



DES MOINES WATER WORKS

**2022 Voice of the Customer Research
Focus Groups
Online/Telephone Surveys
Executive Summary Report**

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September 6, 2022

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Project Background

Established as a customer-owned company since 1919, Des Moines Water Works (DMWW) is the largest water utility in Iowa.

DMWW operates three water treatment plants and provides water to approximately 600,000 central Iowans. In addition to providing a water supply to individual customers, several Central Iowa communities contract with DMWW to operate and maintain their water or wastewater systems and provide customer support. DMWW provides more than 50 percent of the water it produces to wholesale customers.

DMWW conducted Voice of the Customer research in 2010 and again in 2014. To align with the DMWW's Strategic Plan and the 2022 strategic initiatives, DMWW is again conducting Voice of the Customer (VoC) research among its customers to evaluate community perceptions, service performance, payment options, communication preferences, and customer service.

Scope of Services

TARGETED AUDIENCES

- » Des Moines Water Works customers
 - Retail customer accounts (approximately 80,000 residential accounts).

PROJECT GOALS AND OBJECTIVES

- » Assess overall customer satisfaction with DMWW.
- » Identify the perceptions of DMWW.
- » Identify the perceptions of water quality.
- » Assess the perceived value of tap water versus bottled water.
- » Assess the overall satisfaction with customer service – Call Center and In-Home Customer Service.
- » Identify effective communication preferences (website, social media, newsletter, public outreach, and education).

METHODOLOGY

SPPG recommended a **hybrid research approach** combining qualitative (exploratory) and quantitative (statistical) market research to provide comprehensive insights to understand perceptions and satisfaction with the services provided by Des Moines Water Works.

- » **Phase One: Qualitative Research - Two Focus Groups**
 - The focus group sessions provided exploratory insights from a small group of DMWW customers on a variety of topics: attitudes and perceptions of Des Moines Water Works, water quality, the value of tap water versus bottled water, satisfaction with customer service, and communication preferences.
 - SPPG conducted two 90-minute focus group sessions with current DMWW residential customers on Thursday, May 12, 2022.

- SPPG randomly recruited the DMWW customers, facilitated the focus group sessions, and audio recorded the focus groups.
 - Note: DMWW provided the customer contact list (name, address, phone number, and email).
- The focus group participants each received \$100 for participating in the focus group session.
- Group Segments:
 - **Group One:** In-person focus group with DMWW urban customers (6 participants).
 - Gender: 2 men and 4 women
 - Age: 20-29 (1), 30-39 (1), 40-49 (2), 50-59 (2)
 - **Group Two:** Online focus group with DMWW suburban/rural customers (7 participants).
 - Gender: 4 men and 3 women
 - Age: 20-29 (1), 30-39 (2), 40-49 (1), 50-59 (1), 60+ (2)

» **Phase Two: Quantitative Research – 602 Surveys**

- The 602 12-15 minute surveys (311 online and 291 telephone surveys) will provide Des Moines Water Works with statistical data to assess attitudes and perceptions of Des Moines Water Works, water quality, the value of tap water versus bottled water, satisfaction with customer service, and communication preferences.
- The surveys were collected June 13 – July 1, 2022.
 - DMWW provided the customer contact list (name, address, phone number, and email).
 - Des Moines Water Works was identified as the research sponsor.
 - To increase response rates, a random prize drawing was offered; a chance to win one \$100 Amazon gift card.
- Statistical validity:
 - On the total sample of 602 surveys, at the 95% confidence level, the margin of error is +/- 3.94%.

