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Strategic Customer Forum  
KZN Region: 27 August 2015  
Commercial and Marketing (CRM, NBD & Property)



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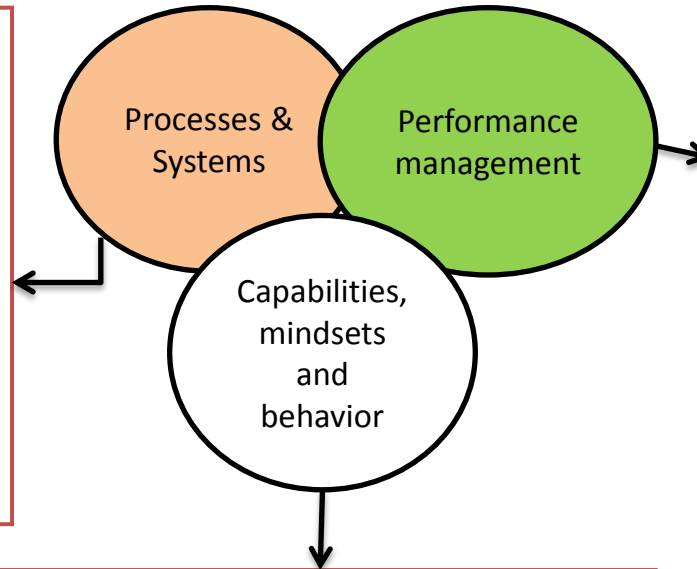




# Strategic Focus: Customer Centric Organisation

## End State:

- Fully documented and automated processes for customer service interactions (complaints, queries, service requests, etc)
- Transparent and consistent management of customer issues, tracking and reporting.
- CRM system to manage customer data and activities.



## End State:

- Queries and requests attended to speedily (FCR % & MTTR)
- Calls answered promptly (80/20 Service Level)
- Reduced # of complaints (# complaints as % of # customers)
- Complaints resolved timeously (Resolution time in hours or days & Root Cause Analysis)
- Continuous Improvement on CSI scores
- Daily, weekly, monthly and annual reports on Service Requests Management

- Common understanding and appreciation of customers (CSI)
- Decisiveness and Ownership of customer issues
- Proactive communication (communiqués, newsletters, forums, roadshows, etc.)
- Adoption of the voice of the customer theme – ‘customer is king’
- Creating customer centric culture
- Integrated Customer Management One customer – one company vision (Group Commercial Initiative)

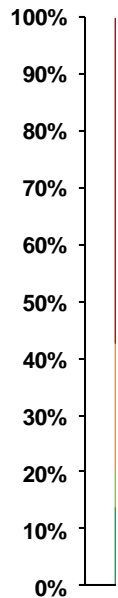




## **CUSTOMER SATISFACTION SURVEY – 2014 RESULTS**

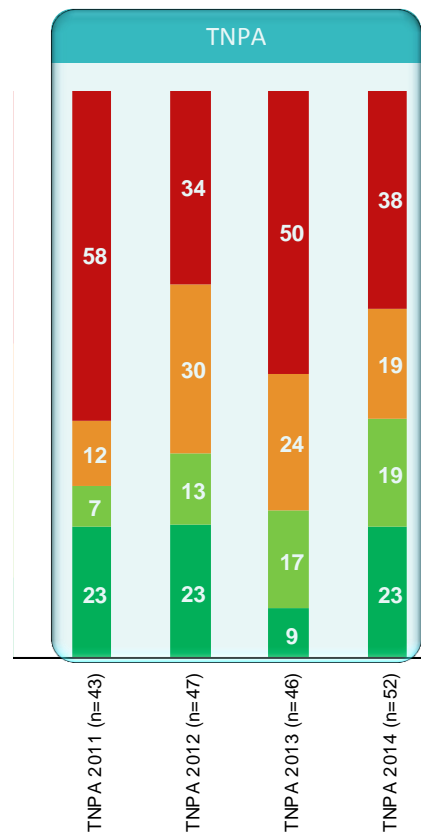


# Click to edit Master title style Customer Loyalty Model Results – TNPA



**LOYAL AND SATISFIED CUSTOMERS  
GREW from 26% to 42%**

**DISSATISFIED CUSTOMERS DECLINED  
from 50% to 38% - the focus for future  
improvement is a higher conversion  
rate to LOYAL AND SATISFIED**



