

# How to improve your CX strategy

Findings from the E Source 2022 Customer Experience Survey

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# Your speakers for today



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# This is a virtual roundtable discussion

- Participation is essential
- Use Zoom's **chat** feature to pose questions and share comments
- Rename yourself in Zoom to include the name of your utility
- Unmute your line when you're ready to speak (\*6)
- Turn your video on



# Key takeaways



Utilities have focused on customer experience (CX) for many years, but most still feel they don't have a fully implemented CX strategy.



Utilities don't feel they have enough dedicated resources for CX efforts, and the majority have five or fewer dedicated FTEs.



Senior leaders are more supportive of CX than they were in 2020, but managers still need to work on making CX more visible to their employees.




Utilities are implementing customer-centric culture-change initiatives, which can help all employees understand the importance of CX and how they affect it.



Utilities are gathering feedback from employees on CX more often than in 2020, but they're frequently doing this in an unstructured way.



Customer satisfaction is the most extensively analyzed metric, and utilities have seen customer satisfaction improve from CX efforts.

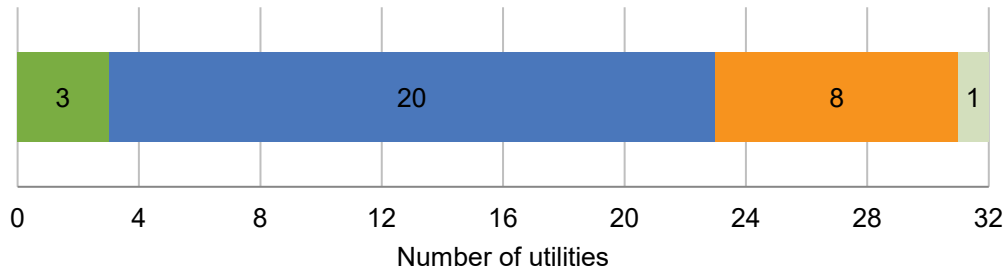


# Implementing a CX strategy throughout your organization



# Strive for a fully implemented CX strategy and make sure you're using customer feedback to prioritize initiatives

- We have a fully implemented strategy
- We have a partially implemented strategy
- We're in the process of creating a strategy
- We're planning on creating a strategy



© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S1\_18:** What is the current state of your utility's CX strategy? **Note:** CX = customer experience.

CX initiatives are prioritized by:

Customer survey scores, such as customer satisfaction or transactional survey results  
(28 of 32 utilities)

Alignment of each initiative with strategic priorities  
(24 of 32 utilities)

The internal department that's pushing CX efforts  
(23 of 32 utilities)

© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S1\_9:** Which of the following does your organization use to prioritize the CX initiatives to work on first? Select all that apply. **Notes:** CX = customer experience. Only the top three selected choices are shown.

# Assess how many CX FTEs you need to fully implement CX throughout your organization

Range of FTEs	Overall (32 utilities)	Large utilities (24 utilities)	Small utilities (8 utilities)
1–5 FTEs	18	12	6
6–10 FTEs	7	5	2
11+ FTEs	5	5	0
Don't know	2	2	0

Like in 2020, 16 of 32 utilities have a dedicated CX department

© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S1\_15:** Approximately how many full-time equivalents (FTEs), compared to your entire organizational staff, are on your organization's CX team?

**Notes:** CX = customer experience. Large utilities are those that have 400,000 or more customers. Small utilities are those that have less than 400,000 customers.

# Examine policies and behaviors that are counterproductive to CX



© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S1\_8:** On a scale of 1–10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statements about CX management at your organization?  
**Note:** CX = customer experience.