Key Findings Summary – Two Focus Groups

- » The overall perceptions of Des Moines Water Works, including the quality of drinking water and the services provided, were positive among the focus group participants, urban, suburban and rural Des Moines Water Works customers.
- » Very few of the focus group participants had contacted the Call Center. Most of the participants were not aware of the Call Center hours or that Des Moines Water Works provides an emergency number where emergency services are available 24 hours a day, 7 days a week. Once the participants were made aware of the emergency number, they agreed that the Call Center hours (7:30am – 5:00pm, Monday through Friday) meet their needs.
- » The focus group participants were asked about in-home customer service. However, no one had required any type of in-home service in the last 12-months, and therefore could not discuss their satisfaction with in-home customer service.
- » The participants believe they have “quality drinking water” and “better drinking water than West Des Moines and other cities and towns in Iowa and across the country”. However, many customers prefer to filter their tap water (8 of the 13 focus group participants) and primarily use the water filtration from their refrigerator to filter their tap water. The participants do not perceive their drinking water to be “unsafe,” but prefer to use water filtration to improve the taste and as an “extra layer of safety protection from chemicals, chlorine, and fluoride in the drinking water.” Participants in each group mentioned noticeable changes in the quality of their drinking water (taste and clarity) in the spring (melting snow) or after a rainstorm.
- » Very few of the focus group participants were familiar with where Des Moines Water Works sources its water supply. However, some participants in Group One mentioned seeing the newly posted signs identifying the Raccoon River and Des Moines River as Des Moines Water Works’ water sources.
- » All 13 of the participants agreed that they have clean water when they need it. The majority of the focus group participants have not been impacted by a water main break, however, if a water main break would occur resulting in the loss of water service, they would prefer to receive a text message from Des Moines Water Works.
- » Nearly all of the participants receive electronic statements (11 of 13) and have created an online account (10 of 13) on the Des Moines Water Works website. The online account set-up and the log-in process were described as “easy” and it was noted by several participants that the log-in process has become even simpler due to the recent changes on the Des Moines Water Works website.
- » The urban customers said they rarely review their monthly statement or invoice from Des Moines Water Works, whereas the suburban/rural customers tend to review their statements every month, looking for any discrepancies in water usage. Most of the focus group participants are familiar with the types of information and the city service charges that are included on their monthly water bill and described the statement as “easy to understand.”

- » Most of the participants currently receive information from DMWW through the mail or email messages. Social media was only mentioned once, and the website was not mentioned as a source for gathering updates or information. Additionally, the participants had very limited recollection of the H2O Line newsletter. When asked specifically how customers would prefer to receive information from Des Moines Water Works, both email and mail were mentioned equally.

- » In summary, Des Moines Water Works provides valuable water services to central Iowans. The focus group participants view Des Moines Water Works generally positively and described their water quality as being good or at least better than other tap water in the area. However, when it comes to sharing information and updates with customers, the focus group participants are somewhat disengaged from Des Moines Water Works; presenting an opportunity for Des Moines Water Works to potentially enhance its communication efforts.

Key Findings Summary – 602 Online/Telephone Surveys

- » SPPG conducted a total of 602 online surveys supplemented with telephone surveys with Des Moines Water Works (DMWW) residential customers during the weeks of June 13 – July 1, 2022.
- » On the total sample of 602 telephone surveys, at the 95% confidence level, the margin of error is +/- 3.94%.

Respondent Demographics

A total of 602 Des Moines Water Works customers responded to the survey.

	<u>Percentage/Total respondents</u>	
Gender		
• Female	56% (339)	
• Male	40% (241)	
• Non-binary	1% (4)	
• Prefer not to answer	3% (18)	
Age		
• 18-29	11% (68)	
• 30-39	22% (135)	
• 40-49	21% (125)	
• 50-59	17% (102)	
• 60-65	13% (81)	
• 65+	10% (61)	
• Prefer not to answer	5% (30)	
<i>18-39 = 34% (203 respondents) 40-59 = 38% (227 respondents) 60+ = 24% (142 respondents) Prefer not to answer = 5% (30 respondents)</i>		
Race/Ethnicity		
• White/Caucasian	79% (475)	
• Latino/Hispanic/Mexican	5% (30)	
• Black/African American	4% (26)	
• Mixed race	1% (9)	
• Asian/Chinese/Pacific Islander	1% (6)	
• Other	<1% (3)	
• Prefer not to answer	9% (53)	
<i>The majority (79%) of the customers surveyed self-identified as white/Caucasian.</i>		
Children in the household		
• No	64% (387)	
• Yes	32% (193)	
• Prefer not to answer	4% (22)	
Rent or Own		
• Own	88% (529)	
• Rent	12% (73)	
<i>The majority (88%) of the DMWW customers surveyed are homeowners.</i>		
Landlord (Property owners/529 respondents)		
• No	91% (480)	
• Yes	9% (49)	
<i>Nine percent (49) of the DMWW customers surveyed are landlords.</i>		

Geography/Type of area in which you live (Landlords did not respond to Geography)

