

**EXH. AW-3**  
**DOCKETS UE-19 \_\_\_/UG-19 \_\_\_**  
**2019 PSE GENERAL RATE CASE**  
**WITNESS: ANDREW WAPPLER**

**BEFORE THE**  
**WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION**

**WASHINGTON UTILITIES AND  
TRANSPORTATION COMMISSION,**

**Complainant,**

**v.**

**PUGET SOUND ENERGY,**

**Respondent.**

**Docket UE-19 \_\_\_**

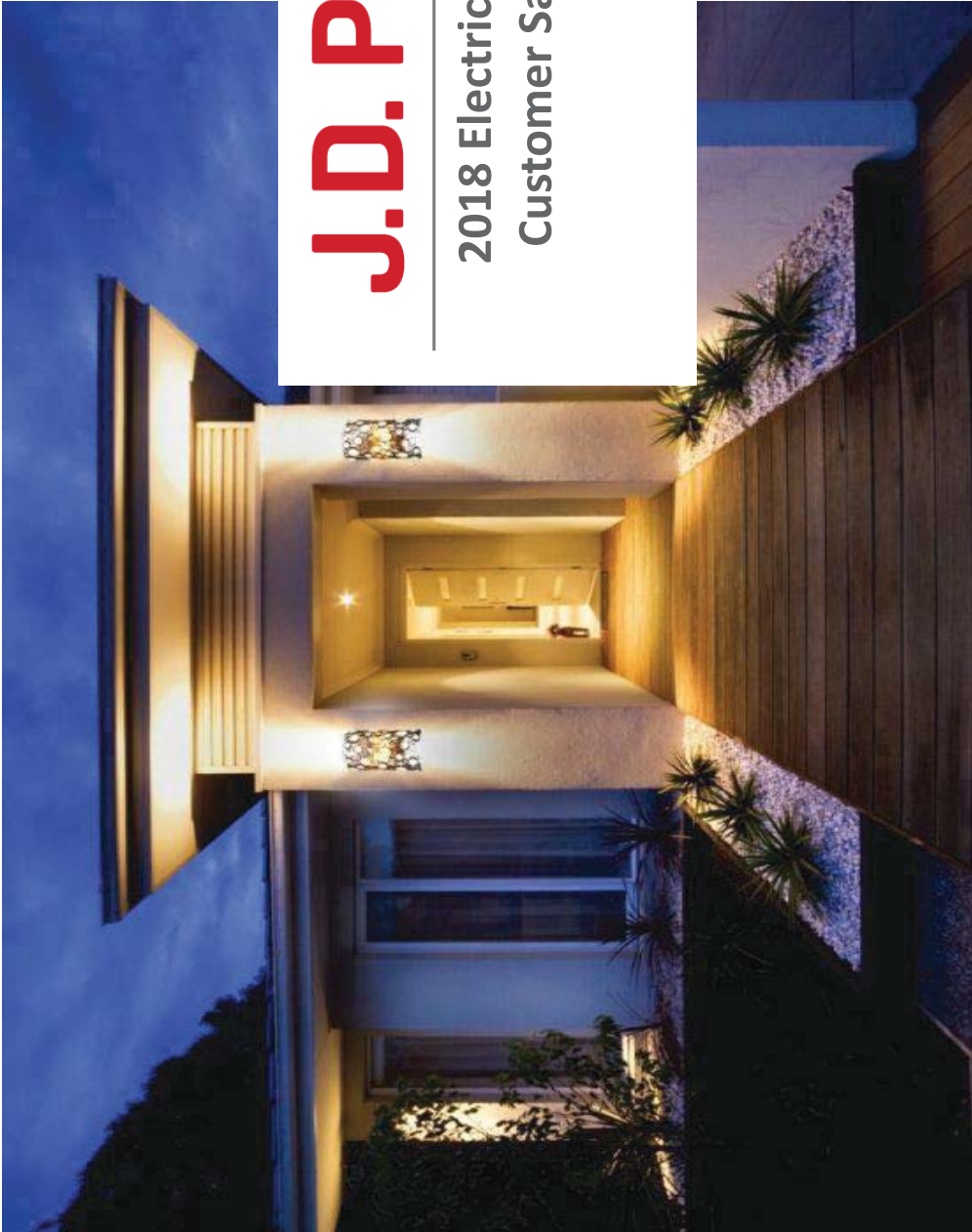
**Docket UG-19 \_\_\_**

**SECOND EXHIBIT (NONCONFIDENTIAL) TO THE  
PREFILED DIRECT TESTIMONY OF**

**ANDREW WAPPLER**

**ON BEHALF OF PUGET SOUND ENERGY**

**JUNE 20, 2019**



# J.D. POWER

## 2018 Electric Utility Residential Customer Satisfaction Study<sup>SM</sup>

Puget Sound Energy

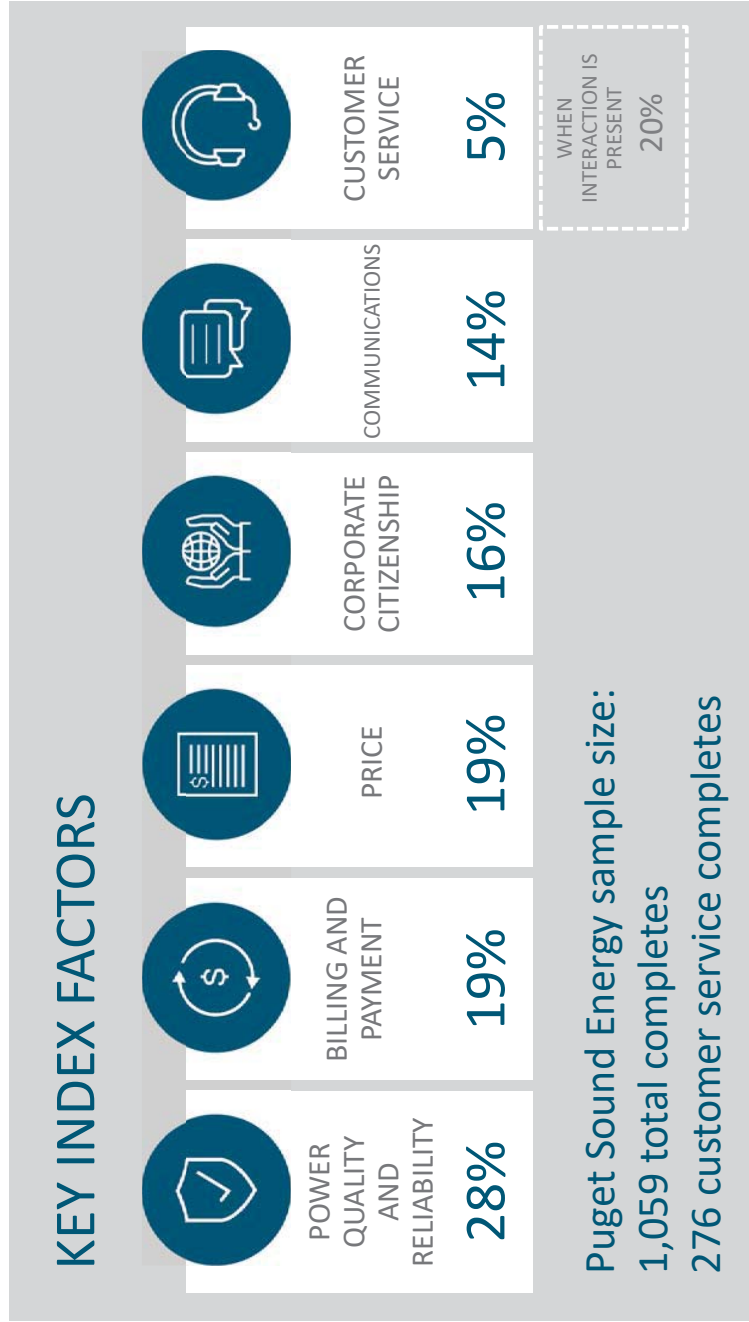
Andrew Heath, Senior Director  
July 23<sup>rd</sup>, 2018

# J.D. Power 2018 Electric Utility Residential Customer Satisfaction Study

**104,777**  
TOTAL RESPONSES  
NATIONALLY

**20<sup>TH</sup>**  
YEAR OF THE STUDY

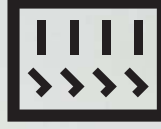
**138** BRANDS  
WITH 100,000+  
RESIDENTIAL  
CUSTOMERS



## Findings and Recommendations

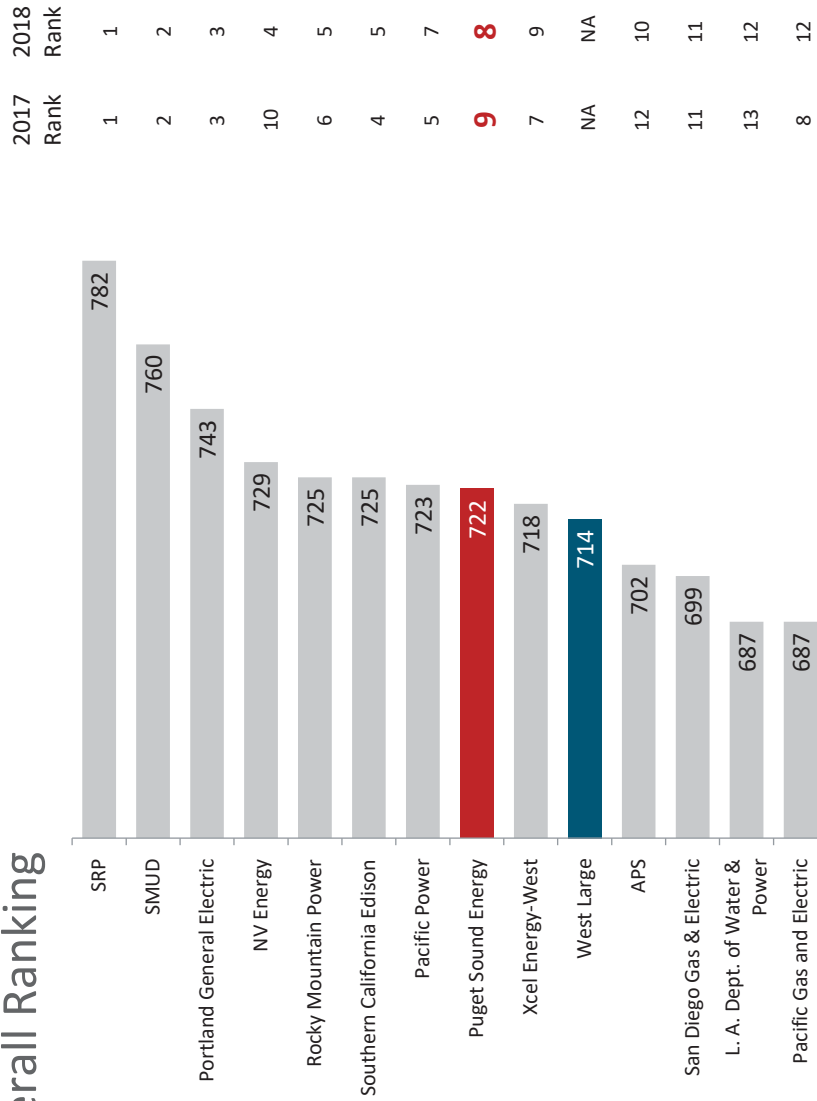
Puget Sound Energy customer satisfaction increased and is now above the average for large electric utilities in the West. This is due to improvements in all factors but especially customer service satisfaction. Further opportunities exist to improve satisfaction through improved payment experiences, increased awareness of infrastructure investments, and further promotion of online services.

<i>Finding</i>	<i>Recommendation</i>
1. Corporate Citizenship satisfaction is above average.	Maintain, and build on, customer awareness of citizenship activities.
2. Billing & Payment satisfaction, especially payment, is below average.	Improve payment satisfaction with credit card, online and phone transactions.
3. Power Quality & Reliability is 3 <sup>rd</sup> quartile. Outage avoidance and timely restoration after an outage both negatively impact overall satisfaction.	Improve pro-active communication during outages and improve communication about infrastructure investments and maintenance outages.
4. Online customer satisfaction has improved from 4 <sup>th</sup> quartile to above average (for both mobile and desktop experiences.)	Promote awareness of online services and accelerate customer My Account registrations.



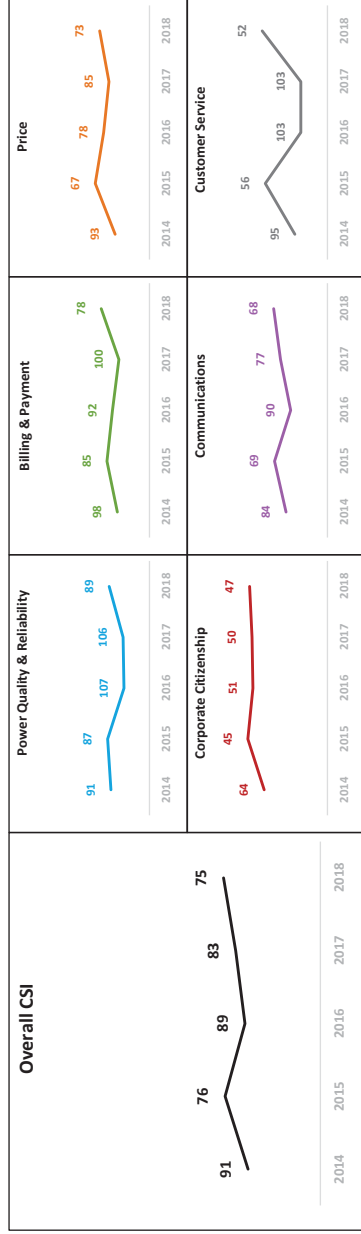
# Puget Sound Energy ranks 75th in the industry

## Overall Ranking

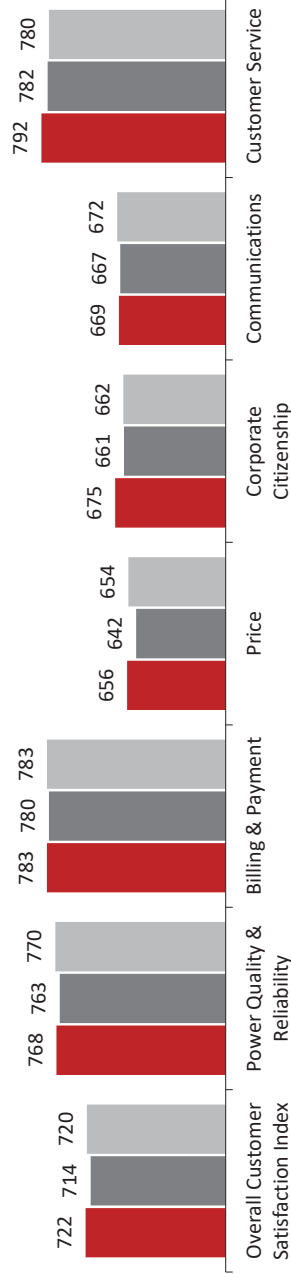


# Ranking compared to industry

Puget Sound Energy increased 13 in overall satisfaction, and the industry ranking increased 8



■ Puget Sound Energy ■ West Large ■ Industry



Ranking this year compared to last for overall satisfaction and the factors driving satisfaction

