

Breakout 1 - Customer Expectations

Thursday, March 10, 2022 3:06 PM

1. Pick a Team Name

Team CX

2. Pick a Spokesperson

EJ Schuck

- From the word-cloud generated a few minutes ago, pick one of the 'expectations' listed that you currently DO WELL, and describe what you think was the most important change your organization made to deliver on that customer expectation.



Kerry – Good reliability;
Kim – Reliability on electric side, opportunities in all areas of customer service.
EJ – focus on reliability do this very well; it has been made a priority; figuring out everything else that goes around it.
Donna – reliability is key; customer's perceive that we are innovative (e.g., battery loan program). Customer experience a priority.
Aaron – being proactive with customers; Account executives scheduled meetings with LCI customers in advance of a rate increase.
Gina – solid on reliability – average less than one outage per year. Focus on communication with customers with regard to outages. Restoration and reason for outages. Outage alerts.
EJ – safe or safety as a driver of customer perception.
Safety is the highest priority internally; customers may not perceive it. Safety is highest priority; safety is 1A, customer should be 1B.
Customers expect safety as an inherent part of the service
Focus on level of complexity of providing service and share with customers, especially during storms, sharing photos of crews for example; customers show concern for safety of workers.

Breakout 2 – Why Customer Centricity?

Friday, March 11, 2022 9:17 AM

Why Should You Care What the Customer Thinks?

Why is customer-centricity important to your company?

What does this mean to you and your team?

- We are a monopoly, but customers now have more choices such as alternate energy options like solar, etc.
- Elon Musk is ready to disrupt our business! We need to treat customers as if they can walk away.
- Impact that customer experience has on regulatory outcomes. Utilities in bottom Quartile of C-sat are granted lower returns in case outcomes as compared to those in the top quartile.
- Improving CX self-serve options is important – balance between efficiency and service
- Concept of natural monopoly is changing quickly to a more competitive environment. It is important to adapt. Introducing new services or products in a regulatory model is important.
- Customers want choices, options. We need to be trusted advisor for new options and revenue streams.
- Customer Centricity is everyone's job and responsibility no matter where you work in the company

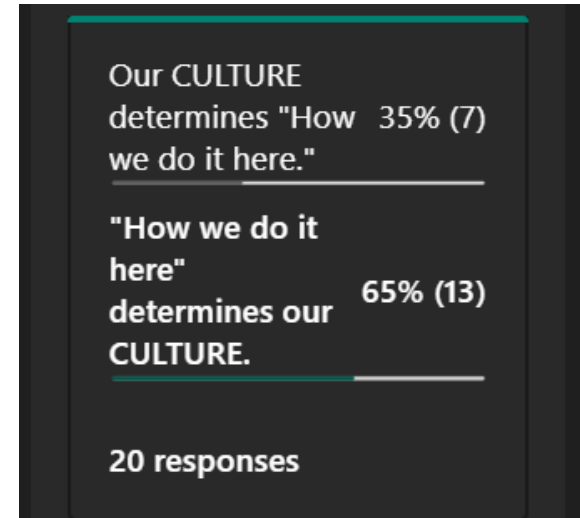
Breakout 3 - Efforts and Challenges

Friday, March 11, 2022 9:21 AM

Based on the previous discussion, describe the efforts your utility has made to date towards building a customer centric culture.

Where are you still challenged?

- Progress in safety culture, what is tolerated, is applicable to customer centric focus. What do we tolerate?
- DLC - Include customer centric items within interviews for new employees.
- DLC - Building app for employees to have a quick reference to point toward customer offerings and services. Helps them when discussing with customers.
- Brought representatives from other organizations, such as ops and finance into weekly staff meetings so that they can gain an understanding of expectations
- Idaho Power streamline goal process. Whole company has visibility to these. Idea is to help entire company tie actions to results in customer centric measures. Customer sat metrics provide insights on performance.
- Challenges – customer service and front line are easier to get on board. Challenge is for back office and others not directly involved with customers such as finance, digital, etc.
- BHE – top down focus is there – one of top 3 corporate priorities. Still struggle to make connection for those that are not in customer facing functions. There are performance goals and metrics which are helpful and are part of annual incentive goals.
- Hydro Ottawa – do a lot of work with non-customer service groups to show importance. Focus on how internal customers support external customers. Embedded in performance management – each co-worker now has to describe how they supported customer (internal or external) in the past year.