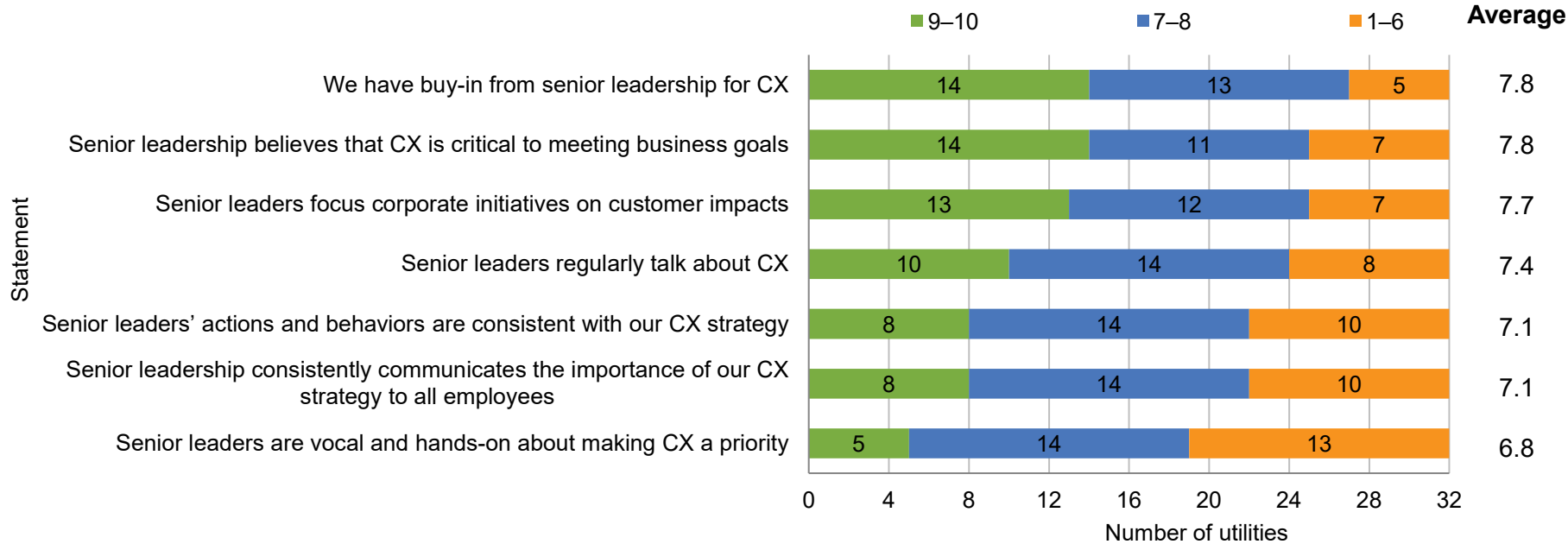




# Discussion

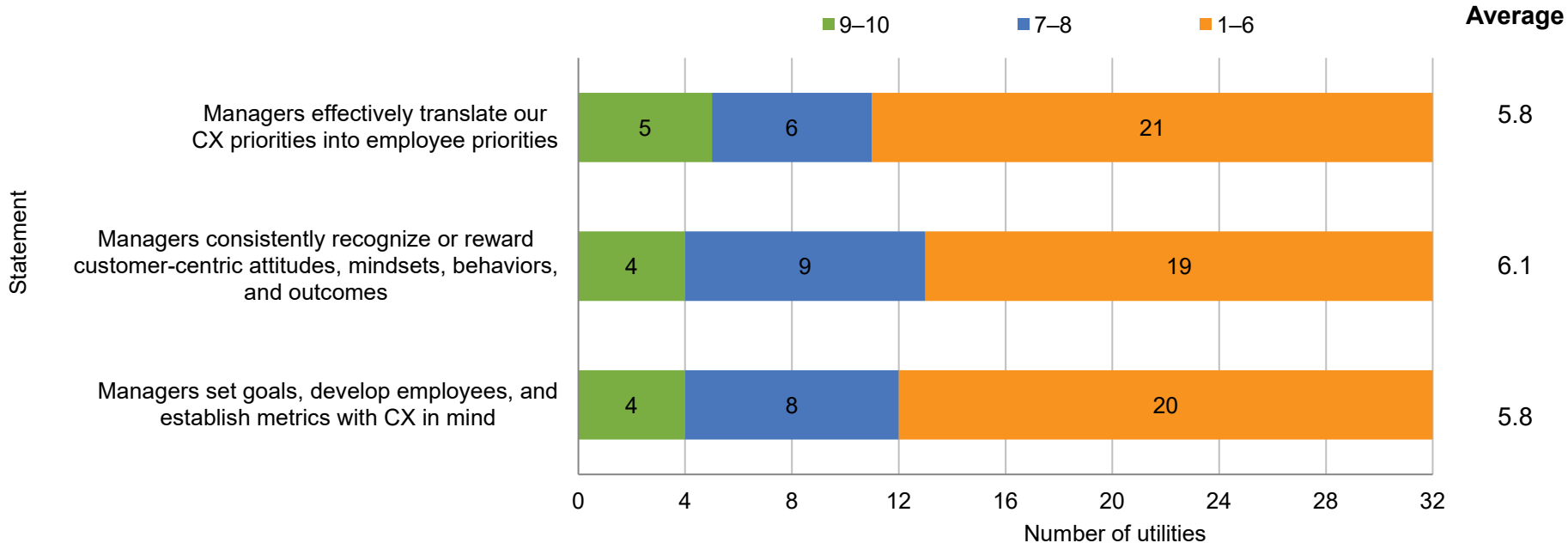
- What do you think is most important to consider for prioritizing CX initiatives? Is your utility currently doing this?
- What would you consider to be a fully implemented CX strategy? What do you need to achieve this?
- In what ways does your current organizational culture support or undermine your CX strategy?