## Quartile Comparison to the Industry

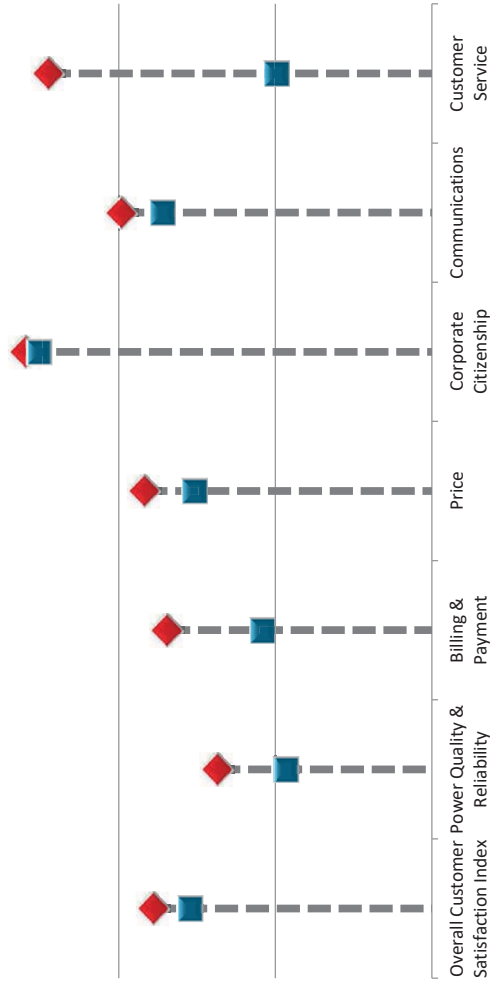
◆ 2018 ■ 2017

Top Quartile

2<sup>nd</sup> Quartile

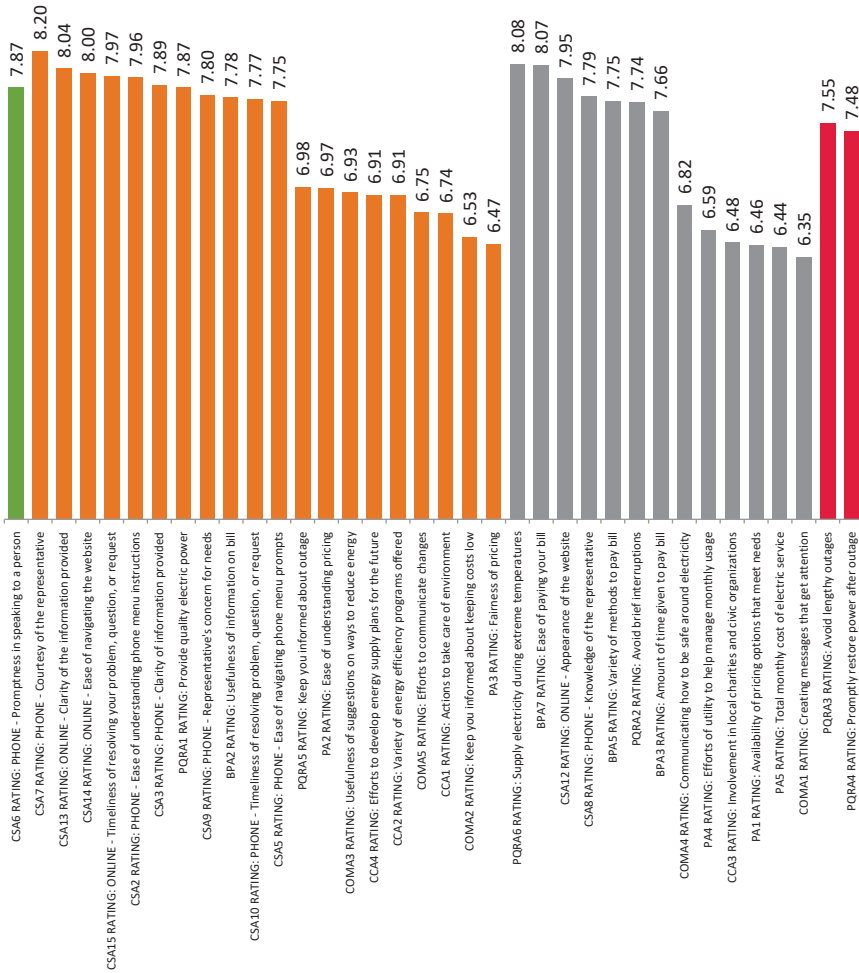
3<sup>rd</sup> Quartile

Bottom Quartile



# Puget Sound Energy attributes compared to industry shown by quartile ranking

## 1st Quartile



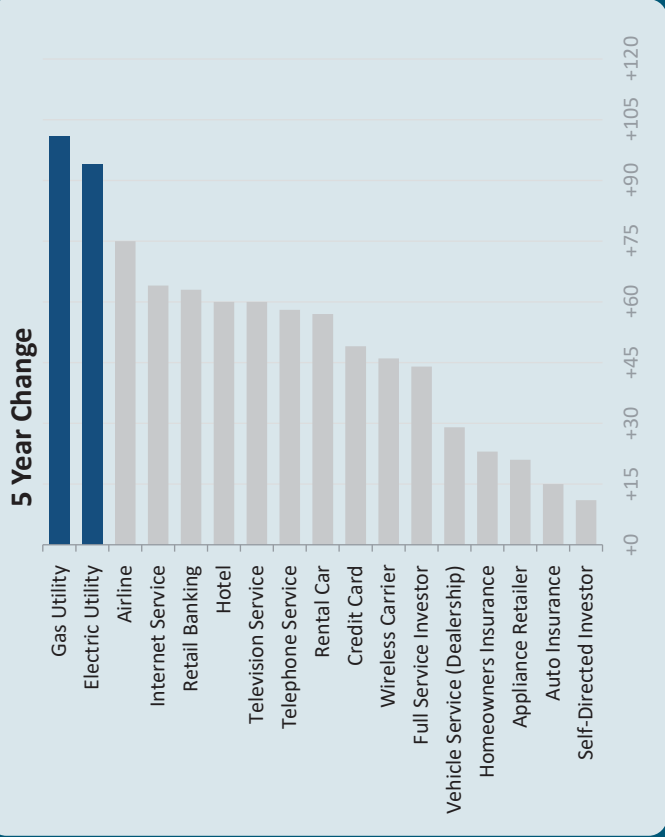
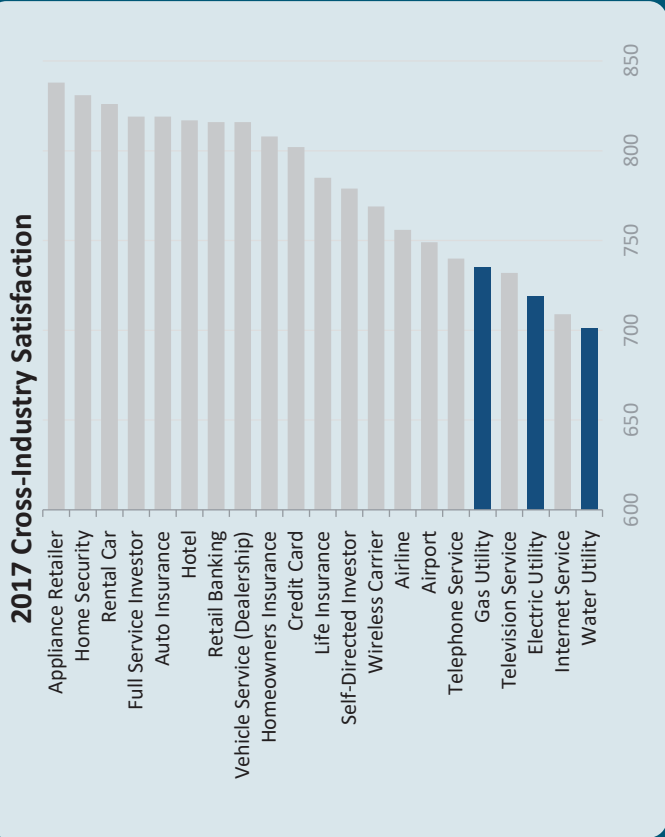
## 2nd Quartile

## 3rd Quartile

## 4th Quartile

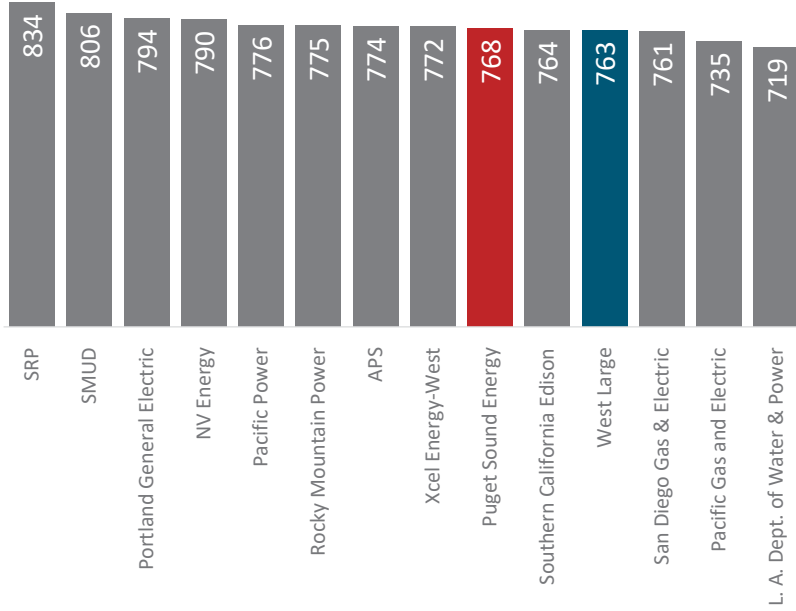


# Cross Industry Satisfaction

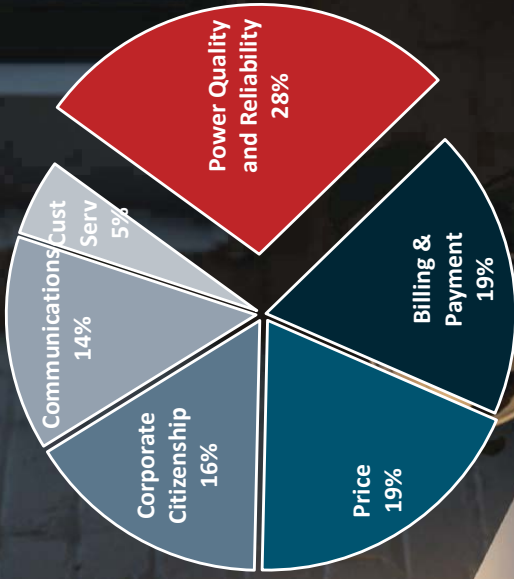


Historically utilities have scored lower than other industries in overall satisfaction. However, they have closed some of the gap in the last five years.

### West Large PQR Ranking

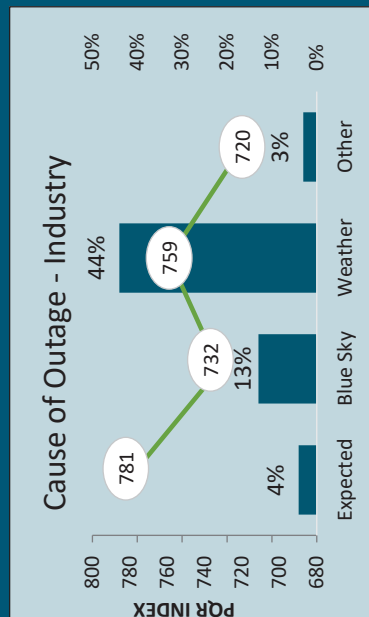


### POWER QUALITY & RELIABILITY



# Outage Disruption Analysis

	Puget Sound Energy		
	2016	2017	2018
# of Brief Outages	1.14	1.06	0.83
# of Lengthy Outages	0.86	0.69	0.63
Average Length of Longest Outage (hrs)	9.72	9.89	8.65

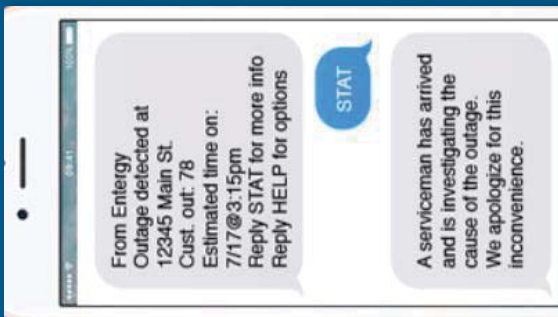
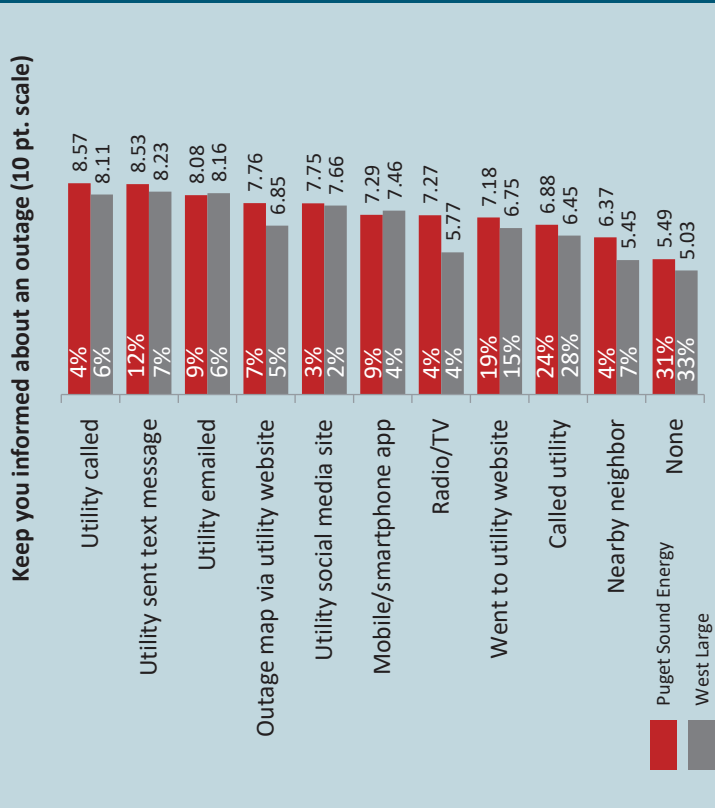


At 34%, Puget Sound Energy has the highest proportion of wind/tornado related outages in the nation.

