

LEVERAGING TECHNOLOGY TO REVOLUTIONIZE THE CUSTOMER *EXPERIENCE*

A FOUR YEAR JOURNEY

Agenda

- Background
- Development of the Multi-Year Strategy & Project Plan
- Implementation, Results and Lessons Learned
- Communicating the Plan
- Building on the Foundation to Position for the Future

About OUC – The *Reliable* One

- Formed in 1923
- Serving Orange and Osceola counties
- Electric, Water, and Chilled Water services
- 321,000 total meters
 - About 400,000 residents
- Second largest municipal utility in Florida
- 16th largest in nation
- Generation capacity of 1,850 Megawatts
- 450 sq. miles service territory

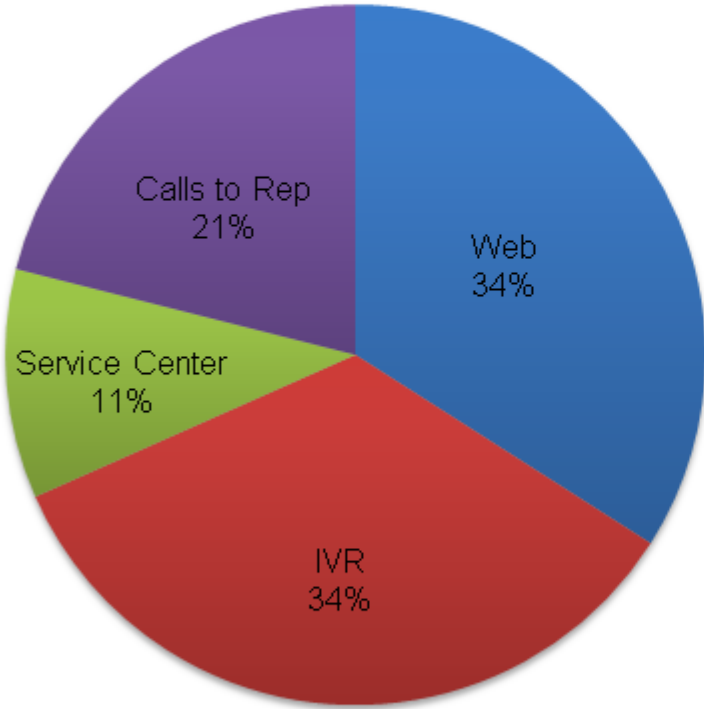


Situation: Spring 2012

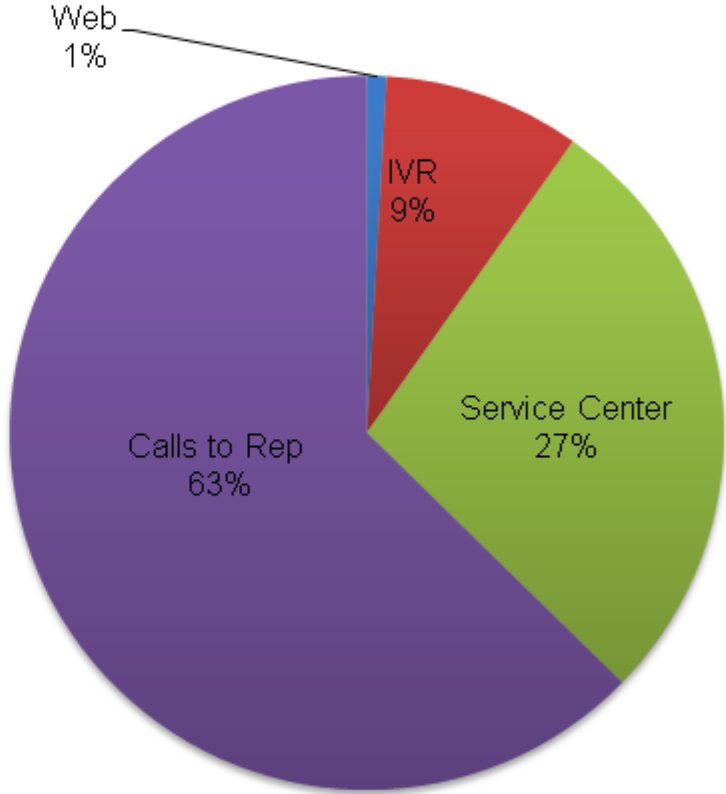
- 30% of utilities nationwide deploying digital meters
- Service centers had extreme peaks and valleys
- Needed to invest in a new cashier system for walk-in centers
- Significant number of customer calls were for routine transactions
- Limited self-service options

Usage & Cost by Channel

■ Web - 5 cents ■ IVR - 50 cents ■ Walk-In Center - \$5.00 ■ Calls to Reps - \$5.73



