- Outro:

## Apenas umas últimas questões...

Se tem gás natural e eletricidade na sua residência, gostaria de ter o mesmo fornecedor?

- Sim
- Não

Quais são, para si, os grandes motivos para a junção de fornecedores?

- Apenas uma fatura
- Apenas um contacto para resolver problemas ou pedir informações
- Promoções e descontos
- Outro:

Que tipo de serviços extra não se importaria de ter, por um valor mensal, para além da energia? \*

O pagamento/mês apenas garante a o agendamento dos técnicos e não o trabalho em si. O agendamento facilita a vida ao cliente visto que assegura um técnico disponível (técnico "sempre à mão"). Mão-de-obra paga à parte. Se se lembrar de um outro serviço não listado, indique na opção "Outro".

- Agendamento de Canalizador
- Agendamento de Eletricista
- Agendamento de Serviço de Bricolage
- Deteção de fugas de gás
- Descontos exclusivos em várias marcas (eletrodomésticos, pintura, decoração, etc.)
- Marcação de eventos (bilhetes de cinema, teatro, etc.)
- Agendamento de empregadas domésticas
- Assistência de gás
- Agendamento de Reparação de Eletrodomésticos
- Outro:

Quanto é que estaria disposto(a) a gastar por mês pelo leque de serviços extra acima selecionados? \*

Insira um valor mensal (em euros) que considere justo pelos serviços.

Se existisse uma aplicação para o telemóvel/smartphone que permitisse que o cliente pudesse comunicar as suas leituras, pagar as suas contas de gás e/ou eletricidade, visualizar o histórico de consumos e pagamentos, receber avisos, entre outros, até que ponto estaria interessado(a) na sua utilização? \*

1 2 3 4 5

---

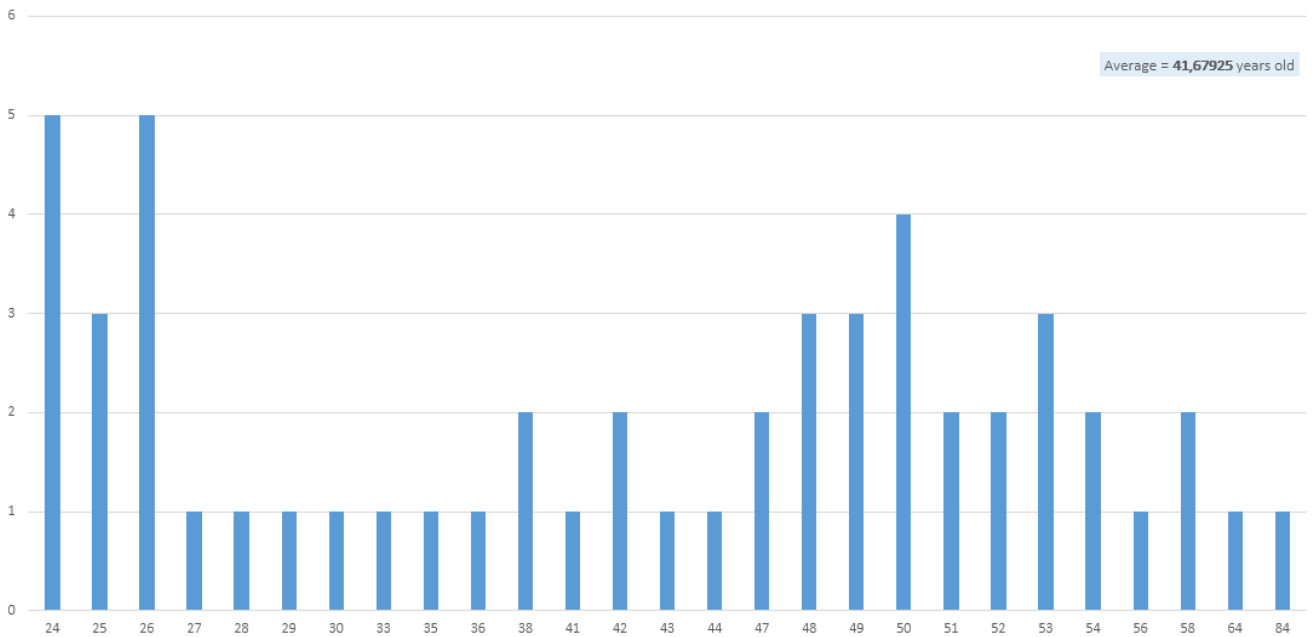
Pouco interessado(a)      Muito interessado(a)

---

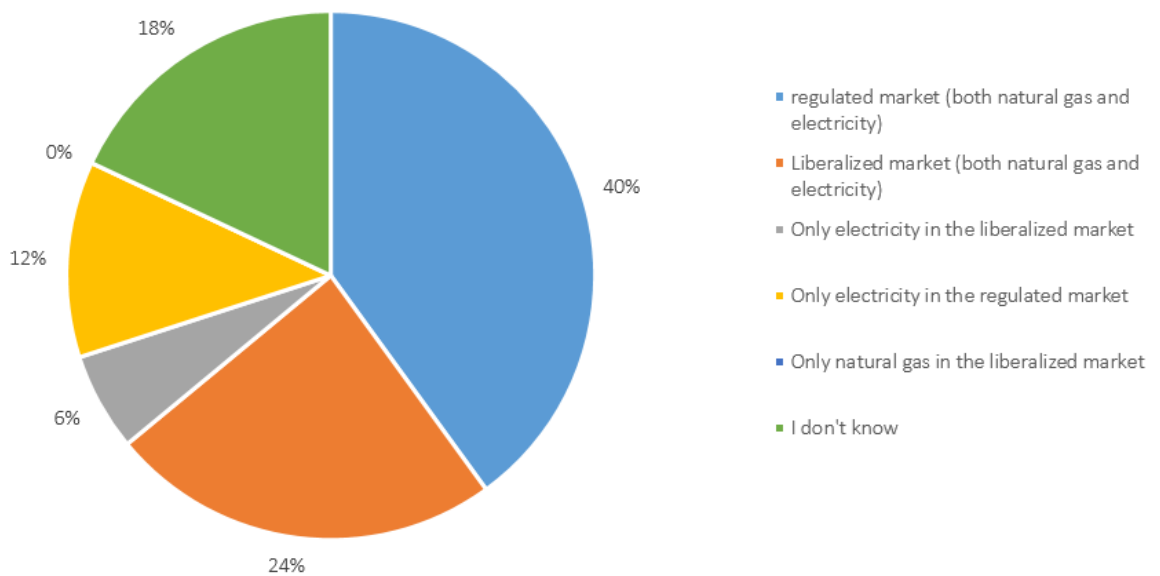
Fim do Questionário

## Appendix II

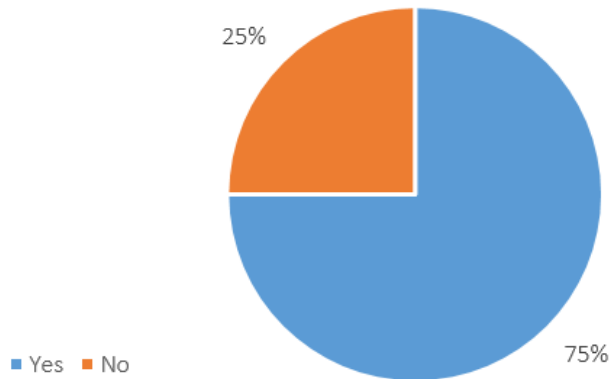
"You can tell us your age?"



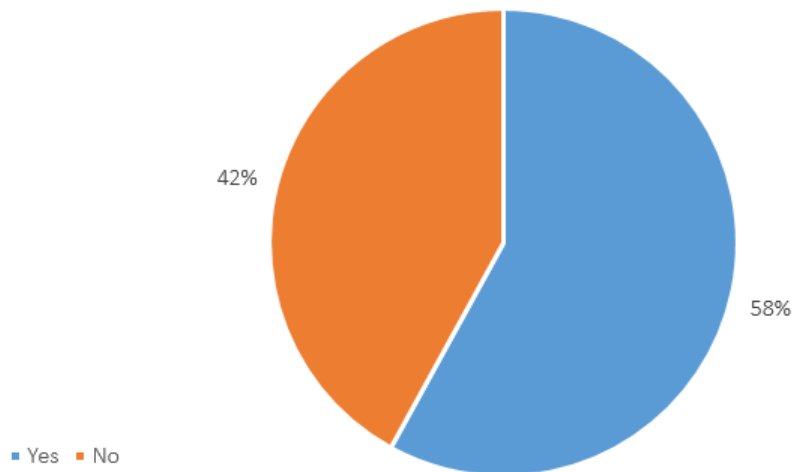
Your electricity and/or natural gas supply is done in which market?



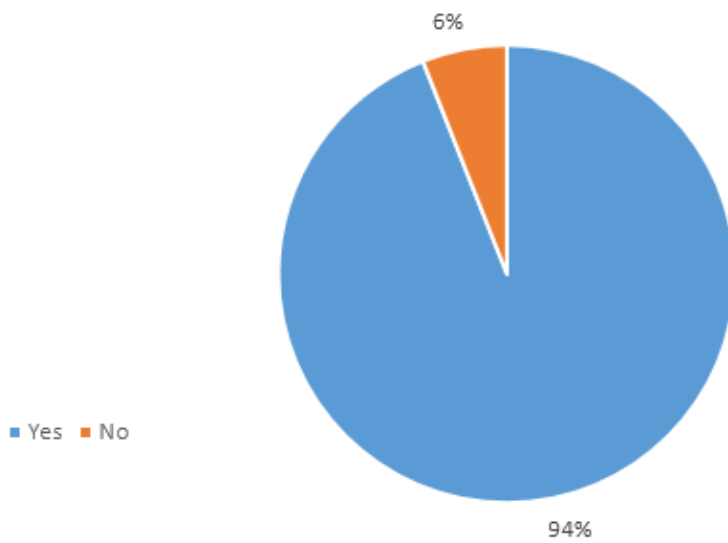
Are you aware of the current transition of energy clients from the regulated market to the liberalized one?



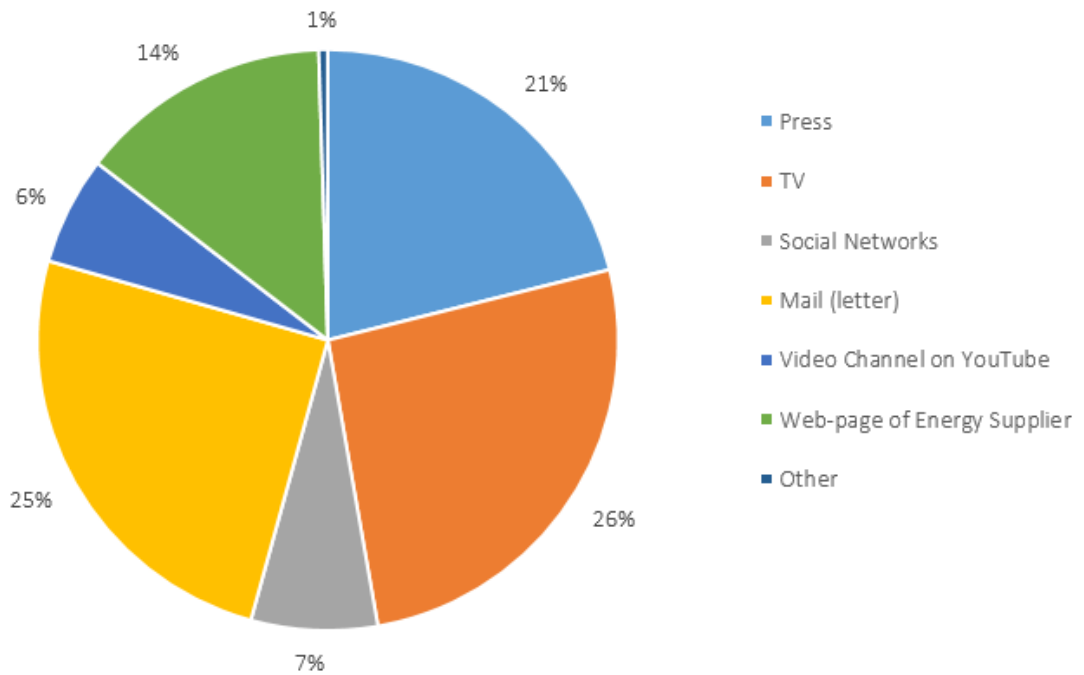
Do you know in what consists the liberalized energy market?