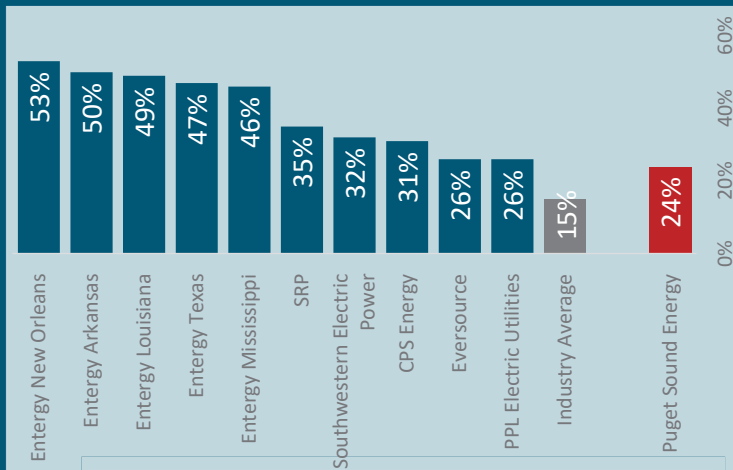
	Puget Sound Energy		West Large		Best in Class	
Perfect power	47%	800	47%	815	66%	871 Clark Public Utilities
1 Brief or 1 Lengthy Outage	28%	762	26%	743	11%	758 Con Edison
Both Brief and Lengthy Outages	16%	723	15%	698	5%	804 Clark Public Utilities
Contacted after power restored	32%	799	27%	796	65%	822 Energy Mississippi
Power Restore Before or On Time	84%	805	82%	789	100%	836 Pedernales Electric
Outage map is effective	93%	799	85%	806	97%	871 Intermountain
Did not get any outage information	31%	725	33%	696	10%	643 Entergy New Orleans

# Customers that receive pro-active alerts have higher PQR Satisfaction

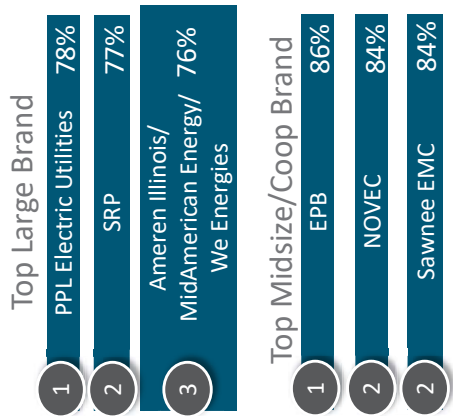
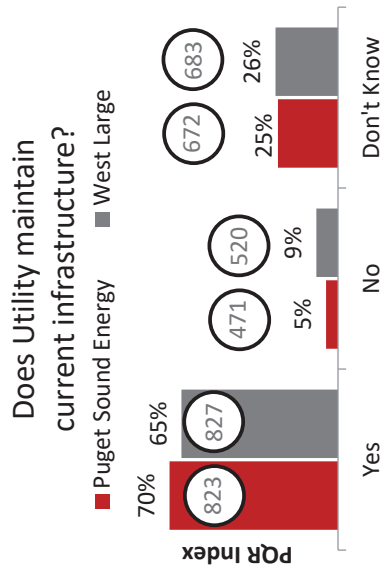
## SOURCES USED TO GET OUTAGE INFORMATION



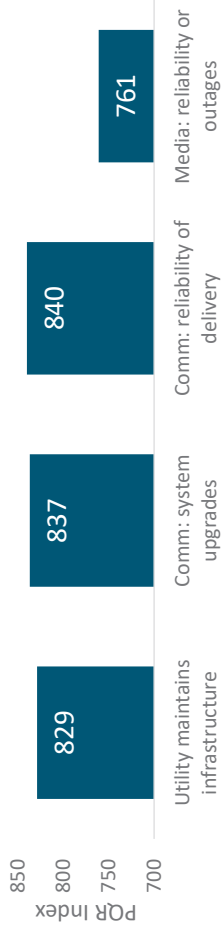
## PRO-ACTIVE COMMUNICATIONS: INDUSTRY



## Talk Up Infrastructure Improvements...



## Infrastructure Recall - Industry



Customers have **30% fewer outages today** than 10 years ago

We're planning another **15% reliability improvement** in the next five years

Power Restored Faster

Reliability


# Don't hide utility investments and infrastructure improvements

Customers have  
**30% fewer outages today**  
than 10 years ago

**Reliability**

**We're planning another 15% reliability improvement in the next five years**

Power Restored Faster




## Improving Your Energy Service

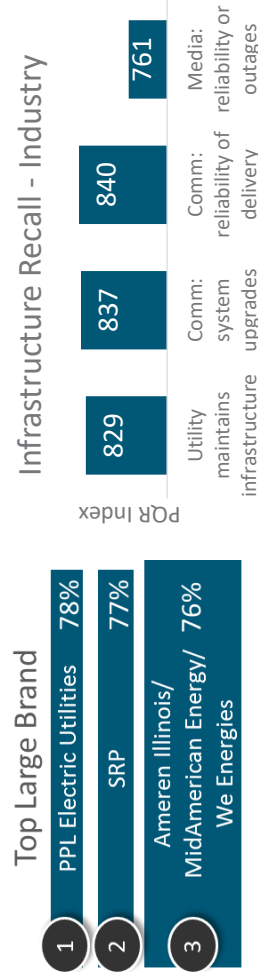
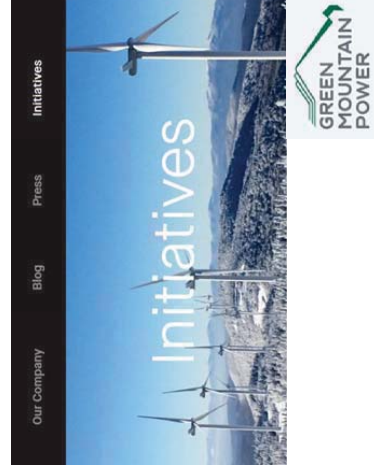
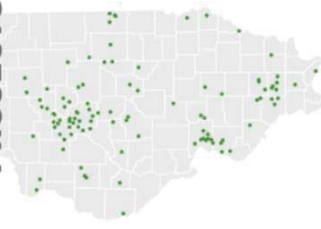
System upgrades will reduce outages and keep up with your energy needs.

Today's customers have high expectations for the energy that powers their quality of life. That's why we are focused on building the next generation energy delivery system for central and southern Illinois.

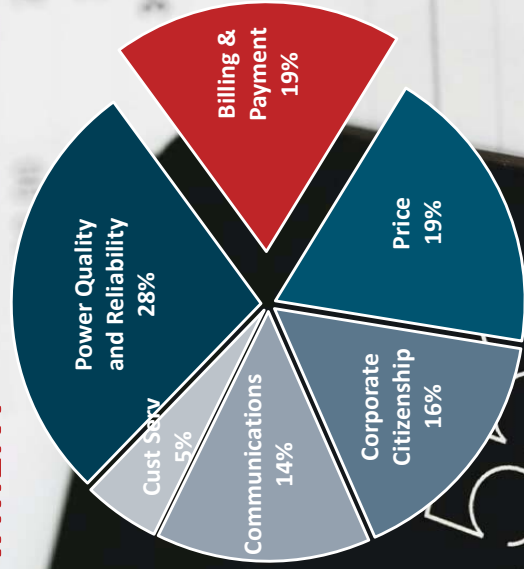
We have embarked on a plan to improve the efficiency and reliability of the natural gas and electric energy delivery system throughout our 43,700 square-mile territory. Over time, these upgrades will give customers information they can use to take control of their energy usage and reduce costs.



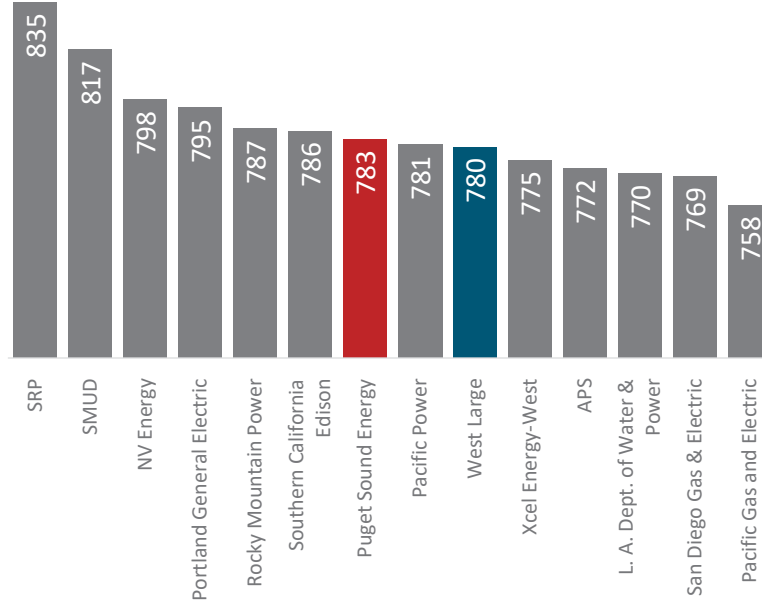
## PLANNED PROJECTS



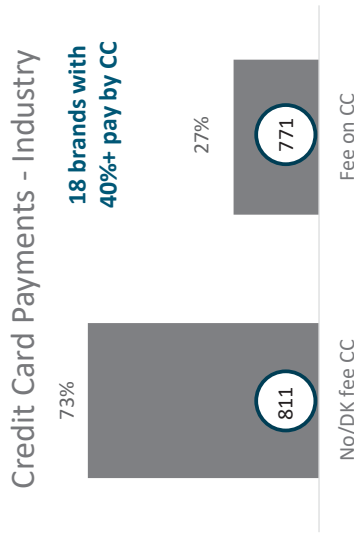
# BILLING & PAYMENT



West Large Billing & Payment Ranking

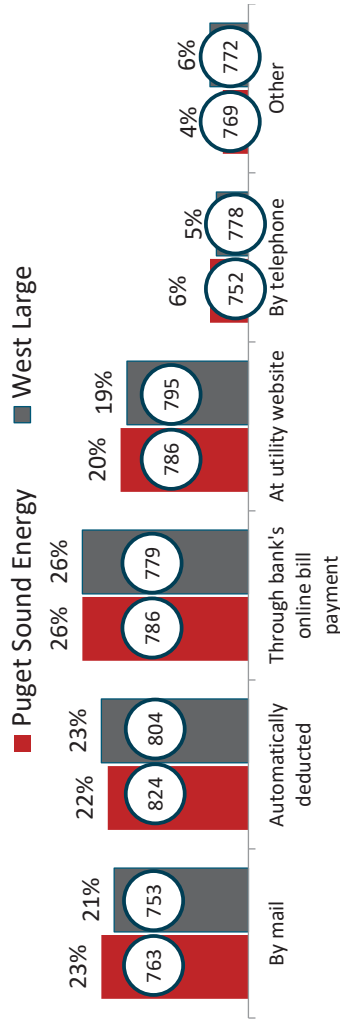


## Ways to Pay your Bill

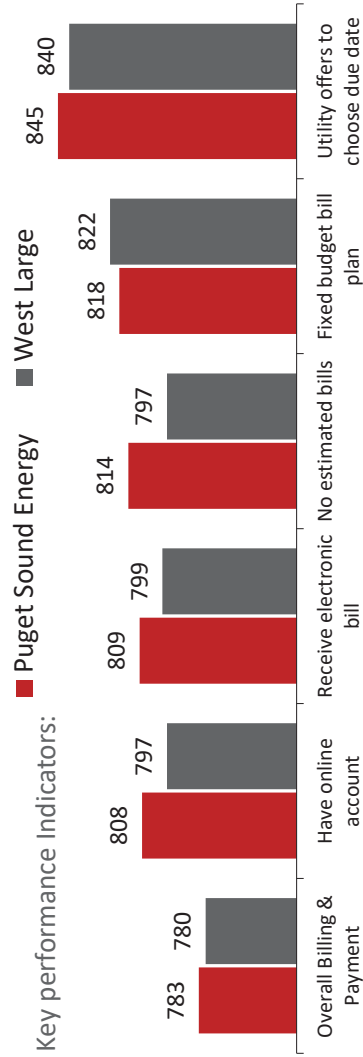


Newer payment channels, when chosen by customers, are often associated with higher satisfaction. How well prepared are you for the following channels?

Prepaid cards, Mobile app payment, Digital wallet (e.g. Google wallet, Apple Pay), PayPal, Amazon Pay, Pay by text, Pay at a kiosk, Alexa, Google voice



### Key performance Indicators:





## Ease of Making a Payment

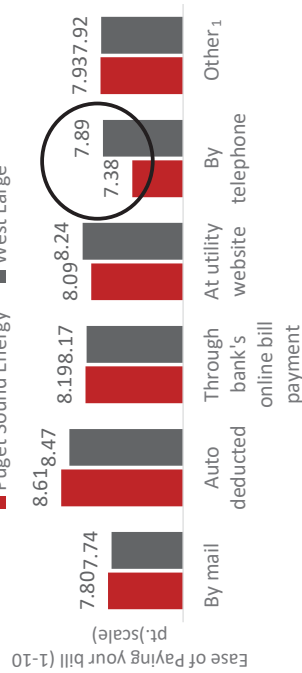
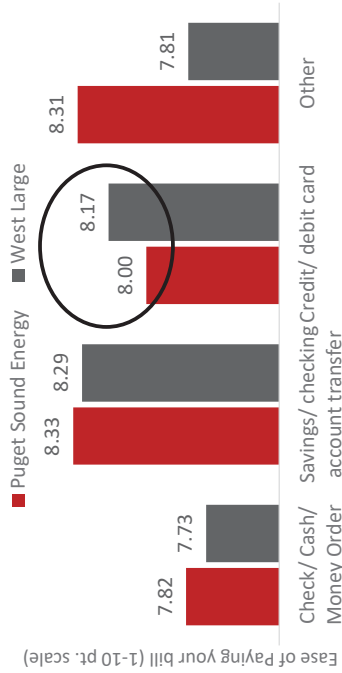
*"Paying by phone could be quicker. Customer service can be more helpful and friendly during payment processing."*

*"...I'm able to pay my bill online with zero problems..."*

Heat Map: Ease of Paying your Bill (1-10 Pt. scale)

Industry	Type of Payment		
	Check/ Cash/ Money Order	Savings/ checking account transfer	Credit/ debit card
Method of Payment			
By mail	7.74		7.99
Automatically deducted		8.51	8.52
Through bank's online bill payment		8.19	8.24
At utility website		8.33	8.22
By telephone	7.58	7.92	7.79
Other <sup>1</sup>	7.75	8.27	8.28

Other<sup>1</sup>: Utility mobile app, in person at utility's payment center, Bill payment kiosk or mail drop, Through a third party



Other<sup>1</sup>: Utility mobile app, in person at utility's payment center, Bill payment kiosk or mail drop, Through a third party

### Top % Brands:

#### Auto Deduct

- 1 Pedernales Electric — 36%
- 2 Omaha Public Power District — 35%
- 3 Madison Gas & Electric — 34%

#### Savings / Checking Transfer

- 1 APS — 60%
- 2 Connexus Energy — 59%
- 2 Intermountain Rural Electric Assoc. — 59%

#### Credit / Debit Card Payment

- 1 Great Lakes Energy — 52%
- 2 SMECO — 51%
- 3 Tacoma Power — 49%

# Payment Best Practices

Home • PEC News

**BILLING & PAYMENTS**

## Pay bills your way

See which of our 9 payment options fits your bill

04.30.18

Whether you're a techie or not, we offer payment options to accommodate your lifestyle and needs. Here are nine convenient ways to pay your PEC bill.

**Auto Pay**

Set it and forget it when you enroll in Auto Pay, our automatic bank draft payment method. When you sign up for this option, your charges will be automatically deducted from your bank account each month as per your normal billing cycle.

You'll receive a discount of \$1.50 per month for enrolling, plus an additional \$1 per month if you enroll in paperless billing as well.

[Learn more](#)

[www.pec.coop/news/2018/pay-bills-your-way](http://www.pec.coop/news/2018/pay-bills-your-way)

Sign in to My Account | Contact Us

your community energy company

Search our sites

Customer Service

Payment and Billing Options

My Bill Pay is our online bill payment system. What paperless billing so you receive your bill notification via email?

Go Paperless

Have questions? Review the My Bill Pay Frequently Asked Questions.

Select the Payment Option that's best suited for you.

PAYMENT OPTION	FEE
Automatic Payments/AutoPay	Free

Automatically make your payment each month from your checking or savings account. You can even select a payment date of your choice.

