



### Company Profile

A major US utility serving nearly **1.5 MILLION CUSTOMERS** and earning annual



**REVENUES OF APPROXIMATELY \$250 MILLION**



### The Challenge

While this company embraced an aspiration to be recognized as the **"best" US utility**, the goal was a formidable one in a **culture with a distrust for VOC data** and palpable **skepticism** about the value of customer satisfaction. After all, what good is "customer satisfaction" in a monopoly where customers don't have an alternative?

As well, this organization:

- **Lacked data** to quantify baseline levels of customer satisfaction and advocacy.
- All too often relied upon internal data and **anecdotes** to drive change.
- Had never institutionalized a credible customer experience survey process.
- Was at odds regarding the best methodologies for fielding customer satisfaction surveys.



### The Solution

Working hand in hand with CCMC, **four best practice strategies** were adapted to the organization's distinct culture and leveraged to **jump-start** a necessary customer experience sea change.

#### Cross-functional "core group" to drive adoption and alignment

A team of leaders was commissioned as evangelists to be a bridge to the "doubters" and drive the adoption of and consensus on VOC best practices.

#### Actionable customer experience surveys

A customer experience/brand survey focused on the entire customer journey was coupled with a set of ongoing transactional pulse surveys to monitor key customer touch points.

#### Fast, authentic actions to move the needle, demonstrate success, and win over cynics

Customer experience survey results were funneled through the organization's Six Sigma process to drive nimble and pinpointed changes in organizational behaviors where it mattered most to customers.

#### Creative communication campaign to engender employee commitment and celebrate success

Customer experience survey results, together with the organization's response, were shared in visually compelling narratives, in a multichannel fashion, across the enterprise.



### The Results

The first fruits of this significant investment yielded a **positive ROI** and some **rich stories** to rally the organization around the genuine value of acting on the VOC.

More satisfied advocates that share positive word of mouth (WOM)



Fewer customer hassles



Customer problem rate cut by two-thirds

Measurable gains in satisfaction in four key areas of customer experience



Service & Maintenance



Communication & Education



Billing



Customer Care