

# REDUCING THE COST TO SERVE IN UTILITIES

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KEEPING THE COST  
OF CUSTOMER CARE  
DOWN WITHOUT  
SACRIFICING ON  
SERVICE QUALITY



# A CHANGING LANDSCAPE

A scenic landscape featuring a valley with a river, surrounded by mountains and a forest, with a cloudy sky above. The image serves as the background for the title "A CHANGING LANDSCAPE".

**FROM INCREASING  
REGULATORY AND  
POLITICAL PRESSURES  
TO EVOLVING  
CONSUMPTION  
HABITS, THE UTILITIES  
INDUSTRY HAS FACED  
A PERFECT STORM  
OF CHALLENGES  
IN RECENT YEARS.  
TRADITIONAL  
SUPPLIERS HAVE  
HAD TO OVERHAUL  
THEIR BUSINESS  
AND OPERATING  
MODELS TO ENSURE  
THEY REMAIN  
COMPETITIVE.**

The rise and fall of new challenger companies has played a significant role in this shift, particularly within the energy sector. With increasing financial strain leading to the collapse of 30 providers since the start of 2018, rivals have been waiting in the wings to take on tens of thousands of displaced customers from failed suppliers.

In fact, comparison service Energyhelpline estimates that the industry will soon go from around 60 suppliers to 45 or less in a huge consolidation that will include several mergers and acquisitions. The recent purchase of SSE by OVO Energy is a great example of how, in a relatively short space of time, a smaller supplier can make a strategic move that leaves them in a position to challenge the Big Six.

In September 2019, OVO agreed to acquire SSE's household energy and related services business, including the customers, operations and employees for the company's energy, telecoms and home services. Together, the two companies currently serve almost five million customers, meaning that OVO has become the second largest energy company in the UK.

With such stiff competition and increased market volatility, businesses are having to fight harder than ever before to win and retain customers and, ultimately, stay profitable.

Utilities companies are also facing mounting scrutiny from regulators on the issue of value. The introduction of price caps, which aim to stop suppliers charging loyal or disengaged customers more than those who shop around, require utilities businesses to take a serious look into pricing structures and ways to achieve cost efficiencies.

With mandatory steps being introduced to ensure customers are getting the best deal, as well as rising wholesale costs and renewable power commitments, providers are feeling the squeeze.

However, energy companies are not the only ones feeling the pressure. Ofwat, the water regulator, is also driving cost targets and has demanded that water bills fall by an average of £50 per household from April 2020 year. In its PR19 draft determinations, Ofwat proposed that water companies should be investing an extra £12 billion to help prepare for population growth and climate change, including an estimated £2.3 billion to improve overall resilience and security of supply.

While this type of regulatory intervention is good for consumers, it puts further pressure on a company's bottom line, meaning businesses need to explore other areas where they may be able to recover funds.

New customer-centric regulatory requirements, rising wholesale costs and commitments to renewable energy targets are all contributing to the squeeze being felt by providers. While new regulations will benefit customers and the environment, firms are not currently operating in the most cost-efficient way possible, and some may not be able to bear the extra weight. Strategically reducing their cost to serve should therefore be a priority for firms looking to keep their place in the changing utilities landscape.

**THIS PAPER PROVIDES CLEAR AND PRACTICAL ADVICE ON HOW TO ELIMINATE UNNECESSARY SPENDING, WITHOUT BUSINESSES HAVING TO SACRIFICE ON THE LEVEL AND QUALITY OF THEIR CUSTOMER SERVICE.**



OFWAT PROPOSED THAT  
WATER COMPANIES SHOULD  
BE INVESTING AN EXTRA  
**£12 BILLION**  
TO HELP PREPARE FOR  
POPULATION GROWTH AND  
CLIMATE CHANGE

A black and white photograph of a diverse group of people, including children and adults, gathered around a table. They are all looking at a tablet device that one person is holding. The scene suggests a collaborative learning or professional environment. The text 'WHY IS REDUCING YOUR COST TO SERVE SO IMPORTANT?' is overlaid on the image in large, white, sans-serif capital letters.