[Login to My Account](#) to sign-up for this free option.

[www.mge.com/customer-service/billing/payment-options/](http://www.mge.com/customer-service/billing/payment-options/)

Great Lakes ENERGY

A Touchstone Energy® Cooperative

PAY Your Way

**AutoPay:** Your payment is automatically deducted each month from your checking or savings account or charged to your credit/debit card.

**ePay:** Pay online. Make a one-time payment with a check or credit card. Enroll in e-billing to stop receiving paper bills.

**PhonePay:** Either speak to a GLE representative or pay at any time by using our automated pay-by-phone service. We accept payment by credit card or check over the phone.

[www.gtlakes.com/pay-your-way](http://www.gtlakes.com/pay-your-way)

**Top % Brands:**

**Auto Deduct**

- 1 Pedernales Electric — 36%
- 2 Omaha Public Power District — 35%
- 3 Madison Gas & Electric — 34%

**Savings / Checking Transfer**

- 1 APS — 60%
- 2 Connexus Energy — 59%
- 2 Intermountain Rural Electric Assoc. — 59%

**Credit / Debit Card Payment**

- 1 Great Lakes Energy — 52%
- 2 Southern Maryland Electric Cooperative — 51%
- 3 Tacoma Power — 49%

# Emerging Payment Channels Best Practices

Residential Business About | Showing North America. Change Region | Sign Up Now: 1-855-461-1926 | Billing & Account: 1-866-348-4193

**Direct Energy.**

ELECTRICITY > NATURAL GAS > HOME SERVICES > LEARN > SIGN UP > PAY BILL

## Simplify Your Life with Alexa

Just say "Alexa, ask Direct Energy to..." find your account balance, see when your bill is due and even refer your friends. Plus, you can even manage your weekly, monthly and yearly usage.

**ENABLE SKILL >**

## How to Link Your Online Account Manager to the Direct Energy Skill

Get your Amazon Echo or Echo Dot > Create your login for Direct > Download the Alexa app, search [www.directenergy.com/alexa-skills](http://www.directenergy.com/alexa-skills)

- After authenticating with your Direct Energy MyAccount credentials, you will be able to:
- Get your latest bill amount
  - Find out when your bill is due
  - Make a Payment
  - Get your weekly, monthly and yearly usage
  - Refer Your Friends
  - ... and more!

**Direct Energy.**

## Simplify Your Life with Alexa

Enter for the chance to win a **\$500 Amazon.com Gift Card**, **PLUS an Echo Dot!**

Just use your Echo device to link your Direct Energy Online Account Manager to the Direct Energy Skill by July 31st, 2018.

Simply say "Alexa, ask Direct Energy to..." find your account balance, make a payment and manage your usage. Plus, see which of your appliances use the most electricity so you can manage your spending better and lower your electricity bill.

**ENABLE SKILL >**



# How to Encourage Customers to Create Online Accounts

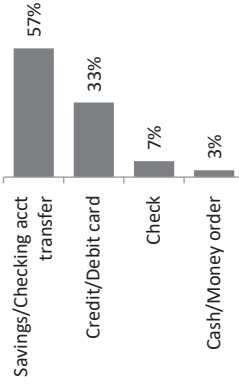
Puget Sound Energy - 64% have an online account - 2nd quartile in nation

## Impact of having customers with an online account

	Puget Sound Energy		West Large	
	Online account	No online account	Online account	No online account
Communications Index	696	621	683	637
Received alerts (any)	89%	71%	91%	82%
Receive e-bill	60%	13%	62%	13%
Recall utility communications (past 3 months)	51%	36%	49%	36%
Corp. Citizenship info. points	3.1	2.3	2.8	2.3
Product/service participation	35%	21%	37%	23%
Energy efficiency awareness	54%	35%	56%	43%
Chosen payment due date	52%	61%	52%	42%
NPS	15	-11	3	-8

Online accounts are driven by those that pay using a savings/ checking account transfer or credit/ debit card

Payment type by online account- Industry (Yes %)



## Top brands with online account



# My Account Best Practices

**benefits of registration**  
Register your account to view your bill, monitor usage and sign up for free tools to help manage your account. Make aps.com your one stop shop for all your account needs.

**register now**

**all your options in one convenient place**  
We'll send you an email each month to let you know when your online bill is ready to view. Log in from the email to view your bill, and make a payment. You'll still receive a paper bill but you can choose to go paperless at any time.

With online access you can also:

- compare your current bill to last month or last year and find out why your bill has changed
- manage your profile and preferences
- update your mailing address and contact information

**flexible payment options**  
When you register your account, you can schedule payments - up to 30 days in advance. You can modify or pause your payment any time before your scheduled payment date if needed.

You can make a payment arrangement when you need more time to pay your bill.

**plan comparison**  
Being on the right plan is one of the best ways to make the most of your energy budget. Use our plan comparison tool to find out if you are on the best plan based on how you use energy.

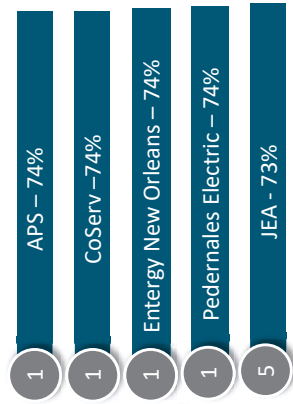
With any plan you choose, you can always save money with **smart, stagger & save**.

[www.aps.com/en/residential/accountservices/benefitsofregistration/Pages/home.aspx](http://www.aps.com/en/residential/accountservices/benefitsofregistration/Pages/home.aspx)

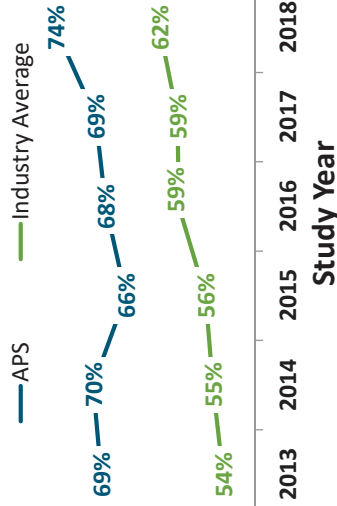
In the summer of 2010, APS began a call center engagement strategy that incentivizes teams and individuals for account registrations, paperless billing and automatic bill payment enrollments via the pre-registration link. Campaigns, including “Get Paperless,” “March Madness” and the “aps.com Football Frenzy”, are now recurrent events that reward associates with trophies, catered celebrations and prizes (such as vacations and HDTVs)

<http://stevieawards.com/sales/arizona-public-service-aps>

## Top brands with online account



## Percentage of Customers with an Online Account



**aps account number**  
Where can I find my account number?

As of March 7, 2017, your account number will be 10 digits instead of 9 digits. Your former account number will be linked to your new one for seamless transactions, but please use the 10 digit number moving forward in all transactions when available.

There are several ways to locate your APS account number:

**By Phone** - Call us at (602-371-7171 (toll-free Phoenix) or (800) 253-5405 (other areas) from the phone number associated with your APS account and confirm the house number you are calling about. The automated phone system will then provide your account number, balance, and due date.

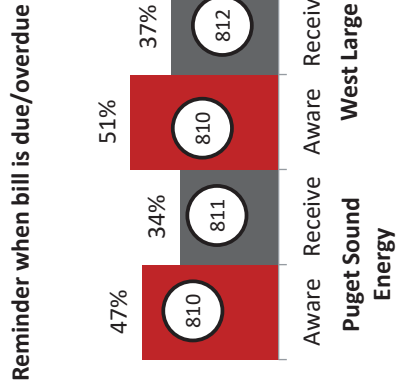
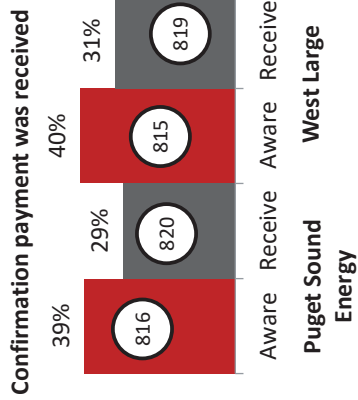
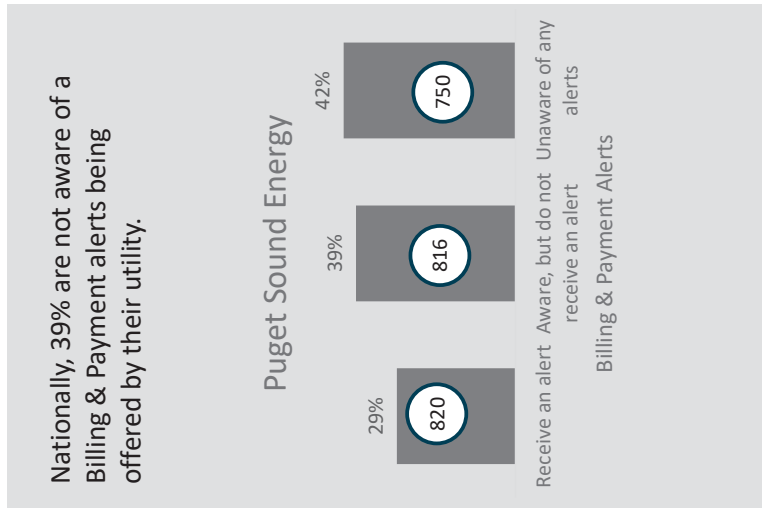
**On Your Bill** - The upper right corner on page one of your statement will list your account number.

**Online** - Log in and navigate to the "my account" page. If you have given your account a nickname, your account number is not going to show in the blue "my account" section. Instead, pull up a copy of your bill by clicking on "view bill".

**App** - Select the "my bill" tab and view the "account number" field. If you have given your account a nickname, your account number is not going to show.

✉️ email this page | 🖨️ print | 📱 share

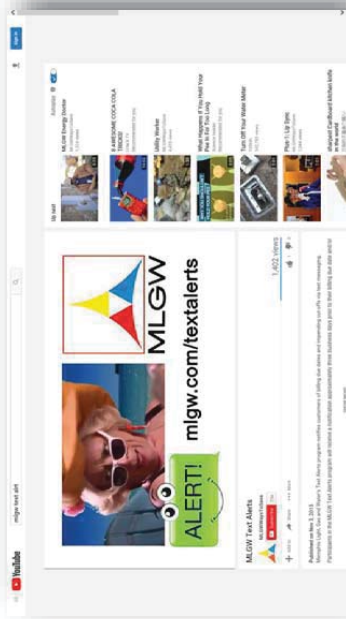
# Billing & Payment Alerts



## Top Brands:

Confirmation payment was received	
Florida Power & Light	54%
Tucson Electric Power	49%
Southwestern Electric Power/ Westar Energy	47%
Reminder when bill is due/overdue	
Entergy New Orleans	52%
MLGW	50%
Alert when usage/dollar amount is over a preset amount	
Southern California Edison	15%
BGE/Pacific Gas and Electric/ SRP	9%

## Billing & Payment Alert Best Practices

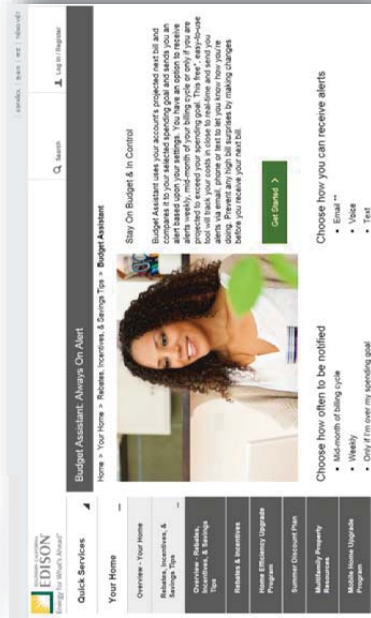


[www.youtube.com/watch?v=JcXG\\_uisbfM](https://www.youtube.com/watch?v=JcXG_uisbfM)

61% of MLGW customers are aware of reminders for due/overdue bills; 50% receive the alerts.

### Top Brands:

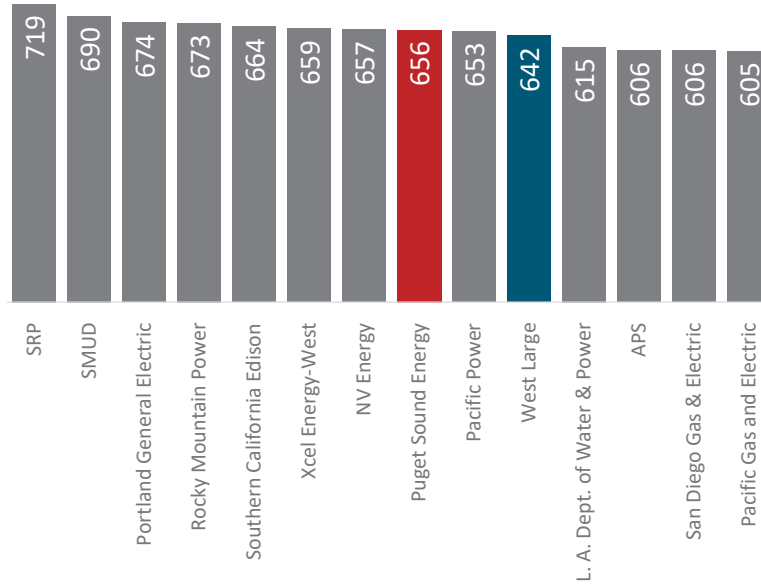
Confirmation payment was received	
Florida Power & Light	54%
Tucson Electric Power	49%
Southwestern Electric Power/Westar Energy	47%
Reminder when bill is due/overdue	
Entergy New Orleans	52%
MLGW	50%
Alert when usage/dollar amount is over a preset amount	
Southern California Edison	15%
BGE/Pacific Gas and Electric/SRP	9%



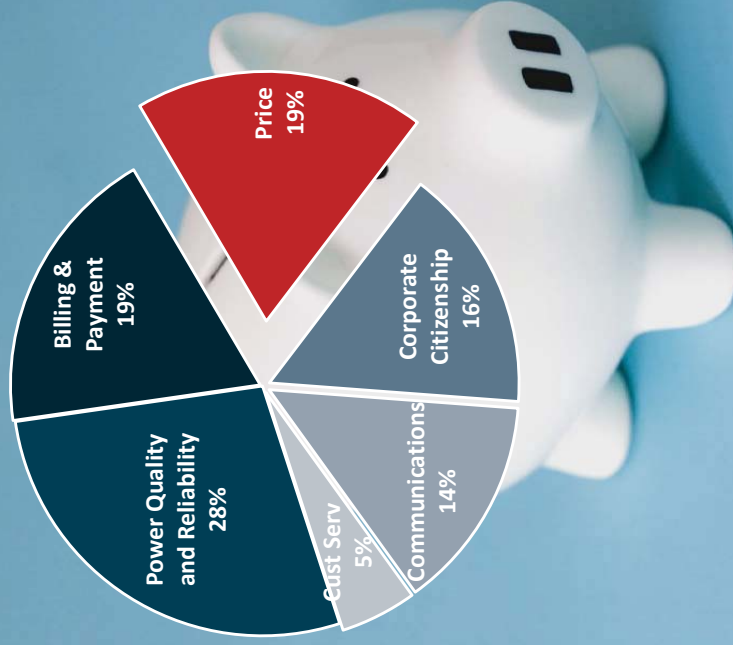
24% of SCE customers are aware of alerts when their usage/dollar amount is over a preset amount; 15% receive the alerts.

