Our Agenda

Presenters Bios

JD Power Methodology

Current trends in Customer Satisfaction

Customer engagement during a crisis

Q&A
Software as a Service (SaaS) provider focused on three major utility initiatives:

- Best in class Data Analytics
- Providing Consistency, Building Customer Trust

Who We Are
Leading the market in customer engagement

In our 27th year

Serving hundreds of utilities, reaching millions of customers
Jim Malcom, COO, Apogee Interactive, Inc.

Jim provides oversight business and financial operations of the company. His senior management experience in the telecommunications and management consulting industries is providing strategic direction for Apogee’s continued growth and success. He is a graduate of the University of Georgia with a bachelor’s and master’s degree in business administration, a certified public accountant, and a chartered global management accountant.

John Hazen, Managing Director, JD Power

John is responsible for working with utilities across the United States to help them understand the importance of customer satisfaction and how to improve their customers’ experience.

Mr. Hazen joined J.D. Power in 2008 as director, Voice of the Customer. Prior to that, he was the Director of Guest Services at the Disney Internet Group. Previously, he led award-winning call center sites for Saturn, DirecTV, and OnStar. He also has international experience in managing offshore teams.

Mr. Hazen earned a bachelor’s degree in marketing from Western Michigan University.
"Embrace" 2020

John Hazen,
Managing Director
November 2020
This year we will....
Keys to Improving Customer Satisfaction

- Don’t Fight the Results
- Dig Deep into the Details
- Have Public Satisfaction Goals
- Hold Teams/People Accountable
- Learn/Borrow from Others
- Create a Culture Focused on Customers

Communication is Critical Both with Customers but also Employees
J.D. Power Overview
The J. D. Power Index Model

This proprietary model is designed entirely by J.D. Power research scientists to maintain our core values of integrity, independence and impact. The index identifies the many drivers of customer experience, accurately measures and links their impact to business results, and uncovers insights to drive positive financial results for our clients.

Overall Satisfaction Index

The “Index” is a calculated roll-up of performance scores, weighted relative to the importance of each factor to overall satisfaction.

Factor

“Factors” are distinct parts of the customer experience that together encompass the entire experience.

Attribute

“Attributes” are subjective performance metrics, quantified on a 1-10 scale, that have a correlated impact on Overall Satisfaction, Advocacy and Loyalty.

Diagnostic

“Diagnostics” are behavioral metrics that assist in defining why a respondent rated the Attribute the way they did. These questions can also be quantified as Key Performance Indicators, e.g. what is the total impact of this behavior on OSAT, Advocacy and Loyalty.

FINANCIAL ROI

Index Explains OSAT and Loyalty Measures

Factors Explain Index

Attributes Explain Factor

J.D. POWER

JDPA surveys millions of consumers and small businesses across dozens of industries every year. They tell us what drives an outstanding customer service experience and what they value most.
JD Power Utility Practice…

Industry Leader for Utility Satisfaction Benchmark for 20+ Years

Survey 225,000+ Utility Customers Each Year

Industry Experts

Electric, Gas, and Water Satisfaction

Utility Digital Experience Study

Contact Center Certification and Improvement

Climate Change Sustainability
Utilities and Covid-19
How has the response from [BRAND] to the novel coronavirus (Covid-19) outbreak changed your impression of them?

Brands with the Highest Percent of "More Positive" Customers

<table>
<thead>
<tr>
<th>Brand</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUC</td>
<td>32%</td>
</tr>
<tr>
<td>Cleco Power</td>
<td>31%</td>
</tr>
<tr>
<td>NES</td>
<td>30%</td>
</tr>
<tr>
<td>Florida Power &amp; Light</td>
<td>29%</td>
</tr>
<tr>
<td>Georgia Power</td>
<td>29%</td>
</tr>
<tr>
<td>El Paso Electric</td>
<td>28%</td>
</tr>
<tr>
<td>EPB</td>
<td>25%</td>
</tr>
<tr>
<td>Clay Electric Cooperative</td>
<td>24%</td>
</tr>
<tr>
<td>Duke Energy Progress</td>
<td>24%</td>
</tr>
<tr>
<td>GreyStone Power</td>
<td>24%</td>
</tr>
<tr>
<td>JEA</td>
<td>24%</td>
</tr>
<tr>
<td>City of Tallahassee</td>
<td>23%</td>
</tr>
<tr>
<td>Duke Energy Florida</td>
<td>23%</td>
</tr>
<tr>
<td>Mississippi Power</td>
<td>23%</td>
</tr>
</tbody>
</table>

Overall Industry Results: 17% "More Positive"

Overall Satisfaction: +121
"They have been really great about helping their customers who have been effected by COVID which was greatly appreciated by me because I lost my job."