# WHY IS REDUCING YOUR COST TO SERVE SO IMPORTANT?

**TOTAL COST TO SERVE  
RELATES TO HOW  
MUCH A BUSINESS  
SPENDS SERVICING  
A CUSTOMER  
PER ANNUM. THE  
ULTIMATE AIM IS  
FOR COMPANIES  
TO HAVE THE RIGHT  
PROCESSES AND  
POLICIES IN PLACE  
SO THAT THIS FIGURE  
REMAINS AS LOW AS  
POSSIBLE.**

However, this shouldn't be to the detriment of quality. It's also important to remember that suppliers cannot predict every possible issue. It's likely that something will arise in future that businesses have not experienced before, and this will therefore require some additional investment to ensure customer service teams are able to reach a resolution.

Suppliers, providers and intermediaries must also plan ahead for when service interruptions are more likely to occur. Challenging weather events such as the now infamous 'Beast from the East' are a good example of such interruptions. The water regulator Ofwat found that failings of UK water companies left

200,000 households in England and Wales cut off, some for several days, during the winter of 2018. In the case of the 'Beast', there was perhaps not enough preparation, and the severity of the storm was unexpected. The industry and its suppliers can't risk being caught out like that again.

By determining their true cost to serve, providers will get an understanding of how different customers impact their bottom line and therefore the groups that need nurturing in order to drive greater efficiencies in future. This will also help firms to identify processes and policies in their customer service function that may not operate in the most effective way in the event of an emergency or unexpected event.

Complaints handling is one area that can have a major impact on a firm's costs. Companies must have the resilience and resource in place to deal with customer enquiries quickly and efficiently - this is especially critical in times of crisis (for example, during an unexpected power failure, a systems error or following investigation from consumer rights groups or regulators). As complaint numbers will naturally increase during and after these periods, providers that are caught unprepared will take longer to resolve customer queries and, as a result, incur greater costs over a prolonged period.

However, when managed properly, a company's complaints function can be a source of tremendous value and even profit. Our *Complaints Outlook 2019* revealed the hidden value within complaints operations, and how customers' experience of the complaints journey can really make or break a business.

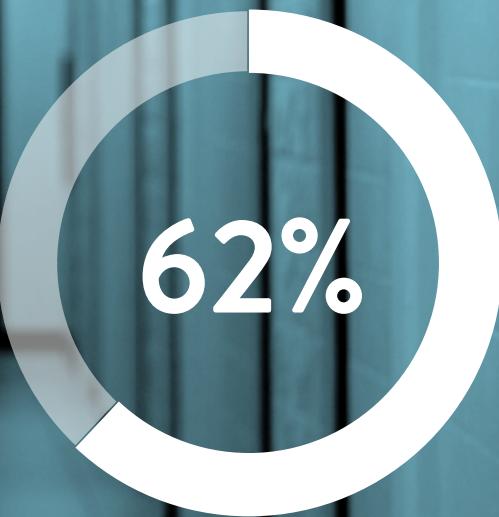
Considering providers can broadly predict when extreme weather events are likely to occur, why not put a playbook in place to ensure that subsequent complaints don't take more time (and cost more) than absolutely necessary?

In a turbulent marketplace, reducing the cost of ongoing customer care is critical to competitiveness and productivity. But how can suppliers do this without directly impacting the quality of their service?

OUR RESEARCH FOUND THAT



OF CONSUMERS WILL LET THEIR  
COMPLAINTS EXPERIENCE CHANGE THEIR  
OVERALL IMPRESSION OF A FIRM.



OF CUSTOMERS WOULD CONSIDER  
MOVING UTILITY PROVIDERS IF THEY HAVE  
A BAD EXPERIENCE WITH THEIR PROVIDER.

A black and white photograph of a woman with long hair, wearing a light-colored sweater, holding a baby in a carrier. She is looking down at a tablet device she is holding in her hands. The baby is looking towards the camera. The background is slightly blurred, showing what appears to be an office or service center environment.

# LOWERING CUSTOMER CARE COSTS, STEP BY STEP

When looking to reduce cost to serve, the first step utility providers should take is assigning an appropriate amount of time and resource to reviewing current processes and policies.