Breakout 1 – Customer Expectations

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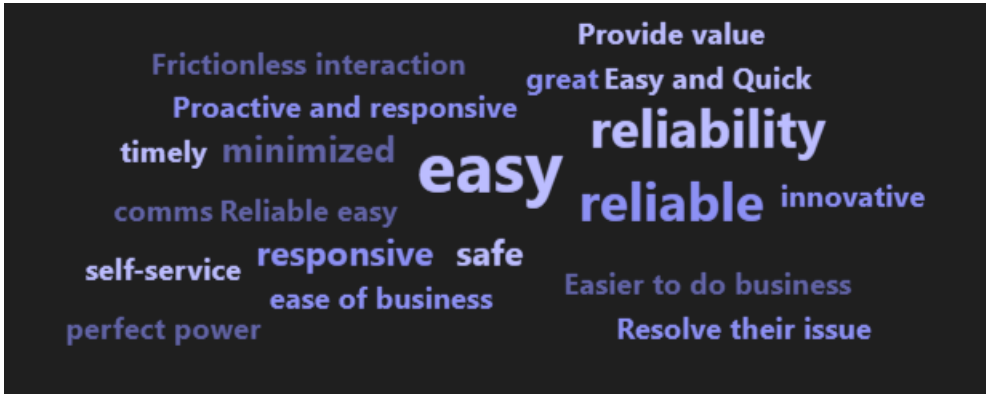
Cross Border Customer Warriors

1. Pick a Spokesperson

Nicole Jezykowski

- From the word-cloud generated a few minutes ago, pick one of the 'expectations' listed that you currently DO WELL, and describe what you think was the most important change your organization made to deliver on that customer expectation.

Ameren passed legislation to add capital and reduce outages – improve reliability. Outage communication hub. Proactive outage information. Auto-enrolled alerts. Empathy alerts when ETRs aren't available. Ad hoc messaging tool – text, email, phone – by customer preference. If customers call we have predictive intent in IVR. Goal is ease of business.
National Grid – reliability – outage communications and internal alignment to proactively and quickly communicate with customers. Auto enrollment in text message. Highest outage sat scores ever! JDP good at pre-storm notification, struggle is in-storm and ETRs. They make post storm communications to customer with an event summary to customers. Positive feedback through survey in summary.
NB Power – data crunchers built dashboard – Power BI to drill down to specific customers, shows reliability performance. Key account specialist can see number of outages customers have had. Asset management used to prioritize maintenance spend. New is maintenance planning not just around capital costs but monetizing cost of outages to the customers. Dollars are bigger than impact of capital spend, shows how important investments are.
Alectra – initiatives for web upgrade, proactive communications, mobile app in 2023.



Breakout 2 – Why Customer Centricity?

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What does this mean to you and your team?

More and more competition. It's gratifying to be able to help people.

More fun to come to work.

It's the right thing to do. We are all customers – we know what it feels like to have an experience that is good or bad.

Alectra - there are opportunities that this can provide in non-utility space. Sell other things to customers.

National Grid creates incentives around customer sentiment for all employees. Working to educate employees on how they impact customers, tied to performance.

NG has a UK business – transmission folks in field – their customers were landowners. They had similar sentiment to do the right thing.

NBP employees – linemen think getting power on is most important which is true but they need to be educated on what customers are looking for along the way.

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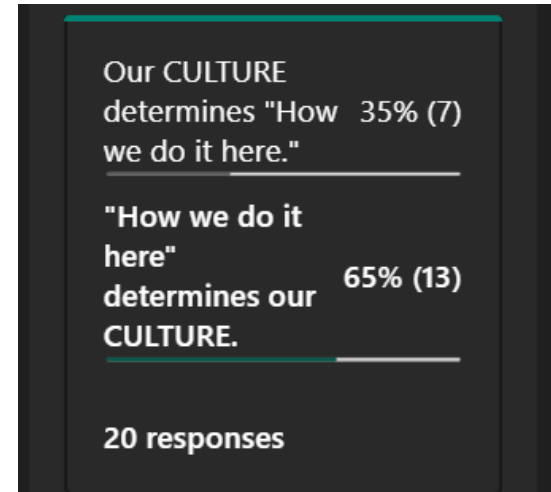
National Grid: 3 year customer strategy – the org wasn't ready before. Moving from "random acts of greatness" that didn't come together. Leadership changes and different visions. A smaller customer org aligns around strategy to drive across org.

NBP: Does how we do things make sense from a customer perspective. Ex: are there disincentives? AHT is not visible to CSAs on purpose. Mgt watches for Workforce Planning but CSAs don't have to sacrifice customer satisfaction by rushing off the lines.

SRP focused last 4-5 years providing Ultimate Customer Experience. Billing & Accounting focus on treating each other well internally. Answer their question, did I provide what you needed, do you need anything else? People learn more.

