



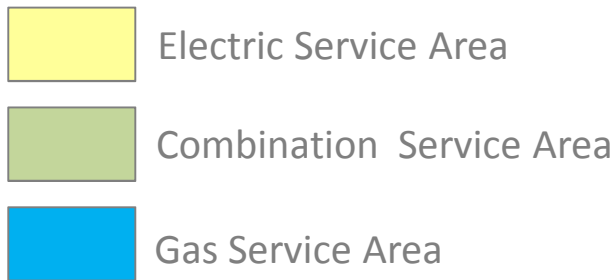
Strategic Uses of Ongoing Fast Feedback Customer Satisfaction Studies

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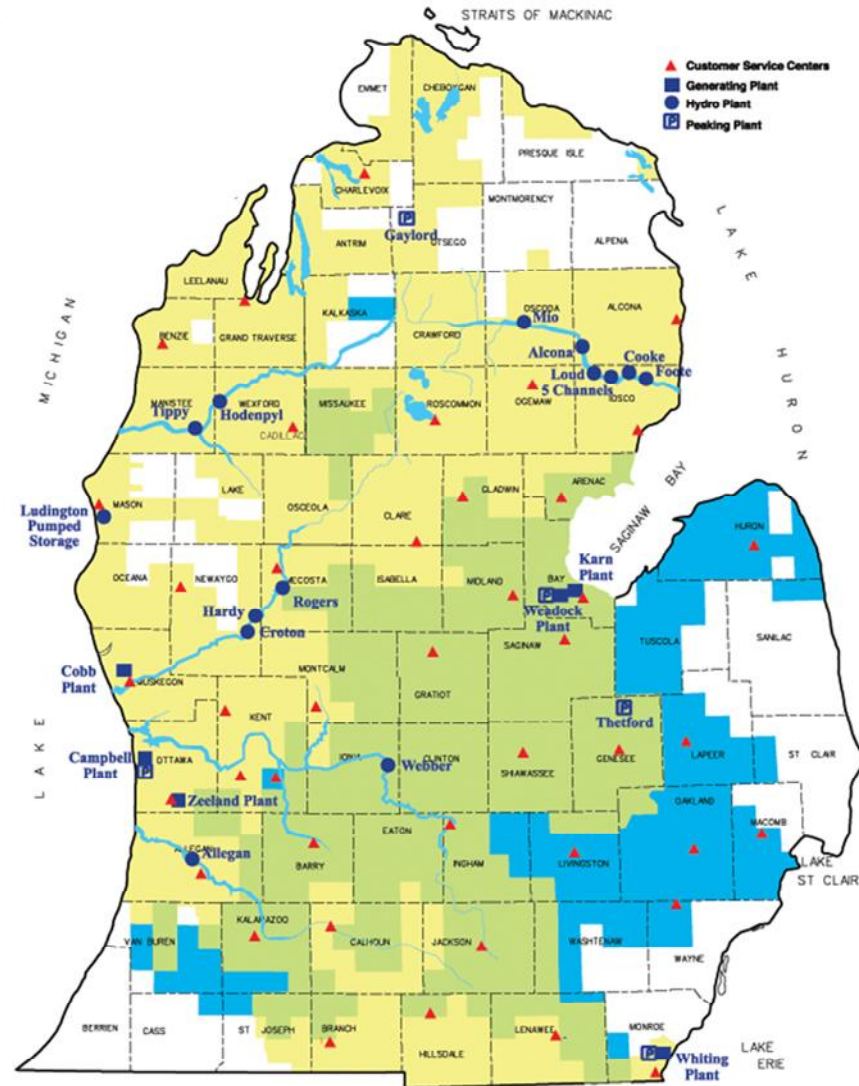
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About Consumers Energy

- Among largest U.S. combination utilities
- Serves 6.6 million customers across Michigan's lower peninsula



CADMUS



IEPEC Long Beach 2015

Residential Program Expansion

- ENERGY STAR Lighting and Appliances
- HVAC and Water Heating
- Income Qualified
- Multifamily Direct Install
- Appliance Recycling

Annual Savings

- 156,000 MWh
- 926,000 MCF

2009

2014

Annual Savings

- 46,000 MWh
- 225,000 MCF

- *Doubled number of program offerings*
- *3X increase in electric savings*
- *4X increase in gas savings*

- ENERGY STAR Lighting and Appliances
- HVAC and Water Heating
- Income Qualified: Helping Neighbors
- Multifamily Solutions
- Appliance Recycling
- Think! Energy
- Home Performance with ENERGY STAR
- Insulation and Windows
- New Home Construction
- Home Energy Reports