# Vocalize the importance of CX through your senior leaders



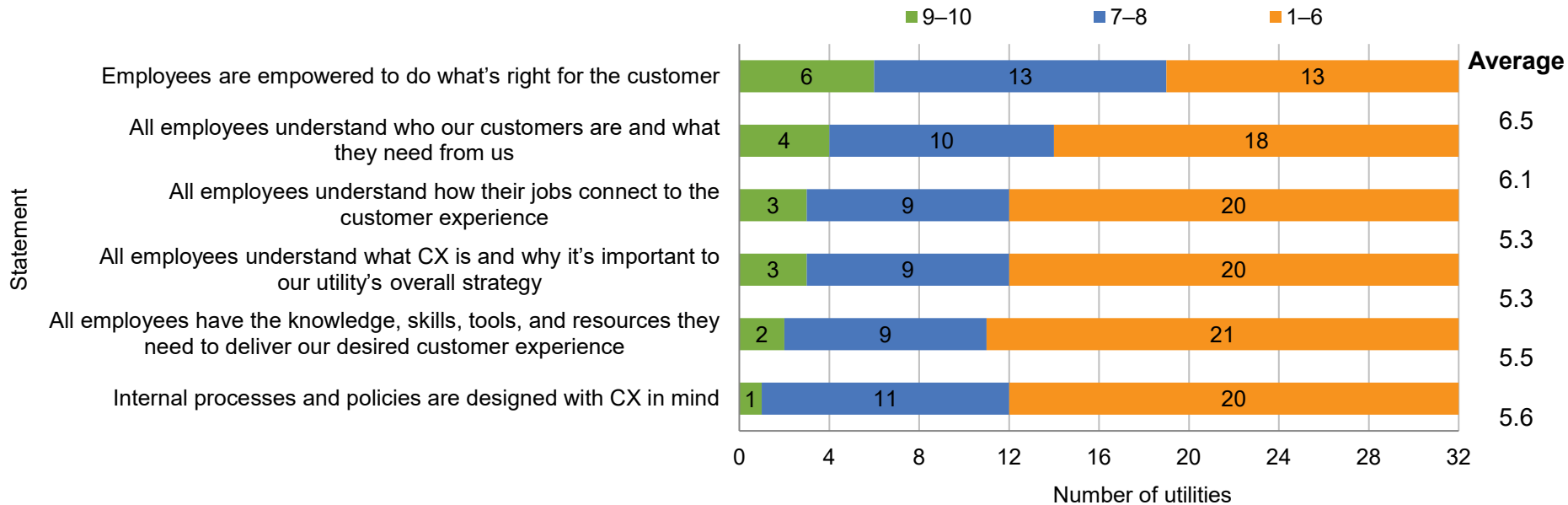
© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_1:** On a scale of 1–10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statements about CX management at your organization? **Note:** CX = customer experience.