Alectra – early in journey. 4-5 utilities merged and had to get efficiency gains first. Values established, pandemic has challenged rolling out message.

Ameren – get people to recognize that customer centricity is not just customer service. Customer first strategy driven through the org, bring customer feedback into everything we do. It's a safety message, diversity & inclusion, customer feedback. Last few years created a CX purpose statement: "deliver exceptional experiences for those we are privileged to serve." People wrote personal statement on how THEY would execute this.



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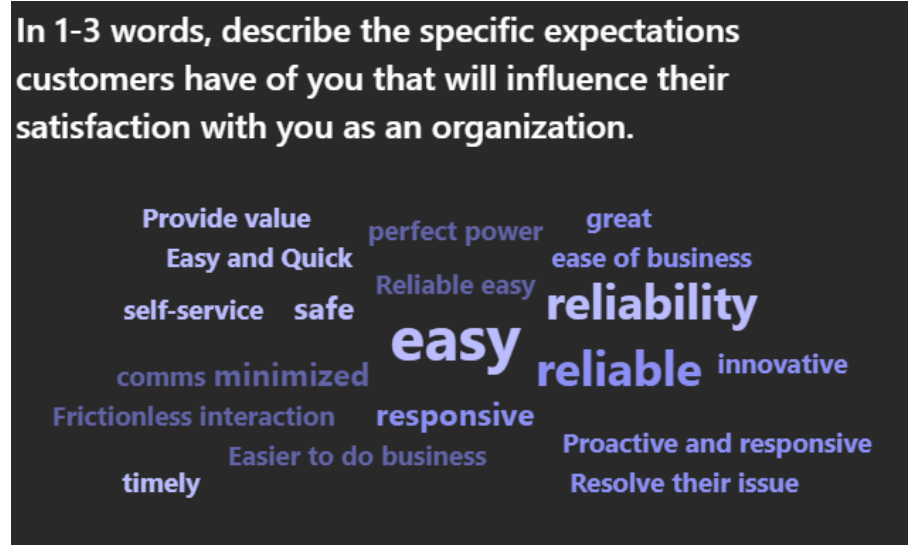
The Customer Rocks

2. Pick a Spokesperson

Anthony

- From the word-cloud generated a few minutes ago, pick one of the 'expectations' listed that you currently DO WELL, and describe what you think was the most important change your organization made to deliver on that customer expectation.

Nicole (NBP) – reliability; establish asset mgt team; investments in infrastructure; pilot to issue reliability reports sending to 900 customers as a pilot, showing value. Chose this community purposely due to rural environment. Identifies also the reason/causes of the outages. Also identifies path for upgrades or repairs. Via email.
Jen (DLC) – reliability; most reliable in the state; extensive vegetation mgt practices, being proactive; investment in infrastructure; focus on quicker restoration
Glen (SRP) – easy; commitment to technology; competing not just with utilities but in the market overall, other retailers, suppliers. Mobile apps; updated website; updated IVR system.
Anthony (NG) – reliability; community initiative, no one is left behind. From neighborhood beautification to workforce development, we're thinking beyond our conventional energy delivery services and helping to create a more equitable future for every customer and neighborhood we serve.
Amy (Ameren MO)– ease of doing business; natural language IVR; new mobile app; total refresh of website. Installed CRM for internal use. Smart Energy Plan. Investing in infrastructure. AMI rollout.



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- Glen (SRP) treat them with respect. Shop at the same stores. Go to the same schools.
- Jen (DLC) - "golden rule".
- Amy (Ameren MO)– brand loyalty. If customers have choice down the road, we want them to choose us. So we want them to see us in a good light.
- Nicole (NBP) – being part of the community. In reality, customers do have choice. Other means of getting power. Provider of choice. Front line operations very much cares about the customer.
- Amy (Ameren MO) – every employee is a shareholder so they have ownership in this. Customer First is part of the culture along with safety.
- Nicole – customer centricity strategy
- Anthony – also have a new customer centricity strategy
- Jen – training; recognition programs.

