Voice of the Customer Program

Measuring and Improving Customer Experience

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VOC solution for South Jersey Gas (SJG)

The business challenge

- Customer research used narrowly for strategic decisions but not connected to most job functions or employee actions
- Ad hoc voice-of-the-customer (VOC) efforts inhibited information-sharing across departments and a holistic understanding of root causes
- Lack of visibility into customer experiences
- Inability to measure improvement from customer experience (CX) initiatives

The E Source solution

- Relationship survey to connect the dots across multiple customer experiences
- Transactional surveys coordinated across 10 important touchpoints
- Dashboard to share real-time results with stakeholders throughout the organization
- Alerts and tracking of closed-loop follow-up

The outcomes

- Understanding of key drivers and root causes
- Increased focus on customers throughout the company
- Heightened emphasis on data-driven decision-making

South Jersey Gas

- Regulated utility
- Serving 383,000+ customers
- 7 counties
- 117 municipalities
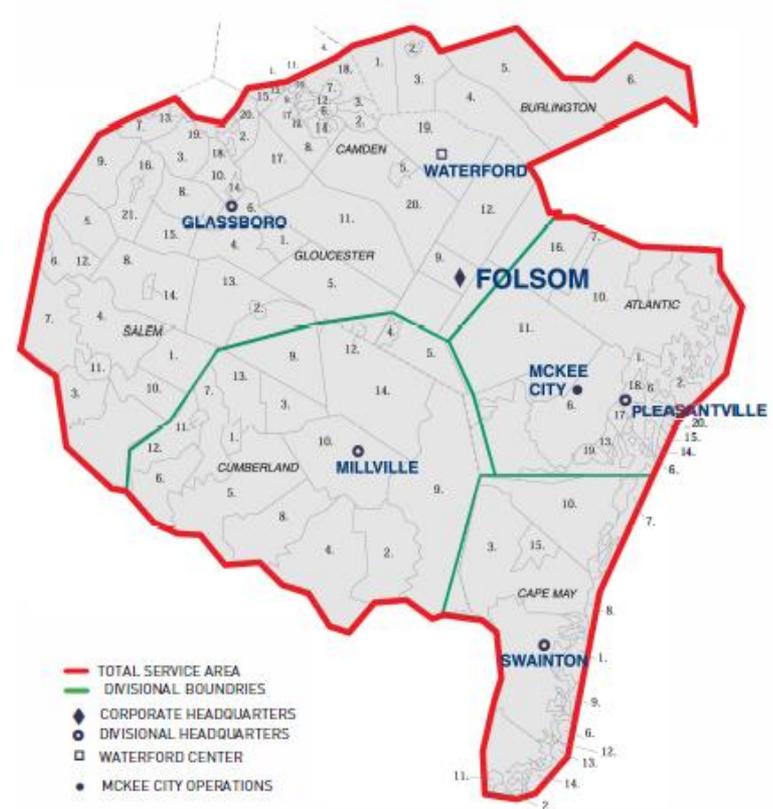
SJG's CX strategy

Technology advancement

People resources

Process optimization

Reasons for implementing VOC

Past practice	Ad hoc surveys	Inefficient info-sharing	Limited data	Operational focus
Desired state	Coordinated strategy	Dashboard	Transparency and accountability	Customer focus

Project process

Listen
- Stakeholder interviews
- Relationship survey
- Transactional surveys

Understand
- Analysis:
  - Pain points
  - Key drivers and performance indicators

Respond
- Tracking and accountability
- Closed-loop follow-up
- Root-cause analysis

SJG's internal stakeholders

Customer service (phone, email, customer service centers)	Field operations (gas leaks, service appointments)	New service (sales and construction)
Operations and system renewal	Trade partner management—HVAC	Energy efficiency

Transaction surveys

12 surveys

Daily output*

Integrated with customer information system (CIS)