# Help managers make CX more visible to their employees



© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_2:** On a scale of 1–10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statements about CX management at your organization? **Note:** CX = customer experience.

# Empower employees with knowledge, tools, and policies to deliver great CX




© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_3:** On a scale of 1–10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statements about CX management at your organization? **Notes:** CX = customer experience. Not all statements are shown in this graph.



# Discussion

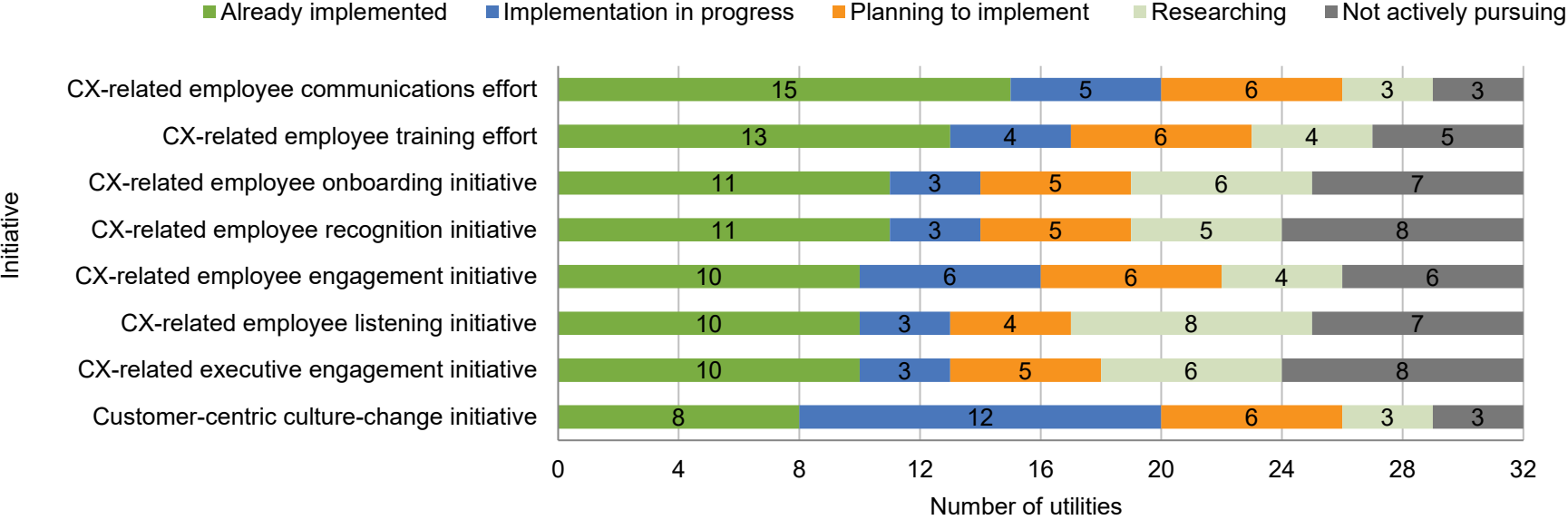
- Why do you think CX professionals tend to feel managers aren't effective at CX management? What do you think could help improve this?
- What are some ideas you have that can help employees at utilities better understand their role in CX?
- What are you currently doing to make your employees feel more involved with your CX initiatives?