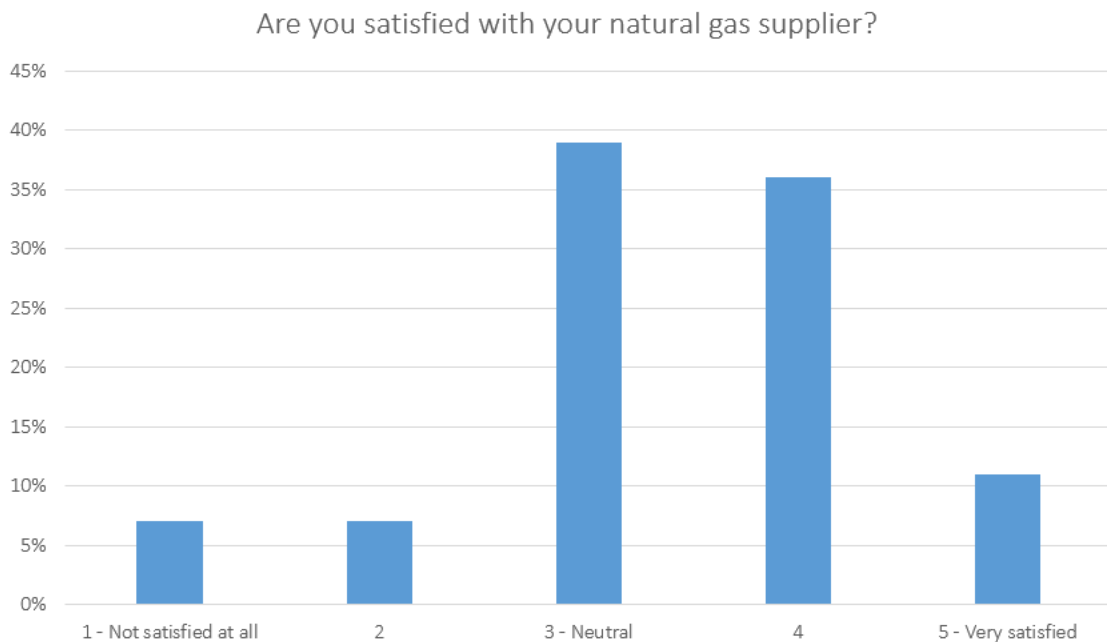
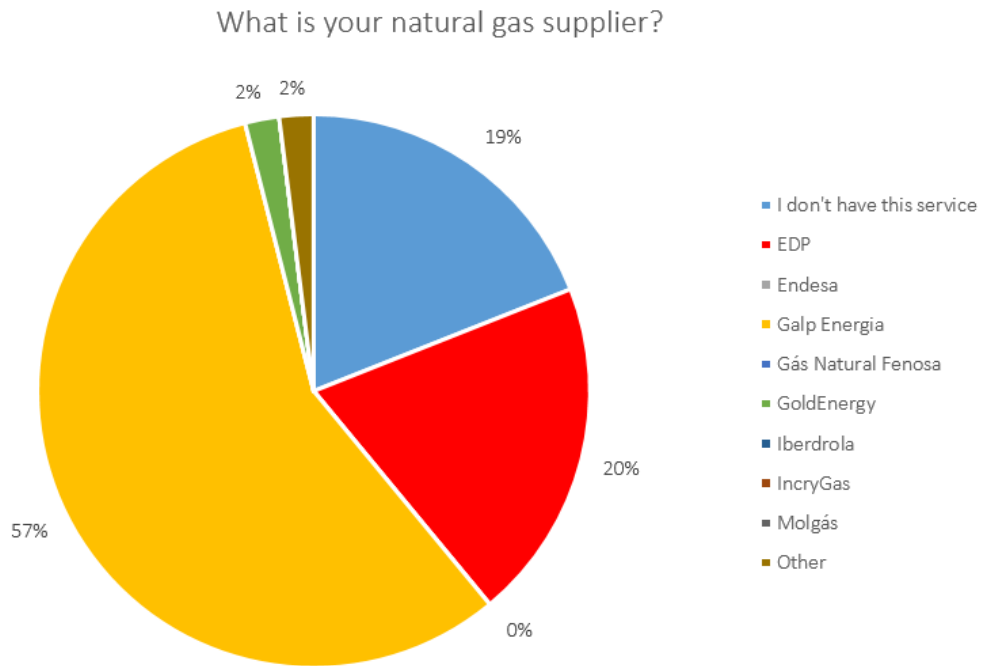
Do you consider that there should be more information about what is the liberalized energy market and its principal advantages?



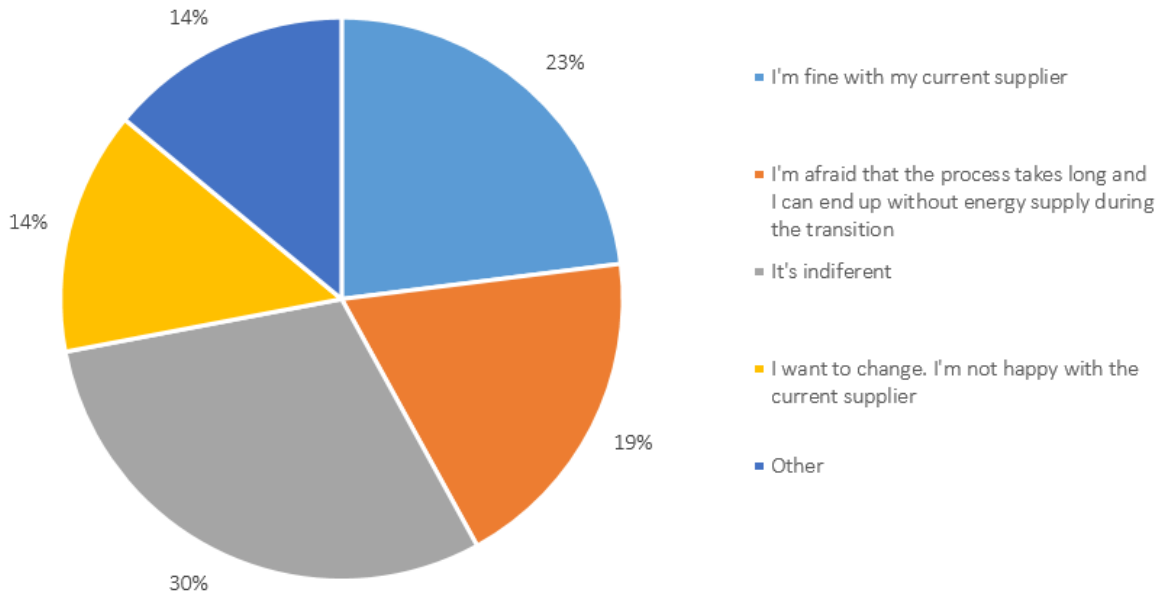
In which way do you believe is more efficient in order to inform the clients about the liberalized market?



## “Let’s start with the residential market of natural gas...”

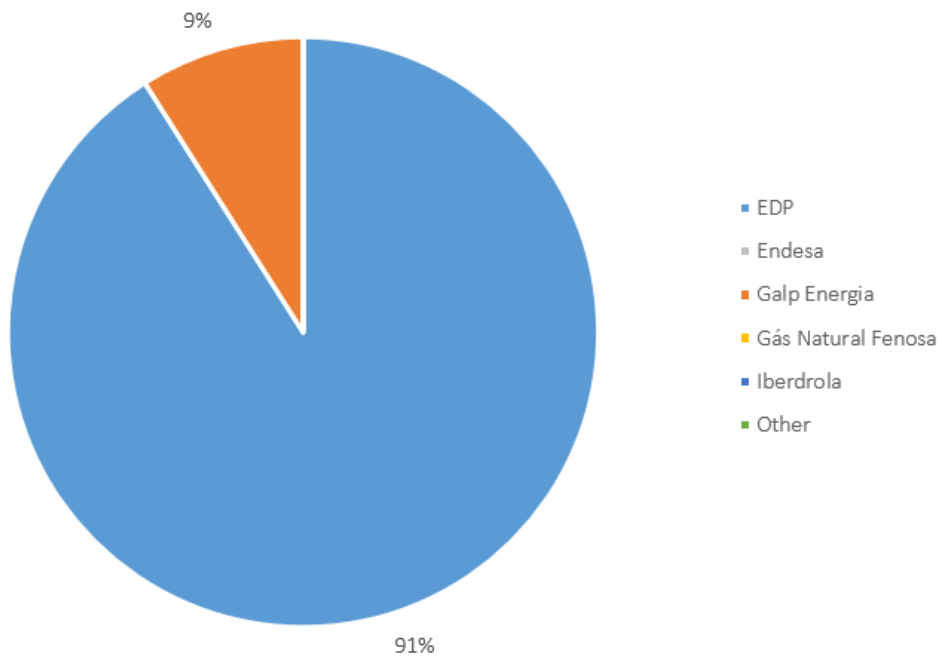


To what extent would you be available to change your natural gas supplier?

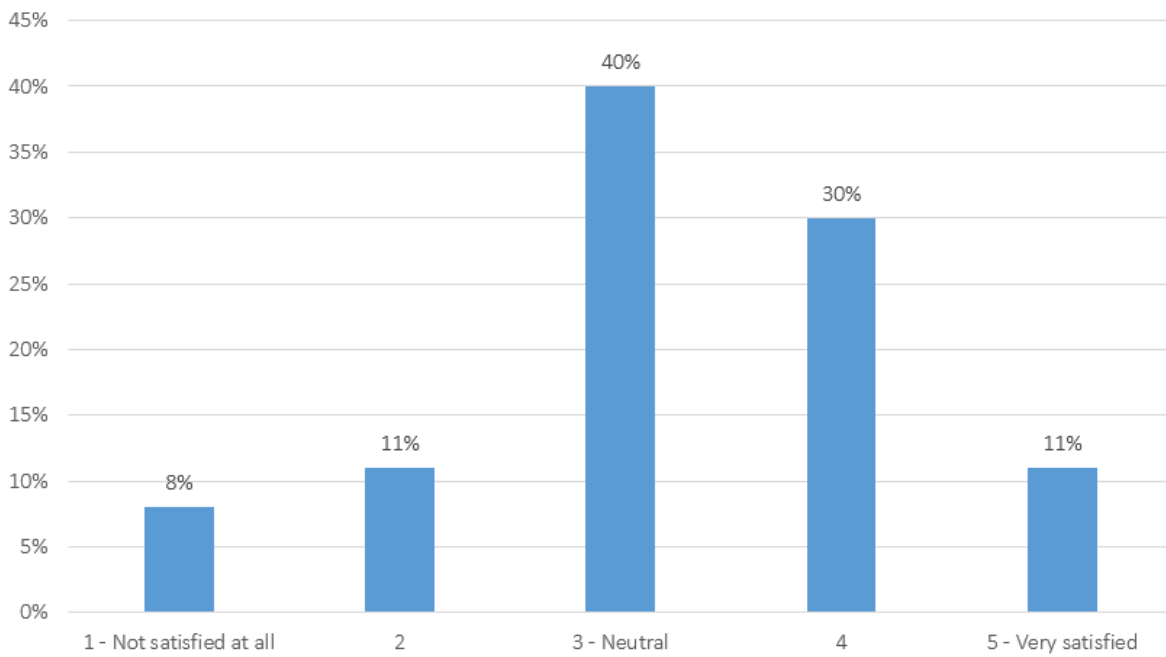


“Now, let’s focus on the residential market of electricity”

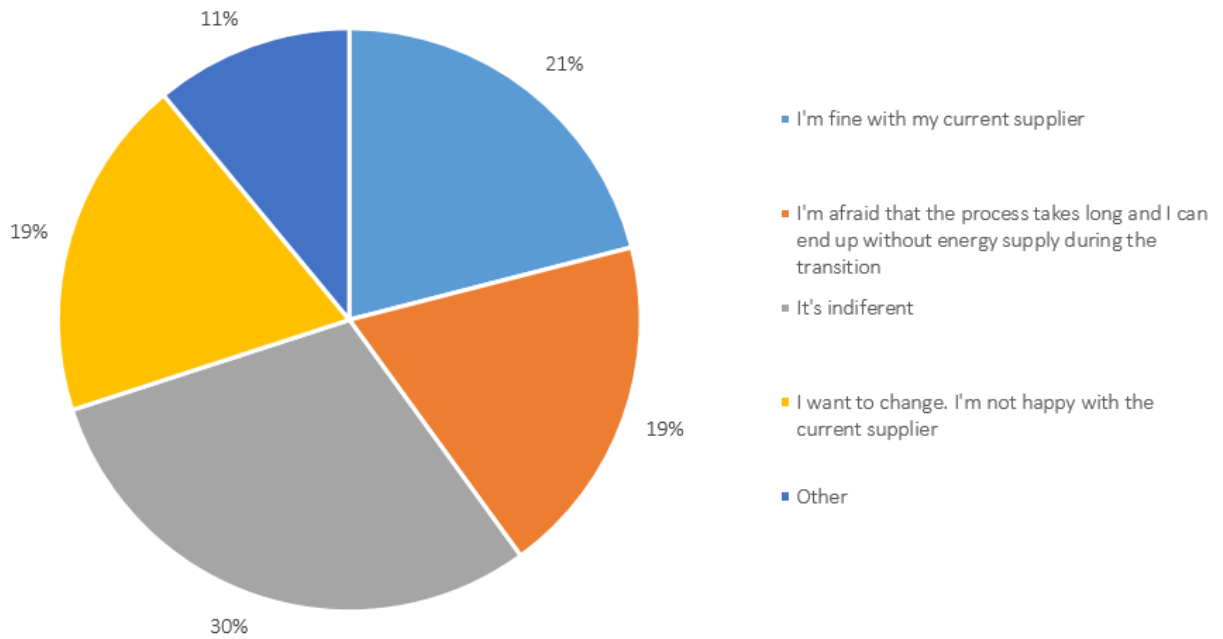
What is your current electricity supplier?