Two-way data flow*

Email and digital link

Use cases

Example use cases	Design approach
In-house versus outsource contact center performance	Import background data on contact center
Evaluate field operations performance	Import background data on field activities and divisional locations
Evaluate Energy Efficiency program experience	Holistic view of program from application to installation
Compare performance across channels	Identify and adopt a common leading-indicator metric

Top brand driver

Making customers feel valued is a top priority across touchpoints

Drivers of in person CSR quality ratings

Outcome Metric: Q10: Customer service representative in person at an office location

Importance (Derived Coefficient)

0.60
0.55
0.50 — Listen to my concerns
0.48 — Are knowledgeable
0.45
Make me feel like a valued customer
Address my questions in a timely manner
0.42 — Have the authority to make decisions
0.40 — Understand the reason for my visit
0.36 — Resolve my issue on the first visit
0.35
0.30

Performance (Top 2 Box): 58% 60% 62% 64% 66% 68% 70% 72% 74% 76%

■ Important and highly rated   ■ Important but poorly rated   ■ Not important and poorly rated   ■ Not important but highly rated

10

Survey example

English

Based on your experience with customer service representatives **over the phone**, please rate how much you agree or disagree with the following statements using a scale of 1 to 7, where 1 means strongly disagree and 7 means strongly agree.

South Jersey Gas …

	Strongly Disagree						Strongly Agree
	1	2	3	4	5	6	7
Resolved my issue during the first call	○	○	○	○	○	○	○
Was easy to interact with by phone	○	○	○	○	○	○	○
Made me feel like a valued customer	○	○	○	○	○	○	○