# Understanding the employee and customer experience



# Prioritize implementing internal CX engagement initiatives that fit your organization's goals



© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_4:** To support increased or continued customer-centricity at your utility, which efforts are you implementing, planning to implement, or actively researching? If you aren't pursuing an effort, please select "Not actively pursuing." **Notes:** CX = customer experience. Other not shown in chart.

# Offer CX training to all employees

The most frequently chosen type of CX training for each type of employee is:

## Formal soft-skills training

- Contact center representatives (20 utilities)
- Field employees (16 utilities)
- Walk-in center employees (16 utilities)
- Business customer account managers (15 utilities)
- Product or service managers (12 utilities)

## CX conference attendance

- Managers (13 utilities)
- DSM or CDM program managers (8 utilities)

## Other types of CX training

- Directors (11 utilities)
- Senior leaders (10 utilities)
- DSM or CDM program managers (8 utilities)

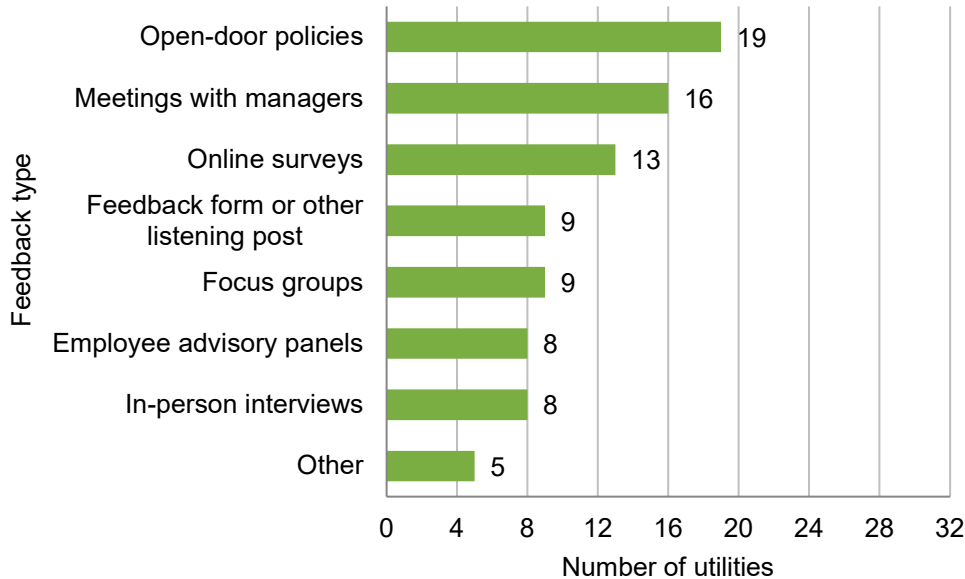
## CX training isn't offered for this group

- DSM or CDM program managers (8 utilities)

© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_7:** What type of training do the following groups of people in your organization receive regarding customer-centric attitudes, skills, and behaviors? Select all that apply. **Notes:** CDM = conservation and demand management; CX = customer experience; DSM = demand-side management. Only the top type of training for each group is shown.