#### YOU NEED TO CONSIDER:

## WHAT IS THE CURRENT COST TO SERVE?

ARE THERE PARTS OF THE CUSTOMER COMPLAINTS PROCESS THAT ARE CAUSING MORE ISSUES THAN OTHERS? WHY IS THIS?

WHICH GROUPS OF CUSTOMERS ARE COSTING MORE TO DEAL WITH?

Only by understanding and remedying existing shortcomings within operations will businesses be able to reap the benefits further down the line. You need to know what isn't working to be able to fix it, after all.

Once you understand where issues tend to occur, the next step will be identifying the root cause.

## ELIMINATE ISSUES AT THE ROOT

Firms that prevent issues from arising in the first place will, of course, not face the associated costs that come with high volumes of complaints, redress payments and possibly regulatory intervention. In fact, the process of mitigating complaints risk is very much in firms' commercial interest, helping them to retain customers (and staff), as well as fulfil their obligations to shareholders.

To achieve this desired state, utility providers should be undertaking root cause analysis (RCA) to identify the underlying causes of a specific problem or event. Once the root cause is found (this could, for example, be an issue around the sharing of data, process failure or even simple lack of investment), your business will find it easier to correct or eliminate the issue and therefore prevent future occurrences.

Undertaking regular, effective RCA should help foster a culture of identification and rectification within the company. Ideally, you want issue rectification to move from being a 'reactive' process to one that is proactive and meaningful, powered by effective data gathering and analysis.

At the core of RCA is detailed and thorough management information (MI) data which helps firms to evaluate their handling of issues and make informed decisions on overall business performance. MI is critical in improving customer relationships and plays a major role in the retention of customers following an incident.

As a starting point, be sure to collect and regularly report on MI, such as the total volume of complaints, uphold rates and resolution times.

Firms must be diligent in RCA and keep the correct business units and staff informed of any important updates. How else are they to know if a proposed solution has been successful or not? Not being able to provide strong, clear feedback and findings could result in the issue recurring and causing the business to continue facing unnecessary costs.

## WHAT IS QUALITY ASSURANCE AND WHY SHOULD IT BE A PRIORITY FOR BUSINESSES?

Determining whether a firm is providing a high-quality service can be a complex process. It requires a business to first define what a good outcome is, as well as where they currently stand in terms of performance. Quality assurance exists to ensure good outcomes are the norm.

### TO GET THE MOST OUT OF QUALITY ASSURANCE, COMPANIES NEED TO:

- SWITCH TO, OR REFINE, AN OUTCOMES-BASED APPROACH
- INCORPORATE A ROBUST, RISK-BASED SAMPLING METHODOLOGY

### AN EFFECTIVE QUALITY ASSURANCE FUNCTION WILL BE ABLE TO:

- IDENTIFY POOR CUSTOMER OUTCOMES
- DEMONSTRATE CONSISTENTLY GOOD OUTCOMES
- PROVIDE ASSURANCE ON THE ROBUSTNESS OF A FIRM'S TRAINING AND COMPETENCE SCHEME FOR CUSTOMER SERVICE OR COMPLAINT HANDLING STAFF
- PROVIDE SENIOR MANAGEMENT WITH HOLISTIC MI, DETAILING BOTH ADHERENCE TO POLICY AND THE QUALITY OF CUSTOMER SERVICE

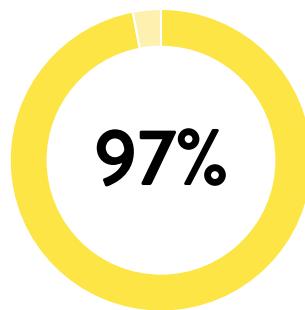
## ADOPT A MULTICHANNEL APPROACH

Many customers now expect a seamless, secure and fully digital experience, particularly when it comes to complaints. As technology evolves, it has also become critical for providers to recognise, and adapt to the fact, that customers are likely to interact across multiple channels, whether it be through an email, phone call, mobile app, webchat or social media. In many cases, it will be a combination of all of these, requiring businesses to respond in a fully omnichannel manner.