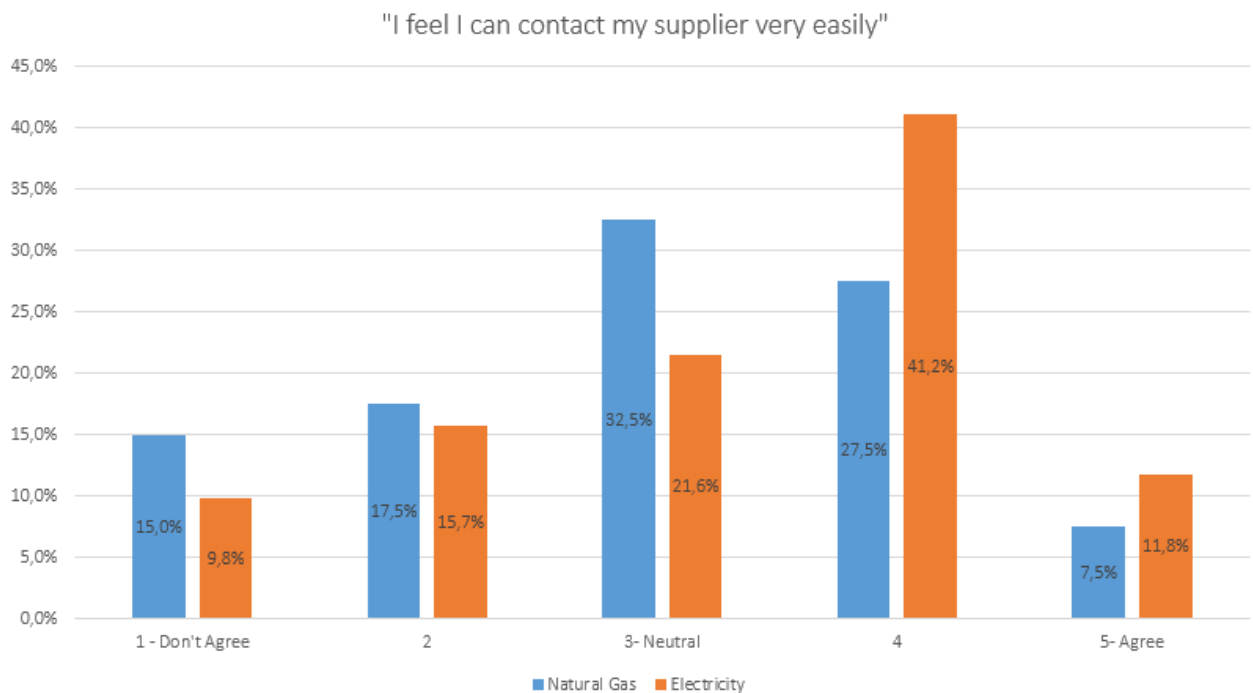
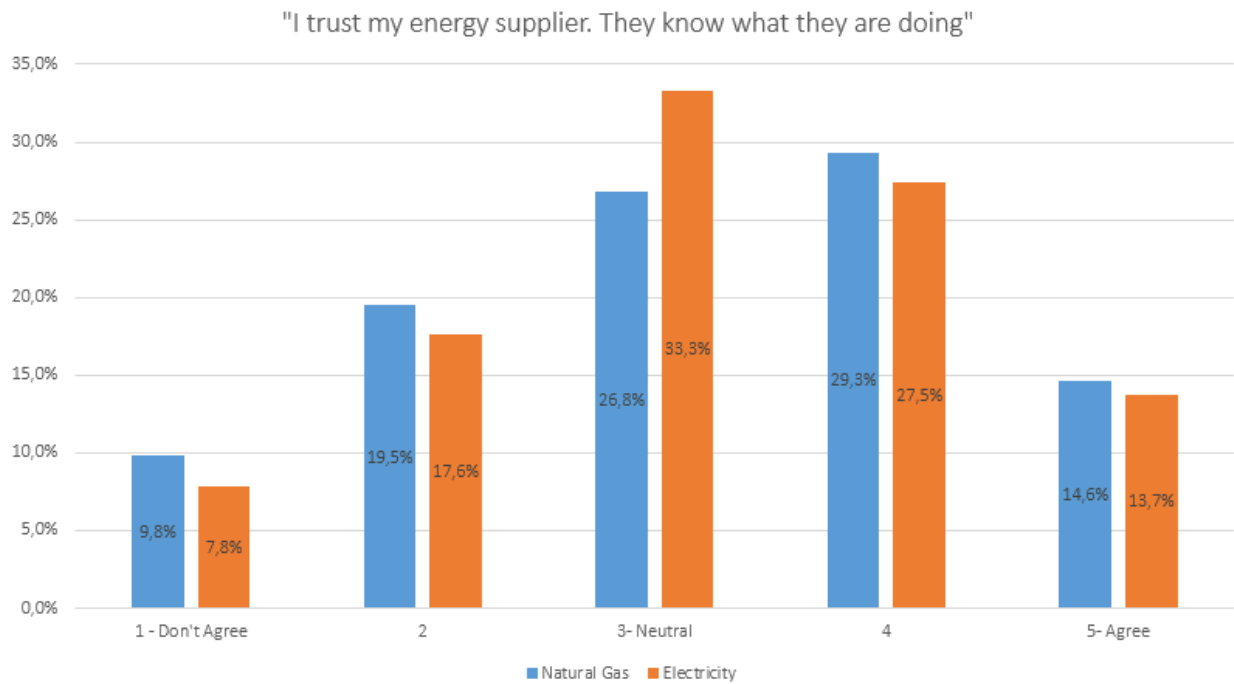
### Are you satisfied with your current electricity supplier?



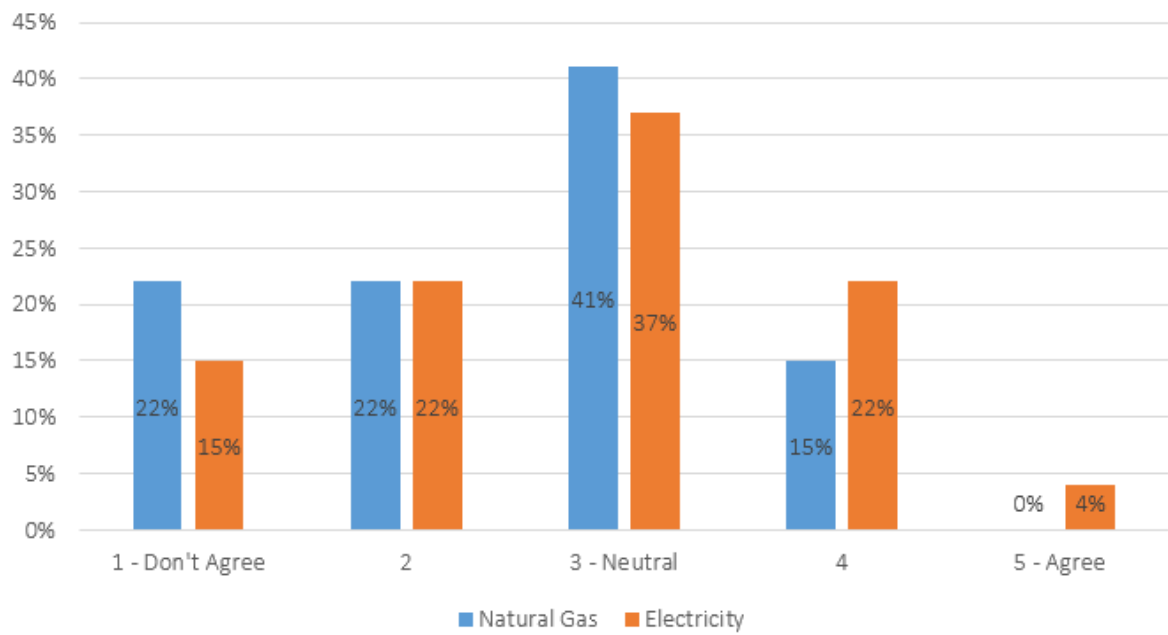
### To what extent would you be available to change your electricity supplier?



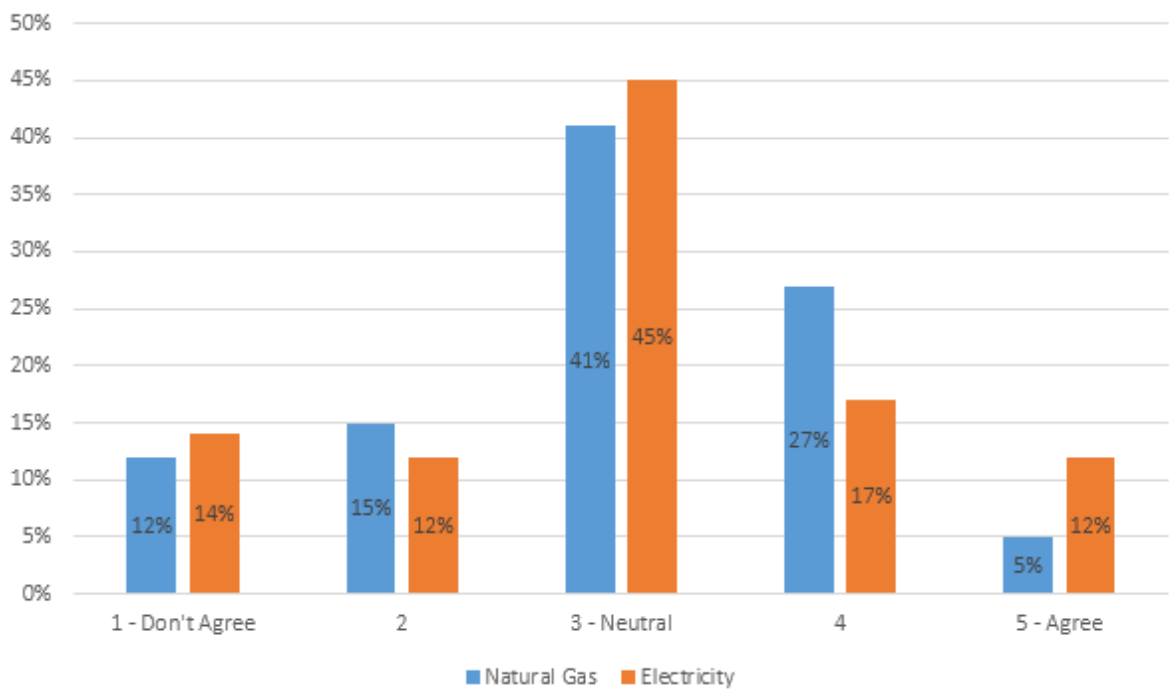
## “Say whether you agree or disagree with the following statements”



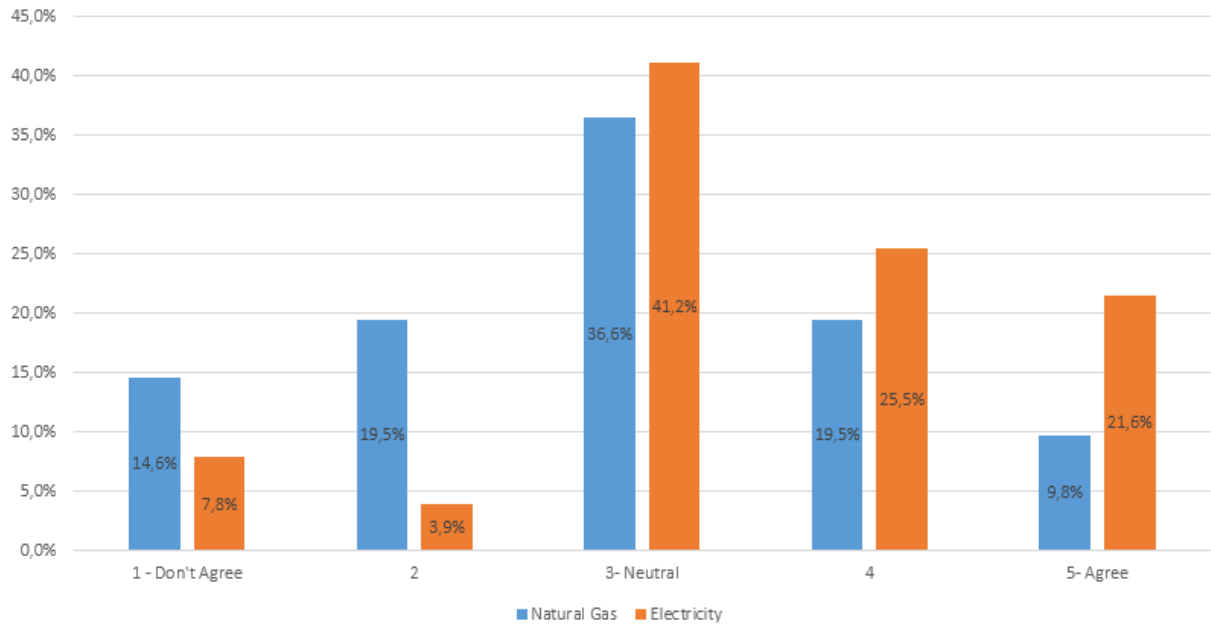
### "My energy supplier shows concern for its customers"