# Gather quarterly feedback from employees on CX using adjusted channels



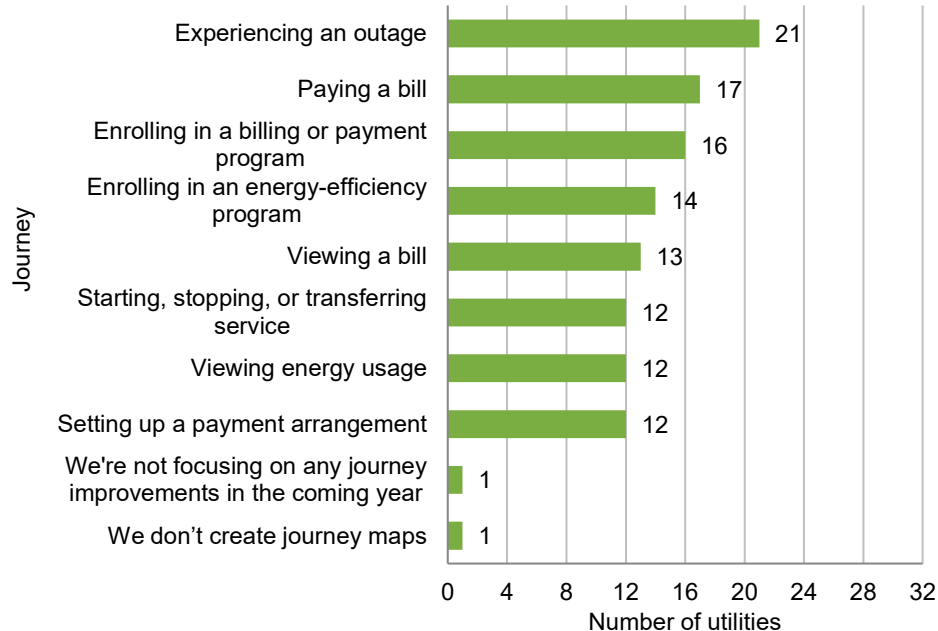
© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_9:** How does your organization capture feedback from its employees on the customer experience (employee observations and opinions about CX and suggestions for improving CX)? Select all that apply. **Note:** CX = customer experience.

Utilities are gathering employee feedback on the customer experience more frequently than in 2020:

- Ad hoc (11 utilities)
- More often than monthly (10 utilities)

© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S2\_8:** How often does your organization gather employee feedback on the customer experience (employee observations and opinions about CX and suggestions for improving CX)? **Notes:** CX = customer experience. Only the top two responses are shown.

# Prioritize journeys that are most problematic for customers



© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S3\_5:** Which customer journeys is your utility focused on improving in the coming year? Select all that apply. **Note:** Only the top eight journeys and those who aren't focusing on journeys are presented.

Most utilities are using surveys and online customer panels to solicit feedback from customers. To gather unsolicited customer feedback, they're using social media, complaints to executives or regulatory bodies, and call monitoring and recordings.

Method of soliciting customer feedback	Number of utilities
Satisfaction or relationship surveys	32
Transactional surveys	26
Online customer panels	20

© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S3\_1:** How does your organization solicit feedback from its customers on their perceptions of and satisfaction with the company? Select all that apply. **Note:** Only the top three feedback types are shown.