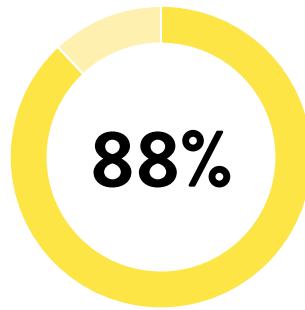
To deal with this, utility providers must invest in technology and systems that allow them to collect data from a variety of platforms and produce a 'single customer view' across the business. Providing all the information available - collated from across various functions - to customer service teams will significantly reduce the time spent trawling through previous conversations and allow for quicker resolution times. It will also mean that customers won't have to repeat themselves in every conversation or face unnecessarily long wait times.

This will be a huge differentiator, as complaint resolution time is clearly important to customers.

### THE COMPLAINTS OUTLOOK 2019 REVEALED THAT



OF THE DISSATISFACTION FELT BY UTILITIES CUSTOMERS WAS DUE TO THEIR ISSUE NOT BEING RESOLVED IMMEDIATELY. BUT WHAT IS THE IMPACT ON BUSINESSES?



OF UTILITIES CUSTOMERS REPORTEDLY FELT UNDER-VALUED FOLLOWING THE COMPLAINTS PROCESS - A WARNING SIGN THAT THEY MAY START LOOKING TO OTHER PROVIDERS TO FULFIL THEIR SERVICE NEEDS.

Taking a holistic approach to the customer journey helps frontline staff make prompt decisions and enables a seamless customer experience across different channels and teams, ultimately making it easier to meet customer expectations. This will have a significant impact when it comes to ongoing cost savings and reducing the frequency and duration of customer engagements.

A person in a dark suit and tie is holding a smartphone in their right hand, looking at the screen. In the background, a laptop keyboard is visible, suggesting a professional office environment. The text 'IS WEBCHAT THE ANSWER?' is overlaid in large, white, sans-serif capital letters.

# IS WEBCHAT THE ANSWER?

FOR BUSINESSES THAT OFFER WEBCHAT, AROUND 20% OF CUSTOMERS WILL CHOOSE TO USE IT TO MAKE THEIR COMPLAINT. FOR CUSTOMERS, IT OFFERS THE IDEAL COMBINATION OF CONVENIENCE, IMMEDIACY AND WRITTEN EVIDENCE. FOR BUSINESSES, IT ENABLES MORE EFFICIENT USE OF RESOURCE AS MULTIPLE CONVERSATIONS CAN BE COMPLETED SIMULTANEOUSLY. THIS IS ALSO THE PERFECT SPACE FOR INTELLIGENT TECHNOLOGY TO BE USED TO REDUCE RESOURCE REQUIREMENTS.

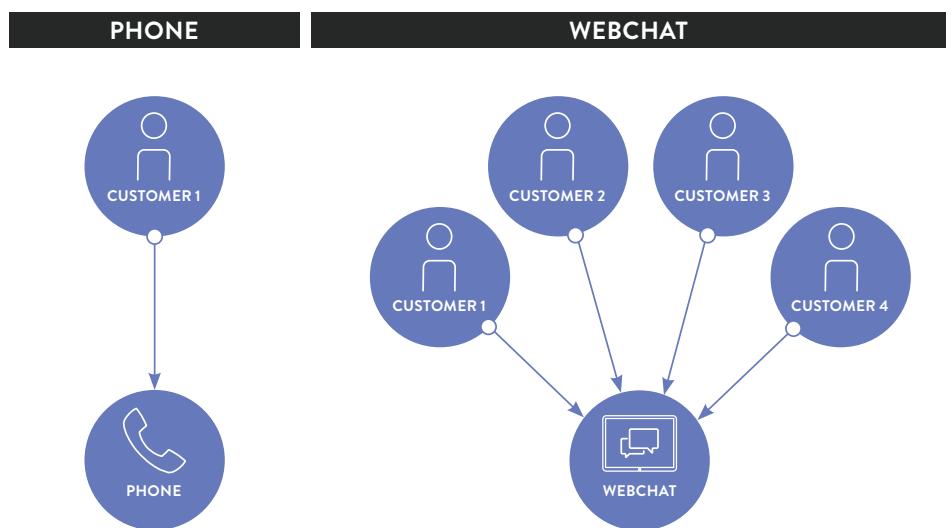
Interestingly, customers often don't know if they are talking to a chatbot or a real person. Our data shows that, for half of customers, this isn't really important - as long as they get their issue resolved. Using real-time natural language processing technology can ensure that customers most likely to need an immediate response from a real person are triaged to someone with the relevant skills. Meanwhile those looking for a functional resolution can be serviced by a technology solution.