[www.sce.com/wps/portal/home/residential/rebates-savings/budget-assistant-and-you](http://www.sce.com/wps/portal/home/residential/rebates-savings/budget-assistant-and-you)

### West Large Price Ranking



### Price

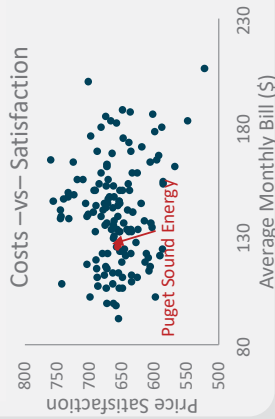




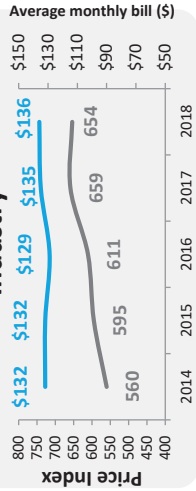
## Price Satisfaction is Driven by More Than Just the Electric Bill. It's About Value Not Just Cost.

The average monthly bill for Puget Sound Energy is \$125. Compared to the West Large average of \$124 and the national average of \$136.

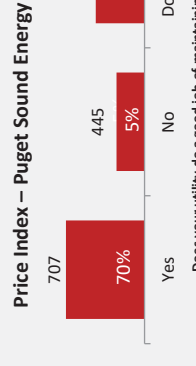
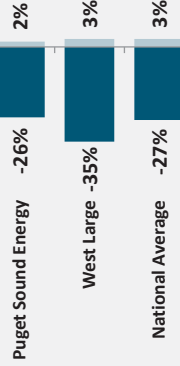
### Correlation between monthly bill and price satisfaction - Industry



### Price satisfaction is improving- Industry



■ Heard about price increase ■ Heard about price decrease



### High price satisfaction is achieved by:

- Affordable power
- Communication – clear and effective messaging
- Clarity of pricing information
- Efforts to help manage monthly usage
- Awareness and participation in pricing options
- Energy efficiency program awareness

### Communication about reliability, power supply and infrastructure investment

Intermountain Rural Electric Assoc.	31%
Lee County Electric Cooperative	26%

### Highest Awareness of Price Decreases

Southern Maryland Electric Cooperative	16%
Gulf Power	12%

### Energy Efficiency Programs

OG&E	59%
BGE/Southern Maryland Electric Cooperative/SRP	57%

### Optional Price Options

APS	34%
SRP	25%

## Georgia Power Offers Flat Bill

<https://www.georgiapower.com/residential/billing-and-rate-plans/pricing-and-rate-plans/flatbill.html>

### How the rate works

FlatBill is a 12-month contracted rate plan whereby Georgia Power agrees to offer you a fixed monthly bill regardless of your usage during the period, and you agree to pay that amount. No rising bills during summer's heat or winter's cold - just one flat amount. Best of all, the FlatBill dollar amount is customized and considers your actual past electricity usage and expected weather for the upcoming 12 months. Your FlatBill offer includes an additional amount to guarantee no change in your payment due to fluctuations in usage.

At the end of your 12-month FlatBill period, you'll receive a new FlatBill offer for the next year. The new offer amount will be based upon your actual usage during your prior 12 months and projected usage for the next 12 months if you remain on FlatBill. There's no true-up settlement or deferred amount to pay at the conclusion of your annual contract. That means no surprise payment at the end!



Georgia Power

# FlatBill

- means -

## No Surprises



no matter the season

# FlatBill

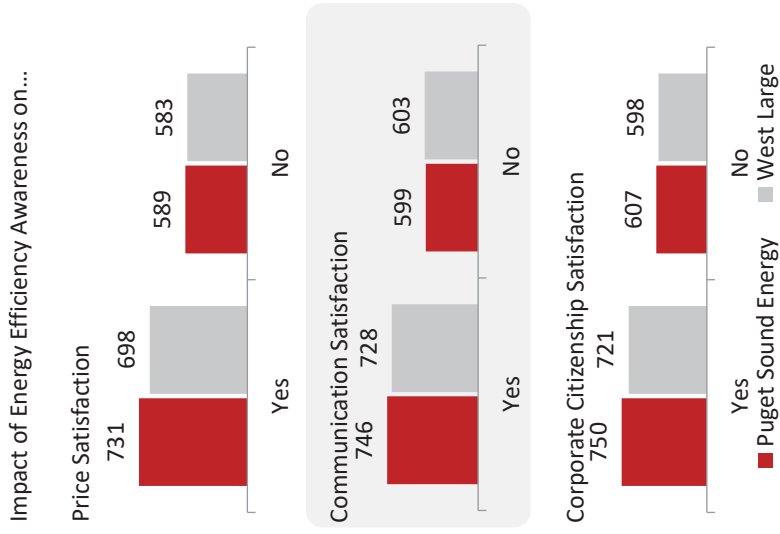
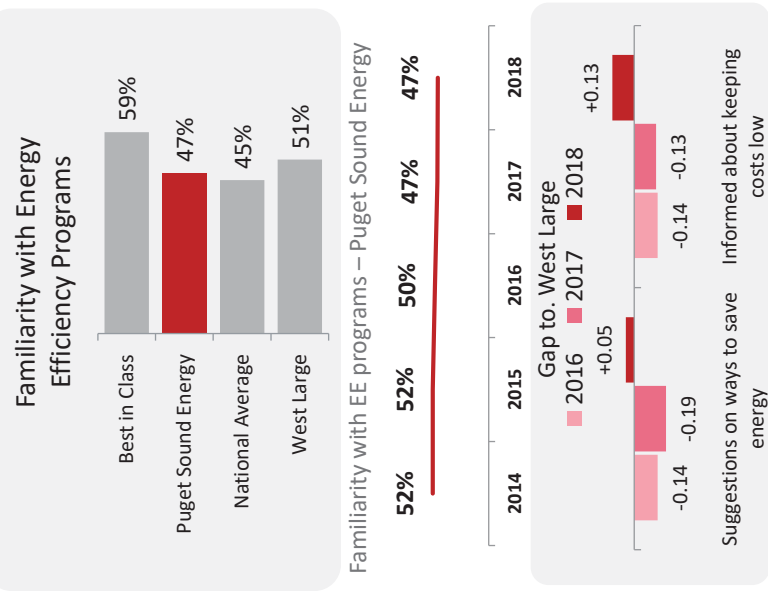


J F M A M J J A S O N D

Take the **HIGHS** and **LOWS** out of your energy bill



# Energy Efficiency Impacts Many of the Factors and Attributes Driving Overall Satisfaction



Energy efficiency is an area that impacts many of the drivers of customer satisfaction. On average customers that are aware of programs are +9 more satisfied even when they choose not to participate. Customers that also then choose to participate are +45 more satisfied.



**Brands with the Highest Awareness of Energy Efficiency Programs**

OG&E	59%
BGE	57%
Southern Maryland Electric Cooperative	57%
SRP	57%
Indianapolis Power & Light/Kentucky Utilities/SMUD	56%
<b>Puget Sound Energy</b>	<b>47%</b>
National Average	45%

### West Large Communications Ranking

SRP	730
SMUD	708
Portland General Electric	694
Southern California Edison	691
Pacific Power	669
Puget Sound Energy	669
NV Energy	667
Rocky Mountain Power	667
West Large	667
Xcel Energy-West	663
San Diego Gas & Electric	651
Pacific Gas and Electric	643
APS	641
L. A. Dept. of Water & Power	636



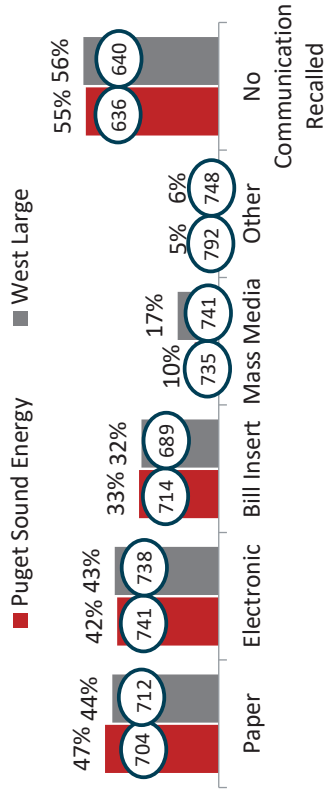
# Communication Recall from Utility

Industry

Recalled utility comm. **708**

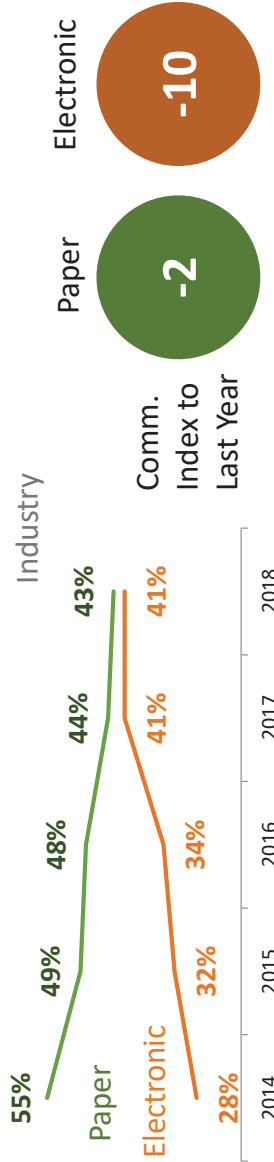
Did not recall utility comm. **644**

## What Medium was the Communication Recalled



Paper = Brochure, bill newsletter, direct mail, statement message  
 Electronic = Utility website, email, utility blog, utility social media site, text message  
 Mass Media = Newspaper/magazine, television, radio, billboard  
 Other = Other, Utility called, and In-person

## Industry



### Top 3 Website Recall



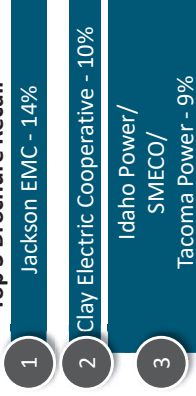
### Top 3 Email Recall



### Top 3 Social Media Recall



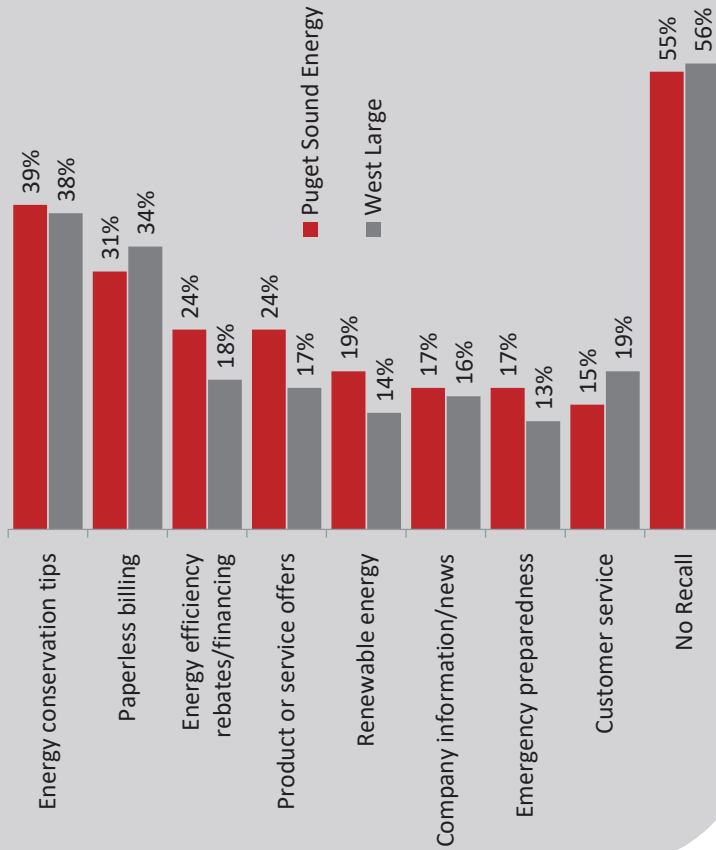
### Top 3 Brochure Recall



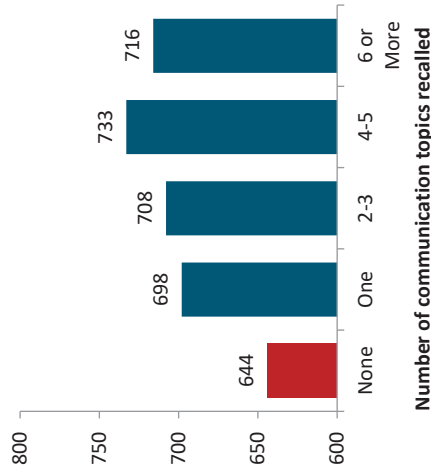
# Communication Recall from Utility

Industry Comm. Index

Most Frequent Communications Recalled



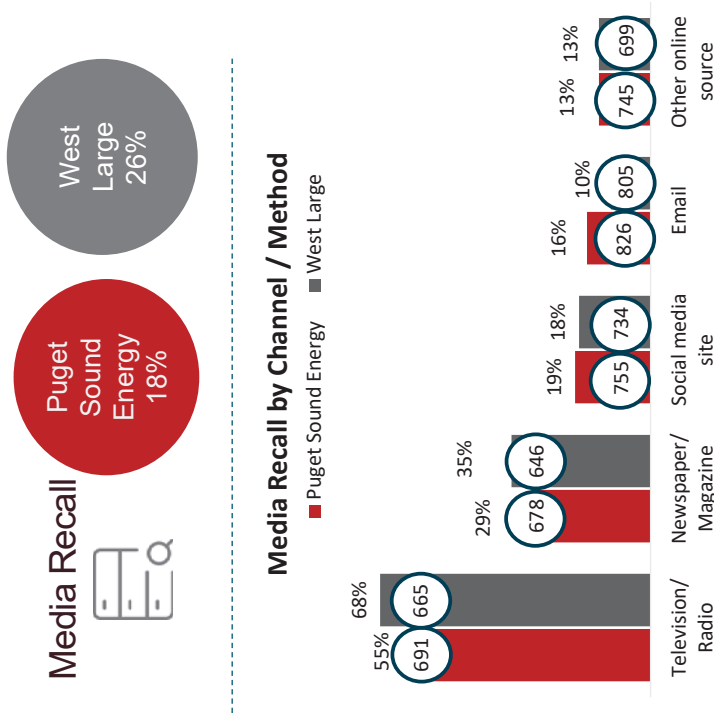
Impact of Key Topics on Communications Satisfaction – Industry



## Top Brands: Conservation Tips



# Media Considerations



Topics	Utility	Media
Price or rate change	Puget Sound Energy: 13%	637
	West Large: 19%	634
Emergency preparedness	Puget Sound Energy: 17%	725
	West Large: 13%	718
Environmental issues	Puget Sound Energy: 10%	715
	West Large: 9%	672
Company news	Puget Sound Energy: 17%	689
	West Large: 16%	744
Energy conservation	Puget Sound Energy: 39%	784
	West Large: 38%	748

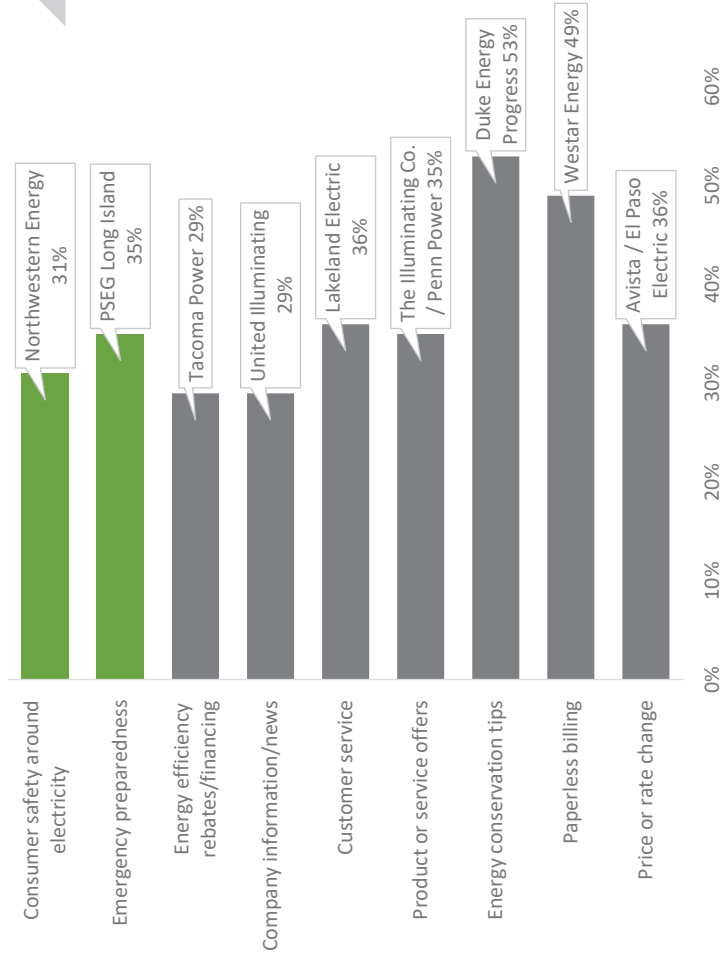
Other = blog, other online source, other

30 © 2018 J.D. Power. All Rights Reserved. CONFIDENTIAL & PROPRIETARY—For Internal Use.