CADMUS

Rapid Customer Satisfaction Research Within Our Evaluation Framework

Data Collection Effort	Primary Mode	Scope/ Magnitude	Frequency	Other Uses
Customer Satisfaction Survey	Online	Program and utility satisfaction	Monthly	Identify issues for process evaluation
Process Evaluation Surveys	Telephone	Program awareness, satisfaction, and influence; measure persistence	Annually or biannually	Satisfaction survey calibration; recruitment for other research
Installation Verification	Telephone, site visits	Measure persistence and performance	Biannually for measures that represent significant savings	Customer characteristics; equipment saturation
In-Depth Interviews	Focus groups	Program influence; design preferences	As needed	

Motivations for This Approach

- Commitment to quality improvement & innovation
 - Management desire for fast feedback and early warning system
- Provide standardized measurement across programs and link to corporate customer satisfaction goals
- Accelerate problem identification, resolution and program improvements
- Maximize program effectiveness, reach and savings

Our Approach

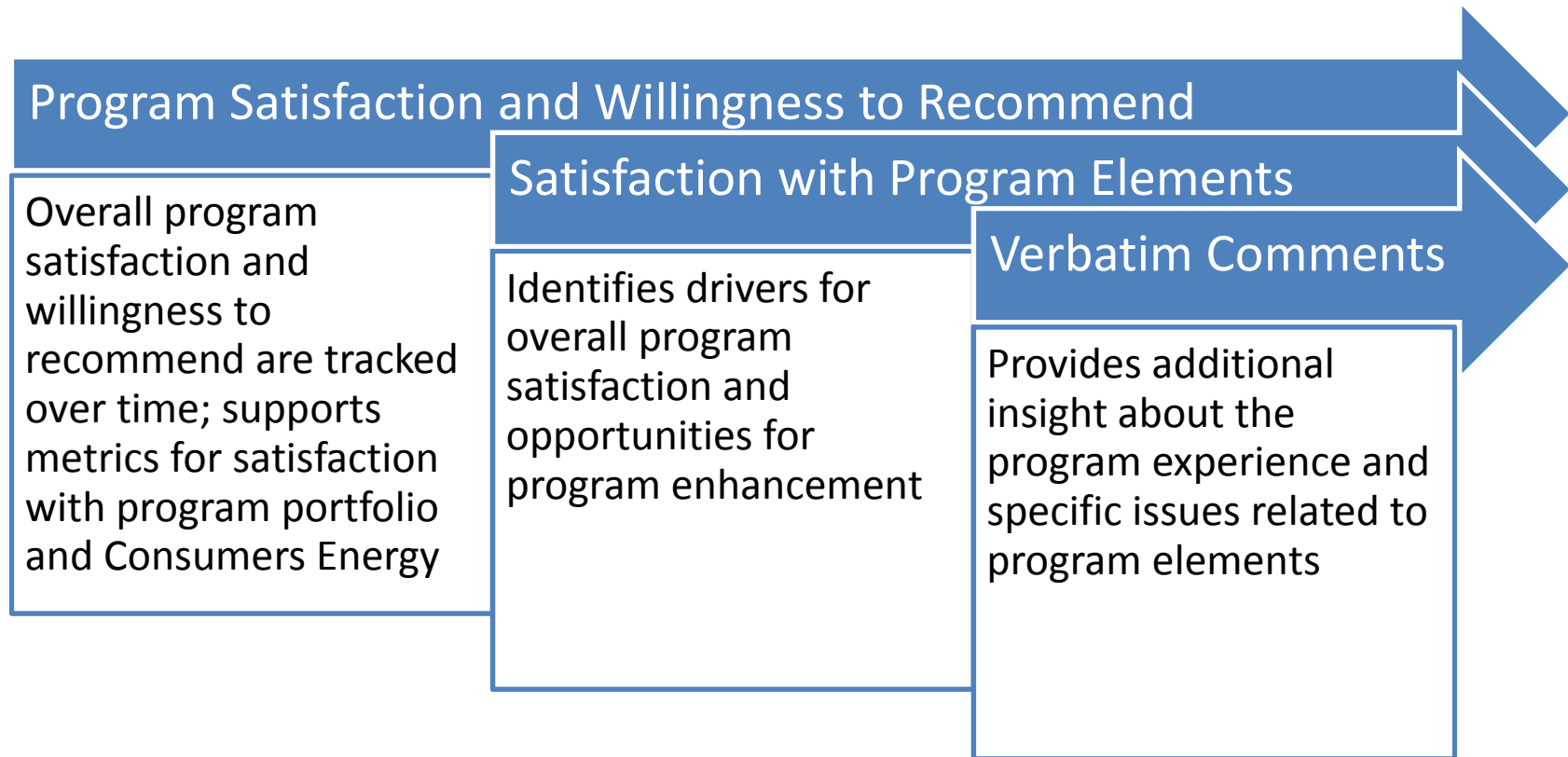
- Maximize customers opportunity to provide feedback
 - All customers with e-mail addresses invited
 - Paper surveys distributed for direct install programs
- Standardize survey design
 - Core questions: satisfaction & likelihood to recommend
 - Small number of program-specific questions
 - Open-end question for detail and unexpected issues
- Reporting tailored to multiple audiences

