

E SOURCE FORUM

A Compilation of Insights from 2016

The answer to disruption is innovation. So how can utilities improve their status as innovators in an energy marketplace that's booming with solar, connected homes, and smart controls? The answer is complex and cultural, but blending demand-side management (DSM), distributed energy resources, and customer experience (CX) provides the basis for creating new value for customers—a concept we call Customer-Side Management (CSM™). **The E Source Forum addresses these challenges and arms you with the research, best practices, and case studies you need to succeed.**

In September, utility professionals from all over the US and Canada gathered in Denver for the 2016 E Source Forum. They learned how to meet and exceed increasingly aggressive DSM goals and boost satisfaction and engagement by gathering and acting on customer and employee feedback. They designed marketing campaigns by putting the customer first and heard about technologies to consider for their programs. And they were reminded time and time again of the importance of CSM to the utility business model of the future.

What follows is a collection of insights that were shared through the Forum sessions. E Source members can access the presentations and session notes by visiting www.esource.com/forum2016.



Customer-Centric C&I Programs: Increasing Engagement and Satisfaction

Four steps to building your onboarding program:

-  1 Take a cross-functional approach
-  2 Leverage all communication channels
-  3 Focus on the first 90 days
-  4 Use customer insights to develop a plan



Engaged utility customers have 19% higher satisfaction than those who are not aware of programs."

—J.D. Power



Follow the Leaders: CX Experts from Outside the Energy Industry

How do you build employee engagement and advocacy?

“

Studies show a direct relationship between employee and customer advocacy. A disengaged workforce means disengaged customers. Include and measure the employee experience as a critical part of the CX strategy.”

—Arezou Zarafshan,
Cofounder and
Chief Marketing Officer,
Bold Betties

“

Get employees involved and give them a voice. The employee is part of the brand and their frustrations will bleed into their customer interactions.”

—Diane Magers,
Vice President,
Office of the Customer,
AT&T

“

Tie compensation and employee evaluations to CX. Put the same level of rigor you have for the experience of customers into that of the employees.”

—Lauren Smith,
Senior Vice President,
Client Solutions,
ClickFox

Optimizing the Utility Digital Experience

Where do you start?

Prioritize features that are important to your customers



Make a Payment



Contact Us



Report an Outage

Make important features easy to use so customers can self-serve



Organization is key. Use bullets, tables, and accordion menus. Cut down that text!



Make sure important features are mobile-friendly.

Five ideas for utilities that are interested in building a program around smart home technologies:

- 1 Think about the customer perspective
- 2 Think about energy and non-energy benefits
- 3 Choose a program model that best fits your needs
- 4 Prioritize interoperability when choosing technologies
- 5 Leverage smart meter data

Utilities need to devise different programs for different products and be smart and creative with those programs.



Voice-of-the-Customer Data: A User's Manual

Customers are providing all the feedback utilities need to make drastic improvements to their experience. But as customer data becomes more plentiful and available, analyzing it in a way that's actionable becomes more challenging.

Oxana Humphries, marketing research manager at Southern Company, and Don Hodson, customer experience manager at Georgia Power, emphasized three main points:



Evaluate your data sources



Maximize insights with the tools you have available



Drive business improvements that optimize the customer experience, minimize pain points, gain efficiencies, and reduce costs

Demand-Response Portfolio Makeover



Customer education is imperative for a successful program.”

—Tyson Brown,
Program Manager,
Demand Response, KCP&L

Lessons learned:

Transition to a user-friendly interface with a platform geared to convenience

Ensure an emphasis on continued education

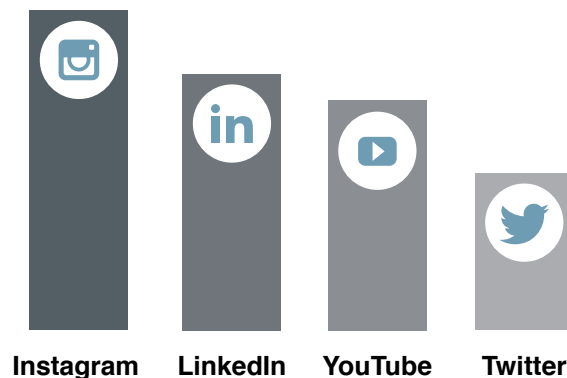
Platforms with robust, ever-evolving features are best

Focus on a high level of involvement from every aspect and touchpoint of the program

Making Friends: Social Media's Critical Role in Brand Management

Growth in Twitter and Facebook audiences has recently leveled out, but Instagram usage is booming. This shouldn't be surprising because Facebook and Twitter are mature social media channels for utilities, but what may be surprising is the level of effort utilities are putting into developing their presence on Instagram.