J.D. POWER

Some topics are more satisfying than others, yet recalling any topic is better than no recall

Top Large/Midsize Performers by Communication Topic



Communication Topic Satiation



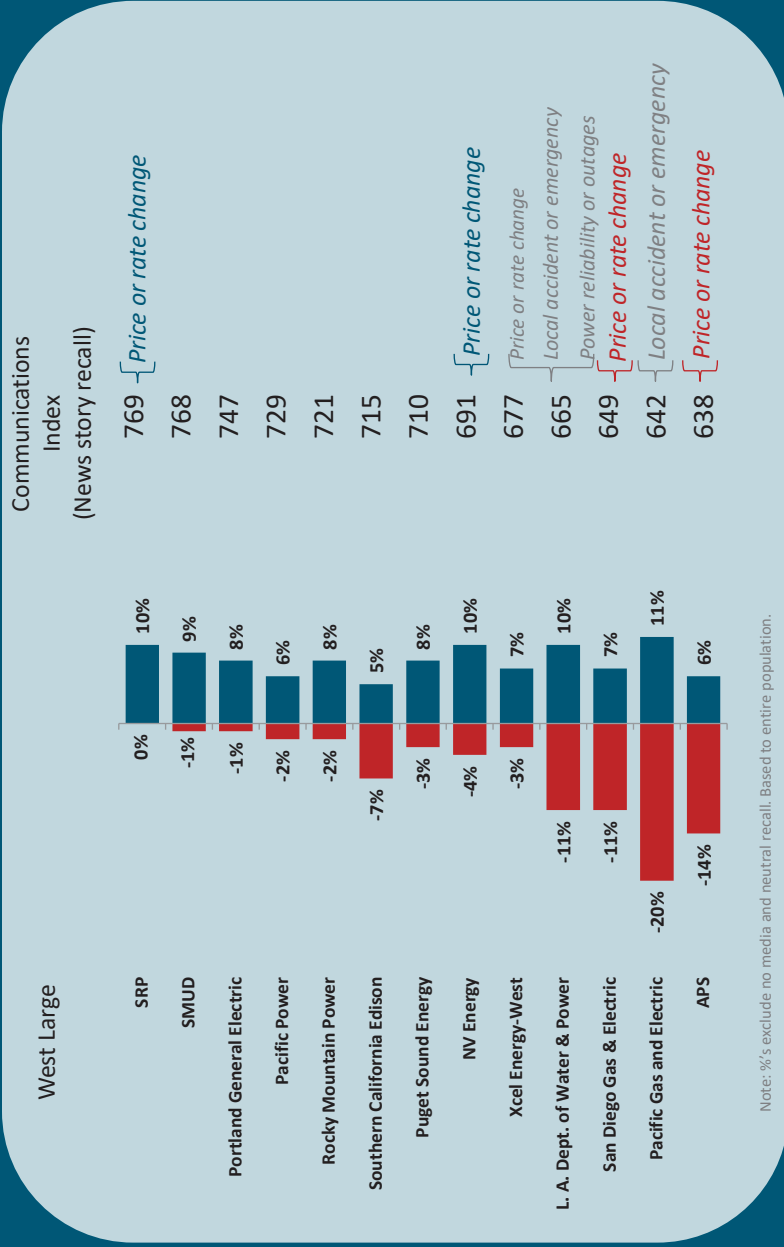


# Impact of Communication Strategy

## What Customers Recall and Where – Puget Sound Energy

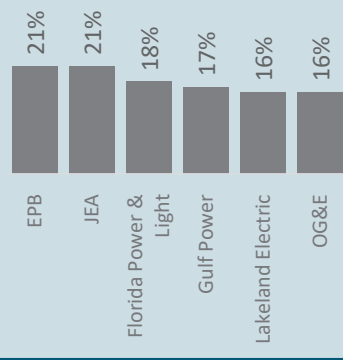
	Bill insert	Email	Direct mail	Bill newsletter	Utility website	Statement message
Energy conservation tips	57%	29%	41%	59%	52%	58%
Paperless billing	25%	56%	24%	37%	51%	34%
Customer service	25%	8%	11%	24%	21%	28%
Product or service offers	27%	26%	23%	29%	33%	32%
Company information / news	27%	11%	18%	35%	24%	29%
Consumer safety around electricity	24%	7%	12%	25%	21%	19%
Emergency preparedness	26%	10%	11%	29%	20%	13%
Price or rate change	20%	6%	13%	33%	13%	28%

# Impact of Media News Stories

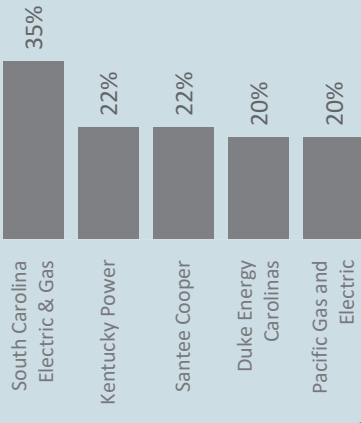


Note: %'s exclude no media and neutral recall. Based to entire population.

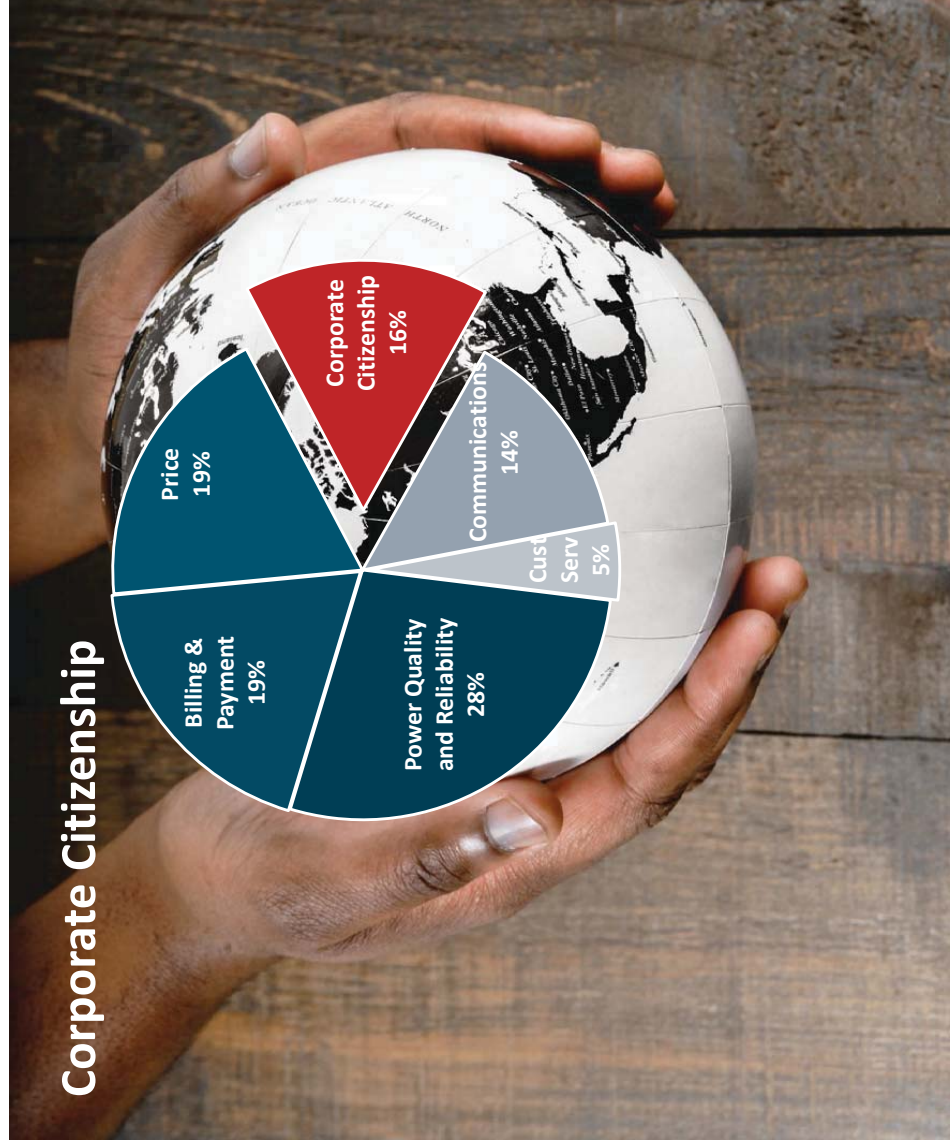
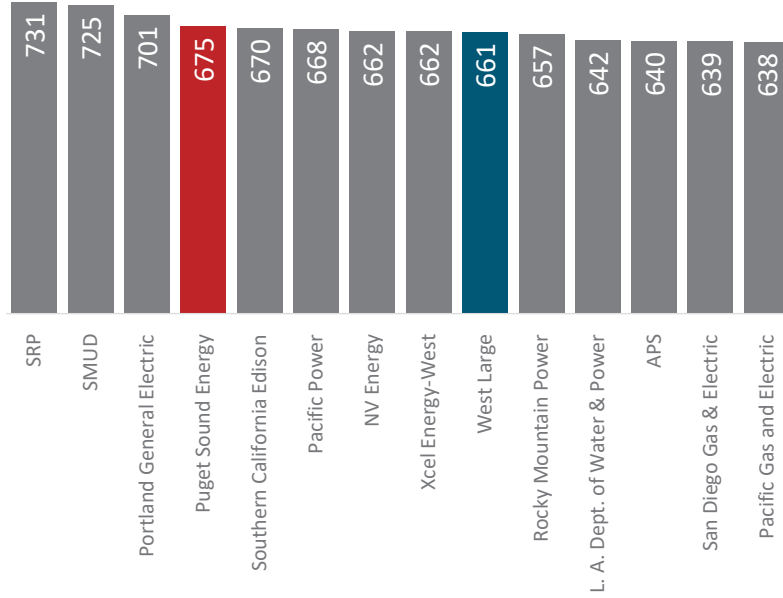
## Top Positive News Brands



## Most Negative News Brands

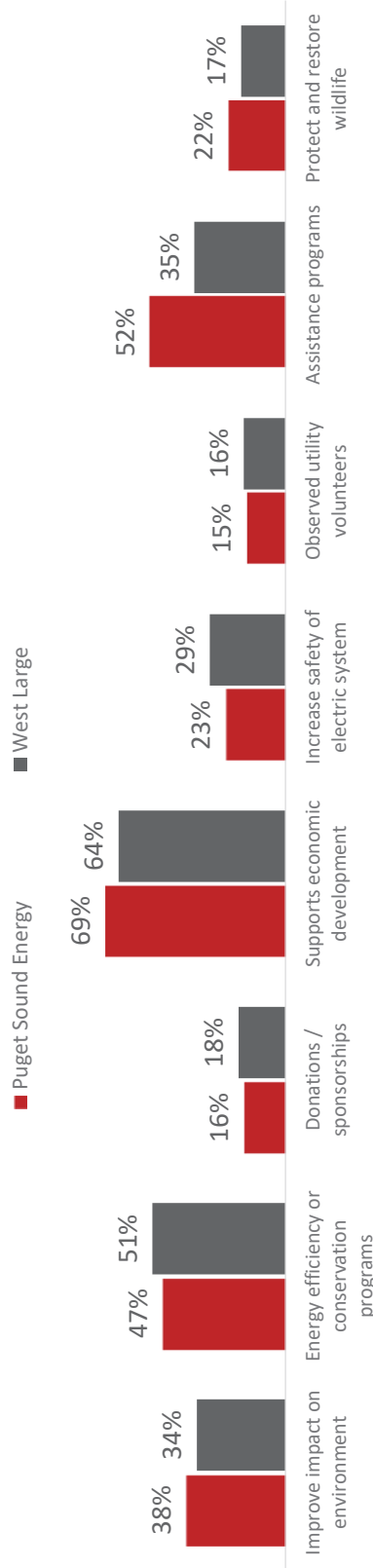


### West Large Corporate Citizenship Ranking

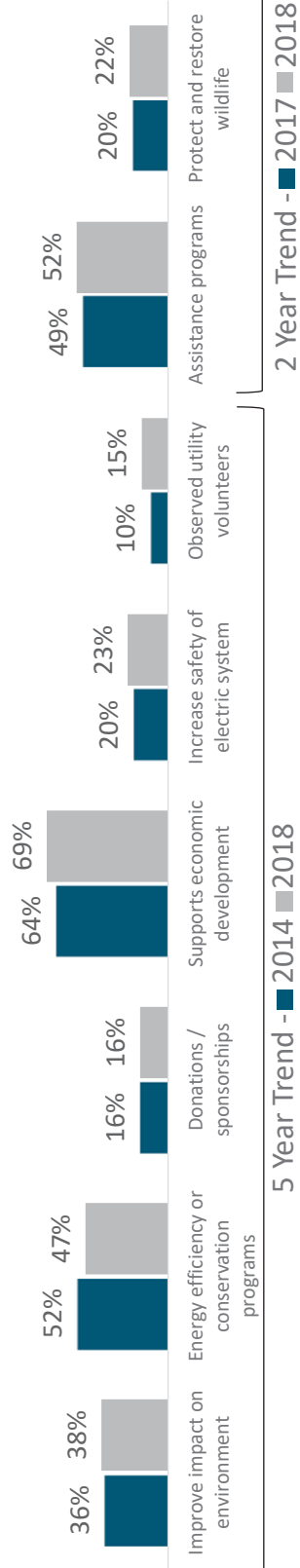


# Aware of Utility Efforts On...

## Corporate Citizenship Awareness (% Aware)



## Historical Trend of Awareness – Puget Sound Energy



JEA takes a proactive approach to safety



**STORM RECOVERY HAPPENS ONE PHASE AT A TIME**

**Hurricane season is here.**

Please verify your contact information for outage updates from JEA. Be sure to include your cell phone number in case you need to evacuate.