Usage by Channel



Cost per Channel

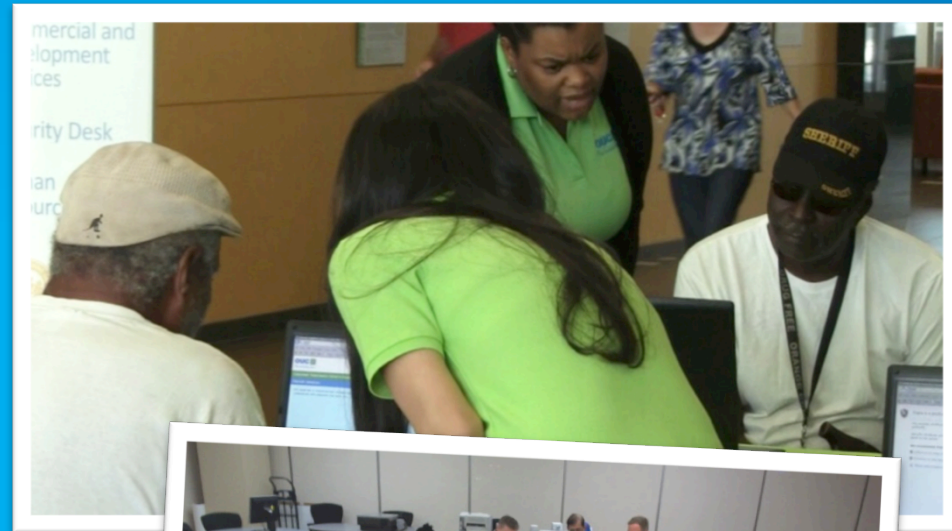
Customer Statistics

- 227,000 residential customers
- Three walk-in service centers and a hand full of third-party payment locations
- Third-party transactions took at least 24 hours to process
- 52,065 customers used service centers at least once in a one-year period
 - 35,639 customers only needed a one-time transaction like Start, Stop or Move
 - 16,426 customers visited six or more times in a year to make payments

2012 Customer Research

Online, Focus Groups and in Service Center Surveys

- **Comparisons:**
 - Other service providers: AT&T, Bright House and Verizon
 - Credit Cards and Banks: American Express, Chase and Bank of America
- **Wants:**
 - Self-service options
 - Access to services and information (outages, billing and payment)
 - More payment locations
 - Real-time payment processing
- **Motivations:**
 - Lower rates
 - Convenience



Development of a Multi-year Strategy and Project Plan



10 Customer Facing Projects

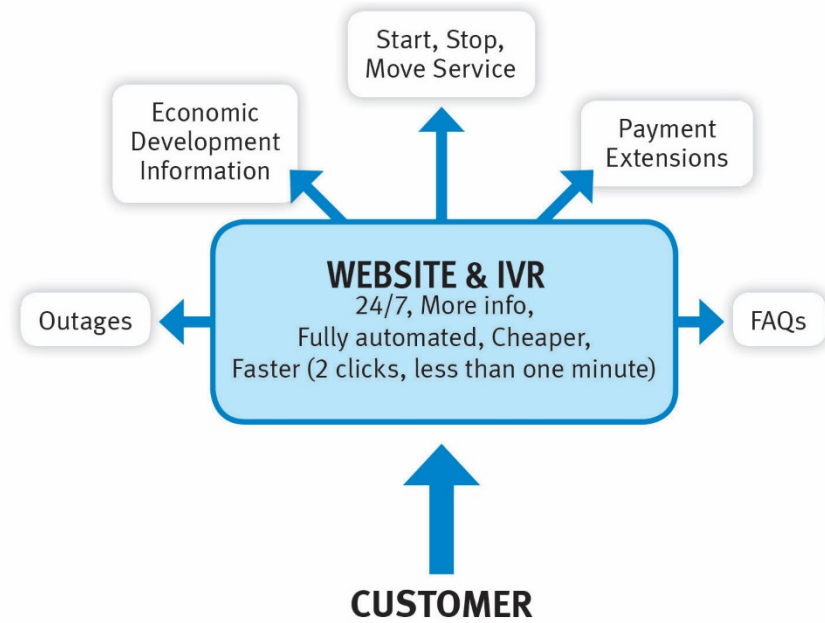
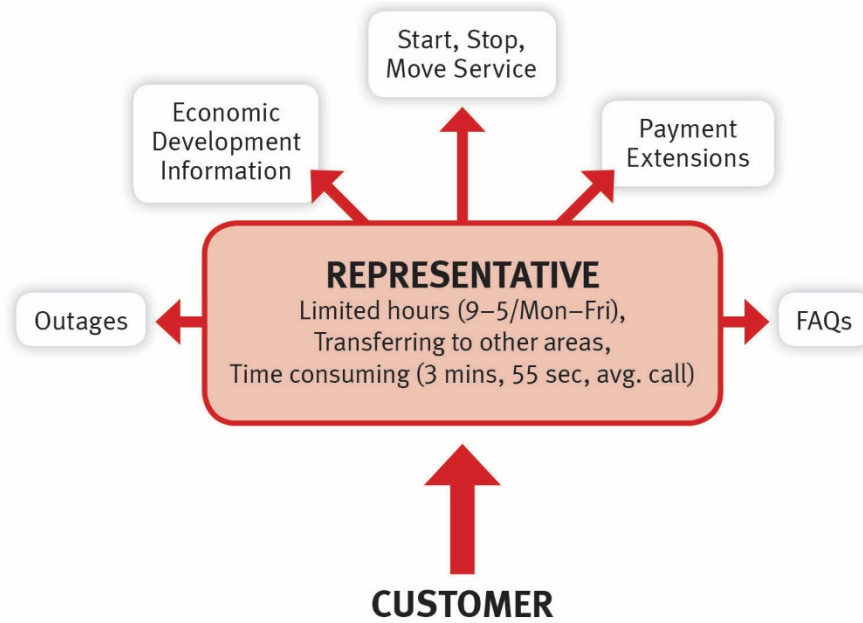
OLD WAY

(HIGH COST, HIGH TIME)



NEW WAY

(LOW COST, LOW TIME)



Projects Key to Optimizing the Customer Experience

- Convert to Digital Meters
- Redesign Web
 - Add more self-service features
 - Mobile first – leverage responsive design
- Upgrade IVR
 - Replace end of life platform (merge seven internal and external IVR systems)
 - Provide self-service functionalities
- Close OUC walk-in centers
- Add more third-party payment options



JUNE
Thanks to responsive design, the new mobile-friendly website gives customers access to their account anytime, anywhere.