Most utilities aren't planning to stop using any channels, but many **plan to increase their use** of these major platforms:



“

Authenticity makes a difference in the voice and messaging of your social media presence.”



Performance-Based Procurement for New Construction

Utilities can empower building owners to achieve superior energy performance by:



Attracting early adopters



Supporting cities, states, and owners with aggressive energy goals



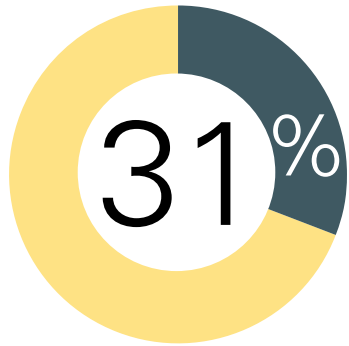
Creating an achievable path to scale net zero buildings at little to no cost premium



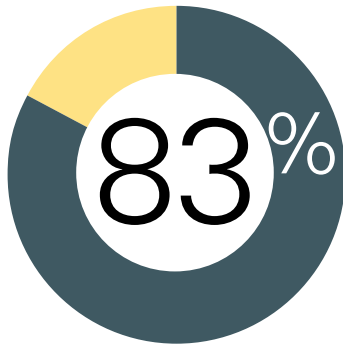
Transforming the procurement paradigm

Designing Rates and Communications for Solar and Beyond: Why This Issue Is So Important

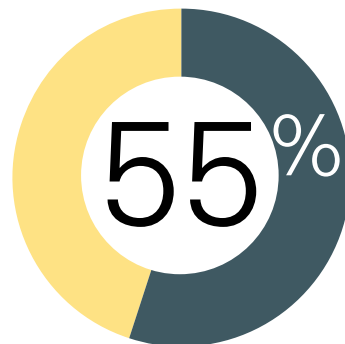
Customers want more education and rate continuity.



31% don't know how they're charged for electricity



83% think it's somewhat or very important to know how their utility bill is calculated



55% believe rates should stay primarily volumetric, with no demand or fixed charges



Best of Forum Tweets, Comments, and Quotes



Mary Powell, Green Mountain Power Corp.

How do you build a customer-obsessed organization? You obsess about your customers ... especially those who need us the most.



Mary Medeiros McEnroe, Silicon Valley Power

CSM starts with the customer and designs programs around them, not the technology.

Kate Van Gorden, KCP&L

Customers' expectations have changed. It's not enough to just offer different choices for physical products (color, size, etc.). Customers want to own their own experience with the product. So it's important to think about the personalized experience!



Jennifer Montague, ComEd

"Critical for customer experience? 1) analytics, 2) thick skin, 3) culture that's ready!"
Totally agree!



Deb Dynako, Agentis Energy

Solar customers want to make a positive environmental impact. Use it to the utility brand advantage!



Best of Forum Tweets, Comments, and Quotes



Mark Martinez, Southern California Edison Co.

As a resource, the rules of the road are different, such as who runs it and who pays for it!



Deb Dynako, Agentis Energy

Customers want all sorts of distributed energy resources ... the rate structure needs to accommodate all!



Mary Medeiros McEnroe, Silicon Valley Power

Customers don't buy thermostats for energy efficiency. They buy what they want. Give them choices of program-eligible products.



Mayra Medrano, Madison Gas & Electric Co.

50% of Fortune 500 companies have renewable energy goals

Deb Dynako, Agentis Energy

You can't launch a new social channel and then just leave it there ... you need to actively manage each channel.



Why You and Your Team Should Be at the 2017 Forum



Visit
www.esource.com/forum2017
for all the details.

1 You won't find another agenda that speaks to your priorities as much as ours does.

We address what's currently on the minds of utility professionals—from designing successful programs with the right technologies to delighting customers and getting the right marketing message to the right customer.

2 There's a great mix of sessions.

We provide an experience that's intended to deliver topics in fresh and unique formats. You'll hear from speakers and panels of experts and learn from your peers in interactive workshops.

3 There's something for everyone at your utility, no matter what their role is.

We have sessions focused on customer experience, DSM, marketing and communications, and technology, so everyone on your team will find value from attending.

4 You'll gain a network of valuable contacts.

At least 80 percent of our attendees are from utilities across the US and Canada. The networking you'll do during the Forum will be an invaluable resource throughout the year.

5 We have a lot of fun!

Our extracurricular activities—from eating and drinking to treks and tours—are the perfect way to get to know your fellow attendees while experiencing all Denver has to offer.