■ Loyal customers

■ Satisfied customers

■ Marginally satisfied customers

■ Dissatisfied customers



# Customer Survey Dimensions & Key Attributes



## STRATEGIC BUSINESS ALIGNMENT & PLANNING

This measured issues around Strategic Business Alignment and Planning. A total of 7 attributes were measured.

## CUSTOMER RELATIONS AND COMMUNICATIONS

This measured all attributes that were related to Customer Relationship Management and Communication. A total of 11 attributes were measured.

## KNOWLEDGE, SKILLS AND INNOVATION

This group measured issues around Knowledge, Skills and Innovation. A total of 7 attributes were measured.

## INFRASTRUCTURE AND CAPACITY

This measured attributes related to Infrastructure and Capacity. In total, 4 attributes were measured.

## OPERATIONS AND SERVICE DELIVERY

This measured attributes that were related to service delivery. A total of 9 attributes were measured.

# Customer Survey Results



	**Transnet				Transnet National Ports Authority			
	2011	2012	2013	2014	2011	2012	2013	2014
n	52	134	150	151	43	47	46	52
Overall Operations & Service Delivery	5.52	5.94	5.67	5.97	6.00	6.68	6.50	6.50
Overall Infrastructure and Capacity	5.54	6.11	5.72	6.22	5.81	6.68	6.28	6.50
Overall Customer Relations & Communications	5.73	6.35	6.16	6.36	6.02	6.51	6.13	6.00
Overall Strategic Business Alignment & Planning	5.37	6.17	5.86	6.03	5.79	6.51	6.07	5.94
Overall Knowledge, Skills and Innovation	5.44	6.18	5.96	6.29	5.81	6.57	6.28	6.48

	2011	2012	2013	2014
Minimum	6.91	6.72	6.81	6.53
Ideal	8.30	8.55	8.54	8.29



Although most of the scores were greater than the 2013 scores, the differences were not statistically significant. There's still great focus required to address customer issues and improve overall experience.

# Click to edit Master title style 2014 Survey Key Improvement Drivers



From the total 38 attributes measured, the following 5 attributes were the key drivers for TNPA: n=52

## Key Drivers

Attribute	Dimension	Attribute Mean rating (out of 10)	% Contribution
Culture of continuous improvement	Knowledge, Skills and Innovation	6.30	22%
Culture of accountability	Knowledge, Skills and Innovation	5.87	18%
Effective maintenance of Infrastructure , assets and equipment	Infrastructure and Capacity	6.23	17%
Fair and equitable distribution of capacity	Infrastructure and Capacity	6.36	14%
Proactive and effective deviation management	Operations and Service Delivery	6.26	14%
<b>Overall Prediction</b>			<b>85%</b>



# Areas needing Urgent Improvement

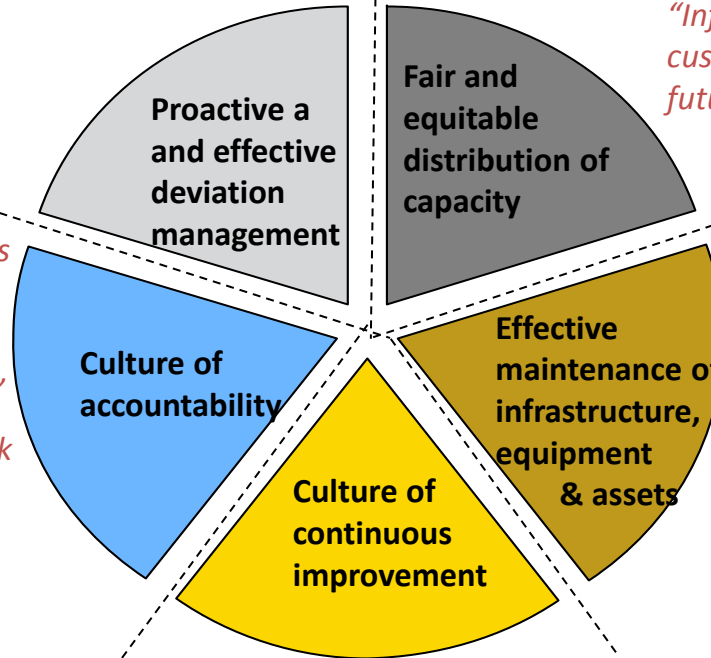
- *“Delivery on time must improve. Late docking of vessels has a big impact on availability of cargo”*
- *“Tangible measures and turn around times”*
- *“TPT and TFR alignment”*  
*“Incorrect billing and long process to rectify”*