"They earned my respect more when they were the first to help customers during the Covid-19 pandemic. They were the first to state they would not shut off someone’s power due to no payment because of loss of job or having to shelter in place. My household are essential workers so we did not need to use that option but it was nice to hear our power company was the first to assist."
2020...Is It Over Yet?

Utilities resume power disconnections as pandemic continues

Baltimore gas explosion

Utility Customers Across Area Experiencing Sticker Shock As Bills Skyrocket

Deliquency Rates of Duke, FPL Customers Power Upward During Pandemic

Eversource was on a victory lap. Then came Isaias

Investigation into Con Edison’s Failure in Preparing and Responding to Tropical Storm Isaias

The Office You Left Is Not Going to Be the Office You Return To

COVID-19: As customers fall behind and cutoffs loom, agencies flooded with calls for utility aid

Work-At-Home Customer Care
Electric Residential Customer…

“I never have to worry about my electricity. All communications are easy to understand. There are so many options for how to pay including I can go to Walmart across the street and use their kiosk. They are upfront about everything and if a bill is late they give a grace period. Their emails are fun to read and informative. Switching my electric over from one apartment to a new one was easy and hassle free. Overall I have had no complaints or worries with the company.”
Engage-Data
### Source of Outage Information

<table>
<thead>
<tr>
<th>Sources used to get outage information</th>
<th>2018</th>
<th>2019</th>
<th>2019 V2</th>
<th>2020 Q1</th>
<th>2020 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Called utility (%)</td>
<td>33%</td>
<td>30%</td>
<td>32%</td>
<td>31%</td>
<td>29%</td>
</tr>
<tr>
<td>Emailed utility (%)</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Mobile app (%)</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Nearby neighbor (%)</td>
<td>8%</td>
<td>7%</td>
<td>7%</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>None - didn't try to find outage info (%)</td>
<td>34%</td>
<td>33%</td>
<td>28%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Radio/TV (%)</td>
<td>4%</td>
<td>3%</td>
<td>4%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Utility called (%)</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Utility emailed (%)</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Utility sent text message (%)</td>
<td>7%</td>
<td>10%</td>
<td>11%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Utility social media site (%)</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>Utility work crew (%)</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Went to utility website (%)</td>
<td>17%</td>
<td>18%</td>
<td>21%</td>
<td>22%</td>
<td>21%</td>
</tr>
</tbody>
</table>
Customers Aware of Energy Efficiency Programs have Higher Overall Satisfaction!

Energy Efficiency Program Awareness

<table>
<thead>
<tr>
<th>Aware</th>
<th>Not Aware</th>
</tr>
</thead>
<tbody>
<tr>
<td>795</td>
<td>694</td>
</tr>
</tbody>
</table>
## Corporate Citizenship Awareness

<table>
<thead>
<tr>
<th>Initiative</th>
<th>OSAT Impact</th>
<th>Aware</th>
<th>Not aware</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve impact on environment</td>
<td>+116</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Energy efficiency or conservation programs</td>
<td>+100</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Donations or sponsorships</td>
<td>+101</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Supports economic development</td>
<td>+117</td>
<td>34%</td>
<td>66%</td>
</tr>
<tr>
<td>Increase safety of electric system</td>
<td>+109</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>Observed utility volunteers</td>
<td>+100</td>
<td>23%</td>
<td>63%</td>
</tr>
<tr>
<td>Assistance programs</td>
<td>+82</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>Protect and restore wildlife</td>
<td>+106</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Increase alternative energy sources</td>
<td>+101</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>Prepared for natural disasters</td>
<td>+98</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>Work crews working in the area</td>
<td>+74</td>
<td>61%</td>
<td>39%</td>
</tr>
</tbody>
</table>
Great Visual….but the data is cumulative so it doesn't tell me what's going on now!
Dig Deeper into the data to understand strengths, weaknesses and where to drive improvements!