Portfolio Score Card

RESIDENTIAL ENERGY EFFICIENCY CUSTOMER SATISFACTION SUMMARY										
	YTD 2013		Q1 2014	Q2 2014	Q3 2014	October 2014	November 2014	December 2014	YTD 2014	
OVERALL SATISFACTION WITH THE PROGRAM	Sample Size	Mean Score	Mean Score	Mean Score	Mean Score	Mean Score	Mean Score	Mean Score	Sample Size	Mean Score
Appliance Rebate	n=191	8.6	9.1	8.4	8.8	8.8	8.9	8.9	n=1,544	8.7
Appliance Recycling	n=3,616	9.2	8.7	8.9	9.2	9.2	9.2	9.0	n=3,898	9.1
Home Energy Analysis	n=1,948	8.9	8.8	8.8	9.1	9.0	9.0	8.7	n=2,091	8.9
HVAC	n=1,173	8.7	8.6	8.8	8.9	9.0	9.0	8.8	n=2,569	8.8
INWIN	n=1,056	8.5	8.4	8.4	8.4	8.3	8.4	8.4	n=1,736	8.4
HPwES	n=161	8.8	7.8	8.0	9.0	9.2	8.9	9.2	n=146	8.5
Income Qualified					9.6	9.5	(++) 9.8	9.6	n=295	9.6
TOTAL	n=8,145	8.9	8.7	8.7	9.0	9.0	9.0	8.9	n=12,382	8.8
LIKELIHOOD TO RECOMMEND	Sample Size	Mean Score	Mean Score	Mean Score	Mean Score	Mean Score	Mean Score	Mean Score	Sample Size	Mean Score
Appliance Rebate	n=193	9.2	9.4	9.1	9.2	(++) 9.5	9.4	9.4	n=1,607	9.3
Appliance Recycling	n=3,670	9.5	9.3	9.5	9.5	9.6	9.6	9.5	n=3,985	9.5
Home Energy Analysis	n=1,996	9.1	9.0	9.0	9.4	(-) 9.1	9.2	9.0	n=2,157	9.1
HVAC	n=1,172	9.2	9.2	9.3	9.4	9.4	9.4	9.3	n=2,563	9.3
INWIN	n=1,061	9.2	9.2	9.2	9.2	9.1	9.3	(-) 9.0	n=1,739	9.2
HPwES	n=163	8.9	8.1	7.8	9.3	9.3	8.6	9.2	n=148	8.5
Income Qualified					9.7	9.6	9.8	9.9	n=295	9.7
TOTAL	n=8,255	9.3	9.1	9.2	9.4	9.4	9.4	9.3	n=12,598	9.3

(++) Statistically significant increase over previous month at 95% confidence level; (+) Statistically significant increase over previous month at 90% confidence level; (--) Statistically significant decrease from previous month at 95% confidence level; (-) Statistically significant decrease from previous month at 90% confidence level