	<u>Percentage/Total respondents</u>
• Urban area	77% (427)
• Suburban area	19% (104)
• Small town/rural area	4% (22)

Service address

• Des Moines	87% (525)
• Pleasant Hill	4% (22)
• Runnells	2% (10)
• Ankeny	1% (7)
• Polk City	1% (6)
• Unincorporated Polk County	1% (6)
• Windsor Heights	1% (6)
• Alleman	<1% (3)
• Cumming	<1% (3)
• Bondurant	<1% (2)
• Mitchellville	<1% (2)
• Norwalk	<1% (2)
• Altoona	<1% (1)
• Slater	<1% (1)
• Other	1% (6)

Des Moines Water Works customer

• Less than one year	6% (35)
• 1-5 years	23% (137)
• More than five years	71% (428)
• Don't recall	<1% (2)

The majority (71%) of the respondents surveyed have been a customer of Des Moines Water Works for more than five years.

Research Summary

Tap Water

» The DMWW customers surveyed had generally positive perceptions of the water utility in 2022. The majority of customers (81%) agree that Des Moines Water Works is a “respected water utility.”

However, the overall agreement with the DMWW statements decreased significantly in 2022 compared with the 2014 and 2010 survey results.

	<u>2022</u>	<u>2014</u>	<u>2010</u>
• Respected water utility (2022)	81%	NA	NA
• Well-run water utility (2022)	74%	NA	NA
• Respected well-run water utility (2010, 2014)	NA	85%	91%
• Overall positive presence in the community	74%	83%	87%
• Deserving of my loyalty as a customer	71%	80%	85%
• Advocate for clean source water	70%	NA	NA
• Positive influence on environmental issues	62%	77%	80%
• Financially responsible business entity	61%	76%	84%

» The overall satisfaction with the quality and taste of tap water has remained unchanged since the 2014 VOC Research.

Satisfaction with Tap Water	2022 Satisfaction Mean	2014 Satisfaction Mean	2010 Satisfaction Mean	2006 Satisfaction Mean
Water clarity	4.2	NA	NA	NA
Water smell	4.1	3.9	4.3	4.1
Overall quality of your tap water	4.0	4.0	4.3	4.0
Water taste	3.8	3.8	4.3	3.9
Water hardness	3.6	3.7	3.8	3.7

Satisfaction with tap water (Top 2 box/4 or 5 rating on the five-point scale).

	2022	2014	2010
• Water clarity	80%	NA	NA
• Water smell	73%	66%	84%
• Overall quality	71%	73%	85%
• Water taste	65%	63%	83%
• Water hardness	54%	58%	66%

2022 Satisfaction with Tap Water	Water clarity	Water smell	Overall quality	Water taste	Water hardness
5 = Very Satisfied	48%	44%	37%	38%	26%
4	32%	30%	34%	28%	28%
3 = Neutral	13%	13%	19%	17%	23%
2	4%	6%	6%	9%	9%
1 = Very Dissatisfied	2%	4%	3%	6%	6%
Mean	4.2	4.1	4.0	3.8	3.6

- » The percentage of DMWW customers who are using a water filtration device before drinking their tap water continues to increase.
 - A higher percentage of DMWW customers are using a water filtration device in 2022.
 - 37% of the customers compared with 25% in 2014 (25%) and the 17% in 2010 use a water filtration device.
 - In 2022, 50% of the DMWW customers mentioned the “*taste of the tap water*” as the primary reason for using a water filtration device to filter their tap water.

- » The percentage of DMWW customers who drink bottled water regularly at home remained relatively unchanged from 2014.
 - 2022: 37% drink bottled water regularly at home.
 - 2014: 38% drink bottled water regularly at home.
 - 2010: 17% drink bottled water regularly at home.

2022: Segments of the population who drink bottled water regularly at home:

Age

- 18-39 34%
- 40-59 40%
- 60+ 39%

Homeowners/Renters

- Homeowners 35%
- Renters 52%

Service address

- Des Moines residents 38%
- All other areas 34%

Race/Ethnicity

- White/Caucasian 35%
- People of color 46%

» *Why do customers prefer to drink bottled water?* In 2022, the “*taste of the tap water*” continues to be the primary reason among customers who prefer to drink bottled water regularly.

(Note: in 2014 and 2010, the question regarding “why you drink bottled water regularly or use a water filtration device” were combined.)

