WEI - Raising the Volume of the Customer’s Voice

Kari Baker
Manager of CX & Projects
March 14, 2019
BC Hydro quick facts

- Safely provide reliable, affordable, clean electricity throughout B.C.
- A commercial crown corporation owned by the province of British Columbia
- Provides over 4,000,000 customers with reliable electricity
- Among the lowest residential rates in North America
- 98% clean electricity generated in B.C. in fiscal 2018
- Serves 95% of the province’s population
- The average household uses approximately 10,000 kWh per year
- Over 300 substations
- BC Hydro has a network of approximately 79,000 kms of transmission & distribution lines
- Our Demand Side Management portfolio achieved 741 GWh of new incremental electricity savings in fiscal 2018

BC Hydro
Power smart
First ...

Buddy up with someone you might not know very well. Decide who is Person A and who is Person B.

**Person A tell Person B about Person B’s favourite vacation spot.**
L'Ecoute - The Listener sculpture by Henri de Miller at St-Eustache Church, Paris.
Think different.
Agenda

1. Why care about customers?
2. What have we been doing?
   1. Culture
   2. Projects
3. What’s next?
Why care about customers?
Customer expectations have changed

CUSTOMER EXPECTATIONS ARE CHANGING THE SERVICE LANDSCAPE

Connected Home: Nearly a third of customers are interested in controlling their home via their energy providers mobile app.


Self-Service: For 70% of utility interactions, customer prefer self-service.

Social Engagement: 30% of all customers want to use social media for a two-way interaction with their utility.

Smart Expectations: With a smart meter, 87% of all customers expect additional digital capabilities.
Customer Strategy - 2014

1. Strengthen Our Customer Service Foundation
   - 1-800-BCHYDRO
   - New bill
   - Improve outage communications
   - Your power is back on!
   - In-person service
   - Customer support app
   - Recruiting & onboarding

2. Proactively Build for tomorrow
   - Simpler payment options
   - New service channels
   - Supporting electric vehicles
   - Integrating other green technologies
   - Awareness & engagement
   - Customer experience training

3. Shape a More Customer-Centric Culture
Our promise to customers

Make it easy for you to do business with us.
A framework around EASE

- Empathy: I feel you care
- Accountability: I can trust you
- Service: I feel appreciated
- Efficiency: I am getting value
What have we been doing?
Guiding principles

How we intend to work

Foster collaboration
Support the work with CX expertise and tools but the business should sponsor / own / champion the work

Know and apply
Help build CX and design thinking muscle throughout the BC Hydro.

Integrate
Prefer to integrate into existing processes, standards, methodologies and programs rather than create new ones

Bias for action
Promote and embody the principles of incremental actions through experiments and prototyping
Building a Customer Centric Culture

Where resources get allocated

What leaders pay attention to and model

What gets rewarded & recognized
How to recognize employees

We have many informal and formal ways we recognize good customer experience

- Web Hydro Hurrahs
- Acknowledging at meetings
- Storytelling
- Hydroweb

- Annual Customer Service Award

- Thank You Cards
- It’s on Me
- Energy Store
- Peer-to-Peer
- Letter on P-File

- Performance goals
- Career conversations

Private ..... Public

Recognition

Informal ..... Formal

Customer Champion
Culture work
CX Training – Audience segmentation

1. Workforce members in influential roles whose work and decisions can affect customers.

2. Workforce members who have direct customer interactions in any channel.

3. Everyone else

* Workforce = Employees + Contractors
CX Training Goals

Training objectives

- **Knowledge:** Awareness – Understand concepts, information or policy.
- **Skill:** Application – Ability to apply a concept or escalate issues.
- **Capability:** Mastery – Make decisions, use judgment and gain experience

Adapted from Accenture (2009)
Design thinking is about accelerating innovation to create better solutions to the challenges facing business and society.

It starts with people – what we call human centered design – and applies the creative tools of design, like storytelling, prototyping, and experimentation to deliver new breakthrough innovations.