## CUSTOMERS ARE INCREASINGLY CHOOSING TO USE WEBCHAT FACILITIES WHERE THEY ARE AVAILABLE

Uptake of webchat for complaints has been relatively slow compared to its use for general support activities.

There are challenges with ensuring that messages sent and received are secure, especially when discussing the private details of a customer's account. However, every year there are more options introduced for providing secure webchat.

WEBCHAT ALLOWS YOUR COMPLAINTS TEAM TO RESPOND TO MORE COMPLAINANTS AT ONCE, CREATING EFFICIENCIES WITHIN THE DEPARTMENT



## ENSURE A QUICK RESOLUTION TO ENQUIRIES

While adopting an omnichannel, technology-led approach will certainly help with resolution times, there's more that providers can be doing to limit the cost of individual customer contact.

### FIRST POINT OF CONTACT (FPOC) RESOLUTION

According to our research, utilities customers' issues are not being resolved at FPOC. While this has a major impact on customer satisfaction, it also prevents companies looking to streamline their customer service from achieving their goal.

We found, through research for the *Complaints Outlook 2019*, that 78% of customers expect their complaint to be resolved immediately upon contacting their provider. However, despite these expectations, only 12% of customers surveyed claimed that they received a FPOC resolution.

Not all cases can be resolved at first contact, but staff must feel empowered and equipped to be able to provide an immediate solution, wherever possible. To increase their FPOC rate, they should be discouraged from putting customers on hold or transferring them to another team. They should also be given the opportunity to thoroughly investigate an issue with readily available data at hand. Firms should reconsider the levels of available resource with this in mind, so that agents don't feel pressured to end calls early or make assumptions due to time constraints.

### TRAINING

Having a team with the right specialist knowledge will allow providers to cut down on customer service times, but they must be willing to invest in high-quality training for their staff. Empowering customer service staff is essential and requires suppliers to give them a certain level of responsibility. They should be allowed to make decisions on the company's behalf.

This can be a daunting prospect for many businesses, but not delegating some level of responsibility will mean undermining employee confidence. This will lead to longer resolution times and growing dissatisfaction on the customer end. In addition, it could ultimately have a negative impact on the company's bottom line.

## WHAT IS APPROPRIATE IN REDRESS?

To ensure staff are well-equipped, firms should also review their personal development plans and the key performance indicators that employees are being set. Only by incentivising efficient and high-quality service will providers be able to secure the best outcomes for both the business and customers.

If bringing on additional resource is not an option during busy periods, firms should consider if anything more can be done to upskill staff. Training staff members so that they can assume multiple roles in the business should an issue arise will reduce the need for resource spend while also providing customers with shorter waiting times.

Ensuring consistency when it comes to redress will help firms to save on their cost to serve. This means compensating customers at a set price based on the issue experienced. Businesses looking to implement this should be conducting an audit of the most common customer complaints from across the last year (or so, depending on individual circumstances), as well as the different levels of compensation that have been awarded to each customer.

This should then be used to create a base-line figure for each category of complaint, with this then being clearly communicated throughout the business. You won't see the benefits of this if customer service agents continue to offer different figures because they are being met with challenges from customers.

However, having these conversations can be difficult, especially when customers are emotionally (and financially) invested in the outcome. As such, staff should receive rigorous training on how to communicate the changes to redress models, focusing on the fact that this is helping to ensure that all customers are being treated fairly by the business. As a result, the time spent going back and forth with customers to debate on price will be significantly reduced and those cost savings can be reinvested back into the business.