*“Treat all customer equal – Every customer matters”*

*“TNPA’s pricing is high...”*

*“Infrastructure plans to be shared with customers to manage expectations and future demands”*

- *“Queries, requests and calls not responded to timeously. Telephones not promptly answered.”*
- *“No senior management involvement in customer meetings”*
- *“Infrequent customer visits and lack of proactive communication”*
- *“Lack of clear and proactive communication”*
- *“Lack of commitment to understanding customers business and requirements”*



- *“Continuous upgrades to meet changing vessels sizes”*
- *“Equipment maintenance to maximize uptime”*

- *“There is limited/poor focus on continuous improvement, issues raised year on year are still appearing”*
- *“Automation of processes”*

- *“There seems to be no focus on open communication .”*





# Some Quotes from Customers

**Transnet Has:**

- ✓ Qualified People
- ✓ Strategies and Intent
- ✓ Resources and Infrastructure



**Symptom**

- ✓ Inward looking organisation

**Recommendations**

- ✓ Customer based targets and incentives
- ✓ Penalties for non-performance

**Symptom**

- ✓ KAMs caught between a rock and a hard place

**Recommendations**

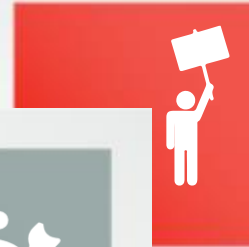
- ✓ Systems
- ✓ Empowering KAMs

General Inefficiency

Unintegrated Operating & OD Communication



Lack of Customer Orientation



Execution



Politics and bureaucratic obstruction



Lack Of Requisite Authority For Client Facing Staff

**Transnet Lacks:**

- ✓ Ability to Execute and Follow through



**Symptom**

- ✓ Customers are the ones making an effort to receive services

**Recommendations**

- ✓ Training
- ✓ KPIs

**Symptom**

- ✓ Schedules and planning unreliable

**Recommendations**

- ✓ Technology based solution






# Towards a Customer Centric Organisation





# Proactive and Effective Deviation Management

Initiatives Owner/s: Ms. P Difeto (Chief Operating Officer) Capt. R Lekala (Chief Harbour Master) Mr. Mohammed Abdool (CFO)		Delivery Time Line (Months)		
Root Causes	Initiatives	0 - 6	6 - 12	12 - 18
<ul style="list-style-type: none"> <li>High anchorage time and late docking of vessels. <i>“Delivery on time must improve. Late docking of vessels has a big impact on availability of cargo”</i></li> <li>Operations standards and measurements for quick turn around times. <i>“Tangible measures and turn around times”</i></li> <li>Operational alignment with TPT and TFR.</li> <li>Incorrect billing and long process to pass credits</li> </ul>	Establish Port Operations Centers and Integrated Port Management system	Q2 15/16 	Q3 15/16	
	Implement Port Operations Performance Standards	Q2 15/16 	Q4 15/16	
	Participation in established TVCCs - implement and monitor improvement action plans	Ongoing	Ongoing	Ongoing
	National Debtor Committee oversight	Q1 15/16 		