[Verify Contact Info Now](#)

Don't have an account? [Create one now.](#)

**How You Can Prepare**

Below, you will find some tips to help your family weather Northeast Florida's next major storm.

Verify Your Contact Information with JEA

Trim Your Trees

Gather Supplies and Prepare Your Home

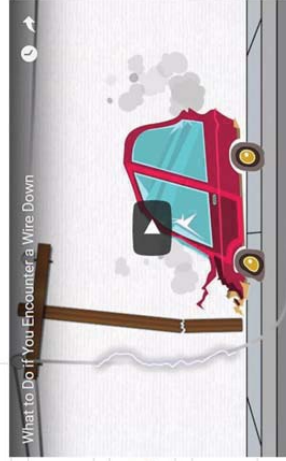
Make a Plan for Medical Equipment

Register Your Portable Generator with JEA

Evacuation Zones

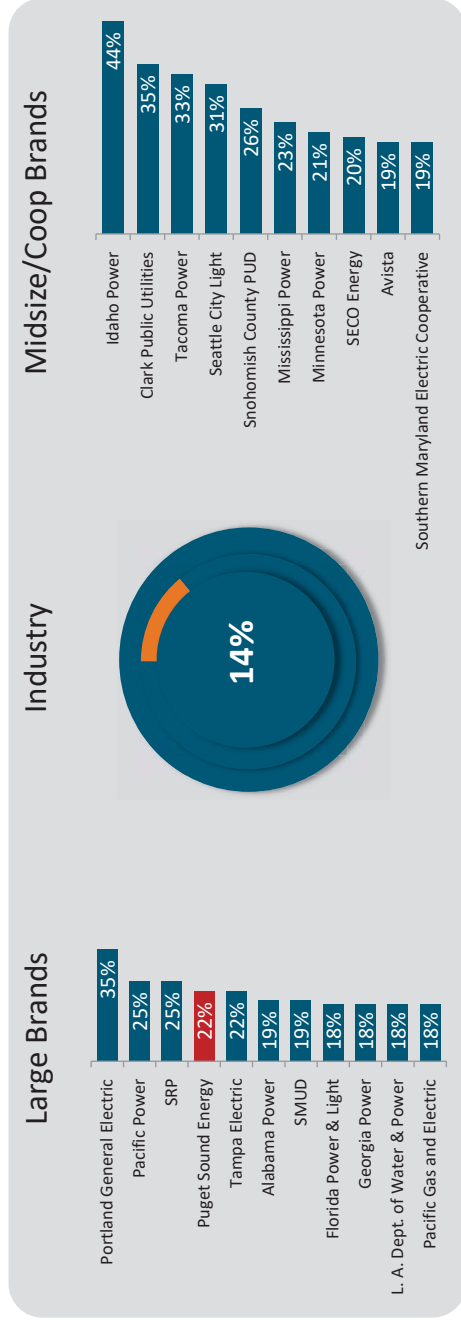
Tweets **6,639** Following **2,031** Likes **1,124** Lists **1**

**JEA** @newsfromfla · Jul 6  
 In a recent study, 2- to 4-year-olds were able to remove a plastic outlet cap in 20 seconds. Consider childproofing your outlets by installing tamper-resistant covers. [enrj.com/stories/2017/07/06/childproofing-outlets](#)



# Awareness of Utility Efforts to Protect and Restore Wildlife

## Highest Awareness of Efforts to Protect and Restore Wildlife Top Performers

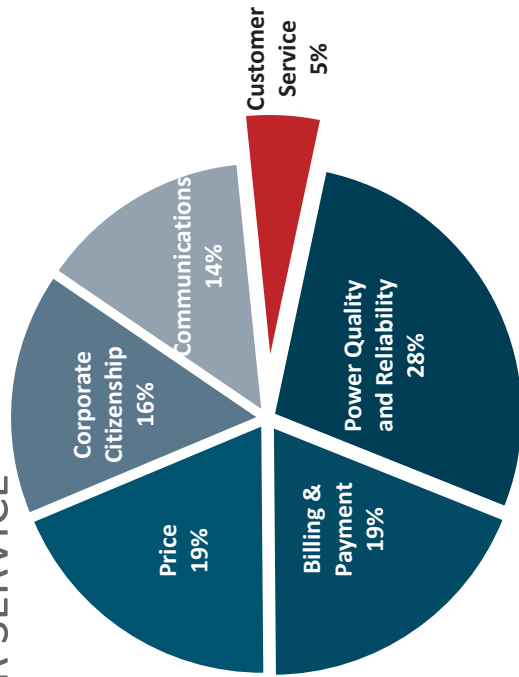


“Keeps me informed of actions they are taking to improve service, protect environment, potential outages, general utility information.”

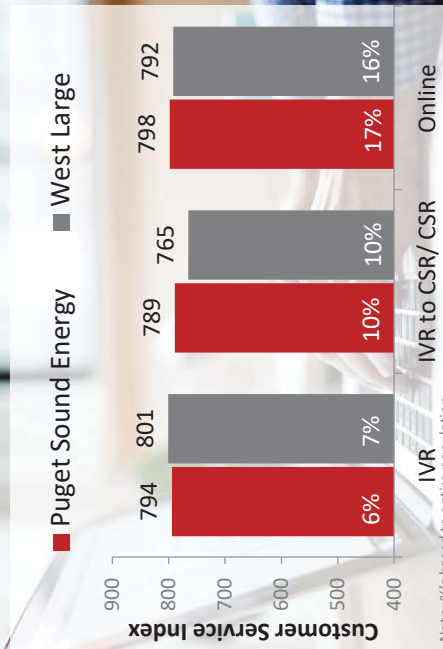
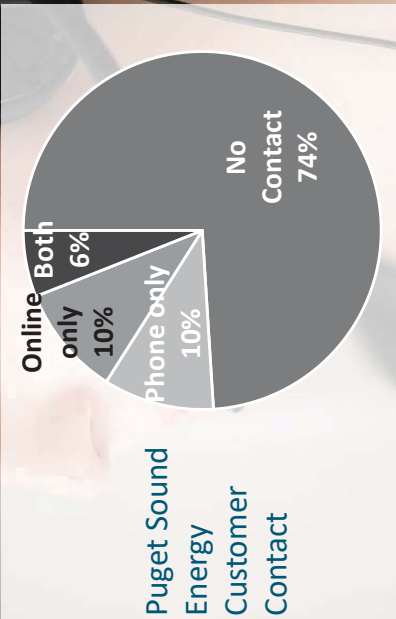
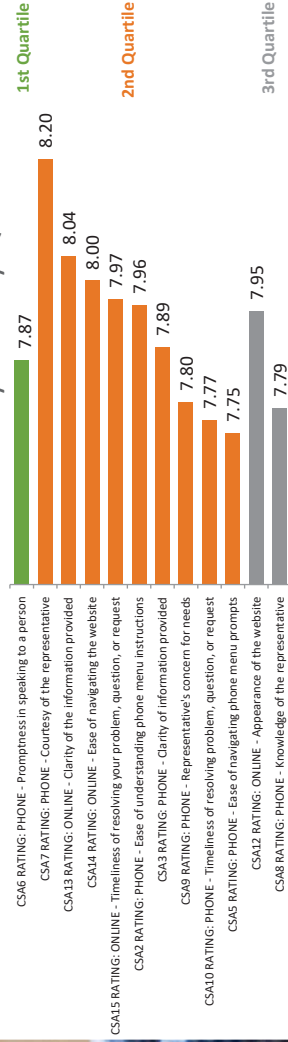
22%  
Puget Sound Energy

+149  
Citizenship Satisfaction Increase

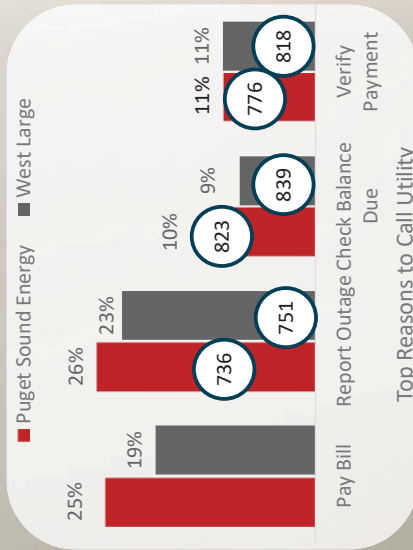
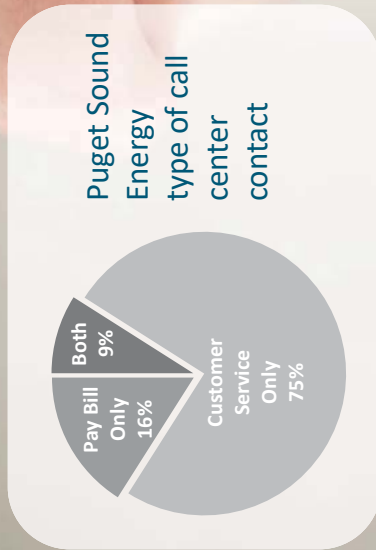
# CUSTOMER SERVICE



## Customer Service Attributes by Industry Quartile



## Call Center Representatives



*“Good customer service”  
“Always helpful”  
“The customer service is friendly”  
“Customer Service/Speed of Response”*

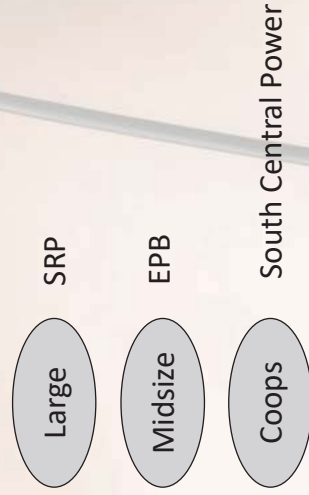
## Call Center 1<sup>st</sup> Contact Resolution by KPIs – Industry

	1 <sup>st</sup> Contact Resolution	Index Gap 2+ Contacts
Customer Service - Phone Index	833	-191
Report Outage	73%	-201
Check Balance	78%	-131
Verify Payment	77%	-130
Payment Arrangement	73%	-214
High Bill Complaint	48%	-275

## Representative Courtesy - Industry

	Yes
Put on hold	41%
Thanked by Rep (bill payment)	69%
Provided info more than once	26%
Addressed by name	47%

## Highest Customer Service Phone Index





# Remember to always say “Thank You” ...and to use the Customer’s Name during the call

Highest %: Thanked for being a customer Payment Call

Madison Gas & Electric	92%
Pedernales Electric	87%
Penn Power	87%
Energy Louisiana	87%
Clay Electric Cooperative	85%
NES	85%
Cobb EMC	85%
Xcel Energy-South	84%
GreyStone Power	83%
West Penn Power	83%
Clark Public Utilities	82%
EPB	81%
EnergyUnited	80%
Puget Sound Energy	70%



Highest %: Addressed by Name Payment Call

Lakeland Electric	83%
Southern Maryland Electric Cooperative	74%
Energy Texas	70%
CoServ	67%
Omaha Public Power District	67%
EPB	65%
The Illuminating Company	64%
Connexus Energy	63%
Central Hudson Gas & Electric	61%
Pepco	61%
BGE	60%
Duquesne Light	60%
Puget Sound Energy	42%

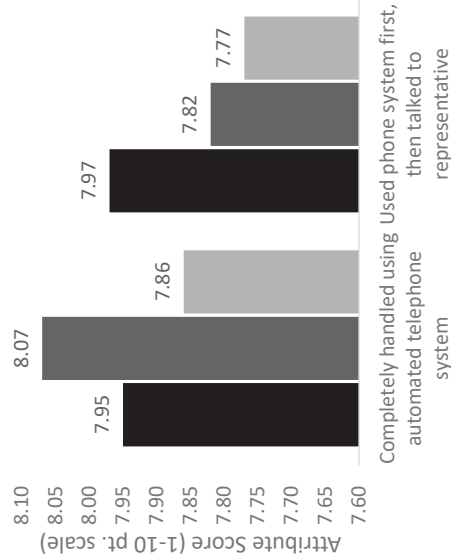
“Their customer service agents need to be nicer and have manners. They can be very rude when your calling for info or help.”

“When making a payment via a customer service rep via phone, this company has the most pleasant, professional, and empathetic personnel. Have the major decision makers ever SAT, HANDLED, and PROCESSED a call from a customer?”

## IVR Analysis

### Puget Sound Energy IVR Analysis

- Ease of understanding phone menu instructions
- Clarity of information provided
- Timeliness of resolving problem, question, or request

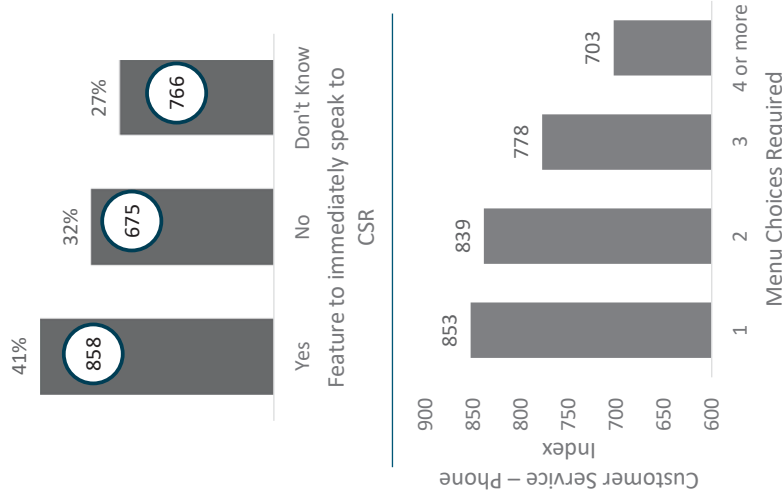


Completely handled using automated telephone system

How was the call handled

**Puget Sound Energy Rank:**  
**IVR only – 55 of 138**  
**IVR to CSR – 38 of 138**

## Key Performance Indicators - Industry



People who rate the IVR high are handled in the IVR

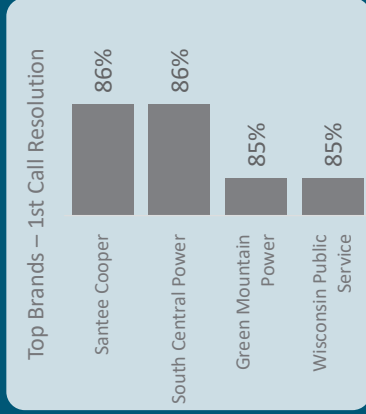
	Puget Sound Energy	Best in Class
First contact resolution (IVR only)	71%	96% MDU
Reason for IVR only call: Report/ follow-up on outage	29%	60% NYSEG
# of menu choices required	2.7	1.8 MDU
Call transferred to another person	2%	0% Intermountain
IVR only frequency	13%	27% MLGW
Customer Service Index (IVR only)	792	884 MDU