# Discussion

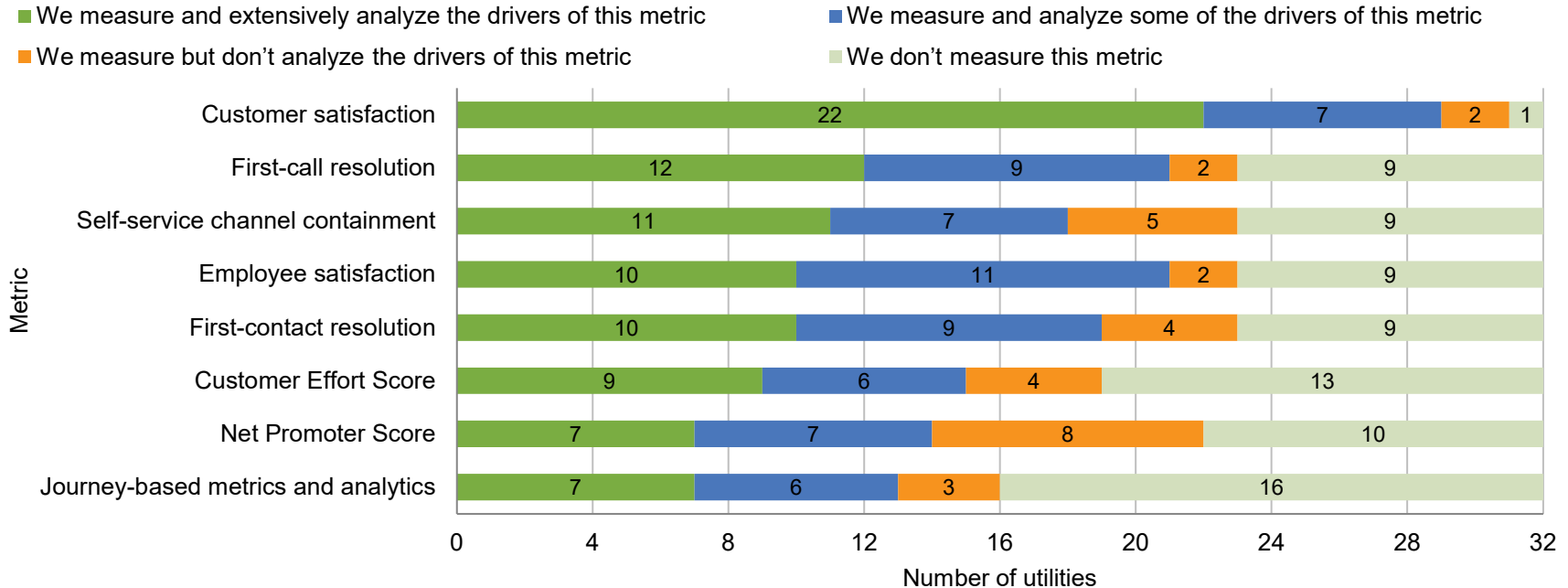
- Why do you feel the CX initiatives you're working on are the most important right now? How are you implementing them?
- What successes and challenges have you faced? What CX initiatives do you think your team will work on next?
- Are you thinking about offering different types of trainings to your employees?



# Measuring CX and planning improvements



# Extensively analyze the metrics that most closely tie to your CX initiatives



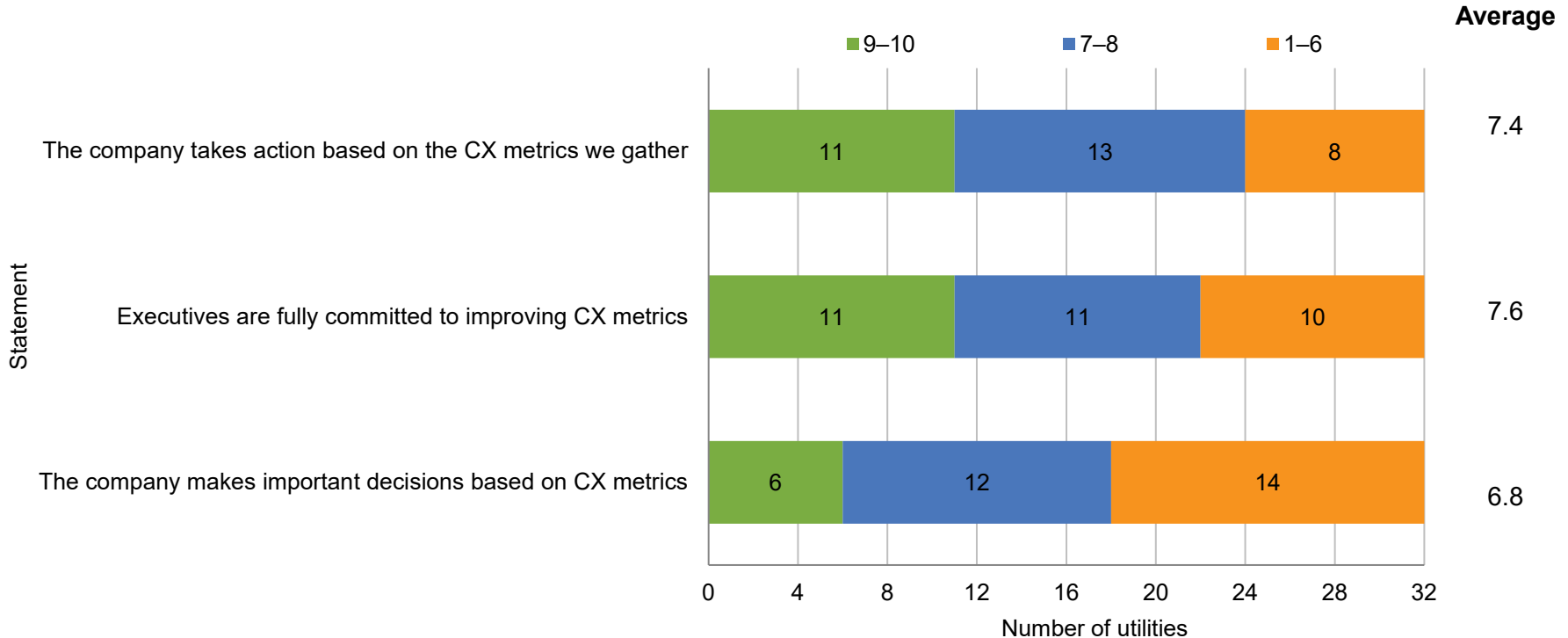
© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S5\_1:** Which of the following metrics does your organization measure and analyze? **Note:** Responses not shown: “Other proprietary metrics obtained using a vendor” and “Custom in-house metric.”