Training should also include clear guidance on materiality - i.e. what is and isn't a complaint. It may be that customer service staff can resolve some grievances without having to provide monetary compensation, but to do this they will need a clearer understanding of what the business deems as a complaint. Moreover, it's important to recognise that often customers may not want monetary compensation and, instead, are far more interested in an apology or a change in process to ensure issues don't affect others in future.

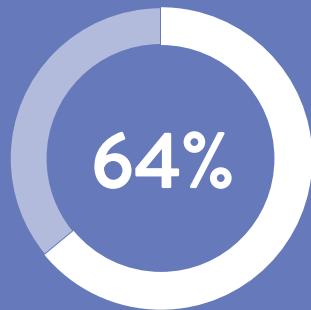
## REDUCE THE LIKELIHOOD OF ESCALATION

If a complaint isn't resolved between a customer and their provider and they decide to escalate the issue to Ombudsman Services, utility providers will run the risk of having to pay out hefty costs, regardless of the outcome.

For example, the Energy Ombudsman levies a fee of over £300 per case, plus an annual fee of up to £61,000. Then there is the value of any awards made in favour of the customer, with Ombudsman Services awarding up to £10,000 in some energy cases.

## HOW LIKELY IS IT FOR FIRMS TO BE HELD RESPONSIBLE?

The Energy Ombudsman upheld



of energy complaints in 2018, meaning they found in favour of the consumer in nearly two out of three cases.

Some essential questions to consider when considering escalation of complaints to the ombudsman include:

- **HOW DOES YOUR OUTCOME RATE COMPARE TO THE OVERALL OMBUDSMAN DECISION RATE?**
- **IS IT SIGNIFICANTLY DIFFERENT (IN EITHER DIRECTION) AND WHY MIGHT THIS BE?**
- **ARE THERE ANY REMEDIAL ACTIONS YOU CAN TAKE IF YOUR RATE IS WORSE?**
- **WHAT ARE THE PROBLEM ISSUES, PRODUCTS OR SERVICES?**

As well as the costs paid to the ombudsman and to the customer, businesses will also need to calculate and prepare for the ongoing costs of resource. Staff are likely to spend significant amounts of time managing open cases, with investigations usually taking between three to six months to be concluded by the ombudsman. To avoid this, firms should aim to reduce the number of customer complaints that arise in the first place and seek to resolve them as quickly and as effectively as possible.

However, if escalation cannot be avoided, firms should consider outsourcing their ombudsman cases to a provider with specialist expertise in complex case handling. Often it is easier for third parties to identify causes and remedies as they are removed and have not spent long periods of time working on the case already. A fresh pair of eyes often makes all the difference.

## PREPARING FOR A SPIKE

Although firms do all they can to provide good outcomes to customers, they face the very real prospect of an issue – for example, an interruption to service or regulatory intervention – arising in the future. When it does, it's likely to bring with it a surge in customer contact.

By understanding which issues are most likely to occur (and understanding the root cause of them), providers can prepare ahead of time and ensure they have the right processes and policies in place to deal with them. As a result, it is likely that the operational and financial consequences will be much less severe, promising better outcomes for both the business and its customers.

To assist in delivering both fast and customer-centric resolutions, as well as a lower cost to serve, firms should be looking at expanding their resource pool. This means exploring the possibility of bringing on flexible, scalable resource that can be used during periods of increased customer contact.

There are many advantages to seeking specialist support when it comes to complaints resolution, not just from a cost to serve perspective. These include:



Being able to effectively and appropriately prioritise complaints, using a crisis as a time to demonstrate expertise



Ensuring businesses have the right operational capabilities to deal with an increase in customer contact



Providing specialist knowledge to reduce the time taken on each customer and to increase the chance of FPOC resolution



Reducing the likelihood of escalation to the ombudsman



Gaining access to the right technology, including automated information gathering for key components of the complaints process, and case management and workflow systems that help maintain operations in a timely-and cost-effective manner