PG&E Overall and Communications Satisfaction by County
Where Are YOUR Satisfaction Gaps by Age

Large Brands Overall Satisfaction

Brand A Overall Satisfaction

Generation: Brand A Gap to the Industry Large Brands in Overall Satisfaction
NPS® shows why Promoters are important

Top Brands - Industry

Sawnee EMC 56
Imperial Irrigation District 53
GreyStone Power 49
EPB 45
SECO Energy 44
Florida Power & Light 41
Southern Maryland Electric Cooperative 41
Clark Public Utilities 39
Jackson EMC 39
NOVEC 39
Great Lakes Energy 38
Walton EMC 37
EnergyUnited 36
Georgia Power 36
Magic Valley Electric Cooperative 36
Pedernales Electric 36
Alabama Power 35
SLEMCO 35
South Central Power 35
SRP 35
Clay Electric Cooperative 34
Middle Tennessee EMC 34
OUC 34
Industry Average 15

How likely is it that you would recommend (brand) to a friend or colleague?

- Not likely at all
- Extremely likely

Percentage of Promoters = Percentage of Detractors = Net Promoter Score® (NPS®)

Q1: NPS +13
Q2: NPS +17
2019: NPS +8

Note: Net Promoter System®, Net Promoter Score®, NPS® and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.
Engage-Human Touch
What will Generation Z expect from their utility as a customer/guest?

Facebook is for OLD People!
JPMorgan Chase ranks No. 1 in customer satisfaction: J.D. Power

At JPMorgan Chase we organize a bus trip every year. The management teams take part, and so do the tellers. We go to call centers and operating centers and see customers and CEOs and have great fun. When people get on the bus, we give them beer and immunity: Say whatever you want—you won’t insult anyone here. They speak out, for example, about what other banks are doing well. And we follow up. That’s what respect looks like. It doesn’t just mean that I treat you nicely. It’s that I understand I need to do a better job, not only for myself but for you, too.
Customer Service for Anything...

How it works

The world is changing a lot. It is for us too. But the one thing we DO know is we love helping people. You may know us for our great service. But our hope with Customer Service for Anything is that we can offer up our fantastic customer service team to help you in anyway that we can – no purchase required.

If you just want someone to talk to, a kind voice, about anything – the weather, the latest Netflix show, your dream vacation plans for when this is over – anything. We’d love to connect with you.

1-800-927-7671
(press 3)
Customers want Digital but they still LOVE the Human Touch…

How many handwritten notes did your team send last week?
   Last Month?
   This Year?

Dear Ms. Whiting,

Our son, who lived in Tampa, passed away in February. After his passing I contacted TECO to get his account transferred over to me so that I could continue to pay the electric bill at his townhome until such time as it was sold.

The customer service agent I spoke with was very sympathetic, professional and extremely helpful. She made the process simple and easy for me and I really appreciated that.

What really blew me away was that a month or so later I received a sympathy card with a hand-written note in the mail from that same agent. Her name, (and I apologize because I only have her first name), is Charlsene. To say that this goes above and beyond doesn’t do it justice. She must be an absolutely awesome employee and you are lucky to have her.

I just thought you should know.

Pepco buys 8-year-old girl hamster after she accidentally sends letter meant for Petco
Wrap Up
10 Lessons in Customer Behavior

- Work backwards from the customer. Don’t just talk to them. Listen to what they have to say, and then put it into use, into practice.
- Customers will give you a grace period (sometimes). If you’ve been consistent on projects and results, customers will be forgiving with a bad situation. But, you have to have started this in a positive space.
- Your customer judges you on the basics. Reliability and value drive customer needs. They always have. They always will. No matter how you’re applying it.
- Customers love convenience. So you have to be on all channels, not just the ones easiest for you (and not just the ones most of them use). Be available however a customer wants to talk.
- Work on your consistent customer message. They want every message across every medium to connect and be consistent. (And the tolerance for differences in channels is declining.)
10 Lessons in Customer Behavior

- Your customer is going to measure you by others. They're going to come to you with expectations they learned in retail, in banking, in insurance, in healthcare.

- Every customer is mobile. Even the customer who doesn't identify as mobile, doesn't think of himself as mobile (i.e., doesn't shop on his phone) is mobile.

- Your customers who don't talk to you may wander. If you don't keep your customers in the conversation, they may be talking to someone else.

- Customers today expect that you know them. This applies to every transaction. Recognize them by name, know their pain points, know their account history.

- If you make a customer a promise, keep it. Customers don't like when a problem occurs, but it's much, much worse if you've told them a timeline or a result that doesn't happen.

All Customers respond to one phrase...two simple words that your Mom taught you to say. “Thank You.”
“They always treat us as their most important customer.”