# Culture of Accountability

Initiatives Owner/s: Ms. L Sesoko (GM Commercial and Marketing) and Ms. L Ngcobo (GM Corporate Affairs)		Delivery Time Line (Months)		
Root Causes	Initiatives	0 - 6	6 - 12	12 - 18
<ul style="list-style-type: none"> <li>Customer awareness not top of mind for TNPA staff.</li> <li>Telephones, queries and requests not responded.</li> <li>Infrequent customer visits and lack of proactive communication</li> <li>No senior management involvement in customer management, queries and meetings</li> <li>Commitment to understanding customers business and requirements</li> </ul>	<ul style="list-style-type: none"> <li>Customer service training</li> <li>Adopt Customer Service Charter</li> </ul>	Q2 15/16		
	<ul style="list-style-type: none"> <li>Managed and Effective National Contact Center</li> </ul>	Q2 15/16		
	<ul style="list-style-type: none"> <li>IKAM protocol implementation</li> </ul>	Q1 15/16	Q2 15/16 	
	<ul style="list-style-type: none"> <li>Re-establish customer interaction platforms                             <ul style="list-style-type: none"> <li>National conference</li> <li>Sector forums</li> <li>B2B sessions</li> </ul> </li> </ul>	Q2 15/16	Q3 15/16 	
	<ul style="list-style-type: none"> <li>Review and disseminate Customer Key Account Plans</li> </ul>	Q1 15/16		





# Progress on CRM Key Initiatives

## CRM & Contact Centre Systems





## CRM Modules & Benefits:

- **Account and Contact Management**  
Delivers 360-degree account view.
- **Activity Management**  
Track customer behaviour, providing real time visibility of interaction records.
- **Segmentation and List Management**  
Identify high value customers, define key customer groups and quantify their value.
- **Customer Service and Support**  
Service request, Inquiry, Query and complaint management.
- **Opportunity Management**  
Signaling the new business kickoff process with a potential or existing client.
- **Reporting**  
Comprehensive reporting and tracking.



# Contact Centre Solution



Through this Contact Centre, TNPA will ensure that:

- There is a primary customer contact channel;
- Improved Customer handling efficiencies;
- Share company information, updates and educational messages;
- Contacts are tracked;
- Optimized system management to single administration; and
- Improve customer experience.

## Functionalities

- Multimedia contact channel support including voice and e-mail;
- Intelligent routing;
- Quality Management;
- Call Recording;
- Enterprise Reporting; and
- Capabilities for self service, Web chat and social media.

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## New Business Development (NBD)

# Update on Current Section 56 Projects

Region	S56 Project	Commodity Sector	Current Status	Time Lines
Western Cape	Burgan Cape (Cape Town)	Liquid Bulk	Record of Decision(ROD) secured. The project moving to construction phase	Construction to commence October 2015
	Cruise Terminal (Cape Town)	Passenger Cruise Line	Negotiations underway with preferred bidder	Agreement - September 2015 (Construction - October 2017)
	Sunrise Energy (Saldanha)	Liquid Bulk	Record of decision from Port Regulator South Africa(PRSA) matter still under consideration	TBA
Eastern Cape	Oil Tanking Grinrod Calulo (OTGC) (Ngqura)	Liquid Bulk	Terminal Operator Agreement(TOA) finalization	TBA
	Manganese (Ngura)	Dry Bulk	S79 Approved by cabinet under Phakisa initiative	Terminal Operator Agreement expected to be signed in October 2015
Kwa-Zulu Natal	Vopak (SA) Development– (Richards Bay)	Liquid Bulk	The TNPA Environmental ROD has been received and TNPA is working jointly with Vopak to complete their application.	Pending
	Gas 2 Liquids	Liquid Bulk	The Business Rescue process in progress.	Pending