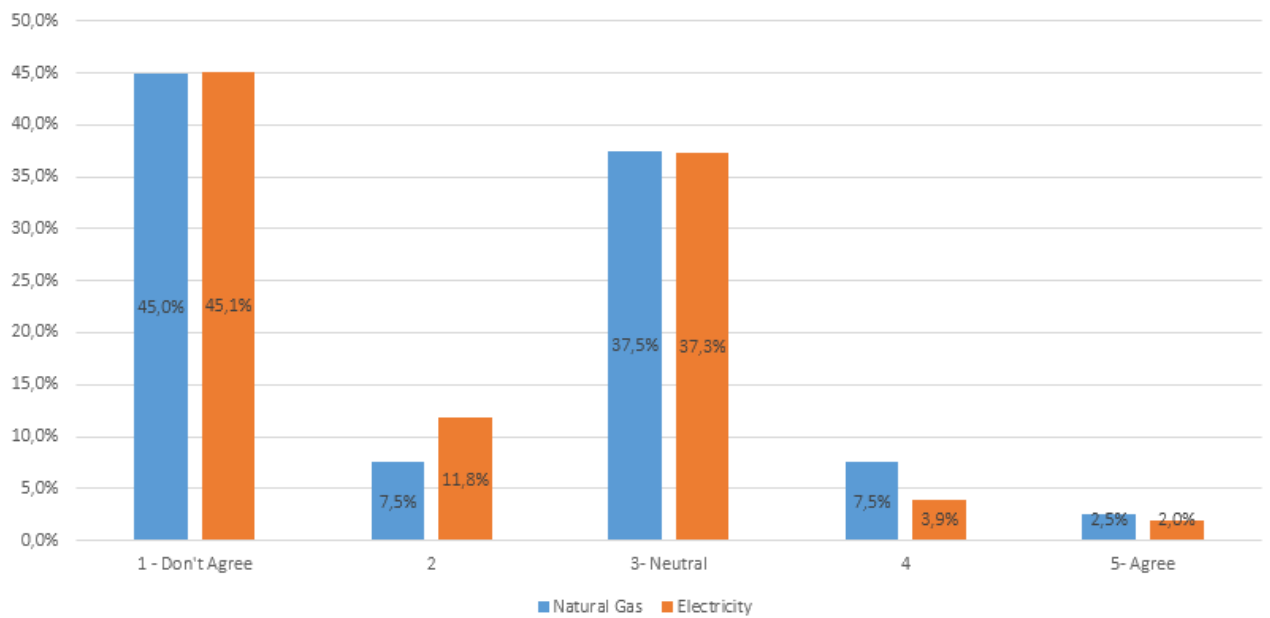
### "When I contact my energy supplier, my doubts are clarified and my problems are solved"



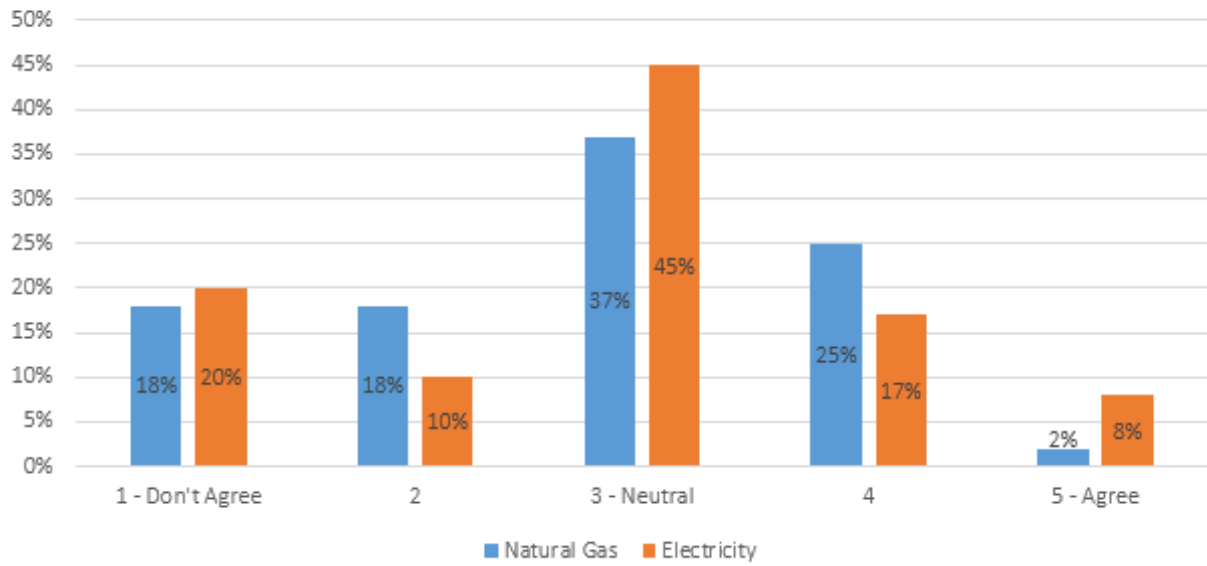
"I feel that my supplier only cares about the monetary part of the service"



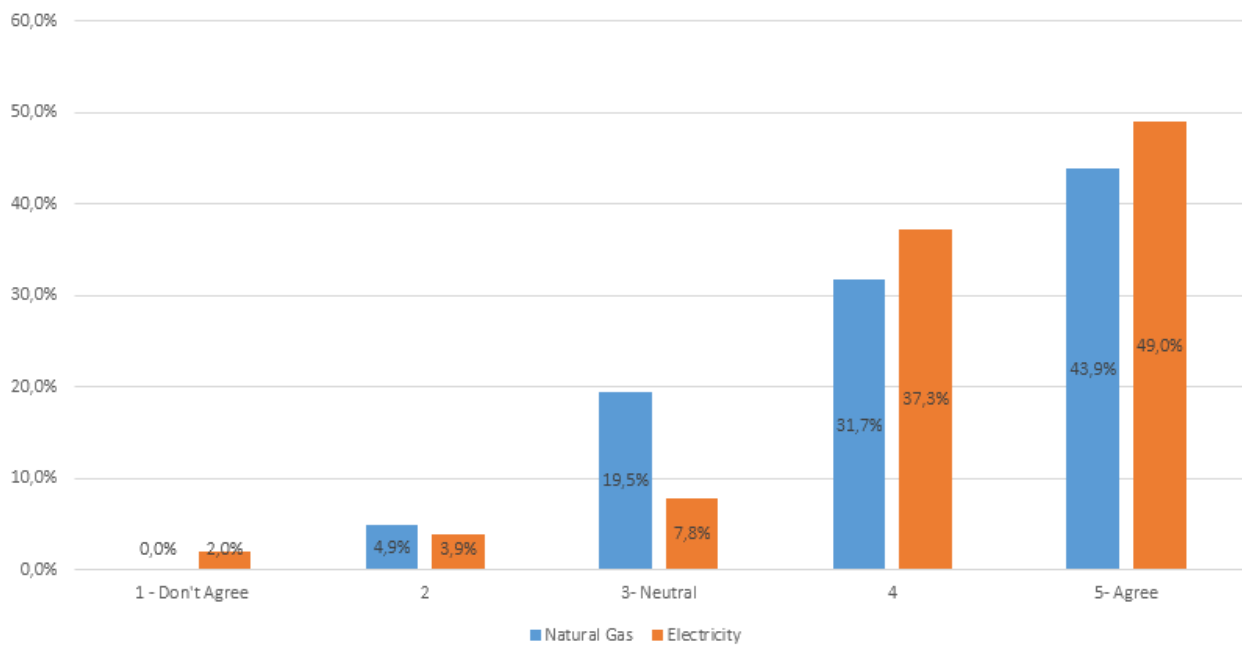
"In addition to the natural gas/electricity service, my supplier offers me extra services (assistance, electricians, plumbers, etc.)."



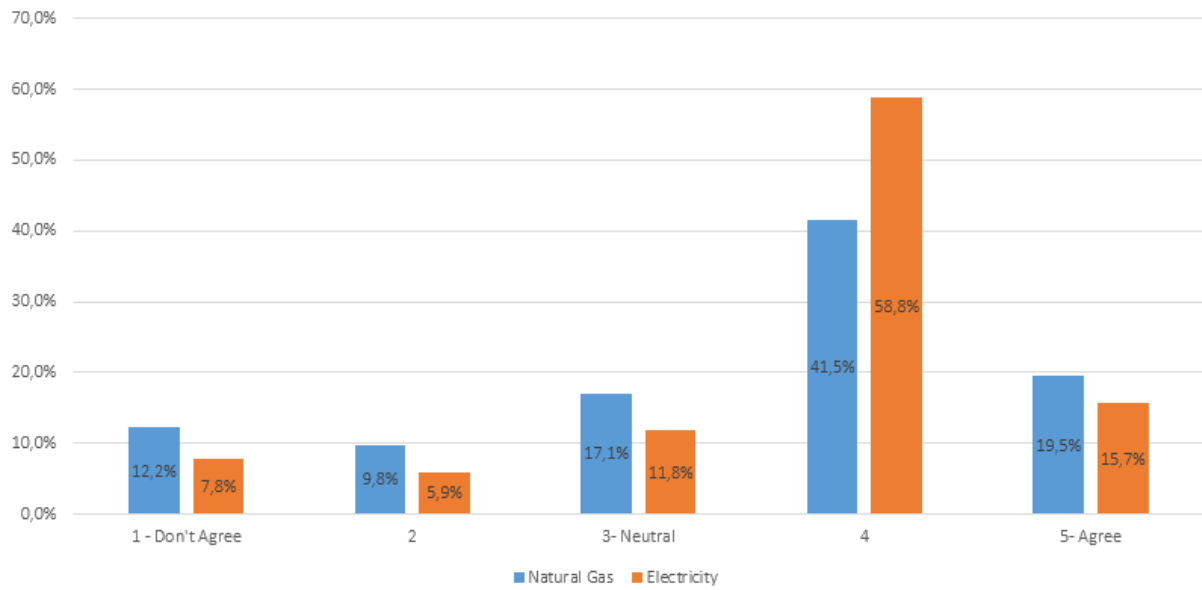
### "The liberalized market offers great advantages to consumers"



### "Price is the determining factor for me to choose a supplier"

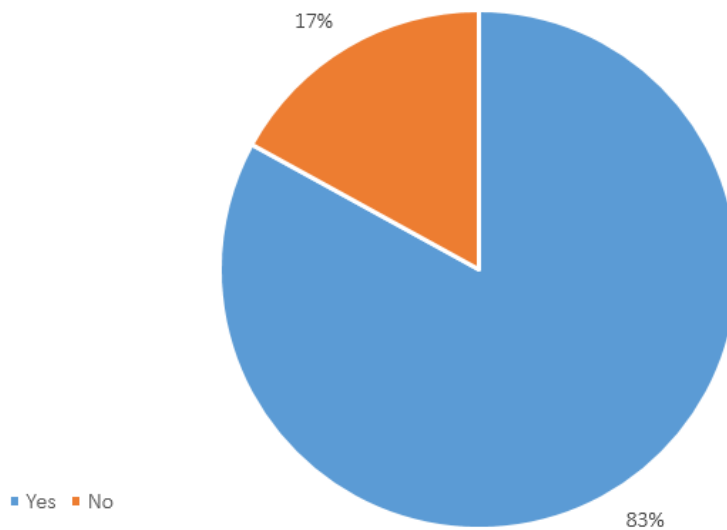


"While choosing a supplier, price is important, but I worry more about the customer service"

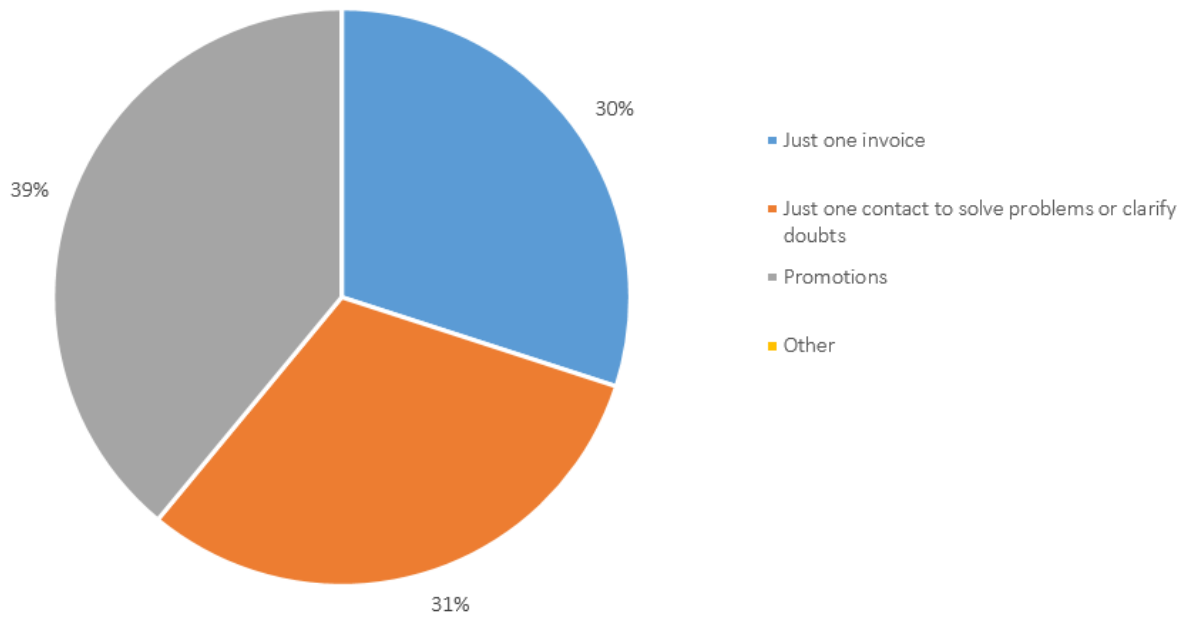


"Just a few last questions..."