JULY

Customers can now make payments in real time from 500 third-party locations close to where they live, work or play.



AUGUST

New automated phone system lets customers self-serve without ever having to speak to an agent.



DECEMBER

The accelerated deployment of digital meters lays the foundation for future products and services.



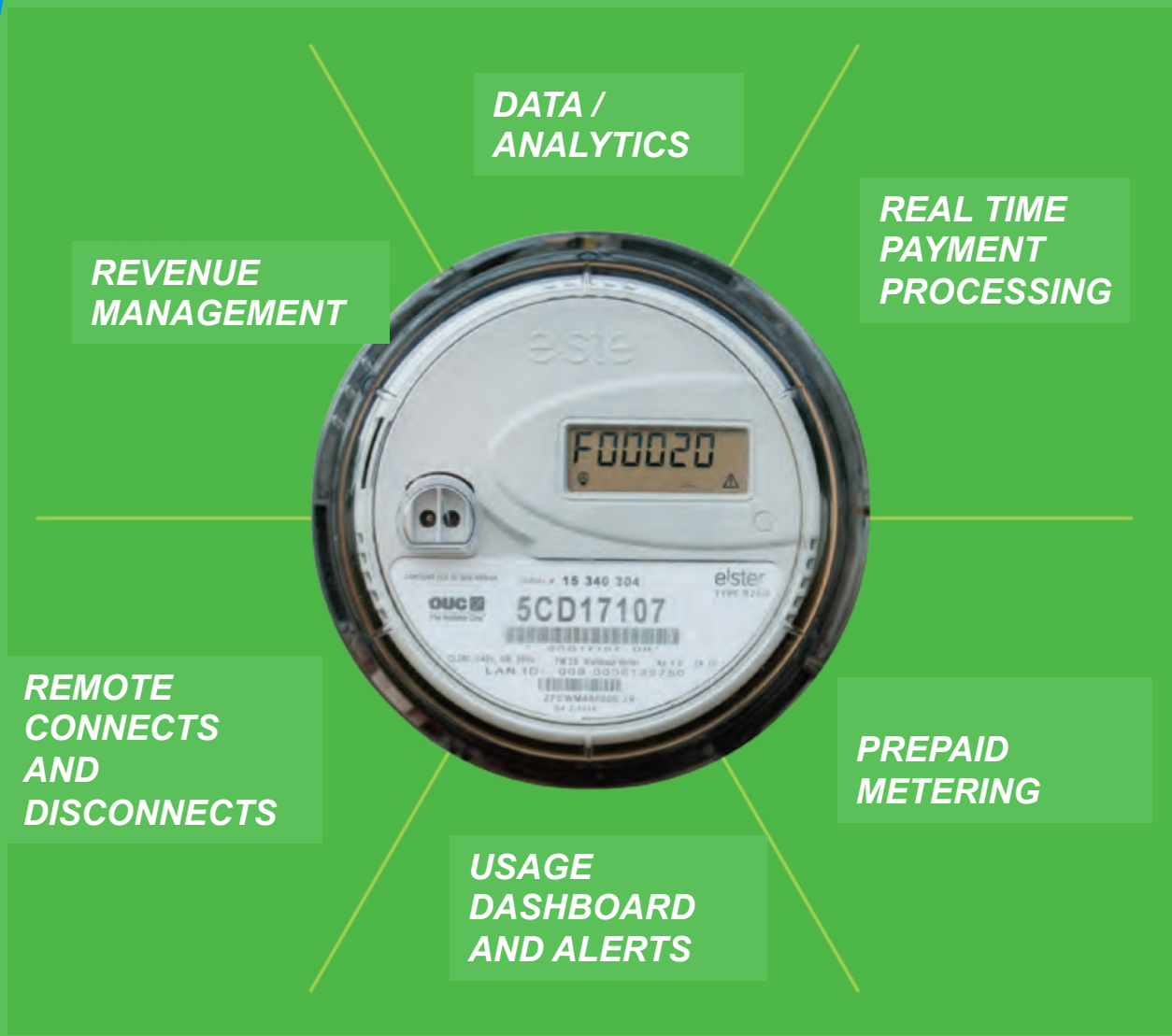
Approach

- Analyze online customer journey
- In-house project management
- Use of subject matter experts
- External technical experts
 - Web: Local, creative, e-commerce firm
 - IVR: International, experienced, telephony firm
- Identify potential challenges
- Develop strategy to mitigate challenges
 - Extremely tight timeline
 - Extensive communication with customers



Implementation, Results & Lessons Learned

Digital Meters at the Center of the Strategy



Responsive design enables websites to function on various devices

Machine-to-machine automation of:

- Start, Stop & Move Service
- Service Order Status
- Request Pay Plan
- Sign up for Autopay
- Report an Electric or Water Problem
- Update Information