# Upcoming Section 56 Projects

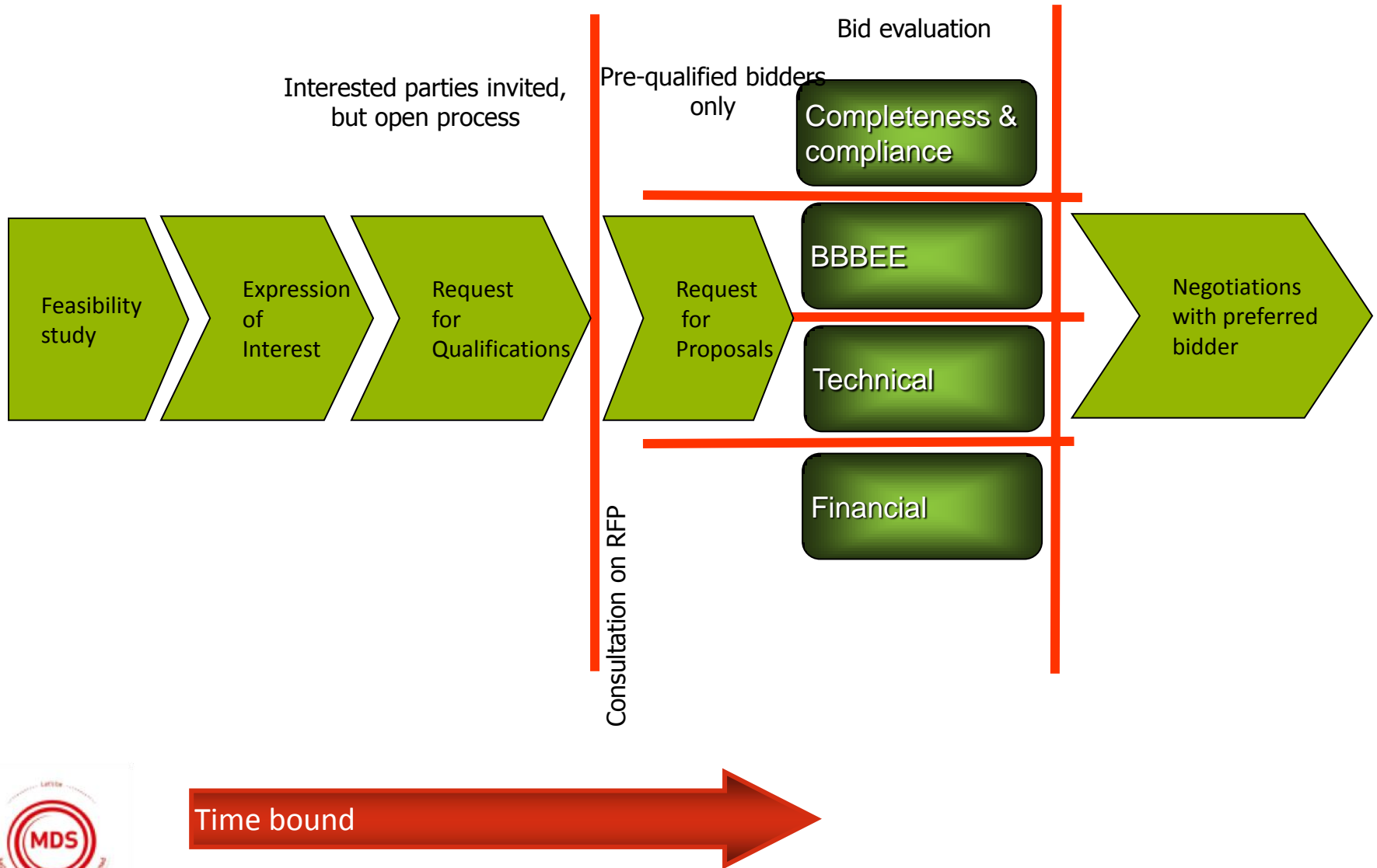
Region	S56 Project	Sector	Status	Time Lines
Eastern Cape	Heavy Fuel Oil (HFO) (East London)	Liquid Bulk	Reviewing contamination levels.	Go to market to be advised.
	Shed 10 & 11 (Port Elizabeth)	Break-Bulk	Request for Proposal\Terminal Operator Agreement(TOA) suite being finalised.	RFP January 2016.  Approval of award September 2016.
Kwa-Zulu Natal	Cruise Terminal (Durban)	Passenger Cruise Line	The tender was advertised on 24 July 2015. 21 bids were sold, the briefing session was on 11 Aug. The bid submission date is on 2 October @15h00.	Bid Submissions close October 2015.  Sign Off Terminal Operator Agreement March 2016.