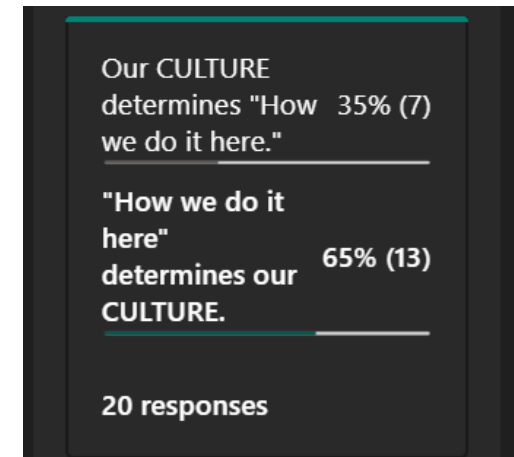
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- Jen (DLC) – just kicked off customer centric strategy. One of the strategic imperatives. Announced at all employee meeting. Expect challenges in the non-front line folks. New app an employee facing app. Employee submits the question, issue or kudo internally. In its final development for roll out.
- Nicole (NBP) – she loves this idea and is on her to do list. Gives the employee the autonomy.
- David (Entergy) – building from ground up at Entergy. Recent position of Chief Customer Officer and still in a broad hiring mode. Starting at the point of identifying behaviors, desired and not desired behaviors. Put yourselves in the customers' shoes. Formal design thinking exercises. Have the customer co-create with you. Very powerful.
- Anthony (NG) – thinking outward in from customer need to utility solution, not vice versa.



Breakout 1 – Customer Expectations

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Power Players

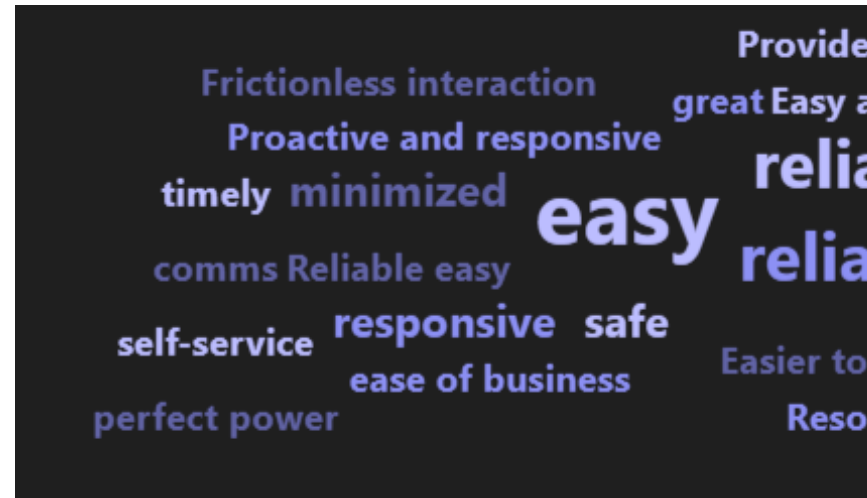
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Ryan Donnelly

- From the word-cloud generated a few minutes ago, pick one of the 'expectations' listed that you currently DO WELL, and describe what you think was the most important change your organization made to deliver on that customer expectation.

Jeff (BHE): Effortlessness – Focus on digital self service. Outage reporting, start stop service, etc. has been automated. Proactive notifications. Trying to reduce back-office duties over time. Metrics: moved away from call center metrics. Now using customer-assisted first time resolution.

Ryan (Idaho Power): Driving self-service, new my account website, planning surveys in June. Backend processes remain manual. Necessary to improve ease not just for customers but for employees. Automated payment returns. Challenges in auto-pay, outage reporting. Interested in implementing online chat/chatbots, but worries about manual chat interactions. Metrics: Making the connection between metrics and what the utility is implementing



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Spokesperson:

- Jeff Drahota

Jean Marc Landry (NBP)– Customers will have more options in the future, we should prepare for that more competitive environment

Jeff Drahota (BHE) – Higher sat leads to higher returns and better regulatory outcomes

Ryan Donnelly (Idaho) – Makes us more efficient; for customers and for employees

Kimberly Burdine (NiSource) – Important to be a good steward – provide them the service they are paying for

Seb Oran (Hydro Ottawa) – Disruption is coming, need to act as if customers have a choice

Breakout 3 – Efforts and Challenges

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Where are you still challenged?

- Seb Oran (Hydro Ottawa) – Reorganized, established chief customer officer, customer experience strategy, committee in place for five years, metrics integrated into employee performance.
- Jean Marc (NBP) – I'm CCO, at the start of that process. Customer squads – conduct ongoing customer immersion interviews. Seeking to understand the person not just the customer.
- Jeff (BHE) – Reorganization, customer facing depts are in one group. The challenge is you need the SLTs and others to believe in this. Needs to be a corporate-wide endeavor. The C-suite needs to take an active role.
- Kimberly (NiSource)– Eight days into a new organization. Customer experience team, not tightly connected to the call center, revenue management. Not sharing insights with the other parts of the organization. Working on that.