Sync Web with IVR – Same Route, Two Vehicles

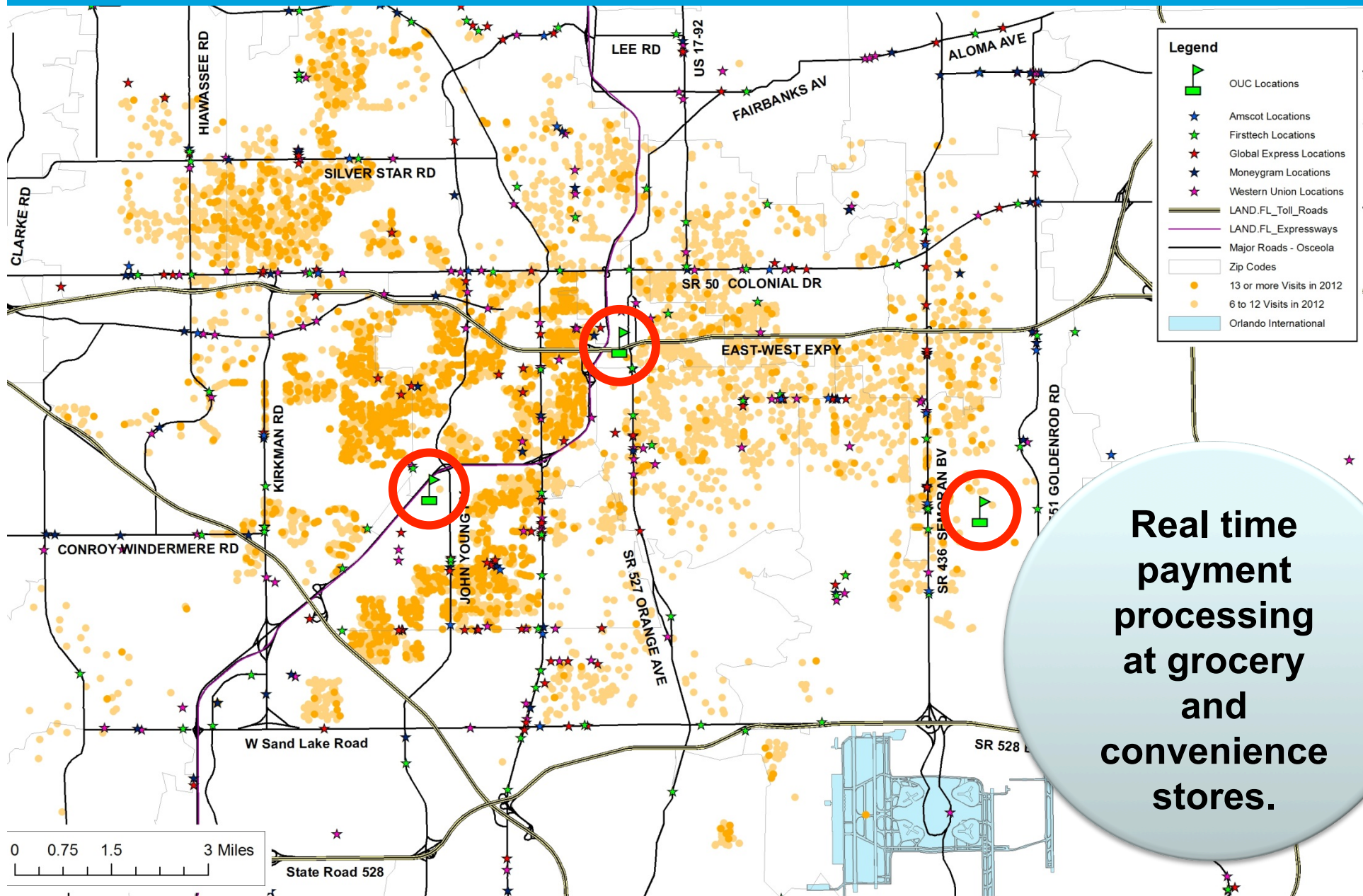
3rd Utility in the Nation to Automate Start, Stop and Move Service Requests on both the Web and IVR*



* Esource 2012 E-Business Metrics Survey

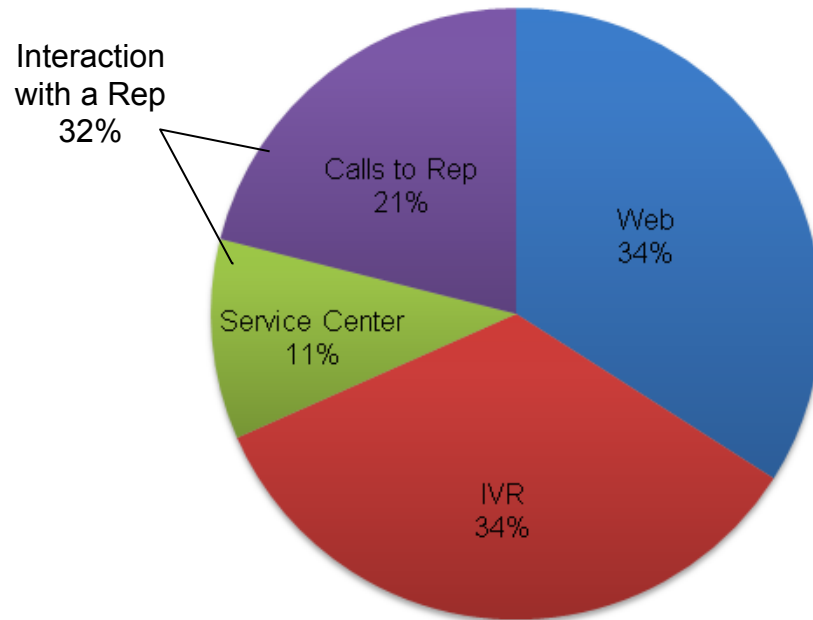
Residential Walk-In Center 2012 Visitors with Third-Party Payment Locations