# First Contact Resolution and Impact on Satisfaction

CS Index with  
First Call  
Resolution

**831**

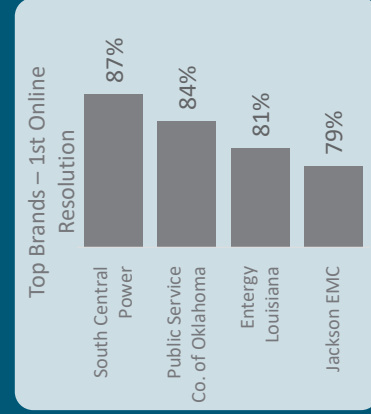
Top 3 Phone Contact Reasons	Puget Sound Energy	West Large
Report an outage 1 <sup>st</sup> CONTACT 2+ CONTACTS	72% 20%	74% 19%
Verify Payment 1 <sup>st</sup> CONTACT 2+ CONTACTS	812 15%	858 21%
Check due date or balance due 1 <sup>st</sup> CONTACT 2+ CONTACTS	889 12%	882 22%



CS Index  
without First  
Call  
Resolution

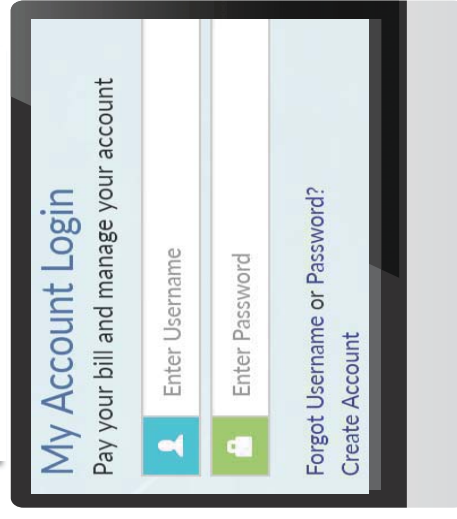
**676**

Top 3 Online Contact Reasons	Puget Sound Energy	West Large
Report an outage 1 <sup>st</sup> CONTACT 2+ CONTACTS	69% 9%	65% 18%
Verify Payment 1 <sup>st</sup> CONTACT 2+ CONTACTS	819 10%	855 13%
Check due date of balance due 1 <sup>st</sup> CONTACT 2+ CONTACTS	837 4%	862 11%



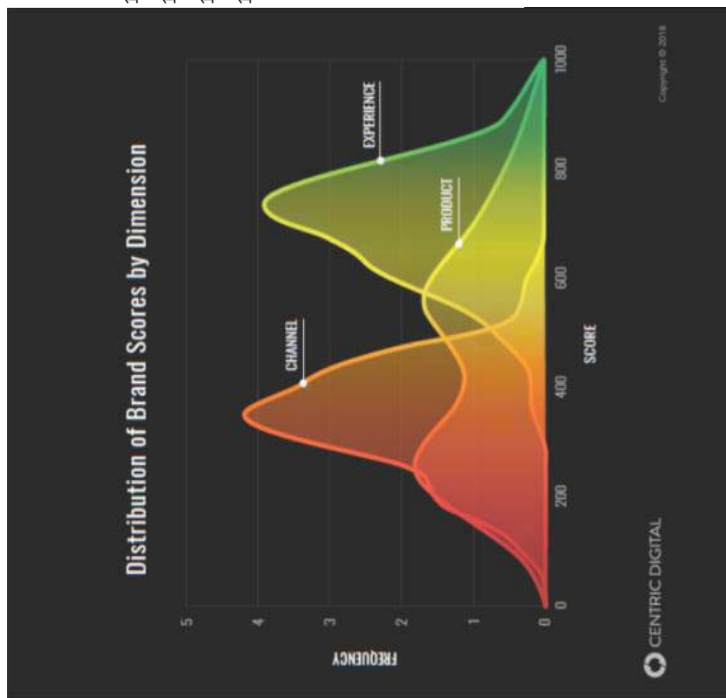


# Top Websites in Residential Electric but also tops in JD Power Utility Digital Experience Study (UDES)



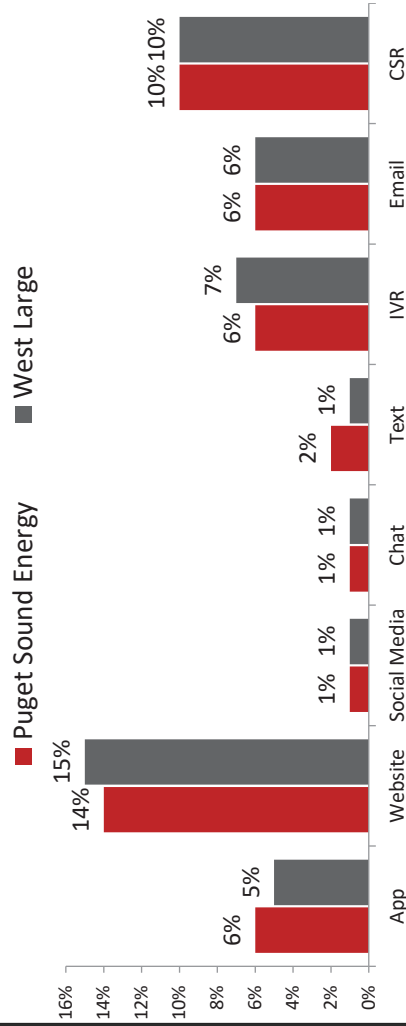
# Digital Transformation

Moving away from traditional methods of customer service



Source: 2018 Utility Digital Evaluation Study

## Customer Service Contacts



### Top 3 Alternative Customer Service Brands

- 1 South Central Power - 8.95
- 2 Withlacoochee River Electric Cooperative - 8.85
- 3 Ohio Edison - 8.69

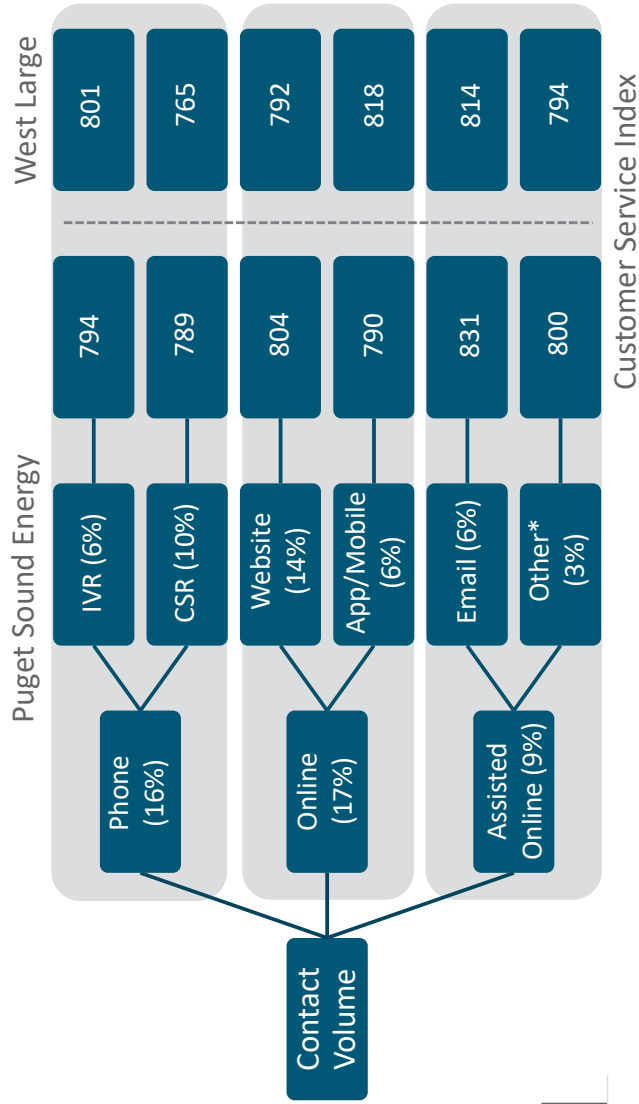
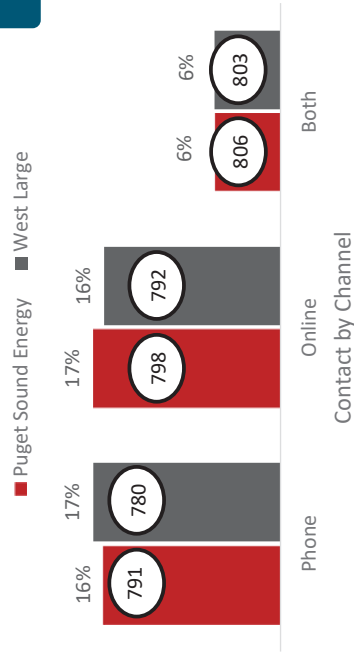
*"...their website is informative about the electricity I've used and they offer information about how to manage energy consumption."*

# Impact on Customer Service Satisfaction by Channel of Contact

*"...I'm able to pay my bill online with zero problems, and I've never had an outage that I can remember. In today's world, that makes them an outstanding company."*

*"Easy to work with, excellent customer service when I have needed help..."*

Customer Service Index



Other\*: Text, Chat or Social Media

Additional Insights



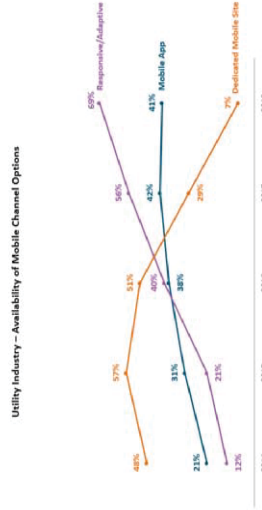
47 © 2018 J.D. Power. All Rights Reserved. CONFIDENTIAL & PROPRIETARY—For Internal Use. J.D. POWER



# Mobile customer service is a primary customer service channel...

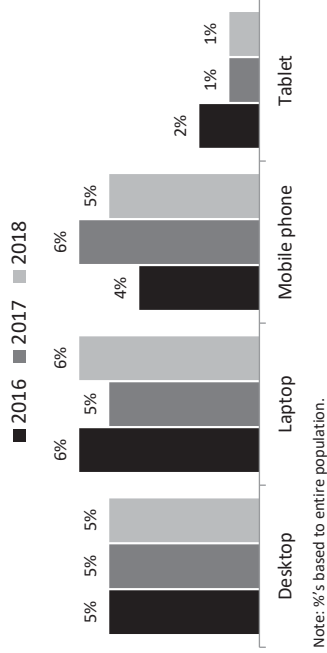
	Puget Sound Energy	West Large
Check due date or verify payment	5%	5%
Report/follow up on outage or utility damage	4%	2%
Mobile Pay	3%	4%
Mobile Customer Service	5%	4%

The industry has moved rapidly to embrace responsive/adaptive design, while mobile app adoption has plateaued



Source: 2018 J. D. Power Utility Digital Experience Study

## Type of device used for online contact with utility – Puget Sound Energy

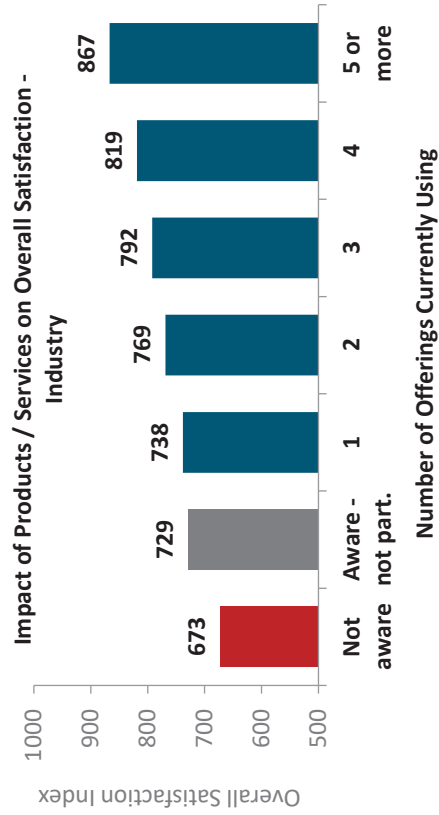


Best in class utilities display additional content efficiently:

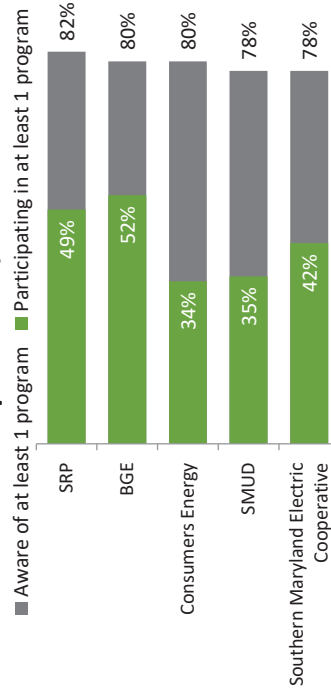
- Key information appears above the page-fold
- Content is fitted to the screen

## Impact of Products & Services

	Aware – Not Participating	Participating	Not Aware
Average bill amount	Puget Sound Energy \$132 West Large \$124	\$122 \$124	\$115 \$126
Aware of communication topics to help conserve	Puget Sound Energy 35% West Large 39%	46% 43%	34% 23%
Effort to help you manage monthly usage	Puget Sound Energy 6.32 West Large 6.59	7.42 7.11	6.08 5.95
Price Index	Puget Sound Energy 629 West Large 642	724 682	624 594
EE Awareness	Puget Sound Energy 47% West Large 52%	71% 69%	20% 29%

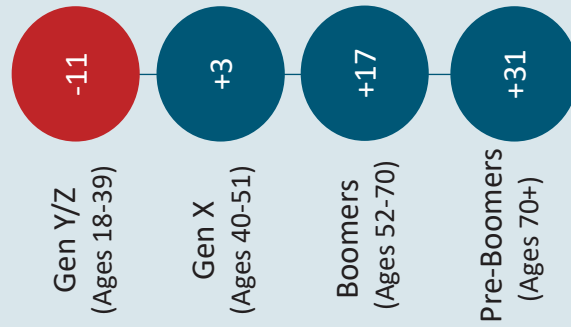


## Top Brands P/S



# Generational Analysis

## Overall CSI Gap to Peer



## Top Large Brands

Pre-Boomers  
MidAmerican Energy

Boomers  
SRP

Gen X  
SRP

Gen Y/Z  
Ohio Edison

	GEN Y/Z	GEN X	Boomers	Pre-Boomers
Auto-pay bill	Puget Sound Energy	15%	22%	35%
	<b>West Large</b>	<b>21%</b>	<b>22%</b>	<b>31%</b>
Recall utility communication	Puget Sound Energy	38%	46%	61%
	<b>West Large</b>	<b>44%</b>	<b>45%</b>	<b>50%</b>
Recall news media	Puget Sound Energy	16%	16%	26%
	<b>West Large</b>	<b>25%</b>	<b>28%</b>	<b>31%</b>
Contacted utility by phone	Puget Sound Energy	14%	9%	10%
	<b>West Large</b>	<b>28%</b>	<b>11%</b>	<b>10%</b>
Contacted utility on website	Puget Sound Energy	12%	13%	13%
	<b>West Large</b>	<b>26%</b>	<b>11%</b>	<b>8%</b>
Overall Satisfaction Index	Puget Sound Energy	708	719	742
	<b>West Large</b>	<b>747</b>	<b>702</b>	<b>711</b>

# Top Twelve Themes Driving Customer Satisfaction in 2018 from PwC and J.D. Power

by Kathleen Wolf Davis

## **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.

## **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.)

## **If your customer is aware, your customer is happier.**

If they know your programs from the details on down, they feel more comfortable and are, essentially, more delighted with you.

## **All customers respond to one phrase.**

It's simple, but J.D. Power numbers prove you'll get a satisfaction boost from those two simple words your mom taught you to say: thank you.