

Future-proofing the utility contact center

Jamie Wimberly, SVP, Utility Customer Strategy

Lisa Schulte, Product Strategist, CX



We know utilities.

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E Source helps utilities reduce costs, evolve their technologies, increase customer satisfaction, and create industry-leading programs.

Our innovative solutions are delivered through consulting, research, and predictive data science capabilities.

Today's agenda

- Study objectives
- Why now?
- Value to participants
- Background
- Multiclient study overview
 - Scope focus
 - Approach
 - Timeline
- Next steps

E Source Team



Jamie Wimberly
SVP
Utility Customer Strategy
E Source



Lisa Schulte
Product Strategist,
Customer Experience
E Source



Eryc Eyl
Senior Solution Director
Customer Experience
E Source



Jeffrey Daigle
Vice President
Customer Experience
and Innovation
E Source

“

AI and ever-evolving customer expectations are reshaping the utility contact center. We have a short window to assess where we are today and set the strategy and investments that will future-proof tomorrow's operations

—Jamie Wimberly, SVP, E Source

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Study objectives



Compare current state contact center operations across participating utilities



Define future state vision for customer engagement, workforce, and technology



Provide actionable recommendations for strategy, investments, and organizational models

Why now?



AI and digital adoption



Increased customer expectations of personalized experience



Need for resiliency and disaster preparedness

Value to participants

Compare results against peers and leading practices

Provide data-driven guidance on building future state

Participate in shaping the industry conversation on customer experience

Shared costs, greater depth of insights

Background

Background: Future-proofing research

In 2019 and 2022, we worked with a broad range of utilities to assess the current state of their contact centers, resulting in a future state roadmapping initiative.

Important drivers of change centered around technology, process, workforce, metrics, and service levels; and now, COVID has accelerated these trends.

We'll provide a summary as part of Phase I of the current research project.

DISCIPLINE		MATURITY LEVEL				
		Level 1	Level 2	Level 3	Level 4	Level 5
Knowledge Management	Contact Logging	Some centers perform contact logging that varies by center	Some centers use a standard contact logging tool with full tracking and trending analytics	Full management commitment exists and all centers use a standard contact logging tool with full tracking/trending analytics that tie to performance scorecarding	Contact Logging is enhanced to integrate more fully with backend systems (e.g., Cust View, PMS / Lifesys)	Contact logging is fully integrated within a CTI-based CSR portal
	Knowledge Mgmt	No formal business knowledge management process exists	A knowledge management process is defined and some centers maintain and utilize knowledge management	All centers maintain and utilize knowledge management	Self-service knowledge management is available	Knowledge Mgmt is fully integrated within a CTI-based CSR portal
Reporting & Analytics	Data Capture	Additional disciplines evaluated: • Workforce management • Performance and quality management • Contact center rep enablement • Customer effort level • Contact center consolidation • Strategic enterprise sourcing add training				
	Reporting					
	Analytics					
Voice of the Customer (VOC)	Quality of Service					
*Applies to ALL customer types	Influencer of strategies and improvement ideas					

Background: Future-proofing research

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Reporting & Analytics	Data Capture	Additional disciplines evaluated: • Workforce management • Performance and quality management • Agent enablement and retention • Agent assist and AI • Contact segmentation and management • Customer effort level • Contact center consolidation • Strategic enterprise sourcing and training				
	Reporting					
	Analytics					
Voice of the Customer (VOC)	Quality of Service					
	Influencer of strategies and improvement ideas					
*Applies to ALL customer types						

Now fielding! Contact Center Performance



Biennial, complementary study offered as part of our Customer Service Operations membership



Current state, voice-of-utility survey on contact center operations including staffing, performance metrics, interaction trends, technologies and vendors, and more



Customer Service Operations members and participants in the Future-Proofing the Contact Center multiclient study receive the full suite of deliverables



Register at [Contact Center Performance](#) to participate

Multiclient study overview

Multiclient study: Scope focus

Workforce optimization and flexibility

- AI-assisted agent tools (training, KM, and QA)
- WFM tools and floor-management processes
- Operating models (blended roles; universal vs specialty)

AI and automation

- Advanced IVR and AI chatbots
- Use of natural language processing (NLP)
- Channel service integration

Resiliency and disaster preparedness

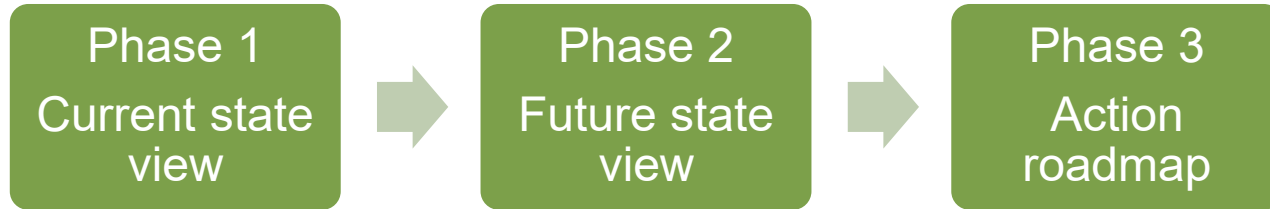
- Call-routing strategies to handle volume surges
- Outsourcing partnering
- Partnering model

Data-enabled customer personalization

- Proactive and tailored communications leveraging AMI and CRM data
- Real-time customer insights for agent to anticipate customer needs

Multiclient study: Work phases

The research will kick off in **Q4 2025**. Completion planned for **Q1 2026**.