No More than Two Miles from a Payment Location

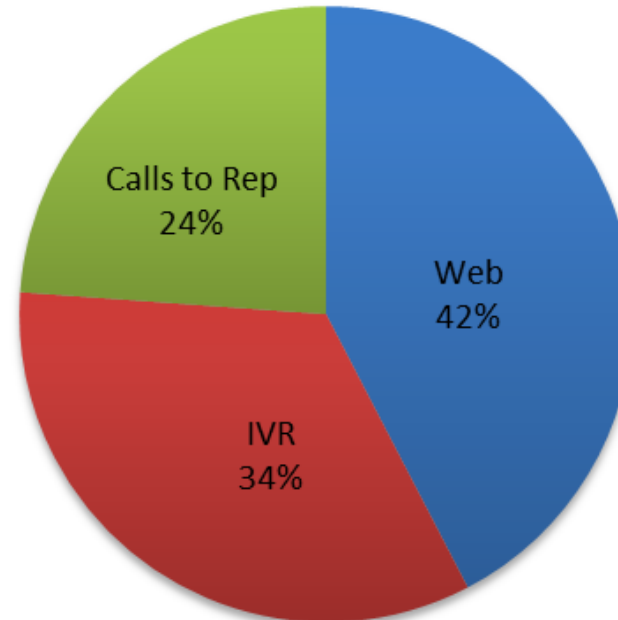


**Real time
payment
processing
at grocery
and
convenience
stores.**

Results – Channel Adoption



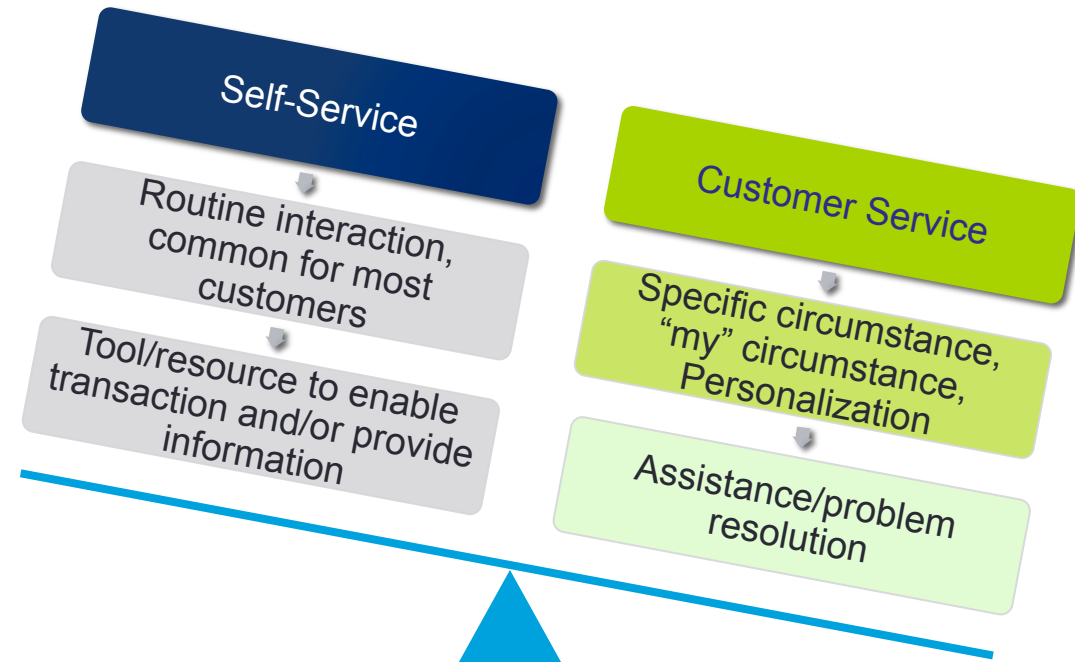
January 2013



December 2013

2013 Customer Research: Key Findings and Themes

- Change takes time
- Customers thought we spread ourselves too thin
- Lack of alignment between operations and expectations
- Customers noticed the changes and for the most part felt the functionality of the automated systems improved
- Experiences in one channel carries over to the next (Customer Journey)
- Interest in new products and services
- Knowledge of representative critical to success



Expectations for Self-Service are different than Customer Service.

Evaluating our Operations



SWOT Analysis

Strength	Weakness
Generally like the new technology	Wait times are on the decline but we do not want to increase calls to customer service
Involved with over 400 community groups	We do not have the staff to personally reach out to every customer
OUC is seen as innovative	**Low employee morale**
OUC is viewed as affordable	**Closed Service Centers**
Platforms in place to offer new customer-facing technology related products	No systems currently in place to provide interval data and proactive alerts
Strong social media presence	**Too focused on getting a ROI quickly**
Opportunities	Threats
Customers are willing to use technology	**Customers think OUC is more concerned with the bottom line than with customer service**
Fully deployed digital meters	**Customer feel it is hard to reach a person**
Strong social media use by customers	**Customers think OUC laid-off employees**
Customers want new products and programs currently under development	Customers do not have enough information on new channels
Customers view OUC as a trusted source of energy & water information	Customer have become used to real time info and notifications from other providers
	Trust is trending down

Core Problem: Perception we eliminated people

Customers & employees felt OUC had sacrificed
“touch” for “technology.”

