

CASE STUDY

CUSTOMER PROFILE:

Electric and Gas Utility

WEBSITE:

www.pepcoholdings.com

Location:

Washington, DC

BUSINESS NEED:

- Improve first call resolution (FCR) insights
- Identify hidden internal and external customer experience issues
- Manage regulatory expectations during survey transition
- Roll out representative recognition program

NICE SOLUTIONS:

- Satmetrix Voice of the Customer (VOC)
- Nexidia Analytics
- Engage Recording
- Workforce Management

THE IMPACT:

- Refined FCR survey accuracy and insights on a tight schedule
- Identified new internal and external barriers to FCR
- Distributed communications based on trending from post call survey results
- Launched recognition program that includes survey data and customer verbatim comments

ON THE NICE SOLUTION

“NICE Satmetrix worked with us every step of the way to improve our survey in record time.”

Regina Edens, Manager of Operations Planning and Analysis, PHI, an Exelon Company



An Exelon Company

UNCOVERING CUSTOMER EXPERIENCE BLIND SPOTS WITH THE VOICE OF THE CUSTOMER

About PHI, an Exelon Company

PHI, an Exelon Company, is one of the largest energy delivery companies in the Mid-Atlantic region, serving about 2 million customers in Delaware, the District of Columbia, Maryland and New Jersey. PHI subsidiaries Pepco, Delmarva Power and Atlantic City Electric, provide regulated electricity service; Delmarva Power also provides natural gas service. PHI also provides energy efficiency and renewable energy services through Pepco Energy Services.

The Goal

Late December 2020, PHI responded to both regulatory and executive needs by modifying the current post call survey to include a more in-depth FCR question.

The first survey had high levels of engagement and posted strong early results, showing PHI above its targets with a FCR rate approaching the mid 80% range. But as analysts and leadership peered closer at the data, they recognized that the first survey was too limited and lacked enough detail. Instead of being a true Voice of the Customer instrument, the first survey only captured a yes-or-no answer to the question “did your issue get resolved on this call?” at the time the survey was taken. This greatly limited the usefulness of the data, because tying a specific customer problem to a representative interaction and resolution was like finding a needle in a haystack.

PHI wanted the post-call survey to be more than a flattering topline metric. To truly identify inefficient process gaps and hidden customer experience obstacles, PHI recognized that it needed to improve the survey.

Additionally, in order to make lasting improvements in customer experience, PHI needed a better survey instrument - one that could be implemented quickly, and with minimal disruption.



The Solution

PHI took decisive action to make its post-call survey more informative, reliable, and insightful. Obtaining data that would shed real light on customer issues and uncover whether customer service representatives, processes, technology, or other obstacles were responsible was only one piece of the puzzle.

Working Against the Clock

The new survey had to be implemented quickly. It was November 2020 when the deficit in the first survey was recognized. PHI leadership wanted any changes to line up with the turn of the calendar year, meaning the revised survey had to go live by January 2021.

PHI worked with NICE Satmetrix to implement the new, more granular survey. Executive sponsors provided key guidance and both operational support and clear expectations of the insights they wanted from the new survey instrument. This gave PHI analysts and NICE Satmetrix professionals the guidance and room they needed to meet the tight timelines and roll out the new survey on time and to spec.

The new instrument asks respondents if they had called once, twice, or more than twice to reach a resolution. This level of detail lets PHI dig into issues based on complexity and difficulty, and more clearly connect employee interventions with results.

A Crucial Regulatory Conversation

For PHI, a smooth transition to a new FCR metric meant more than a new way to understand customer experience. As a regulated utility, PHI is required to disclose FCR and other metrics.

The Results

PHI's refined, more granular post-call survey now provides a level of detail that helps the utility meet its customer experience and satisfaction targets with confidence and precision. With this wealth of information, PHI can more clearly identify when internal processes or technology shortfalls are standing in the way, when representative training may be falling short, and when factors outside of both PHI and customer control are responsible.

It's in the Mail

Just knowing when an issue requires multiple calls to resolve makes it much easier for PHI's analysts to dig into call notes and recordings to find breakdowns in processes and identify root causes. The new survey helped PHI uncover the fact that a large volume of billing issue calls were not receiving high FCR scores because the root cause was the systemwide interruptions in postal service deliveries of both outgoing bills and incoming payments. Knowing that a fix would take time and would not be under PHI's direct control, the utility adjusted representative communications to help address mail delivery-based issues more quickly and with better customer outcomes.

Connecting Outcomes and Recognition

Another key goal for PHI in 2021 is the rollout of an Employee Recognition Program. FCR data obtained through the NICE Satmetrix survey is an important part of the rollout of the program. Agents are selected based on high scores, and their recognitions include verbatim remarks from customers who have worked with the recognized representatives. PHI will be looking to see an increase in employee engagement, tying positive customer outcomes and remarks directly to representative actions and skills.

The Next Steps

With postal services stabilizing, PHI plans to devote more time to using the new FCR refinements to identify inefficient internal processes which slow or complicate first call resolution. Analysts will also dig into more call recordings and customer verbatim remarks to identify process gaps.

PHI also intends to further expand its Employee Recognition Program with more survey results and is looking into adding outcome scores directly to the individual agents' performance.

About NICE

NICE (Nasdaq:NICE) is the worldwide leading provider of both cloud and on-premises enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data.

NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens.

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