# CONCLUSION

**TODAY'S ENERGY, GAS AND WATER PROVIDERS ARE FACING A WIDE VARIETY OF POLITICAL, ENVIRONMENTAL, ECONOMIC AND MARKET PRESSURES AND, AS A RESULT, ARE HAVING TO WORK HARDER THAN EVER TO REMAIN PROFITABLE AND COMPETITIVE. HOW A SUPPLIER HANDLES THESE CHALLENGES (AND THE CHALLENGE OF COST THAT COMES WITH THEM) WILL DETERMINE WHETHER THEY CONTINUE TO FLOURISH OR JOIN THE GROWING NUMBER OF PROVIDERS ENTERING INSOLVENCY.**

A few years ago, an Ombudsman Services report revealed that UK businesses lose about £37 billion every year due to poor customer service, and research from our own *Complaints Outlook 2019* certainly backs this up. 9 in 10 utilities customers told us that they would switch providers if they didn't receive the experience they expected from their provider's complaints department. That's a lot of revenue at risk and a good argument for putting effort into optimising complaints and customer service functions.

Businesses must concentrate on implementing service improvements that decrease the cost to serve while increasing customer satisfaction. While this may sound like an ambition, the suggestions put forward in this paper should take your business a long way.

It is critical that providers invest the time and resource upfront if they want to reap the many benefits of optimised operations. As we've shown here, quality of customer service does not need to be compromised in the process.

# CASE STUDY

## SUPPORTING THE UK'S LARGEST ENERGY PROVIDER TO CLEAR A SIGNIFICANT COMPLAINTS BACKLOG IN A COST EFFICIENT MANNER, GENERATING ADVOCACY AND RETENTION.

**SCENARIO:** Our client was experiencing a significant spike in complaints across a number of areas. The variety of cases which made up the backlog included simple complaints, sensitive executive complaints, technical and emergency complaints and summary resolution communications. Huntswood was engaged to support in clearing the backlog as well as taking on a portion of BAU complaints work.

**118**

**SPECIALIST  
COMPLAINT  
HANDLERS  
DEPLOYED**

Within four weeks, we deployed complaints experts and management across sites, with the skills and understanding to resolve the most complex complaints.

**2,000**

**CASES  
HANDLED  
PER WEEK**

The client required a reduction in the backlog from 26k cases to 8k, as well as support for the business as usual teams to handle incoming volumes. We designed and managed an operation which, at peak, handled 2,000 cases per week.

**84,000**

**CASES  
CLOSED**

We closed 84k cases during our engagement. After initially being enlisted to handle simple complaints, Huntswood demonstrated its expertise and capability, and was deployed to handle a range of other complaint types, which was a key factor in expediting clearance of the backlog.

**18**

**MONTHS  
ENGAGED  
WITH CLIENT**

Following completion of the backlog related work, our ongoing support to the client lasted for 18 months, during which time the team integrated seamlessly into the operation, adopting the client's culture.



I WOULD LIKE TO THANK THE HUNTSWOOD TEAM FOR THEIR FANTASTIC SUPPORT, WHICH HAS MADE SUCH A DIFFERENCE. YOUR FLEXIBILITY, PROFESSIONALISM AND RESPONSIVENESS HAVE MADE THE RELATIONSHIP BETWEEN US EVEN STRONGER AND I WANT YOU TO KNOW THAT YOU HAVE VERY MUCH BEEN SEEN AS PART OF OUR TEAM.



HEAD OF CUSTOMER SERVICES

## ABOUT THE AUTHORS

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**ALEX PRENTICE**  
ACCOUNT DIRECTOR, UTILITIES

Alex joined Huntswood in 2011 and has worked across a range of functions within the organisation since, in sectors including retail banking, insurance, consumer credit and travel before focusing on the utilities market.

Working closely with businesses across utilities, Alex applies his in-depth knowledge of the sector to deliver sustainable, tailored solutions for regulated firms and their customers.

Alex is a regular contributor to Huntswood Insights, where he examines the regulatory landscape and provides practical articles for firms looking to refine their approach.

Alex graduated from The University of Birmingham with a BSc in Public Policy, Government & Management.



**LISA SWEENEY**  
ACCOUNT DIRECTOR, UTILITIES

Lisa joined Huntswood in 2019, having been a business owner and holding a variety of senior roles, accumulating in a breadth of skills and experience focused on customer relationships as well as delivering and supporting new client growth.