Utility Customer
Thank You!
Communications During a Crisis

- Pandemic
- Storm
- Power Quality
Communications During a Crisis
Communications
During a Crisis

- Payment options
- Assistance
- Authorized vs Unauthorized payment centers
- Programs
- Energy tools
Utility Industry Trend

CSat Score over Time

Year | Utilities
--- | ---
2019 | 725
2018 | 720
2017 | 719
2016 | 680
2015 | 668
2014 | 647
2013 | 639
2012 | 625
2011 | 628
2010 | 630
2009 | 618

Utility Industry Trend

CSat Score over Time

Establishing a Relationship

1. Commitment
2. Trust
3. Loyalty
Managing a Crisis

1. COMMUNICATIONS

2. PERFORMANCE
Crisis Communications

1. Adjust your tone
2. Use your voice
3. Practice transparency
4. Be fair but firm
5. Start the conversation

Source: Forbes July 30, 2020
Pandemic
### Preferred Communication During COVID-19

What COVID-19 related topics would you like to see more communication from your electric utility about?

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment assistance programs</td>
<td>45.4%</td>
</tr>
<tr>
<td>Ways the utility is supporting individuals and communities during COVID-19</td>
<td>40.1%</td>
</tr>
<tr>
<td>Available financial resources provided by the utility</td>
<td>34.3%</td>
</tr>
<tr>
<td>Ways to conserve energy during this time</td>
<td>31.1%</td>
</tr>
<tr>
<td>Recommended ways to contact the utility regarding questions for quicker response times</td>
<td>22.4%</td>
</tr>
<tr>
<td>Policies / procedures / business continuity plan utility has developed during COVID-19</td>
<td>22.3%</td>
</tr>
<tr>
<td>Types of rate structures available and the benefits / advantages of each</td>
<td>20.0%</td>
</tr>
<tr>
<td>N/A do not want to receive information from my utility regarding COVID-19</td>
<td>10.1%</td>
</tr>
<tr>
<td>Don't know/unsure</td>
<td>6.8%</td>
</tr>
<tr>
<td>Other (please specify):</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

Proactive Outbound Video
Calls to **Action**

- **Payment options**
  - Assistance
  - Authorized vs Unauthorized payment centers
- **Programs**
- **Energy tools**
- **NPS and Voice of the Customer Survey’s**
Messaging Results

- NPS 39 compared to industry average 15
- 98% user improved brand perception
- 96 reported favorable perceptions
- 90% reported would not contact utility
- 97% bill explanation useful
Storm
Preparation
Storm Video
Dear Sawnee EMC Member,

Tropical Storm Zeta barreled into north Georgia before daylight on October 28th, bringing up to 60 mph winds and heavy rain. The storm moved through our area quickly, yet it left destruction in its path unlike anything we have ever faced.

To our members who experienced a power outage, whether it was only a few hours, or much longer, we apologize for your inconvenience. We never like to see even one outage, but the 75,000 that were out at the height of this storm is truly one for the record books.

Zeta’s powerful winds uprooted thousands of trees which entangled power poles and lines making the restoration process even more challenging. When compared to any other hurricane, tornado, or ice storm, Tropical Storm Zeta was undoubtedly the most powerful storm to ever impact our electrical distribution system in our 82-year history.

Our staff began watching Hurricane Zeta and preparing for it over a week before it came our way. These contingency plans included acquiring additional line crews and equipment. However, these actions are just part of the complex strategy of restoring service to all members after a major storm.

The over 350 men and women who call Sawnee EMC home, worked tirelessly around the clock to make sure every Sawnee EMC member had their power restored as quickly and safely as possible. It is my belief that our staff, as well as the hundreds of contractors who aided us, are the true heroes of this storm and I sincerely thank them for their dedication, fortitude, and overall cooperative spirit.

For the many of you who have reached out to us over social media, by phone, or email to express your gratitude and appreciation for our staff, please know each comment is much appreciated.

We will learn from this massive event and we are already having conversations about ways to improve and streamline our efforts, so we can weather the next storm even better for our members.

In closing, thank you for your patience and support during this historic event and for being a member of Sawnee EMC.

May God bless you and yours.

Sincerely,

Michael A. Goodroe
President and CEO
Power Quality
Beat the Peak Video
Upcoming Webinars

December 8, 2020 – 2:00PM EST

Post Covid-19 Consumer Billing and Payment Behavior featuring Jacqueline Martine, Fiserv

January 28, 2021 – 2:00PM EST

Making the Smart Grid Relevant to Mainstream featuring Chris King, Siemens eMobility

Register online at apogee.net/webinars
Any Questions
Get Social with Apogee!

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