

CUSTOMER EXPERIENCE LEADERSHIP COUNCIL:

Fall Meeting 2022 – Orlando, Fla.

Oct. 17, 2022

Members of Chartwell's CX Leadership Council met for a day-long session October 17, 2022, at the Renaissance Orlando to discuss CX successes and initiatives, challenges, Voice of the Customer Programs and driving customer satisfaction, CX education and training, employee engagement, driving digital self-service, challenges and problems. In addition, EMACS keynote speaker Jeff Lojko from Bank of America fielded questions about delivering great customer experiences.

Chartwell Senior Research Manager Steve Waters opened the meeting by sharing general information on Chartwell. He also recognized three Council MVPs – **Black Hills Energy**, **PNM** (New Mexico), and **ComEd** – for their active engagement on the Council during 2022. Waters and Chartwell Consultants Jennie King and Steve Brophy preceded each topic with trivia questions from Chartwell data.

Successes and Initiatives

While successes and initiatives related to each agenda topic were shared during discussion of that topic, the meeting began with an acknowledgement of a few other member successes and initiatives. **Exelon** is building enhancements based on targeted KPIs with an emphasis on measurable outcomes over outputs. Several utilities have improved their IVR. **Black Hills Energy** has moved their IVR to Genesis Cloud, a successful implementation that would have benefited from spending more time reviewing the architecture of the call flows. **Manitoba Hydro** has improved their robo-call scripts, and **Ameren Missouri** has implemented "Visual" IVR. **Alectra** has an initiative for a new IVR along with other digital platforms: web portal, chat, and mobile app. Among many systems initiatives, **New Jersey Natural Gas (NJNG)** has launched the first release of the SAP CRM, and **Manitoba Hydro** has implemented new contact handling technology. **Omaha Public Power District (OPPD)** is raising customer awareness of project work throughout the district on the Nextdoor app and Projects in Your Neighborhood web page, and is identifying opportunities to be proactive and enhance internal business practices to ease customer effort.

Voice of the Customer (VOC) and Driving Customer Satisfaction

Jennie King, Chartwell Principal Consultant, presented best practices around VOC programs based her decades of industry experience and engaged members in good discussion of having VOC and robust analytics, particularly tying to operational data and active conversation on customer impacts during migrations to new CIS/CRM systems. According to the pre-meeting questionnaire, most utilities 86% use JD Power to measure c-sat in conjunction with transactional surveys. **Black Hills'** CX Index (CXI) combines JD Power, Net Promoter Score (NPS) and Customer Effort Score (CES) the last of which tends to trend parallel to First Contact Resolution. Many utilities are now using c-sat as an enterprise-wide metric with incentive pay based on KPIs and c-sat (72% for at least some roles), although some are limited by bargaining unit agreements. **APS** uses propensity modeling to segment customers for marketing of new products and services.

There is a strong push to build a customer-centric culture across the enterprise, not just for customer and field operations. **DTE Energy** looked to Disney for ways to change the company culture and mindset. They have an "I Can Help" web application to allow any employee to submit a question or complaint from a customer. There is a defined follow-up process, and the interaction is captured in their CRM. **Hydro Ottawa** has a Customer Connect mobile app that ties to Salesforce.

CX Education & Training and Employee Engagement

Stacey Kregg of **NJNG** presented their CX education and training program, which includes among other features a CX fair at which employees can listen to customer calls and navigate the IVR. While CSR hiring and retention is an issue for many, **NJNG** is recruiting outside their territory (at least for CX roles) and has found their best candidates ever. **ComEd** and others are promoting their hybrid work environment in job descriptions. CSR staffing issues have impacted service levels at companies like **Ameren Illinois**, where call handle time is up and c-sat down. CSR training is face-to-face at some utilities and a combination of online and face-to-face at others. (*Take the CSR Hiring & Training Survey* on the Chartwell CX portal to drive further knowledge exchange.) **First Energy** is trying to make CSRs not an entry level position, which **Hawaiian Electric (HECO)** has succeeded in doing: they have 500 applicants for 300 positions, all fully remote. Chartwell Senior Consultant Steve Brophy led the discussion of employee engagement. **APS'** annual employee engagement survey has six questions specific to customer focus. They have a CX Strategy Council and CX Effectiveness Index. **Hydro Ottawa's** annual Customer Service and Customer Contact survey results in changes based on feedback, and **Ameren Missouri** did a Knowledge Base rewrite with CSRs directly involved, alleviating one source of CSR stress.

Delivering Great CX and Driving Digital Self-Service

Guest Jeff Lojko from Bank of America, with extensive CX experience across competitive industries, responded to member questions with several principles of good CX, which must be client-centric, engaging customers as partners, not just accounts. Empathy is important; however, it is best used to design improved processes for the customer or employee, not merely to “sorry” after a failure. Employees must feel connected to the purpose of the organization and CX must be measurable so that you know how you are performing. You can’t “future proof” emerging technology, but you can keep technology flexible and agile, while budgeting for the newest trends and features. Jeff recommends a “utilities template” on Bruce Tempkin’s X-Pros or the XM Institute (XMI). Segmentation is important to understand customer behaviors on different levels, especially now when utilities need to focus on how you can support low-income customers under economic pressure such as inflation. Trust and advocacy are built on consistency and accuracy; this builds loyalty and eventually brand equity.