**N.B: Above projects are subject to necessary approvals and Transnet Governance Processes**

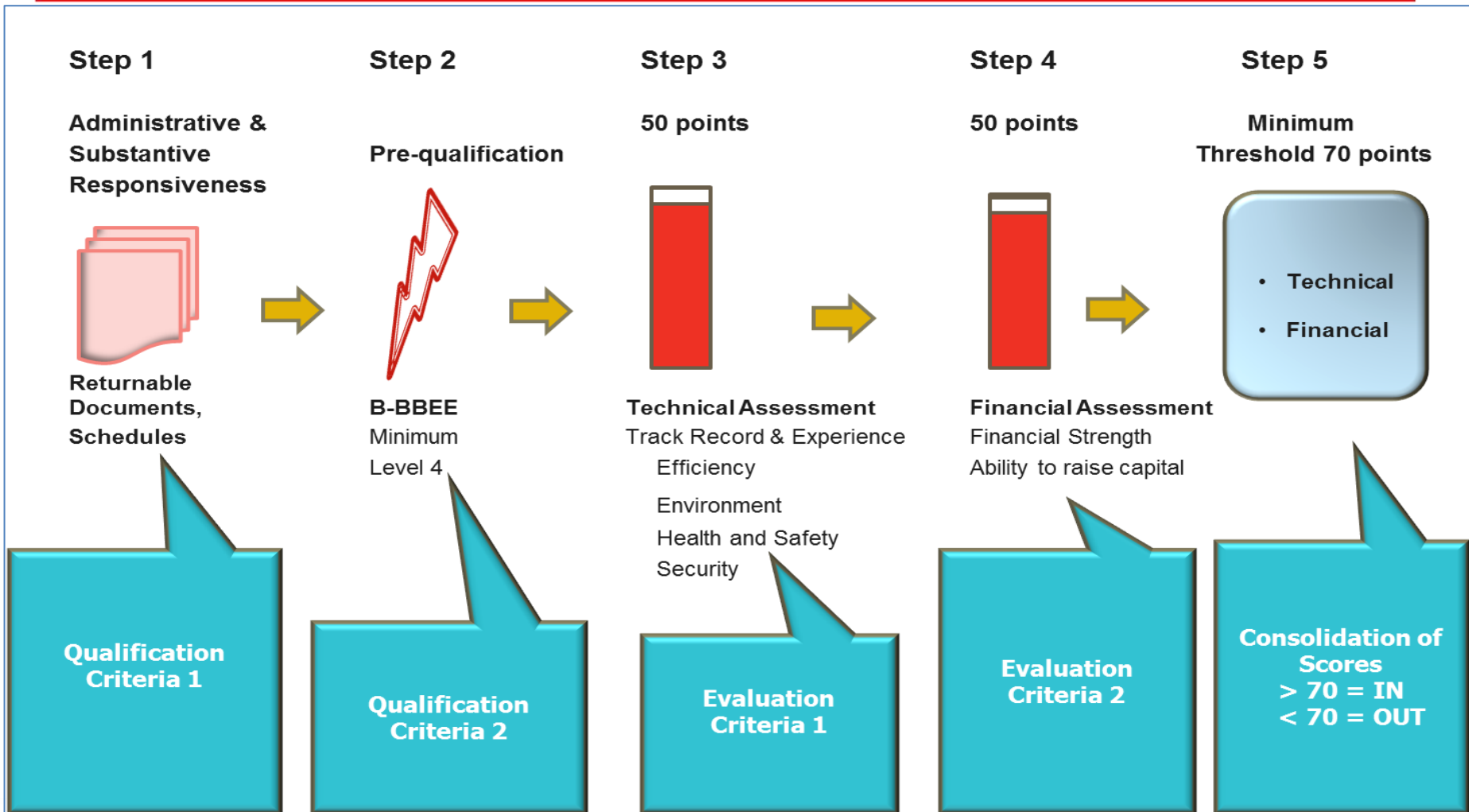


# Bids Oversight Process – s56



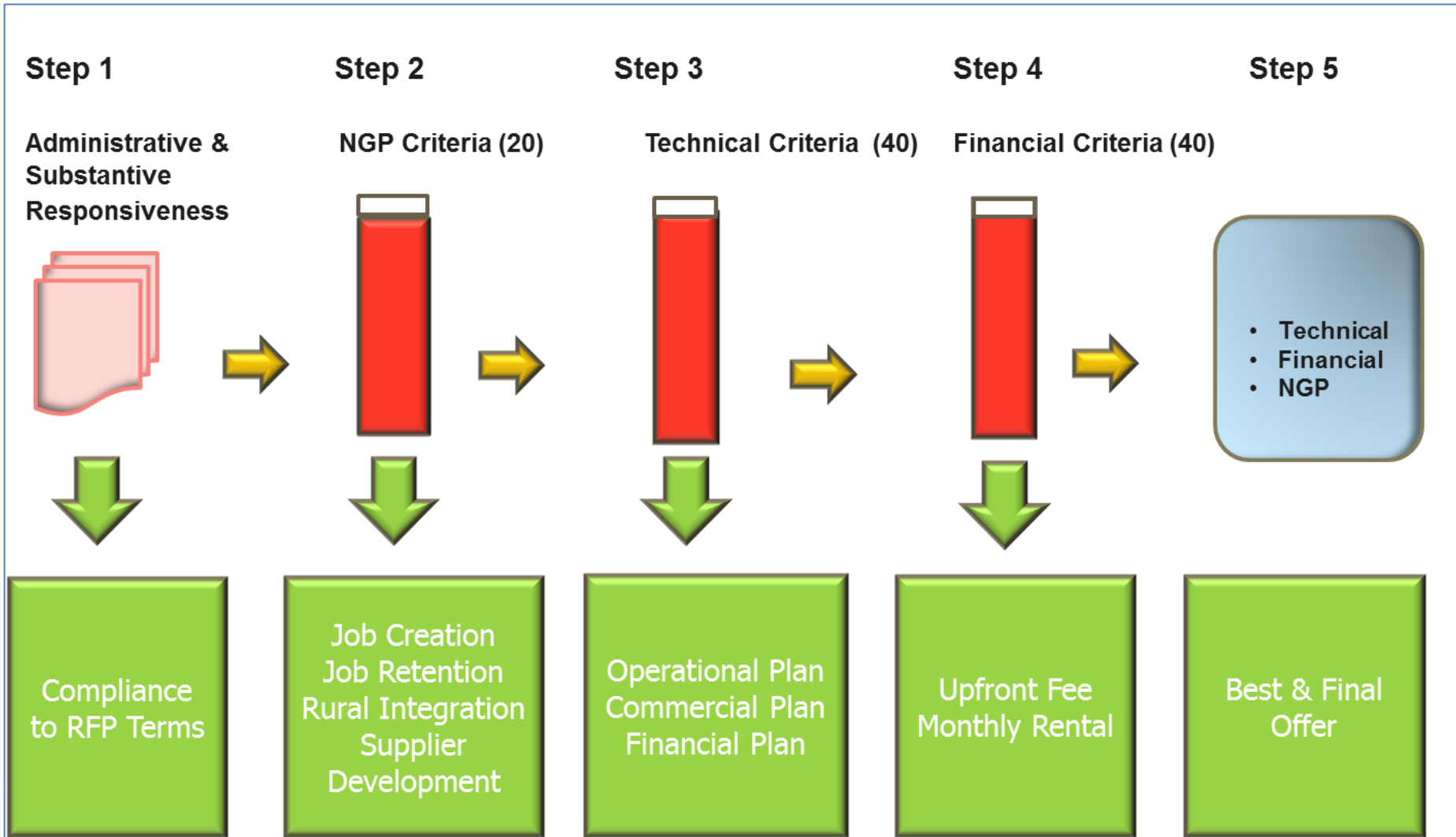


# Bids Evaluation Process (First stage)





# Bids Evaluation Process (Second stage)



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Property

# TNPA Property Overview – S11



Optimally serve the economy



Landlord

**Promote the use, improvement and development of ports, and control land use within the ports, having the power to lease port land under conditions it determines.**