Current state



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graph LR; A[Current state] --> B[Future view]; B --> C[Action roadmap];
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- Foundational research summary
- Current landscape analysis
- Leadership interviews
- Contact Center Performance Survey
- Future considerations

Future view

- Develop variance report (today vs. future)
- Establish utility trends and needs analysis
- Compare utility results to leading class centers
- Futurist SME presentations
- Future-Proofing the Contact Center Expo in Q1 2026

Action roadmap

- Outline operational and technical needs to move to next level
- Calls with each sponsor



Phase I

Phase I: Current state

The contact center virtual assessment with a focus on the following current capabilities and activities:

- Workforce optimization and flexibility
- AI and automation
- Resiliency and disaster preparedness
- Data-enabled customer personalization

Phase I: Deliverables

- Provide a summary of findings from foundational research
 - Facilitate interviews with the contact center leadership team of each sponsoring utility
 - Conduct short survey on future considerations
- Create an industry report highlighting findings across the participating utilities
 - Provide a high-level summary of findings from the E Source Contact Center Performance Survey

Building from a research foundation

The sponsors of the 2025 multiclient study will have access to:

- ✓ Summary findings from past E Source future-proofing research and reports
- ✓ High-level summary of findings from E Source Contact Center Performance survey
- ✓ Recent E Source customer survey findings

Phase II

Phase II: Future view

In this phase the focus will shift to a comparison with leading class contact centers

- Overall strategies, organizational structure, technology, training, and processes
- High-level overview of the investments required for a best in class contact center
- Organizational strategies and change management

Phase II: Deliverables

- Analysis to move the current state assumptions of contact center management to the next level
- A business case analysis of the pros and cons of outsourcing
- Expert looks on the future of contact centers over the next five years
- Contact center expo that will include detailed review of findings, action plans, best-in-class discussions, and future technology demos

Future-Proofing the Contact Center Expo

Our two-day expo event will bring together executives from utilities and solution partners to review and discuss trends on next-gen tech, customer expectations, contact center roadmaps, and utility-specific opportunities.

The Expo will feature:

- Executive roundtable discussions
- Futurist presentations
- Demos of new techs, offerings
- Vendor presentations on their view of future trends and roadmaps
- 60-participant cap to maximize engagement

Phase III

Phase III: Action roadmap

Focus

- Findings for each sponsoring utility comparing current state analysis and with future state
- Comparative analysis with leading class contact centers in other sectors
- Organizational strategies and change management

Deliverables

- High-level analysis to move current state assumptions to the next level
- The E Source team will review the findings and recommendation with each individual sponsor

Multiclient timeline

Date	Stage
October 2025	Kickoff webinar, foundational research, executive interviews; Readout of Contact Center Performance Survey findings
November 2025	Short future state survey
December 2025	Industry current state report and future considerations
January 2026	ROI and business-case analysis of outsourcing, SME presentations
February 2026	Phase II analysis and Future-Proofing the Utility Contact Center Expo
March 2026	Individual utility report out of findings

Sponsorship summary

- **Pricing:** Available upon request; Sponsors can sign now and be invoiced in Q1 2026
- **Sponsorship:** Open to utilities and solution partners
- **Timing:** Q4 2025–Q1 2026
- **Future expo:** February 2026
- **Deliverables:** All sponsors will receive all the deliverables described in this prospectus
- **Sponsor time required:** No more than five hours a month
- **Sponsor requirements:**
 - Stakeholder interview
 - Short survey
 - Attend the future expo

Value to participants

Compare results against peers and leading practices

Provide data-driven guidance on building future state

Participate in shaping the industry conversation on customer experience

Shared costs, greater depth of insights

Next steps

Next steps

We expect 10+ utilities and solutions providers to participate in the multiclient study.

Next steps:

- Distribute kickoff deck
- Schedule individual calls with interested companies
- Put together foundational research
- Take the Contact Center Performance Survey

Contact



Jamie Wimberly

SVP

Utility Customer Strategy

jamie_wimberly@esource.com



Lisa Schulte

Product Strategist

Customer Experience

lisa_schulte@esource.com

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