Driving customer self-service through digital channels remains a top utility goal. Several CXLC members or guest attendees have new or updated mobile apps, including **Consumers Energy**, **Idaho Power**, which has updated their app to be responsive through customer feedback, and **Entergy**, which has increased engagement with app enhancements. Among self-service journeys, start service or move-in/move-out (MIMO) is a focus – and a challenge – for many. **DTE** found that large landlords’ lease documents instructed new tenants to call DTE for service. They are working with landlords to update documentation to promote web and self-service. Several utilities noted that for start service, there are challenges with address lookup. Initiatives are underway for address clean up. (*Take the “Improving the Start Service Experience”* survey on the Chartwell CX portal). Some utilities are undergoing a review of business rules that can be an obstacle to self-service, flags that stop the customer and force a call. Utilities offer customers a variety of self-service tools to help them manage their usage and bills: **DTE's** new bill analyzer on their website, **Ameren's** bill analyzer by Bidgely, and **Consumers'** energy use dashboard, to name a few.

Problem Solving and Challenges- issues ranged from high bills and rate plans to journey mapping.

- **Black Hills, OPPD, ComEd** are some utilities who are sharing ways to save and get energy assistance.
- **PNM** cited a McKinsey study showing consumers feel they have less with inflation and rely more on credit.
- **NJNG** asked how early (and long) do you talk about rate increases? **APS** is shifting the conversation from *price* to *value*, not what customers pay, but what they get. Rate case elasticity is three months – after which customers adjust. **OPPD** holds workshops and customer forums – but not too far in advance of rate increase. **APS** and **Hydro Ottawa** have rate comparison tools.
- **Manitoba Hydro** has a new journey mapping team and a VOC program for C&I work orders: “talk to actual customers, they love it.” **NJNG** has journey mapping templates, and **OPPD** has cross-functional teams for

journey mapping. Jennie King advises operational process mapping should *precede* customer journey mapping, and **PNM** says don't take customers through every step of your internal processes – just assess their holistic experience and moments that matter. **DTE** takes care to update maps when you make changes to processes.

- Regarding rates and rate plans, **PNM** is doing a pilot study of TOU rates and customer behavior. **DTE** is auto-enrolling customers in TOUS. **Consumers** educates customers on TOUS. Timing matters as much as quality – get ahead of the change be it AMI or TOUs. **Ameren Missouri** defaults customers to TOUs after a six-month introductory period, and **SRP** provides day-before usage to help customers remember what might have driven usage, like running a pool pump. TOUs and Prepay can empower customers to control their usage behavior, and Chartwell consumer research suggests TOUs drop c-sat only slightly, while Prepay builds customer loyalty.

Upcoming Leadership Council Events - Next call: Thursday, Nov. 10 at 2 p.m. Eastern – Customer Centricity

Meeting Attendees (CXL members and guests*)

- Michael Mees, Alectra
- Tim Austin, Ameren Illinois
- Zach Devenport, Ameren Ill.
- Mykinna Howard, Ameren Mo.
- Eric Smelser, Ameren Mo.
- Annette Carrier, APS*
- Marcella Flasha, Atco Electric
- Marc Czepiel, BGE
- Wes Ashton, Black Hills (BHE)
- Andrew Abu-Hamda, BHE
- Emily Aman, BHE
- Tiffany Pusateri, BHE
- Kristin Esser, BHE
- Arnell Willis, Chesapeake
- Amy Populorum, ComEd
- Wendy Hines, ComEd
- David Summers, ComEd
- Rebecca Lessem, ConEd*
- Tonya Keilen, Consumers*
- Lyndsey McCarty, Consumers*
- Elizabeth Knoblauch, Consumers*
- Justine Schneider, DTE
- Zenobia Grace, DTE
- Meesha Nolen, DTE
- Sara Brockmeier, Duke*
- Robert Heimer, El Paso*
- Sarah Sharp, Entergy
- Arul Thakkar, Exelon
- Ann Drago, First Energy
- Stacey McCauley, First Energy
- Danielle Canfield-Jones, HECO
- Cindy McKenna, Hydro Ottawa
- Tracey Burtch, Idaho Power
- Domenic Marinelli, Manitoba Hydro
- Stacy Kregg, NJNG
- Danielle Garske, NJ Resources
- Nicole Luna, OPPD
- Andrew Peacock, OPPD
- Terry Torres, OUC*
- Ron Nelson, OUC*
- Andrea Sanchez, PNM
- Ryan Saiz-Buchanan, PNM
- Theresa Lombard, PNM
- Cherdell Singleton, SRP

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