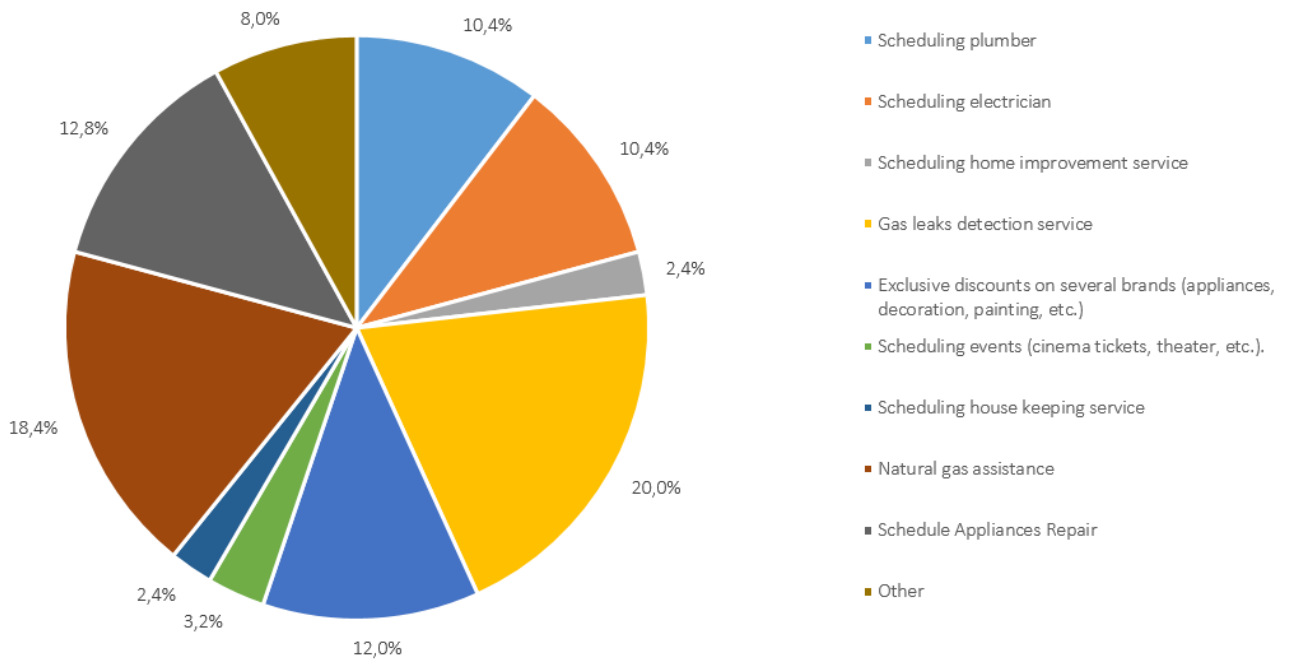
In case of having natural gas and electricity in your residence, would you like to have the same supplier?



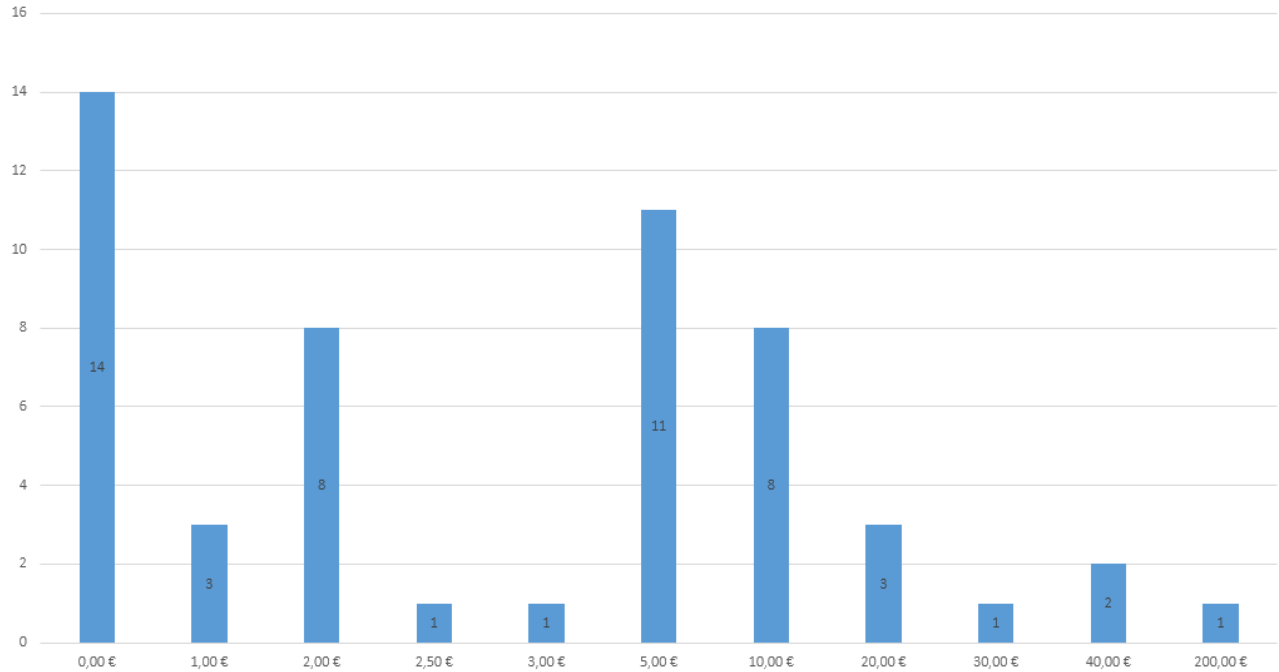
### What do you see as the major reasons for joining suppliers?



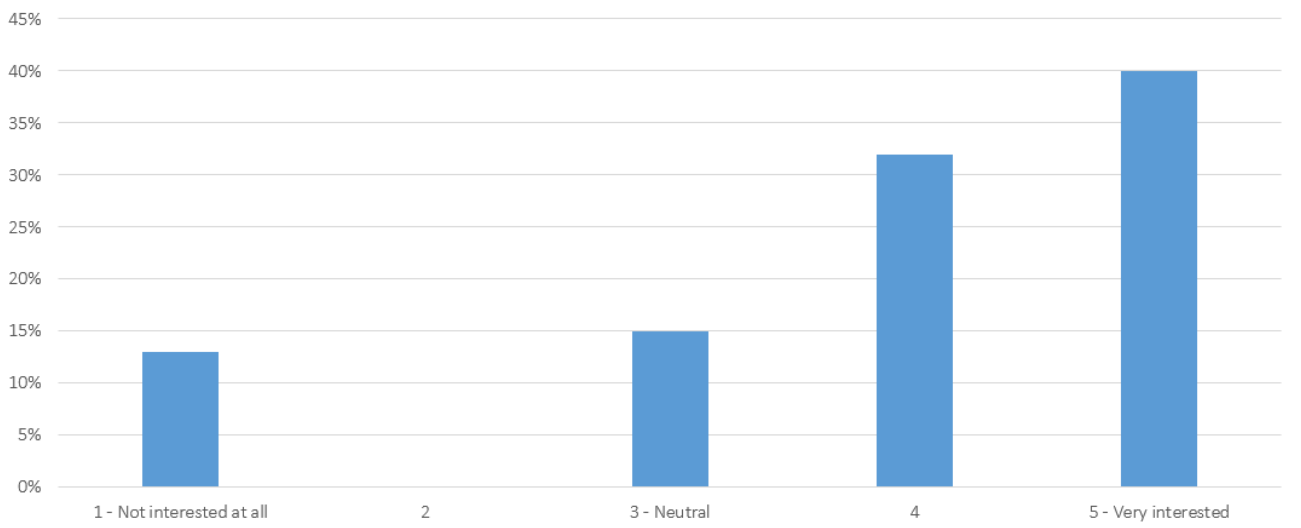
### What kind of extra services you do not mind having, for a monthly fee, in addition to the energy services?



"How much would you be willing to spend per month for the range of extra services selected above?"



If there was an application for mobile phones/smartphones that would allow clients to communicate their meter readings, pay bills, gas and/or electricity, view the history of consumption and payments, receive alerts, among others, to what extent would you be interested to use?



## Galp Energia

Oportunidades de melhoramento do programa de Customer Care da Galp Energia



Please complete the following Customer Satisfaction Survey based on the project we recently completed for your organization. Thank you for your time.

### 1. Did the project team deliver the results and quality that were promised?

Less than expected     As expected     More than expected     Consistently more

1a. Was consistent discipline and direction provided on approach, scope, and schedule?

Less than expected     As expected     More than expected     Consistently more

1b. Did the project team demonstrate proactive behavior with this project?

Less than expected     As expected     More than expected     Consistently more

### 2. The project process was ...

Less than desirable     As expected     Better than expected     Consistently better

2a. Was there open and timely communication? Did the project team act as a team?

Less than expected     As expected     More than expected     Consistently more

2b. Was the project team creative and flexible in their approach to meeting objectives?

Less than expected     As expected     More than expected     Consistently more

2c. Did the project team listen, learn, and then execute solutions to overcome challenges?

Less than expected     As expected     More than expected     Consistently more

### 3. The overall service on this project was ...

Less than desirable     As expected     Better than expected     Consistently better

*4. Which proposals did you consider the most interesting and valuable? Can you support your choice(s) with a brief comment?*

- Publicidade direta e indireta
- Canal didático
- Google keywords
- Novo processo de aviso de corte de Energia via SMS/E-Mail
- SMS/E-Mail Care
- Reformulação da fatura Galp On
- Centro online de suporte ao cliente

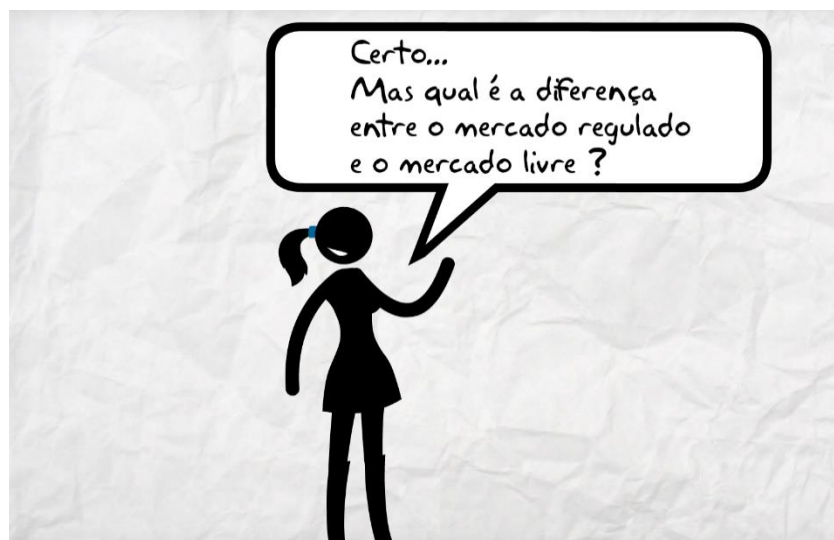
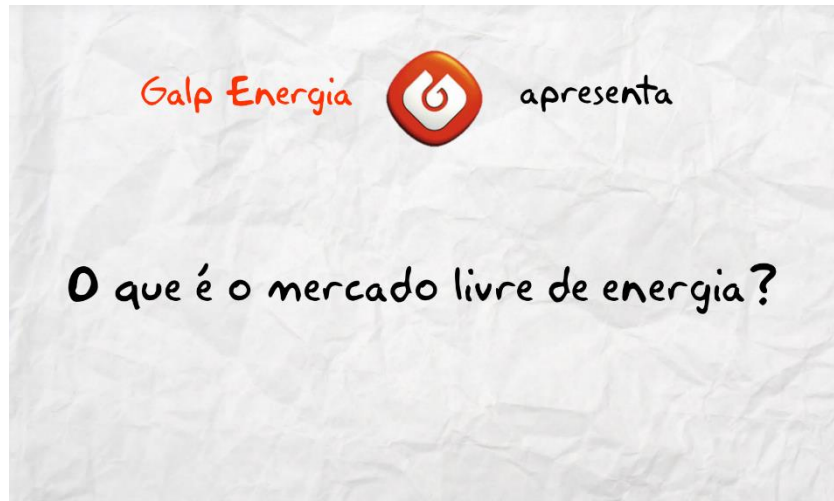
[Add your comments here.]