# Use the business outcomes that result from CX efforts to build more internal support

Business outcome resulting from CX efforts	Number of utilities
Increased customer advocacy	20
Increased participation in customer service programs, such as paperless billing or self-service	18
Better brand perception	18
Greater customer satisfaction as measured by J.D. Power, MSI, ACSI, or another third-party benchmark	15
Reduced contact center volume	14

© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S5\_4:** What business outcomes have your utility's CX efforts affected? Select all that apply. **Note:** Only the top five selected options are shown.

# Use CX metrics to make decisions



© E Source (2022 Customer Experience Survey). **Base:** All respondents (n = 32 utilities). **Question S5\_5:** On a scale of 1–10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statements about how your organization uses CX metrics? **Notes:** CX = customer experience. Not all statements are shown in this chart.



# Discussion

- How do you know whether your CX strategy is working?
- How have you communicated the business outcomes of your CX efforts? What have been the results of these communications?
- What are some ways you could increase the visibility of your CX metrics?



# Study methodology



In 2022, E Source conducted research about the current state of CX implementation in utilities in the US and Canada. We solicited feedback from CX practitioners across the industry, fielding the survey from early February to mid-March 2022.

- The survey asked more than 20 questions relating to utilities and CX.
- We based survey results on completed survey responses from 32 utilities in the US and Canada. We didn't include the answer choice "Don't know" in the analyses unless otherwise specified.
- The survey focused on utilities with more than 400,000 customers, but it included a small representative sample of utilities with fewer customers.
- We accepted only one set of responses per utility. If the person participating in the survey wasn't responsible for CX strategy and governance at their organization, we requested a referral to the correct person.

# E Source Market Research

## Customer Experience Survey

Customer experience  
strategy

VOU



### About

We dig deep into utility CX efforts. Our clients use insights from this survey to build a CX business case, increase executive support, and evolve their CX strategies. Learn more at [www.esource.com/cx-survey](http://www.esource.com/cx-survey).



### Participation

This study is open to all US and Canadian electric and natural gas utilities. We invite the person responsible for their utility's CX strategy and implementation to complete the survey.



### Results

Participating utilities get access to an executive summary and webinar of the results. Participating members of the E Source Customer Experience Strategy Service receive access to best-practice reports, webinars, networking events, and a personalized data summary upon request. Nonmember participants may pay to access best-practice reports, webinars, networking events, and a personalized data summary.

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# Customer Experience Leadership Council

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\*This event is invitation-only

# Contact us



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