(Note: In 2010 “taste of tap water” included smell and color.)

	Bottled water	Bottled water and/or water filtration	
	<u>2022</u>	<u>2014</u>	<u>2010</u>
• Taste of the tap water	47%	34%	38%
• Convenience	36%	15%	14%
• Perceived safety concerns	24%	13%	17%
• Clarity/color of the water	13%	1%	NA
• Water hardness	12%	NA	NA
• Media coverage/water quality issues	6%	<1%	7%

» Although 37% (225 of 602) of the DMWW customers surveyed say they drink bottled water regularly at home, only 22% (132 of 602) believe that bottled water is safer to drink than tap water.

- 38% believe bottled water is not safer to drink.
- 41% don’t know.

2022: Segments of the population who say bottled water is safer to drink:

Age

- 18-39 21%
- 40-59 22%
- 60+ 25%

Homeowners/Renters

- Homeowners 21%
- Renters 29%

Service address

- Des Moines residents 22%
- All other areas 23%

Race/Ethnicity

- White/Caucasian 21%
- People of color 24%

In 2014, 38% (151 of 400) of the DMWW customers surveyed were drinking bottled water regularly, and 25% (98 of 400) believed that bottled water was safer to drink.

- 56% believed that bottled water was not safer to drink.
- 20% don't know.

Water Availability

- » Overall, 57% of the DMWW customers surveyed know where Des Moines Water Works sources its water supply.

- 18-39 years of age 44%
- 40-59 years of age 61%
- 60+ years of age 73%

77% of those customers who reported knowing where Des Moines Water Works sources its water identified either the Raccoon River, the Des Moines River, or both as the water source for Des Moines Water Works.

- » Agreement/disagreement statement:

"If I heard a report of low quality water in the rivers and streams that serve as my community's water source, I would assume the drinking water coming out of my faucet is low quality."

The reactions among the customers surveyed were mixed:

- 37% (221 of 602) agreed with the statement
- 27% (160 of 602) were neutral
- 33% (196 of 602) disagreed with the statement
- 4% (25 of 602) don't know

- » Customers are satisfied with the water availability from DMWW.

- Nearly all (95%) have water at their property when they need it.
- The majority (84%/504 of 602) of the customers have never been impacted by a water main break where they were without drinking water.
 - 16% (98 of 602) of the customers have experienced a water main break at their property.
 - 35% (34 of 98) did not receive notification about the water main break.

Monthly Billing Statements/Invoices

- » The majority of customers surveyed receive their monthly statements from DMWW in the mail (43%) or electronically (37%).
 - In 2014, 30% of the customers received electronic statements from DMWW.
- » The number of online accounts more than doubled in 2022 compared to 2014.
 - In 2022, 64% of the customers surveyed had created an online account and described the log-in to access their account as an “easy process” (88%).
 - In 2014, 30% of the customers surveyed had created an online account and 86% of those customers had little difficulty with the process to create their account.
- » DMWW customers pay their water bill in a variety of ways.
 - 38% pay their bill online
 - 32% use autopay (Note: 34% of the customers are enrolled in the autopay program.)
 - 11% use the phone option and speak with a Call Center representative
 - 4% use the automated phone option
 - 3% go in office at Des Moines Water Works
 - Note: “Pay by mail with a check” was mentioned frequently in “other specified” responses.
- » The majority (69%/414 of 602) of customers review their water bill every month.
 - Every month 69% (414)
 - Most of the time 13% (77)
 - When the bill is higher/lower 10% (58)
 - Once/twice a year 5% (28)
 - Never 4% (25)
- » With regard to the service charges included on the water bill, water (78%), sewer (70%), and trash services (64%) were mentioned frequently.
 - 17% (102 of 602) of the customers surveyed “don’t know” what type of service charges are included on their monthly water bill.
- » Agreement/disagreement statement:
“Des Moines Water Works sets the rates for all service charges on my monthly bill, including non-drinking water charges, like sewer, garbage, recycling, and stormwater.”
 - 47% (280 of 602) of the customers agreed with the statement, and believe that Des Moines Water Works sets the rates for all service charges on the monthly bill.
 - 23% (141 of 602) were neutral
 - 15% (91 of 602) of the customers disagreed
 - 15% (90 of 602) don’t know
- » Similar to the 2014 survey results where 91% of the customers indicated their billing statement was “easy to understand,” the majority (90%) of customers in 2022 also say the service charges on their monthly water bill are easy to understand.