Customer-friendly surveys

- Content relevant to customers

- Short surveys

- Avoid survey fatigue

- Sweepstakes

Response rates
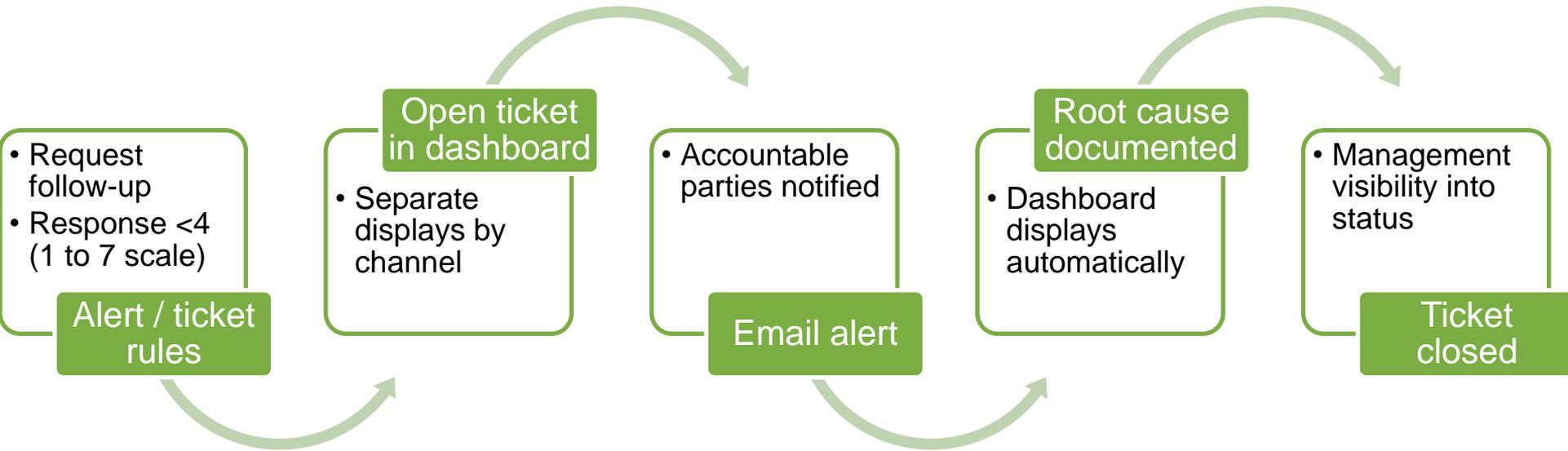
- 11%

Relationship survey

- 9%

Transactional surveys

Root-cause analysis

Tie customer feedback to your operational context

Did not contact us
11%

Compliment
33%

Meter issue
11%

Online portal issue
11%

Representative issue
11%

Billing statement…
22%
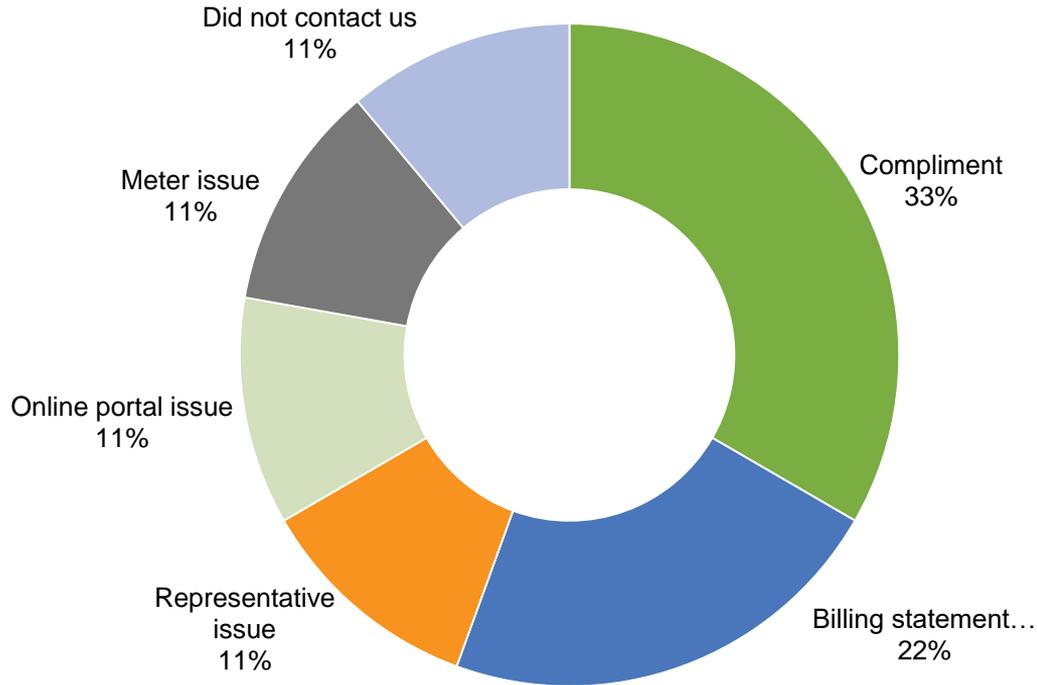
Closed-loop follow-up process

- Request follow-up
- Response <4 (1 to 7 scale)

Alert / ticket rules

Open ticket in dashboard
- Separate displays by channel

- Accountable parties notified

Email alert

Root cause documented
- Dashboard displays automatically

- Management visibility into status

Ticket closed

Customer experience wins

Increased focus on customers throughout the company

Heightened emphasis on data-driven decision-making

SJG VOC today

Relationship survey

- October 2018
- Sample size - 50,000 customers emailed
- Incentivized

Transaction surveys

- 12 surveys
- Weekly operations check-point meeting
- Monthly report

Alignment

- Updates provided to monthly cross-function CX & growth committee
- Integrated in CX process improvement priorities
- Align and compare to J.D. Power results

Lessons learned

Make follow-up easy

- Building the right views in the dashboard starts with survey design

Engaging IT to pull in select operational data makes VOC results more powerful

Focus on mobile design first and test on multiple devices

Plan for full scope, but roll out surveys in phases

- Creating a modular approach for the surveys and customer sample lists streamlines the automation process

Getting internal buy-in from all stakeholders early in the process drives improvement

- Training on technology and processes

Questions?

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