Detailed Reporting for Program Managers

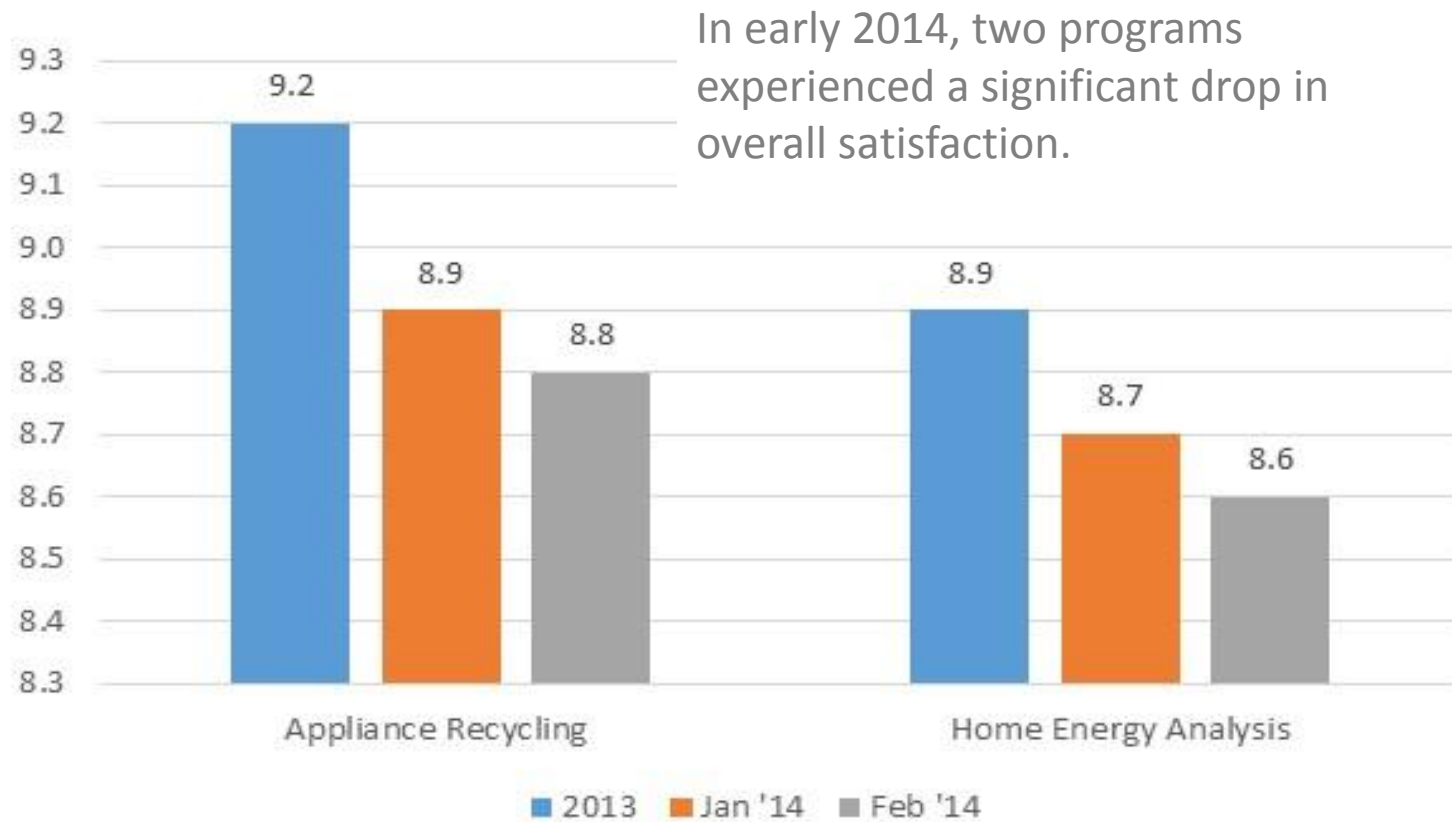


Digging In



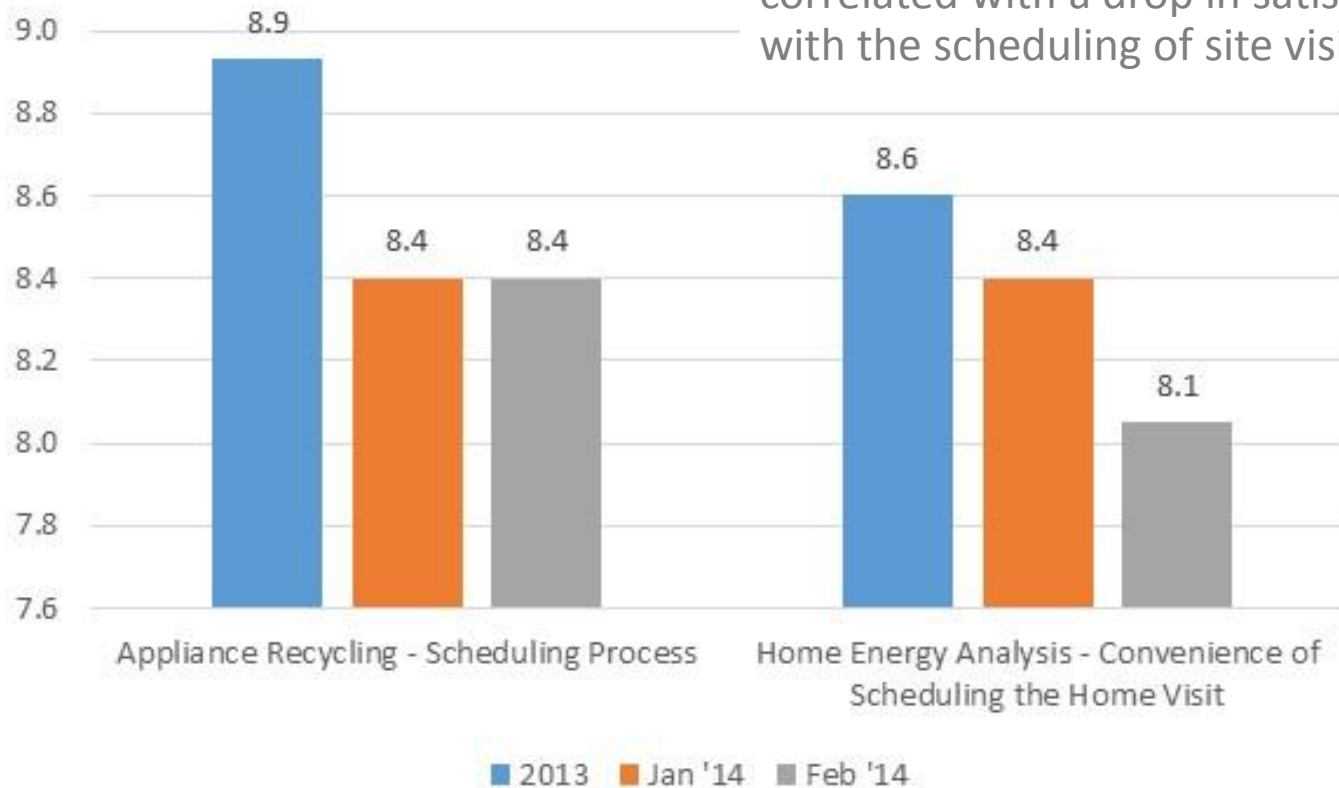
- When overall satisfaction for a program changes significantly, additional analysis done which includes:
 - Assessing correlation between program satisfaction and satisfaction with program elements
 - Additional verbatim analysis

Example of Customer Satisfaction in Action



Satisfaction with Program Elements

The drop in overall satisfaction correlated with a drop in satisfaction with the scheduling of site visits.