Thank you very much for taking the time to complete this survey. Your feedback is valued and very much appreciated!

## Appendix IV

An example of how our proposal would look like:

<http://www.powtoon.com/p/dEIMkHWb2BP/>



Observe o mercado de operadores TV+NET+TEL

XPTO TELECOM



44,5 Euros

TV-COM



44,49 Euro<sub>s</sub>



Minute Physics YouTube channel:

<http://www.youtube.com/channel/UCUHW94eEFW7hkUMVaZz4eDg>



# Appendix VI



2 Page 1 of 3

3 Name  
Address line one  
Address line two  
Postcode

4 **Date of bill**  
18 April 2009  
We sent your last bill  
on 10 January 2009  
This is not a tax invoice

5 **Any questions?**  
Call us on  
0845 052 0000  
Monday to Friday 8am to  
8pm and Saturday 8am to  
6pm. All our call centres  
are in the UK  
→ **Your account number**  
1234 5678 9012

## Your electricity and gas bill

6 **Your energy & plan**

**Your plan**  
E.ON Track and Save 2  
**Your plan end date**  
1 September 2010  
**You've used**  
848 kWh of electricity  
8927 kWh of gas  
These figures are based on  
your readings

**Discounts & rewards**

304 Tesco Clubcard Points  
earned this time  
**Your discounts**  
3% for paying promptly

£9.97  
credit

**We've used your meter readings**

Electricity: read by you 18 Apr 09

9

Gas: read by you 18 Apr 09

10

**Please pay now**

To continue to get a  
3% discount off your bill  
for paying promptly,  
please pay by 2 May

£338.46

**We've included your key facts**

We've included an annual  
reminder of the the key facts  
about your usage and your  
plan with this bill.

**Girobank** bank plc Merseyside G1R 0AA

Reference **11**  Credit account number

Amount due **£ 338.46** No fee payable at PO counter

By transfer from Alliance and Leicester/Giro account number

158  
208  
288  
24

Cashier's stamp and initials **12** 63312608915669189806

Cheque payable to POST OFFICE COUNTERS LTD

Signature  Date

Cash

Cheque

£

57-84-64

Please do not write below this line or fold this payment slip

Annual statement bill

# Appendix VII

1
1/3




Atend. comercial 808 503 030 (dias úteis, 9h-21h custo (chamada local))  
 Comunicação de leitura 800 508 060 (chamada gratuita)  
 Operador da Rede de Distribuição  
 Assist. Emergências Gás Natural 800 200 157 (chamada grátis)  
 Assist. Emergências Electricidade 800 508 606 (chamada grátis)  
 www.galpenergia.com

SÍLVIO ALEXANDRE COVELO CORREI AZEVEDO  
 RUA SOUTO 40 2Direito  
 MACIEIRA DE CAMBRA  
 3730 226 VALE DE CAMBRA

4867306~  
4867306

### Os dados da sua conta

<b>Nº IDENTIFICAÇÃO DO CONTRATO</b>		1105754
Nome do titular:	SÍLVIO ALEXANDRE COVELO CORREI AZEVEDO	
Nº fiscal:	211251158	
Local de fornecimento:	RUA SOUTO 40 2Direito MACIEIRA DE CAMBRA 3730 226 VALE DE CAMBRA	
Designação da oferta:	Plano Comfort Care BH - Galp On 2%+5%	
Serviço/energia:	Gás natural e electricidade	
Tarifa contratada gás:	Tarifa Base LU BP - Escalão 1	
Tarifa contratada electricidade:	BT (+2,3 kWh e +20,7 kWh) - BT Horária (4,5 kWh)	
Ciclo horário:	Ciclo diário	
Cód. Universal de Instalação (CUI):	PT100200001205289RM	
Cód. Ponto de Entrega (CPE):	PT0002000072057856QD	

### Informações Úteis

Evite estimativas na fatura: Dê a sua leitura de gás e electricidade pelo 800 508 060 até dia 30-04-2013, utilizando a refer7097548155

Encontra-se por liquidar o valor total de 264,90€. A referência de pagamento abaixo indicada permite liquidar a totalidade do valor em dívida.

Caso este valor já tenha sido parcial ou totalmente liquidado, contacte-nos através da linha de atendimento ou para galpon@galpenergia.com.

Para os consumos verificados a partir de 1 de Janeiro de 2013, passou a ser cobrado o imposto especial de consumo de gás natural de acordo com a Lei nº66-B/2012, de 31 de Dezembro de 2012, que aprovou o Orçamento de Estado para 2013.

Esta fatura foi emitida com atraso face à data normal de emissão, facto pelo qual apresentamos as nossas desculpas. Se entender necessário, poderá pagar esta fatura repartindo o valor em dois pagamentos, sem juros. Basta que nos contacte através da linha de atendimento ou por email para galpon@galpenergia.com.

### Os seus dados de consumo

**Plano de Energia**  
 Gás Natural + Electricidade  
 ComfortCare BH  
 2%+5%

**Período de Faturação**  
 01-03-2013  
 a  
 01-04-2013

**Você consumiu**  
 120 kWh de electricidade  
 200 kWh de gás natural

### DESCONTOS INCLUIDOS

2% Electricidade	3,43€
5% Gás Natural	2,09€
<b>Total</b>	<b>5.52€</b>

Com o Galp On, já poupa 74,20€

### VALOR DA FATURA

(com desconto incluído)

**116.25€**

Valor da fatura s/ desconto - 121,77€

### VALOR A PAGAR

Presente fatura	116,25€
Em atraso	148,65€
<b>Total</b>	<b>264.90€</b>

Estes dados são baseados nas leituras dos seus contadores de electricidade de gás natural e em consumos estimados.

Data limite pagamento: 21-04-2013

DIVA Incluído



## Conta Certa

- Pague sempre o mesmo, todos os meses;
- O valor a pagar e o dia do mês são definidos por si!



Para aderir envie um email para [galpon@galpenergia.com](mailto:galpon@galpenergia.com) ou ligue 808 503 030

TALÃO DE CONTROLO
PROCESSADO POR COMPUTADOR
TALÃO DE LEITURA ÓTICA

**REFERÊNCIA PARA REGULARIZAÇÃO DE VALORES (MULTIBANCO, CTT E AGENTES PAYSHOP)**



**PAGAMENTO POR MULTIBANCO**

ENTIDADE: 21177

REFERÊNCIA: 444829165

MONTANTE: 116,25€

Se pretende pagar o total dos valores não regularizados, introduza os seguintes dados:

ENTIDADE: 21177

REFERÊNCIA: 444829265

MONTANTE: 264,90€

Data limite de Pagamento: 21-04-2013

O talão emitido faz prova de pagamento. Conserve-o.



**Débito direto em Conta Bancária**

ID. do Credor: 105798      Nº autorização: 61010653813

**Débitos Directos**

Como ativar o Débito Direto no Multibanco:

- Selecione a opção "Débitos Directos"
- Insira o "ID do Credor" e "Nº de Autorização" e confirme com a tecla verde

O pagamento por Débito Direto só ficará ativo quando for indicado na fatura. As faturas emitidas até esse momento devem ser liquidadas pelos meios de pagamento à disposição.



6209940100000444800116250000001304212916591115

Reservado a Marcação Ótica. Não Dobrar. Não Escrever. Não Carimbar. Não Agrafar.

000004448291659210437 401 000116259 14      0000004448291659210437 401 000116259 14

# Appendix VIII

For your home | [For your business](#) | Manage your account online | [Register](#) | [Login](#)

**npower** | Electricity & Gas | Boilers & Heating | Save Energy | Help & Support

**For our customers**

- Manage my account
- Send meter reading
- Help and support
- Give your feedback


- > View or pay bills
- > Set up a Direct Debit
- > Change my details
- > Moving home
- > Contact us

## Fixed energy prices for over 3 years

For a little more certainty in life switch to Price Fix September 2016

[Find out about our new fixed tariff >>](#)

Terms, exclusions and a premium apply



**Compare our prices**

### Compare npower electricity and gas prices

Enter postcode


[Switch your energy](#)

[Compare npower prices](#)

### Is your tariff coming to an end?

You could get a great deal on your gas and electricity, see which tariff is best for you.

[Get a quote now](#)



**Search help**

**Frequently asked questions**

- > Why are npower introducing Standing Charges?
- > Your bill explained
- > How do I manage my account online?
- > How do I submit a meter reading online?

[View our products](#)
[Business energy](#)
[Meter read reminders](#)
[Save up to £100 a year](#)

For your home | [For your business](#) | Manage your account online | [Register](#) | [Login](#)

**npower** | Electricity & Gas | Boilers & Heating | Save Energy | Help & Support

**Your account**

- > Send meter readings
- > View or pay my bills
- > Change my details
- > Manage your account online

**Customer help**


- > Bills and payments
- > Meter readings
- > Prepayment meters
- > Electricity and gas tariffs
- > Boilers and heating
- > Moving home

**Customer support**

- > Contact us
- > Emergency information
- > Complaints
- > Meeting your needs
- > Energy efficiency


**Moving home? Let us know**

Give our dedicated team a call now so we can help you to get moving.



[Help with moving home >](#)







- > Set up a Direct Debit
- > Change my details
- > Moving home
- > Contact us









[Switch your energy](#)

[Compare npower prices](#)

What can we help you with today?

					
<a href="#">Bills and payments</a>	<a href="#">Meter readings</a>	<a href="#">Prepayment meters</a>	<a href="#">Electricity and gas tariffs</a>	<a href="#">Boilers and heating</a>	<a href="#">Moving home</a>

Your online account [Find out more about managing your account online](#)

 <a href="#">View your bills</a>	 <a href="#">Send a meter reading</a>	 <a href="#">Set up a Direct Debit</a>	 <a href="#">Change your personal details</a>	 <a href="#">Change your tariff</a>	 <a href="#">Set up meter read reminders</a>
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# Galp Energia

## Projeto de Consultoria



Proposta de melhoramento do programa de *Customer Care* da Galp Energia

Projeto realizado por:  
Duarte Almeida Costa  
Eser Eren

## Ciclo de Experiência do Cliente



## Ciclo de Experiência do Cliente

- Propostas focam-se em apenas 4 fases:
  - Descoberta
  - Utilização do serviço
  - Pagamento do serviço
  - Resolução de questões e reclamações
- Não vimos necessidade em analisar a fases de contratação, ativação do serviço e rescisão, visto que identificámos que a Galp já tinha medidas implementadas de modo a reforçar estas 3 fases
  - Na fase da descoberta apresentamos propostas que se relacionam com a fase de contratação, visto que podem representar um processo de descoberta eficaz que conduzirá à contratação do serviço descoberto.
  - A ativação do serviço é uma fase que está fora do nosso controlo, dado que no mercado liberalizado, a Galp depende da EDP para ativar o serviço de eletricidade Galp On, por exemplo.
  - Na fase da rescisão, a Galp já tem procedimentos que otimizam esta fase (ex: “Bye bye” letter)

## Como pode a Galp estar mais próxima dos seus clientes?

- Abrindo mais canais de contacto com os clientes?
- Melhorando os canais existentes?
- Focando os seus esforços num canal específico?
- Para tal, é necessário analisar o programa de *customer care* atual e ter em conta as melhores práticas nessa mesma área.

## O Atual Programa de *Customer Care*



- Call-Center : TelePerformance
- Canal Escrito : SIBS Processos
- Site Galp Energia e Galp On
- Balcão Digital
- Lojas Galp

## Metodologia



- Contacto constante com a Galp Energia
- Reuniões de grupo todas as semanas
- Sessões com a nossa coordenadora de dissertação
- Visita à SIBS Processos
- Visita à TelePerformance
- Questionário

# Propostas a Analisar



## Descoberta

- Publicidade indireta e direta
- Canal Didático
- Google Keywords

## Utilização do Serviço

- Novo processo de avisos de corte via SMS/E-Mail
- Sms/E-Mail Care

## Pagamento do Serviço

- Reformulação da Fatura Galp On

## Resolução de questões e reclamações

- Centro Online de Suporte ao Cliente

# Descoberta



- Publicidade indireta e direta
  - Canal Didático
  - Google Keywords

## Publicidade Indireta e Direta



- Esta proposta relaciona-se também com a fase de contratação;
- Devido aos regulamentos impostos pela ERSE, a Galp Energia não pode aceder aos dados dos clientes no mercado regulado (MR) para publicitar os serviços Galp On;
- Como tal, deve optar por estratégias alternativas que ultrapassem as barreiras impostas pela ERSE e, ao mesmo tempo, que estejam em conformidade com a legislação.