Customer Service – Call Center

- » In 2022, 23% (138 of 602) of the customers surveyed had contacted the DMWW Call Center in the past 12 months, compared with 26% in 2014, and 21% in 2010.
 - In 2022 and 2014, 83% of the customers indicated that the Call Center resolved the issue to their satisfaction on the first call, compared to 77% in 2010.
- » With the exception of the “response time to address the problem,” overall satisfaction with the Call Center experience decreased slightly in 2022 from 2014.

<u>Satisfaction with the Call Center experience</u>	<u>2022</u>	<u>2014</u>
– Professionalism	81%	82%
– Response time to address the problem/issue	78%	75%
– Knowledgeable	78%	81% (ability to solve problem)
– Overall satisfaction with the Call Center	77%	79%
– Office hours	75%	78%
– Wait time on the telephone	74%	76%

In-Home Customer Service

- » In 2022, 4% (25 of 602) of the customers surveyed required in-home customer service compared with 6% (23 of 400) in 2014, and 5% in 2010.
 - In 2022, 72% (18 of 25) of the customers requiring in-home customer service indicated that the issue was resolved to their satisfaction on the first visit, compared to 91% (21 of 23) in 2014.
 - Although the survey results represent 25 customers in 2022, the overall satisfaction with the in-home customer service experience decreased in 2022 (68%) from 2014 (78%).

<u>Satisfaction with the In-Home experience</u>	<u>2022 (25)</u>	<u>2014 (23)</u>
– Professionalism	76%	96%
– Overall satisfaction with the in-home service	68%	78%
– Knowledgeable	68%	78% (ability to resolve the issue)
– Response time to address the problem/issue	64%	78%

Communications

- » The majority of survey respondents receive updates and information from Des Moines Water Works in the mail (61%) or by email (52%). 13% mentioned the H2O Line newsletter.
 - Similar to 2014, DMWW customers preferred to receive general information from DMWW through the mail (33%), by email (21%), or the H2O Line newsletter (12%).
- » Only 3% (17 of 602) of the customers surveyed receive updates from DMWW via social media. Among those 3% (17), the majority use Facebook to learn about DMWW.
- » Familiarity with the H2O Line newsletter has remained relatively consistent since 2014.
 - In 2022, overall 64% of the Des Moines Water Works customers have some degree of familiarity with the newsletter (2, 3, 4 or 5 rating on the 5-point scale).
 - **Note:** 30% (183 of 602) of the customers are somewhat or very familiar with the H2O Line newsletter.

- In 2014, 64% of the customers indicated they are familiar (yes or no) with the H2O Line newsletter.
- » Readership decreased significantly in 2022; 41% of the customers surveyed say they “never” read the H2O Line newsletter.

	<u>2022</u>	<u>2014</u>	<u>2010</u>
• Read every issue	13%	34%	18%
• Most of the time	26%	32%	35%
• Once or twice a year	20%	26%	23%
• Never	41%	8%	24%

Des Moines Water Works Website

- » In 2022, 48% (289 of 602) of the customers surveyed had visited the DMWW website in the past 12 months, compared with 26% (104 of 400) in 2014, and only 18% in 2010.
 - The primary reason for visiting the website was “to make a payment.”
 - 65% in 2022
 - 61% of 2014
 - 31% in 2010

Conclusions

Overall, the Des Moines Water Works customers have positive perceptions about Des Moines Water Works and have generally positive feelings about the quality of the services they provide. Very few customers contacted the Call Center or required in-home customer service. The customers who did require those services were generally satisfied with the customer service they received.

The percentage of DMWW customers using a water filtration device before drinking their tap water continues to increase. 37% (224 of 602) of the customers use a water filtration device before drinking their tap water. Similarly, 37% of the customers say they drink bottled water regularly at home.

Not all customers are entirely sure where Des Moines Water Works sources its water supply and some believe that low quality water in the rivers and streams that serve the community’s water source translates to low quality water at the tap. While many of the customers are familiar with the types of service charges on their water bill, many believe that Des Moines Water Works sets the rates for all service charges on the monthly bill

Two primary areas for recommendations: customer education and additional communication opportunities.