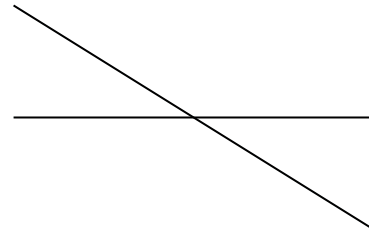
HighTech

HighTouch

Solution

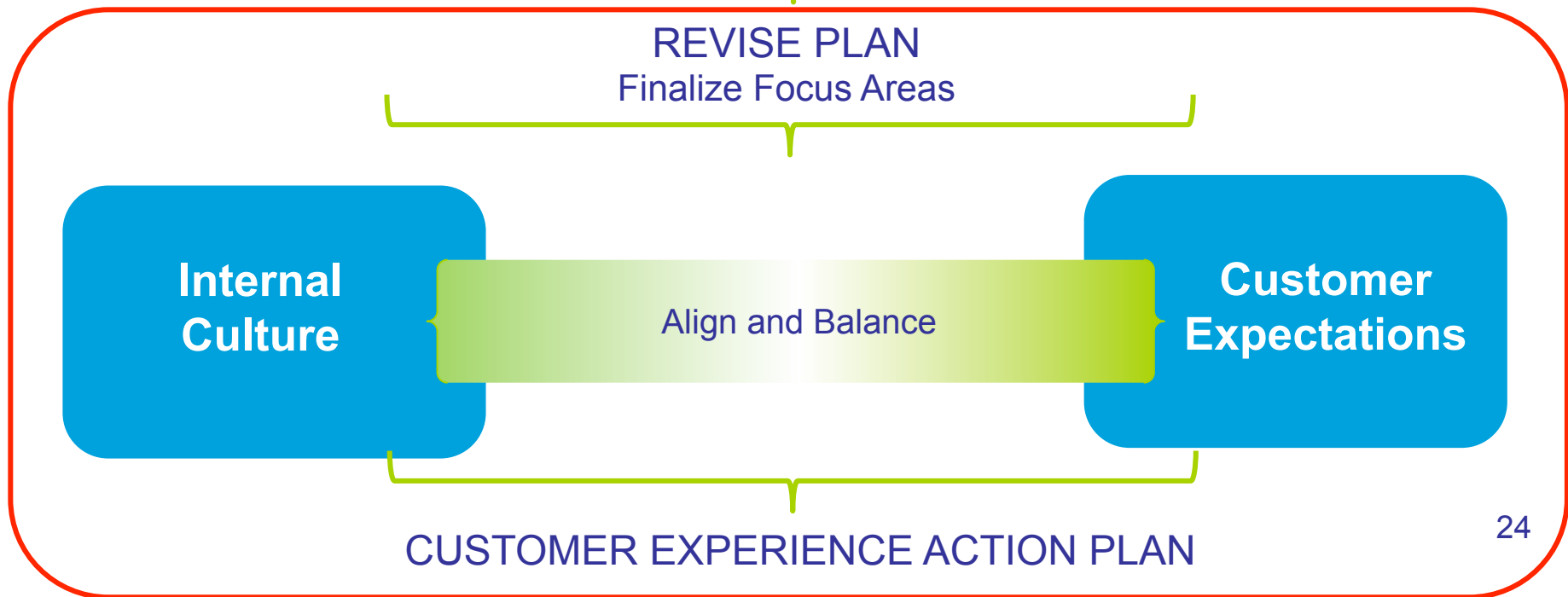
Highlight the “touch” component
to balance with High Tech

HighTech



HighTouch

Evaluating our Operations



Customer Experience Action Plan

- Fix operational issues
- Review staffing and identify skill sets
- Increase customer service representative training
- Review & streamline business processes
- Ramp up customer communications

Communicating the Plan

People + Technology = Innovation

Faces Behind the *Reliable One* – 2014/2015

2
Goals



MEET: LUIS BELTRAN
FACILITIES MAINTENANCE TECHNICIAN

“THANKS TO MY TRAINING AT OUC, I WENT FROM READING METERS TO SERVICING TECHNOLOGY OF THE FUTURE.”

FACES BEHIND THE RELIABLE ONE

When OUC decided to convert to digital meter technology, then-meter reader Luis saw an opportunity to exchange his meter reading route for a new career path at OUC. By helping to maintain the Gold Leadership in Energy and Environmental Design (LEED)–certified headquarters in downtown Orlando, Luis and OUC provide the best, greenest service and value for our customers and our community. Learn more at www.ouc.com.

OUC 
The Reliable One®



MEET: SHELDON OLIVER, CUSTOMER SERVICE REPRESENTATIVE

“ALWAYS READY TO HELP YOU – ONLINE & OVER THE PHONE.”

FACES BEHIND THE RELIABLE ONE

When OUC decided to convert to digital meter technology, then-meter reader Sheldon saw an opportunity to exchange his meter reading route for a new career path at OUC. Now he spends his days helping customers understand their accounts and their energy and water use. As an Orlando native, Sheldon thinks there's nothing better than working for the hometown utility and helping customers – or as he likes to call them, his neighbors. Learn more at www.ouc.com.

OUC 
The Reliable One®

Faces Behind the *Reliable One* – 2014/2015



MEET: ANDREW ULREY
WATER TECHNICIAN II

“RELIABILITY MEANS DOING THE JOB RIGHT THE FIRST TIME.”

FACES BEHIND THE RELIABLE ONE

His crew knows him as Andy, and he believes in getting the job done and doing it right the first time. Maintaining more than 1,700 miles of pipe is no easy task. Andy and his team dig deep to deliver OUC's award-winning H₂OUC to our customers every day. It's the pride our employees take in their work that makes OUC—The *Reliable One*. Learn more at www.ouc.com.