## Publicidade Indireta



- Observando a fatura Galp On, verificamos que o espaço que publicita serviços extra, como o método conta-certa ou a fatura eletrónica, pode ser utilizado não só para reforçar a escolha positiva que o cliente fez ao contratar a Galp On, mas também para influenciar a contratação dos serviços por parte de familiares e amigos
- *“Com a Galp On, você já poupou X€! Faça com que os seus familiares e amigos poupem também!”*

## Publicidade Indireta

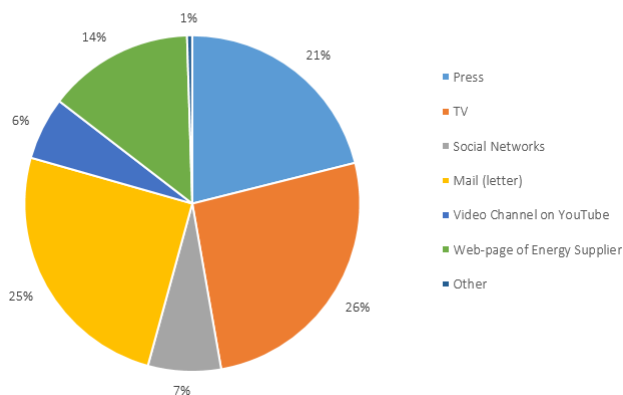


- Este estilo de publicidade é algo que não representa custos avultados para a Galp Energia e que não vai contra a legislação estipulada pela ERSE.
- Agregada a esta publicidade indireta, a Galp poderia criar uma campanha em que os clientes que trouxessem amigos e família para a Galp On, teriam uma regalia por cada cliente novo.
- Este tipo de promoção pode ser visto noutra mercado livre - o das telecomunicações. No passado, a MEO fez uma promoção semelhante onde clientes que trouxessem familiares e amigos tinham 30€ de desconto por cada novo cliente. Este desconto de 30€ era também aplicado aos novos clientes.

## Publicidade Direta



In which way do you believe is more efficient in order to inform the clients about the liberalized market?



- No nosso questionário, quisemos saber de que modo é que as pessoas preferem ser informadas sobre o mercado livre (ML);
- As opções mais escolhidas foram Imprensa, Correio e Televisão.

## Publicidade direta



### Imprensa

- Este meio poderia ser utilizado não só para publicitar os serviços Galp On, mas também para informar os clientes sobre o ML.
- É uma ferramenta acessível e eficaz - 455 Milhões de jornais circulados em Portugal no ano de 2011 (fonte: PORDATA Base de Dados Portugal Contemporâneo)
- Serviria também para tentar neutralizar os avanços da EDP neste tipo de publicidade.

## Publicidade Direta



### Correio:

- O envio de uma carta a todos os clientes do MR a informar sobre o ML (sem publicitar os serviços da Galp no ML) seria algo extremamente eficaz, mas não traria grandes benefícios para a Galp - custos elevados e a não-venda de produtos
- O que propomos é o envio para todas as residências (sem exceção) de *flyers* que publicitem os serviços e promoções Galp On.

## Publicidade Direta



### Televisão:

- Nós não vemos grande vantagem para a Galp Energia em publicitar os seus serviços Galp On na televisão
- É um meio eficaz, eficiente, mas sobretudo caro
- Achamos que se a Galp quiser apostar em publicitar o ML e os seus serviços e promoções Galp On em formato vídeo, há um proposta mais em conta e que, ao mesmo tempo, mantêm um nível de eficácia e modernidade
- Esta proposta será analisada na secção seguinte

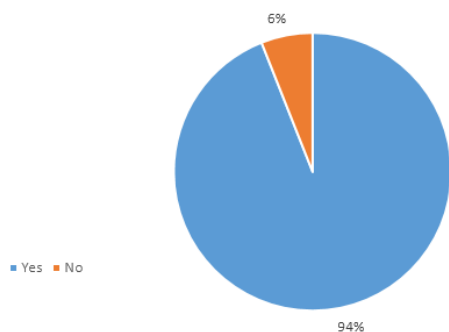
## Canal Didático



- Esta ideia foi apresentada no nosso questionário como uma possível forma da Galp informar os seus clientes, embora apenas represente 6% das respostas obtidas (com uma média de idades de 41 anos dos participantes no questionário, julgamos que 6% é considerado um valor positivo para esta ideia)
- Juntamente com a Galp, concluímos que esta proposta é uma ideia atrativa, embora não tenha utilidade a curto-prazo
- Como tal, desenvolvemos esta ideia a pensar na estratégia da Galp Energia a médio-longo prazo

## Canal Didático

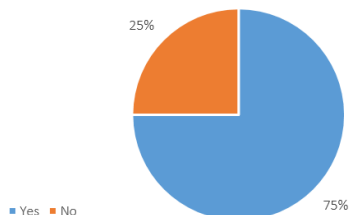
Do you consider that there should be more information about what is the liberalized energy market and its principal advantages?



- Esta ideia prende-se também com dados que recolhemos com o questionário
- A maioria dos participantes acha que deve haver mais informação disponível sobre o ML

## Canal Didático

Are you aware of the current transition of energy clients from the regulated market to the liberalized one?



- 25% dos participantes também não têm conhecimento da atual transição dos clientes do MR para o ML
- Embora seja uma minoria, representa uma percentagem considerável

## Canal Didático

- O que propomos é a criação de um canal de vídeo numa plataforma online (ex: *YouTube*) para informar todos os clientes de energia, quer no mercado regulado como no livre, sobre:
  - O que é o Mercado livre e regulado;
  - Principais diferenças;
  - Vantagens e possíveis desvantagens do mercado liberalizado;
  - Como ocorreu e está a ocorrer a transição do mercado regulado para o livre;
  - Apresentação de exemplos de outros mercados livres (ex: telecomunicações) para que o cliente compreenda o conceito.

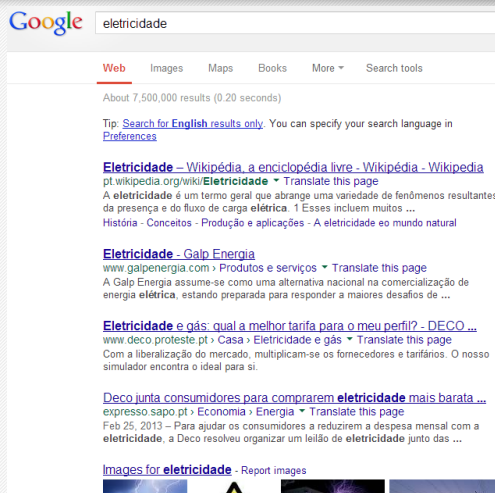
## Canal Didático

- Esta proposta não apresenta custos avultados visto que o serviço de alojamento é grátis e que apenas se teria de pagar o desenvolvimento dos vídeos
- A EDP utiliza vídeos semelhantes no seu site para informar os clientes sobre o ML embora, na nossa humilde opinião, não sejam apelativos e não estejam a ser utilizados de uma maneira eficiente
- O objetivo não é criar vídeos “virais”. O intuito desta proposta é apenas fazer com que a Galp reforce a sua componente de responsabilidade social informando todos os clientes de energia (não só os clientes Galp Energia) sobre um assunto importante

# Google Keywords

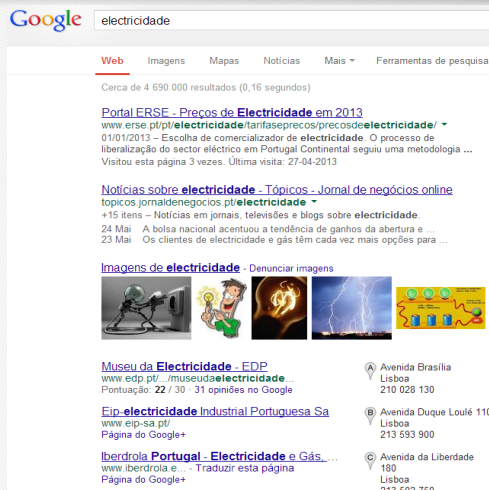


# Palavra “Eletricidade”



- Novo acordo ortográfico
- Galp está evidenciada
- Utilização ótima da *keyword*
  - Aparece primeiro que os concorrentes
  - Aparece primeiro que a ERSE
- Aquando da recolha de dados que realizámos em Abril de 2013, a palavra “eletricidade” revelava ter, segundo dados da Google, 49500 pesquisas por mês

# Palavra “Electricidade”



- Palavra fora do novo acordo ortográfico
- Galp não aparece
- ERSE é a primeira a aparecer seguida dos diversos concorrentes no ML
- Aquando da recolha de dados que realizámos em Abril de 2013, a palavra “electricidade” revelava ter, segundo dados da Google, 74000 pesquisas por mês

# Proposta



- Propomos que a Galp Energia e os seus sites considerem o antigo acordo ortográfico
  - Uma parte da população Portuguesa ainda usa
  - Evitando a ausência dos serviços Galp On em certas pesquisas
- Quick-Win
  - Facilidade de execução
  - Custo reduzido ou nulo
  - Maior exposição da marca e dos serviços

## Utilização do Serviço

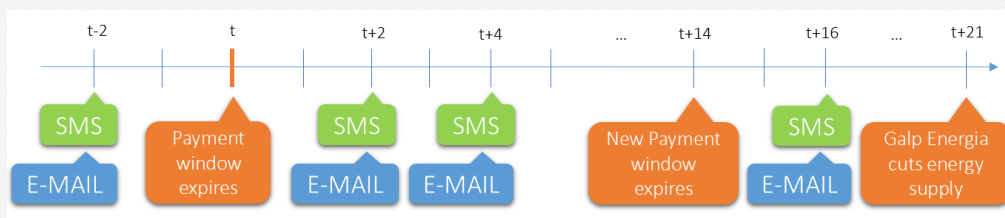


- Novo processo de avisos de corte via SMS/E-Mail
  - Sms/E-Mail Care

## Processo de Aviso de cortes via SMS/E-Mail



Processo Atual:

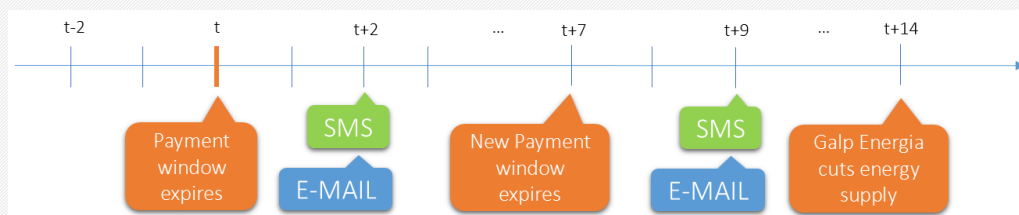


- Demasiados contatos
- Muita responsabilidade alocada à Galp Energia
  - A Galp fornece o serviço e o cliente tem a obrigação de pagá-lo

# Processo de Aviso de cortes via SMS/E-Mail

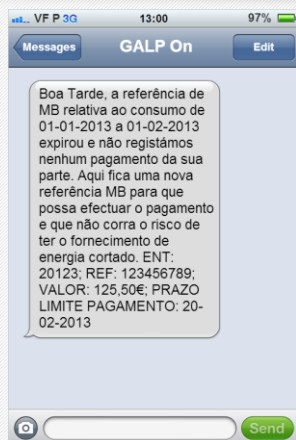


Proposta para novo processo:

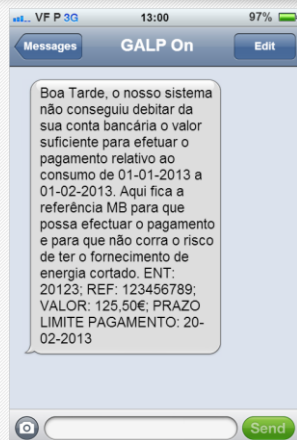


- Redução do número de contactos:
  - 4 para 2
- Parte da responsabilidade alocada ao cliente

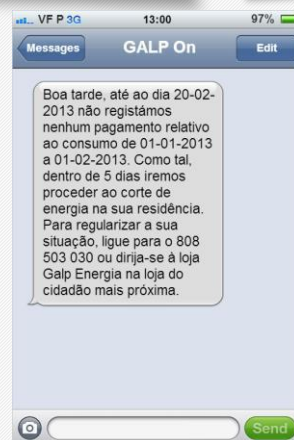
# Processo de Aviso de cortes via SMS/E-Mail