Recommendations

A note on the recommendations:

- These recommendations are based on the research findings from the Voice of the Customer 2022 research and do not take into account any actions Des Moines Water Works may have already considered or implemented.
- SPPG has not undertaken an audit of communications to countercheck any of the customer observations.

Research Insight	Potential Strategy/Action
<p>Consumers see DMWW as a water provider and are not as familiar with:</p> <ul style="list-style-type: none"> • DMWW's influence on environmental issues. • DMWW is a financially responsible business entity. 	<p>Education- Raise awareness through educational efforts. Consumers seem to pay attention to or gravitate to the negative information they read or see in the local news.</p> <ul style="list-style-type: none"> • Develop community-wide feature articles or news releases on “how Des Moines Water Works is influencing environmental issues in the community, how DMWW serves as environmental stewards for clean drinking water.”
<p>Increase DMWW's presence in the community.</p>	<p>Showcase events in the community to highlight the positive presence DMWW is making in the community. How is DMWW engaged in the community? How is DMWW civically involved?</p>
<p>Source water: More than 40% of customers don't know where DMWW sources its water supply.</p> <p>Water quality: More than one-third of customers believe low quality source water translates to low quality tap water.</p>	<p>Develop infographics or “Did you know” callouts on the DMWW website and on social media on “how source waters that serve the community and also used for recreation result in clean drinking water for DMWW customers.”</p>
<p>The use of water filtration devices in the home continues to increase and the “convenience” of drinking bottled water is also increasing.</p> <p>Customers “don't know” (41%) if bottled water is safer to drink.</p>	<p>The “taste of tap water” is a primary reason for using a water filtration device or for drinking bottled water regularly.</p> <ul style="list-style-type: none"> • Provide data/statistics drawing attention to the environmental impact of using filtration systems and drinking bottled water. • Is there data to share on the benefits of drinking tap water versus bottled water? • Is there data to share on the safety of drinking tap water versus bottled water?

Research Insight	Potential Strategy/Action
<p>70% of DMWW customers currently pay their water bills online or through autopay.</p> <p>43% of customers still receive a paper statement in the mail.</p>	<p>Increase online accounts- Leverage the increase in website activity (online accounts more than doubled since 2014).</p> <ul style="list-style-type: none"> By increasing online accounts, you are able to collect additional contact information on your customers (emails, cell phone numbers). Note: customers say they did not receive notification of water main breaks. <p>Increase feature articles/education on the website to continually drive traffic to the DMWW website.</p> <p>Brainstorm opportunities to continue increasing online account activity and the benefits of enrolling in the autopay program (benefit/cost savings to the customer for enrolling in the autopay program?</p> <p>Cost savings for DMWW.</p> <p>Opportunity: Offer an incentive to create an online account, possibly a credit on the upcoming water bill.</p> <p>Communicate: It's an "easy process" to create the online account.</p>
<p>Disconnect: Customers are familiar with the service charges on their monthly water bill and say the charges are easy to understand; however, nearly 50% of the customers believe that DMWW sets the rates for all services on the bill.</p>	<p>Most customers pay attention to their water bill.</p> <ul style="list-style-type: none"> How is DMWW communicating to customers about the non-drinking water charges? Reformat or separate the water bill to clearly identify the DMWW water charges and all other non-drinking water service charges. Provide additional information on the water bill, possibly a "Contact Us" for all non-drinking water charges or city charges.
<p>Communication</p> <p>Social media</p> <ul style="list-style-type: none"> Few customers (3%) receive updates on DMWW via social media. 55% use Facebook personally. 	<p>What steps is DMWW taking to increase followers? Social media posts: are the posts actively reaching people to increase followers? Are the posts informative?</p> <ul style="list-style-type: none"> Develop infographics "Did you know" callouts on social media to inform "how source waters that serve the community and also used for recreation result in clean drinking water for DMWW customers." Misconceptions/highlight the environmental impact and safety of drinking bottled water versus tap water.

Research Insight	Potential Strategy/Action
<p>Communication H2O Line Newsletter</p> <ul style="list-style-type: none"> Lack of familiarity. Consumers are not very familiar with the newsletter and the majority of customers are not reading the newsletter often. 	<ul style="list-style-type: none"> Re-evaluate the content. Is the content relevant? Re-evaluate the frequency of distribution. Re-evaluate the value of the newsletter. Promote on social media. Promote on the website.