Working closely with businesses in Energy, Water, Travel and Telecoms, Lisa applies her depth of industry knowledge and experience to deliver bespoke solutions underpinned by driving better outcomes for customers whilst helping businesses to reduce costs, risk, drive efficiency and increase performance.

Lisa is an avid LinkedIn contributor sharing utility sector best practice relating to good customer service.



**MATT DRAGE**  
DIRECTOR

Matt is a Director at Huntswood, leading the development of Huntswood's external engagement strategy, to help position and support our brand and services within the marketplace.

Matthew has a background in conduct regulation and professional services having worked as a supervisor at the Financial Conduct Authority (FCA) and for two of the "Big 4" advisory firms, where he led and contributed to work in relation to Conduct Risk.

Matthew is a Fellow of the International Compliance Association (ICA) and is a member of the Chartered Institute for Securities & Investment (CISI).

# ABOUT HUNTSWOOD

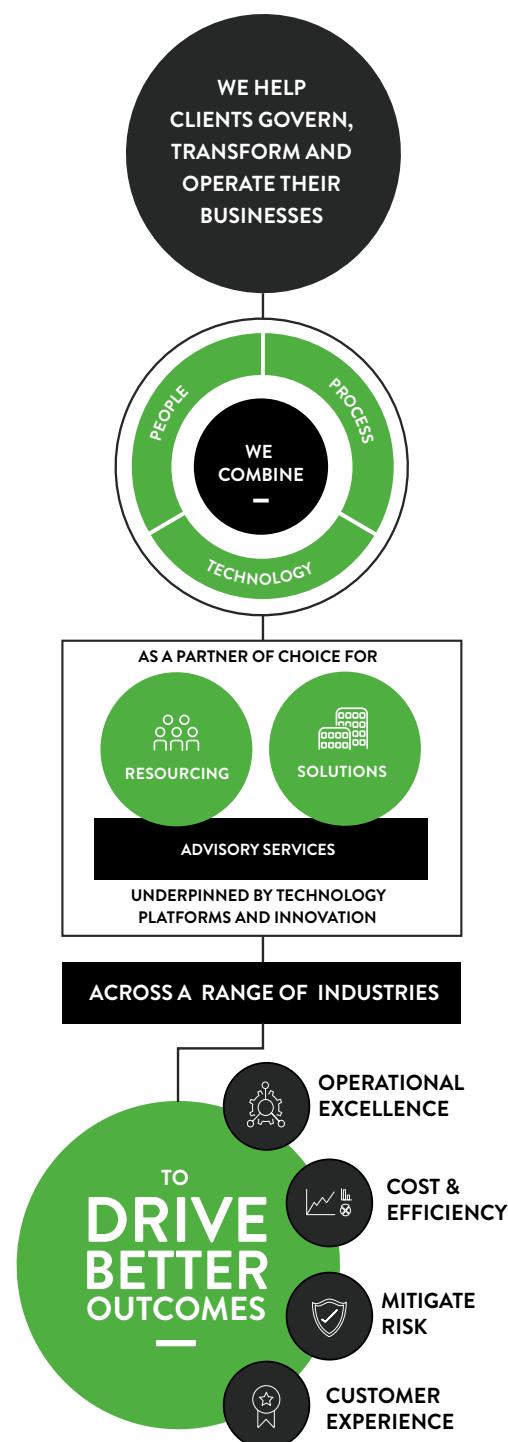
**WE HELP FIRMS GOVERN,  
TRANSFORM AND OPERATE THEIR  
BUSINESSES TO DRIVE BETTER  
OUTCOMES.**

When our clients need support, it almost always involves customer considerations, it is often multi-channel and always requires an approach that is compliant with regulation.

In our engagement with clients we are, above all else, collaborative and always at the forefront in the development of innovative, tailored and transformative solutions. These typically combine people, processes and technology to drive better customer, commercial, and regulatory outcomes.

Our services include resourcing and outsourcing solutions, backed up by an expert advisory capability.

We have a solid reputation for being easy to work with, which has been earned through continuous improvement and consistency in exceeding our clients' expectations throughout all stages of delivery.



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