Controller of ports services & facilities

**Ensure that port facilities are provided, and may enter into agreements or license other parties to provide these.**

Marketer & administrator

**Ensure that adequate, affordable, equitable and efficient facilities are provided for port users.**

Change agent

**Ensure non-discriminatory, fair, transparent access to port services and facilities; advancement of previously disadvantaged people; promotion of representivity and participation in terminal operations.**

Coordinator with other state agencies

**Advise on land use matters relating to the port sector, and liaise with all stakeholders.**



# Governance - Leasing Principles

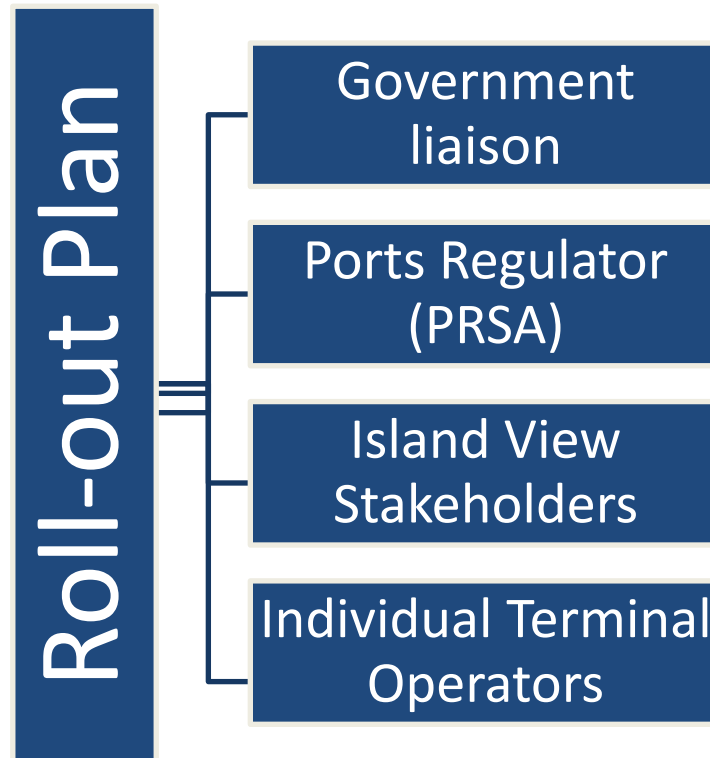
- Leasing at Ports is Governed by the National Ports Act and Transnet policies,
- Section 56 (5) requires TNPA to follow a leasing procedure that is fair, equitable, transparent, competitive and cost effective,
- This process shall be followed upon the expiry of all existing lease agreements and operating licence agreements,
- Terminal Operators Licence Agreements were issued as a once off and will be phased out and replaced by a Terminal Operator Agreement (TOA),
- On renewal, a Section 56 process shall be followed. And the relationship with the customer shall be governed by the TOA going forward.



- Facilitate Access to the port for the Historically Dis-Advantaged Individuals,
- Provide a framework for additional NGP requirements for TNPA Leases,
- Ensure compliance with the Government & other Legislative Requirements,
- Encourage Tenants' support for New Government's Initiative,
- Ensure Tenants' support for New Government's Initiatives.



- The Island View Strategy was approved by Transnet during August 2015,
- TNPA is in the process of rolling out the Strategy:





# Governance – B-BBEE & Ownership

- The current required B-BBEE contributor status level is 4 and Black Ownership should at least be at 25%,
- Valid B-BBEE Certificate from SANAS or other accredited institution required,

B-BBEE STATUS LEVEL	POINTS
Level 1	10
Level 2	9
Level 3	8
Level 4	5
Non compliant Contributor	0





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THANK YOU