OUC
The *Reliable One*



MEET: JENNIFER SZARO, MANAGER OF RENEWABLE ENERGY

“SUSTAINABILITY IS OUR FUTURE, AND I’M COMMITTED TO PLACING IT AT THE FOREFRONT OF EVERYTHING WE DO.”

FACES BEHIND THE RELIABLE ONE

Jennifer Szaro knows all too well that you can't grow a farm without a community and a whole lot of sunshine. Szaro used that knowledge to help OUC plant Central Florida's first Community Solar Farm—a dual purpose, covered parking structure and solar array. Subscribing customers reap the benefits of solar power without the hassle or upfront costs associated with installation. It's just another way OUC is ensuring clean energy for future generations. Learn more at www.ouc.com.

OUC
The *Reliable One*

Faces Behind the *Reliable One* – 2014/2015

MEET: JOHN PERRIN, *WATER ENGINEER*
& FABIAN RICHARDS, *ELECTRIC ENGINEER*

**“ELECTRIC & WATER ENGINEERS
WORKING TOGETHER
TO EXPEDITE YOUR PROJECT.”**



**FACES
BEHIND**
THE RELIABLE ONE

Typically, electricity and water don't mix, but OUC—The *Reliable One* knows in order to help customers expand or relocate their business means our electric and water teams must work side by side—just like John and Fabian. The results are a better experience from start to finish for customers. As the hometown utility, we are proud to support growth and job creation in Central Florida. Learn more at www.ouc.com.



MEET: CLASTON SUNANON, *DIRECTOR OF FUEL & POWER MARKETING*

**“MY GOAL IS TO USE THE RIGHT MIX OF ENERGY
SOURCES TO KEEP RATES AFFORDABLE AND
DO WHAT'S RIGHT FOR THE ENVIRONMENT.”**

Stanton Energy Center, the most fuel diverse energy site in the state of Florida with solar, landfill gas, natural gas and coal.