Pagamento MB



Pagamento via Débito Direto



## SMS/E-Mail Care



- Com esta proposta, vimos uma oportunidade para a Galp Energia, visto que 44% das respostas ao questionário na secção de electricidade e 38% na secção de gás natural indicaram que os seus fornecedores não mostram preocupação com clientes e, infelizmente, cerca de 45% das respostas indicaram que os seus fornecedores só se preocupam com a parte monetária do serviço
- A nossa missão deste projeto era melhorar o programa existente de *customer care* e aumentar satisfação dos clientes. O desafio era encontrar um modo de aumentar a relação entre a empresa e os clientes com estes serviços de baixo envolvimento (gás natural e electricidade)
- A nossa proposta é um sistema de SMS/E-Mail care. O objetivo é não estar apenas presente nos momentos-chave mas acompanhar todo o ciclo de experiência de cliente para prevenir que os clientes contactem a Galp com questões básicas. Queríamos manter os clientes atualizados com os serviços e promoções via sms/email, porque são serviços simples e não-invasivos

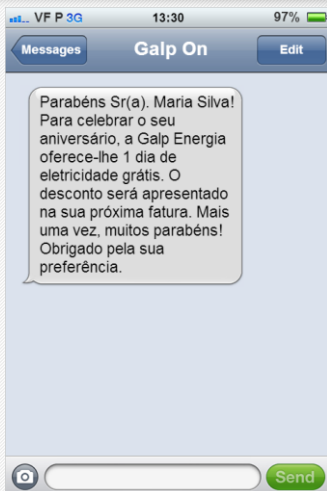
## SMS/E-Mail Care



- Contacto mensal/bimestral
- Mensagem com serviços e promoções
- Remetendo para o futuro contato por parte do cliente para o call-center

Exemplos de possíveis contactos via SMS

## SMS/E-Mail Care



- Outra proposta, dentro do SMS/E-Mail Care, será celebrar o aniversário do cliente com um SMS/E-mail a oferecer 1 dia de consumo de eletricidade. Achamos que é uma boa maneira de criar uma ligação com os clientes, aumentar a fidelidade de cliente e fazê-los espalhar a “good word of mouth” para os seus familiares e amigos sobre a Galp Energia
- Fizemos um orçamento de promoção que ronda, por cliente, os 2 euros. Visto que a Galp On tem cerca de 129.000 clientes, o orçamento total é de 258.000 euros
- Isto é uma estimativa elevada dado que nós assumimos que o consumo médio de eletricidade é 60 euros por mês. Mas claro que existem muitos mais clientes abaixo de 60 euros de consumo do que os acima desse valor.

## Pagamento do Serviço



Reformulação da Fatura Galp On



# Reformulação da Fatura Galp On



**Os seus dados de consumo**

**Plano de Energia**  
GásNatural+Electricidade  
ConfortCare BH  
2%+5%

**Período de Faturação**  
01-03-2013  
a  
01-04-2013

**Você consumiu**  
120 kWh de electricidade  
200 kWh de gás natural

Estes dados são baseados nas leituras dos seus contadores de electricidade de gás natural e em consumos estimados.

**DESCONTOS INCLUIDOS**

2% Electricidade	3.43€
5% Gás Natural	2.09€

**5.52€**

Com a Galp On, já poupou 74.20€

**VALOR DA FATURA**  
(com desconto incluído)

**116.25€**

Valor da fatura s/ desconto - 121.77€

**VALOR A PAGAR**

Presente fatura	116.25€
Em atraso	148.65€

**264.90€**

IVA Incluído

**Data limite pagamento: 21-04-2013**

- Adaptámos algumas partes para a nossa proposta de fatura, que tem a mesma informação que a fatura atual, mas com melhor estrutura, apresentação das informações requeridas por lei e o relevo das informações importantes para o cliente

# Reformulação da Fatura Galp On



**RESUMO DA FATURA**

Valor da fatura sem desconto:	121,77€
Desconto campanha:	-5,52€
<b>Valor da fatura</b>	<b>116,25€</b>
<b>Valor a pagar</b>	<b>264,90€</b>
<b>Data limite de pagamento:</b>	<b>21-04-2013</b>
<b>Período de faturação:</b>	01-03-2013 a 01-04-2013
Nº DO DOCUMENTO: GE300063882	DATA DE EMISSÃO: 01-04-2013 2ª VIA

➔

**Os seus dados de consumo**

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IVA Incluído

**Data limite pagamento: 21-04-2013**



## Resolução de Questões e Reclamações



- Foquemo-nos no site da Galp On
- Visto que a Galp quer que o site seja autónomo, este terá de ter as mesmas funcionalidades de apoio ao cliente do site “galpenergia.com”:
  - Informação
  - Contratação
  - Contactos
  - Promoções

The screenshot shows the Galp On website homepage. At the top, there is a navigation bar with the Galp On logo and the text 'ELETRICIDADE GÁS NATURAL'. Below the navigation bar, there are four menu items: 'PRINCIPAIS VANTAGENS', 'ADIRA A GALP ON', 'VEJA QUANTO PODE POUPAR', and 'PERGUNTAS FREQUENTES'. The main content area features a large heading 'Ainda não mudou para a Galp On?' followed by 'Poupe nas contas da eletricidade e do gás natural com os planos Galp On 2013.'. Below this, there is a sub-heading 'A Galp Energia trata da mudança do seu contrato atual:' and two bullet points: 'Sem interrupção no fornecimento de energia;' and 'Sem qualquer custo para si.'. There is a 'Adira já' button. To the right, there is a promotional banner for 'AGORA COM TARIFA BI-HORÁRIA' and a contact number '808 507 500'.

## Resolução de Questões e Reclamações



- Secção “perguntas frequentes”
- Esta secção serve de apoio ao clientes que têm dúvidas quanto aos serviços Galp On, ao Mercado Livre e ao Processo de mudança de comercializador de gás/eletricidade

The screenshot shows the 'Perguntas frequentes' section of the Galp On website. At the top, there is a navigation bar with the Galp On logo and the text 'ELETRICIDADE GÁS NATURAL'. Below the navigation bar, there are four menu items: 'PRINCIPAIS VANTAGENS', 'ADIRA À GALP ON', 'VEJA QUANTO PODE POUPAR', and 'PERGUNTAS FREQUENTES'. The main content area features the heading 'Perguntas frequentes' followed by a list of three items: 'a. PLANOS GALP ON', 'b. MERCADO LIBERALIZADO', and 'c. O PROCESSO DE MUDANÇA DE COMERCIALIZADOR'.

# Resolução de Questões e Reclamações



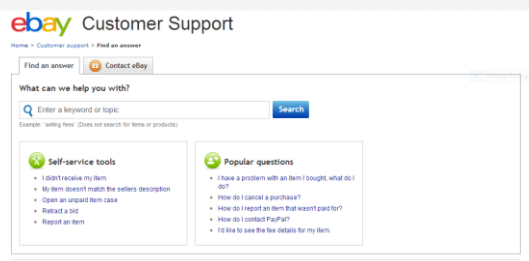
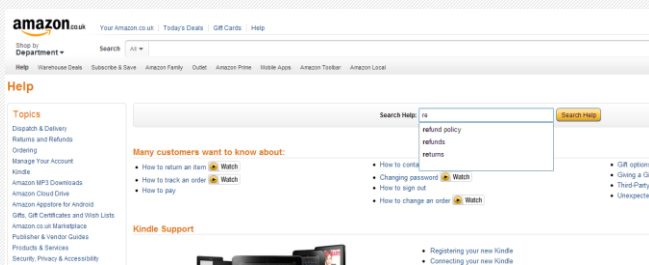
- Na nossa opinião, a Galp pode aproveitar este espaço para fazer algo mais eficaz, eficiente, didático, dinâmico e *user-friendly*
- Para tal, temos de observar os líderes de apoio on-line



# Resolução de Questões e Reclamações



- É certo que a Galp Energia e a Amazon e eBay “actuariam” em diferentes mercados, mas isto não impede que a Galp Energia adapte as melhores práticas de um outro mercado - neste caso, “customer support” - para o seu.



## Resolução de Questões e Reclamações



- O que propomos, é a reformulação da área “Perguntas Frequentes” para algo que dê ainda mais apoio aos clientes e que abarque um maior número de áreas para além de informações (como por exemplo **soluções**, **dicas**, entre outros)
- um **“Centro Online de Suporte ao Cliente”**

## Centro Online de Suporte ao Cliente



- Após longas conversas, decidimos que a escolha mais acertada para a procura de soluções e informações por parte do utilizador, seria através de uma “barra de pesquisa”

- A seleção das respostas seria feita através da pesquisa das “keywords” que o utilizador inserisse na “barra de pesquisa”

## Centro Online de Suporte ao Cliente



- Se o utilizador não conseguir resolver os seus problemas ou não ficar satisfeito com as informações fornecidas, haverá 3 possibilidades:
  - “escreva-nos”
  - “ligue-nos”
  - “nós ligamos-lhe” - apenas para assuntos excecionais

## Centro Online de Suporte ao Cliente



### Secção contacto Galp Energia

- 1º nível - cliente insere nº de cliente/fornecedor e indica o serviço relativo à dúvida (gás natural ou eletricidade)
- 2º nível - escolhe o tipo de contacto (problema, informação, sugestão)
- 3º nível - seleciona a área da dúvida que quer questionar (o sistema agrupa os temas de acordo com as F.A.Q.)
- 4º nível - o sistema fornece possíveis respostas que o cliente pode não ter visto com a pesquisa de *keywords* (“Did you know?”)
- 5º nível - o cliente envia (escrito); O cliente indica que telefona (assunto registado para auxílio do staff do call-center)

## Centro Online de Suporte ao Cliente



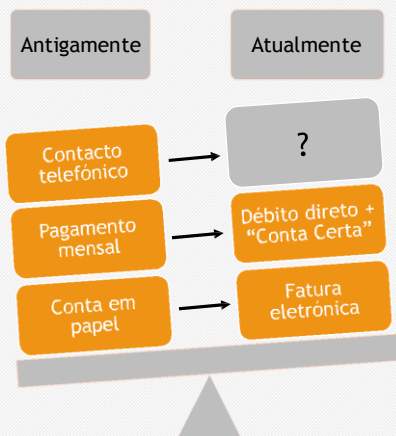
- Com a implementação de um novo canal, existem vários problemas associados:
  1. A possibilidade dos clientes não usarem
  2. Custos de desenvolvimento e manutenção
  3. A necessidade de haver pessoal qualificado para tratar deste canal

## Centro Online de Suporte ao Cliente



1. A possibilidade dos clientes não usarem
  - Este problema prende-se com o facto de haver uma parte dos clientes da Galp Energia que não utilizam o computador. É tudo feito “tradicionalmente” (contas em papel, pagamentos mensais e contacto telefónico)
  - O centro de suporte ao cliente não se distancia da imagem atual da Galp, visto que a empresa está a apostar em métodos modernos (fatura eletrónica, conta-certa, débito direto)

# Centro Online de Suporte ao Cliente



# Centro Online de Suporte ao Cliente



## 2. Custos de desenvolvimento e manutenção

- Este novo serviço terá apenas um custo de desenvolvimento inicial
  - Orçamentado entre 10.000€ e 15.000€
  - Poderá ser mais reduzido visto que a Galp Energia tem o seu próprio departamento de IT
- As questões, com as devidas soluções e informações, serão dados que sofrerão poucas ou nenhuma alterações
- Se porventura, no futuro, a Galp Energia tiver a necessidade de inserir ou retirar certas informações, esta alteração será simples, visto que basta aceder à lista com as "keywords" e as respetivas soluções para se proceder à modificação

## Centro Online de Suporte ao Cliente



3. A necessidade de haver pessoal qualificado para tratar deste canal

- Respostas, soluções e dicas estarão na base de dados online
- Se o problema não tiver solução online existem três possibilidades:
  - O cliente escreve para a Galp - Contacto vai para SIBS
  - O cliente liga - Contacto vai para TelePerformance
  - A Galp liga para o cliente (assuntos excecionais) - Contacto vai para TelePerformance

## Conclusão



## Conclusão



- Com este projeto nós visámos seguir sempre a regra essencial da consultoria - o cliente tem a solução.
- De modo a apoiarmo-nos nesta regra, apostámos fortemente na comunicação com o nosso cliente - a Galp Energia - e na comunicação dentro do grupo de projeto. Realizámos várias reuniões com o cliente e visitámos também alguns centros de apoio ao cliente Galp - TelePerformance e SIBS Processos.
- Consideramos que o atual programa de *customer care* da Galp Energia é moderno e eficiente, o que nós dificultou a pesquisa de procedimentos que necessitavam de melhorias. Contudo, apresentámos propostas sólidas e com implementação de dificuldade moderada, baseadas em opiniões de clientes (questionário), de trabalhadores Galp Energia (SIBS, TelePerformance, Sponsor Galp Energia) e nas melhores práticas nacionais e internacionais, quer no mercado da energia quer noutros mercados.
- As nossas propostas apostam em práticas modernas e eficazes e na responsabilidade social. Todas elas vão de encontro com a identidade da Galp Energia - um empresa dinâmica, moderna e com os olhos postos no futuro.