- Tim Brown, CEO, IDEO
Change by Design, 2009
Design thinking helps drive innovative solutions

The goal of Design Thinking ...

... and the process to get us there
Design Thinking has a diverse toolkit

**Observing extreme users**

**Fail early to succeed sooner**

"I have not failed. I've just found 10,000 ways that won't work."

~ Thomas Edison

**Using storyboards to communicate and test ideas**
Some things to think about

What worked for us …

• Start small
• Piggyback onto a corporate priority, value, vision
• Be flexible
• Realize how new this type of thinking is for some people & change is hard
• Build up an inventory of case studies for storytelling
• Executive support is a bonus!
Customer engagement
Customer Engagement Framework

When to engage with customers... What we had done.

Project Lifecycle

- Initiate
- Identify
- Define
- Implement
- Sustain

Old way of engaging:
- Do we know anything?
- Survey
- Usability
- Focus Groups
Customer Engagement Framework

When to engage with customers... What we now do.

Initiate → Identify → Define → Implement → Sustain

Customer Engagement Model

- Understand
- Empathize
- Prototype
- Test
- Refine
- Feedback

BC Hydro
Power smart
Project work
Your bill for May 27, 2017 to Jun 26, 2017

- Thank you for your payment of $158.53 on Jun 26, 2017.
- To track your electricity usage, visit bchydro.com/login.

Total Due
$160.86
Due by Jul 20, 2017

Your electricity usage over time

- 52% increase of 14 kWh per day in electricity used compared to the same period last year.
- $4.88 average daily cost of electricity this bill period.

Did you know?
You used a total of 1,303 kWh from May 27, 2017 to Jun 26, 2017.

Use our online tools to view your detailed electricity use by the month, week, day or even hour - up to the previous day.
Visit bchydro.com/login

Ways to pay your bill

- bchydro.direct - direct withdrawal from your bank account through MyHydro
- Auto-pay - have your bill paid automatically from your bank account
- Online banking - visit your bank's website or pay in person at your local bank
- Credit card - pay through Paymentus, a third-party service provider that charges a service fee
For more information, visit bchydro.com/payments.

Electricity conservation tip

Adding a dry towel to your load cuts drying time by 10%.

For more information, visit bchydro.com/211tips.
Designing a new billing experience
Customer Engagement

- Intercept
- Depth interviews
- Usability
- Surveys
- Panel studies
- Web forms
Designed for skimmers, swimmers & divers
Overdue bill (before/after)
Project work

Electric vehicles
Street lighting
Voltage conversion
Electric vehicle charging

**Mandate**
Remove barriers to EV adoption in BC

**Mission**
Create a great customer experience around fast charging
Other projects to improve CX

Voltage conversion

Street lights
What’s next
Amplify the voice of the customer

Source: Allegiance and Peppers & Rogers Group
How will the future look?

- From customer-aware to ... customer-led
- From data rich to ... insights-driven
- From perfect to ... fast
- From siloed to ... connected

Source: Forrester Research
Recap – our work so far

**Big Bang! A new Customer Strategy**

- **Customer Centricity**
- **Employee app**
- **Customer Stories**
- **Training**
- **Projects**

---

**F2015**
- Customer stories, CX recognition, CX onboarding
- Billing, Customer Support 1.0

**F2016**
- PROF-019, PROF-210, CCN, Annual awards
- Customer Connect, Customer Support 2.0
- Customer effort, Employee engagement survey

**F2017**
- PROF-230, PROF-209, EASE interview questions
- DC Fast charging, Street Lights, Accenture Repatriation
- Residential needs study

**F2018**
- Promote (& deliver) training, stories & recognition
- Formalize CX Consultancy
- Small-scale VoC experiments
- CX leadership & governance, routines & norms

---

**Legend**
- **Culture**
- **Measurement**
- **Projects**
Lessons Learned

• Build on your strengths
• Empathize with your customers
• Collaborate with employees
• Start small and celebrate wins
• Iterate to learn
• Watch the jargon
• Have resilience