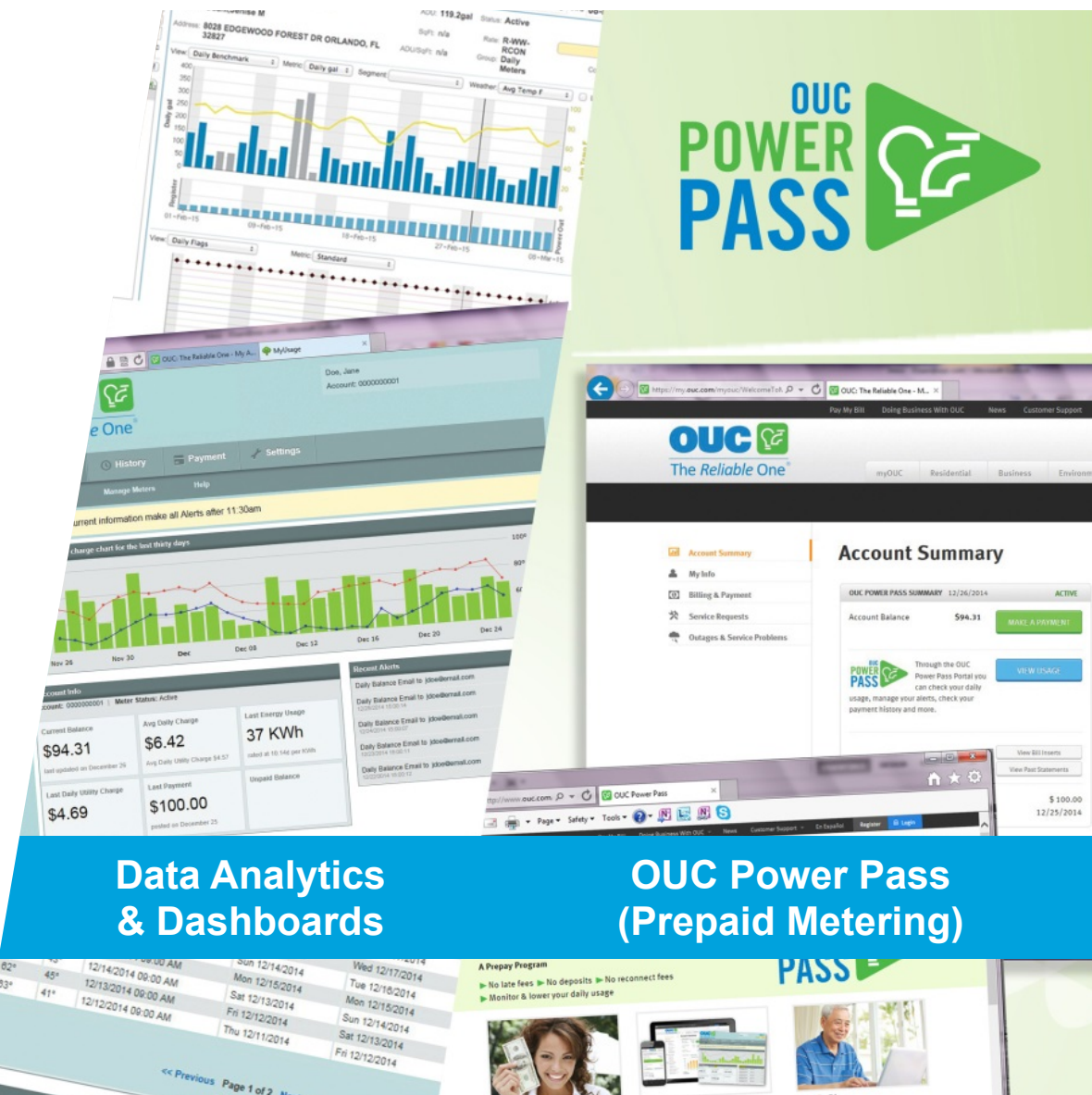
**FACES
BEHIND**
THE RELIABLE ONE

For over 25 years, Claston Sunanon has been dedicated to diversifying fuel sources at OUC. From harnessing solar energy and landfill gas to natural gas and coal, he makes sure we don't rely on only one energy source. He chooses the right fuel at the right time to provide reliable, affordable energy and that puts a smile on Claston's face. Learn more at www.ouc.com.



Promoted benefits of the upgrades

- Access to customer information
- New digital products and services

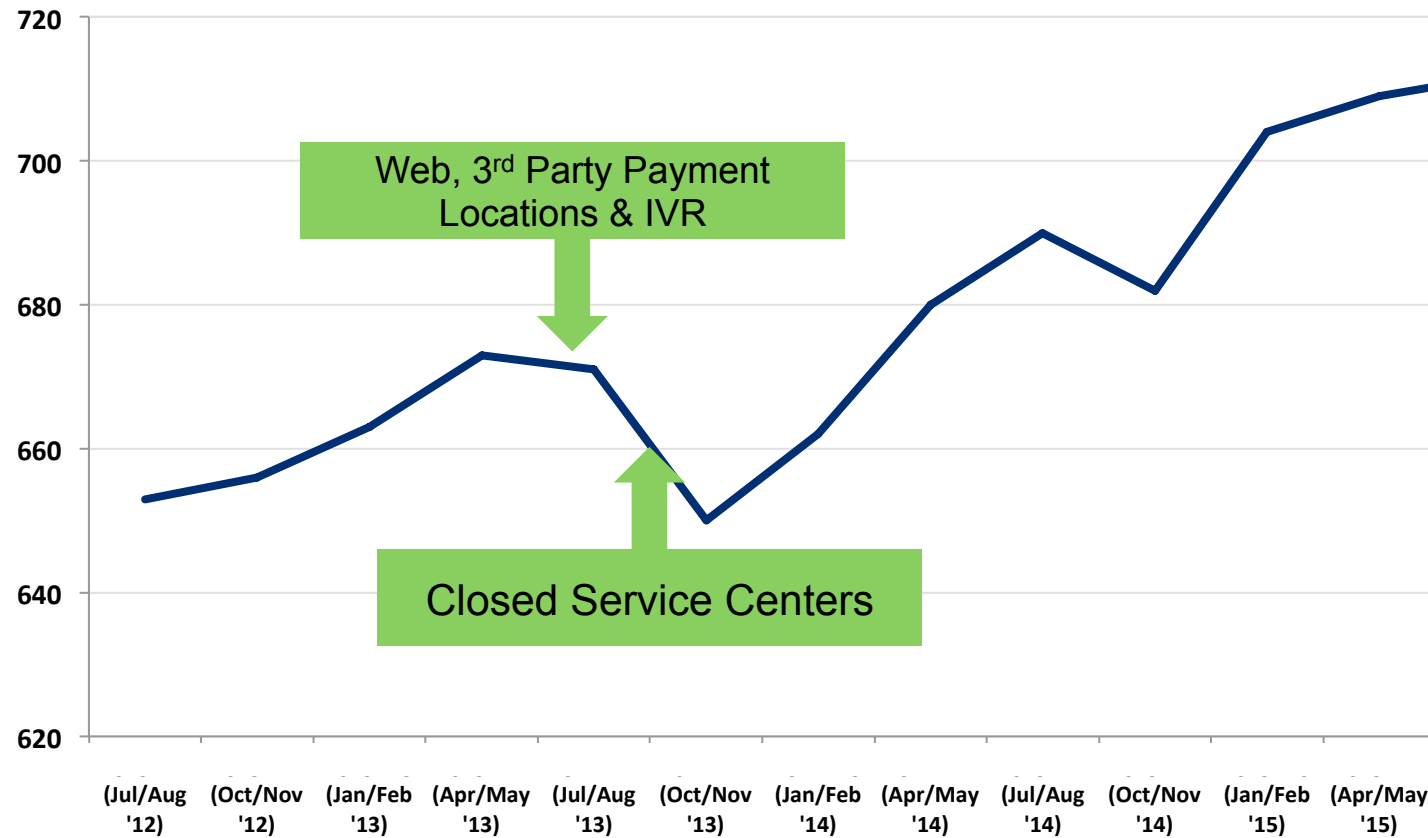


Data Analytics & Dashboards

OUC Power Pass (Prepaid Metering)

Results – Customer Satisfaction

Overall OUC Residential J.D. Power Customer Satisfaction



Self-Service Adoption

- 81% electronic transaction
- 50% eBill adoption (#4 in the nation)
- 60% of residential customers have an online myOUC account

Building on the Foundation to Position for the Future

The *Reliable* One
And *Sustainable*, Too.



The *Reliable* One[®]

Develop Innovative Green Products & Services



Employee & Leadership Meetings

- Leadership Forums
- Employees meetings to educate and engage
- Make change a positive experience
- Provide a glimpse of the future





“The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire.”

Malcolm Gladwell
The Tipping Point:
How Little Things Can Make a Big Difference

Questions?