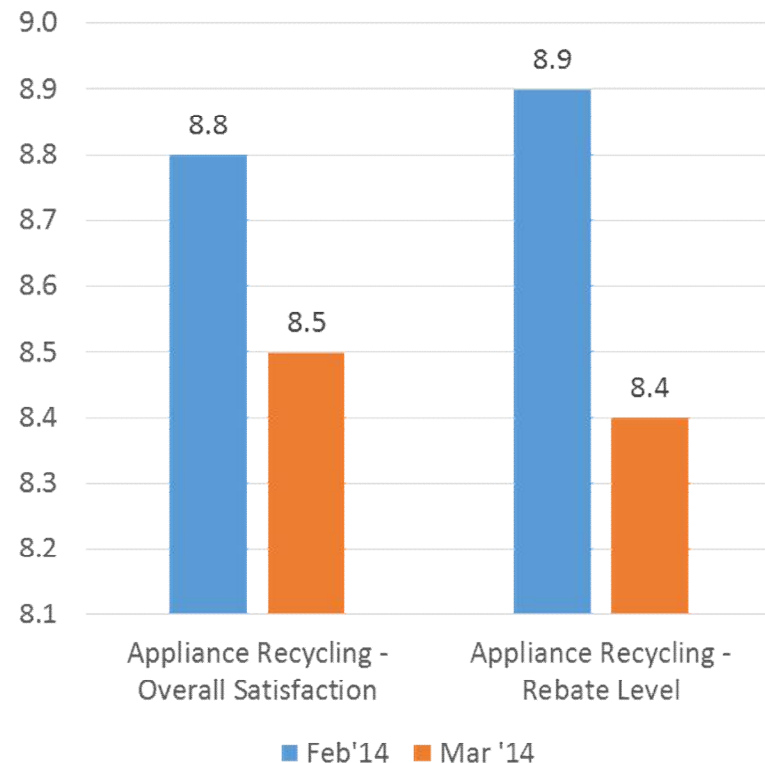


Results and Resolution

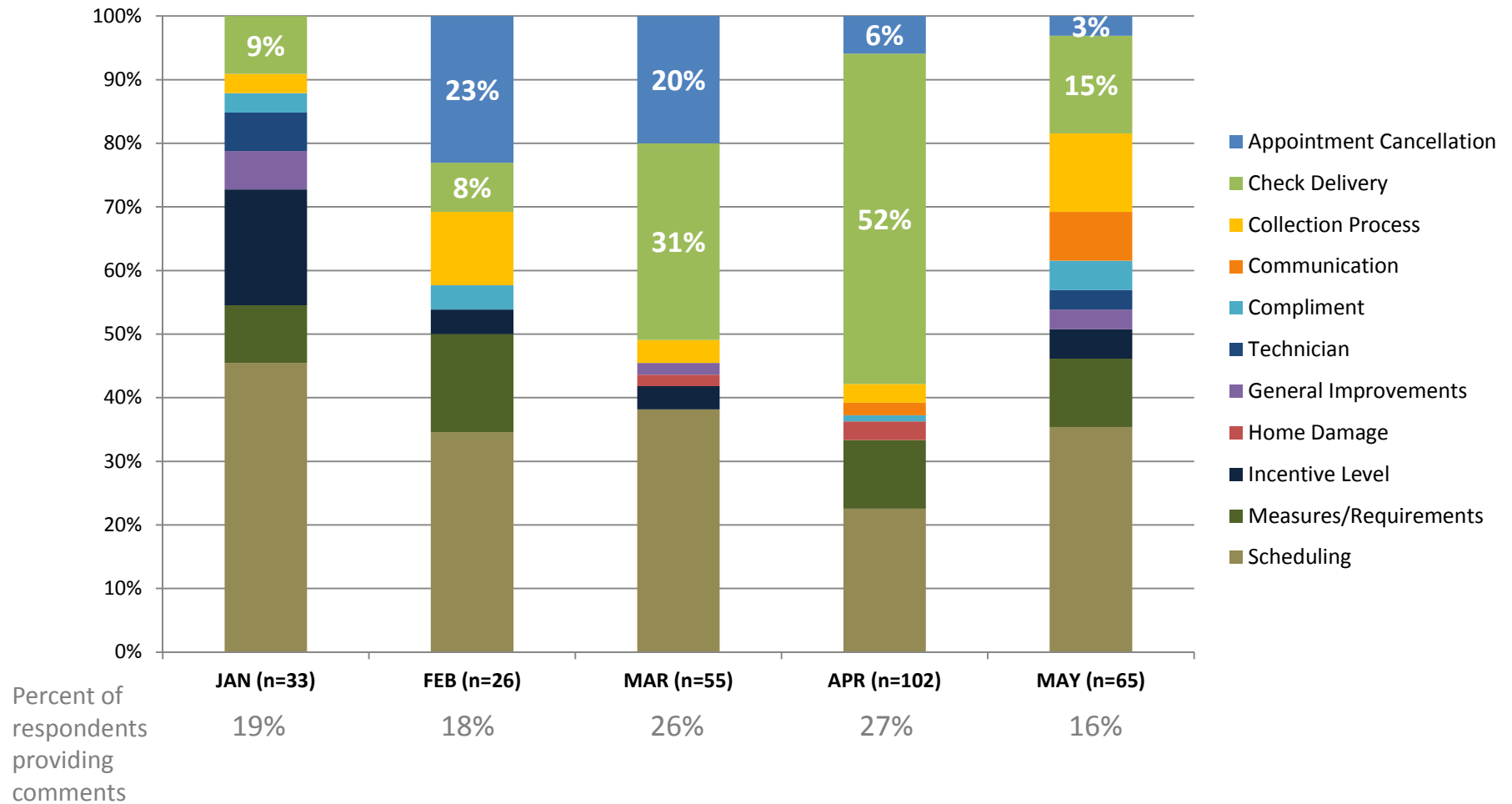
- Customer comments indicated weather-related cancellations and long-lead times for rescheduling were issues
- Develop and communicate a policy for weather-related cancellations (when scheduling let customers know it is possible, provide as much notice as possible); prioritize cancelled customers for rescheduling
- Many aspects of program delivery related to scheduling
- Refined survey questions to ask about ease of scheduling, appointment time availability, schedule compliance

Another Example

- Satisfaction with Appliance Recycling continued to drop in March, even when weather improved
- Decline correlated with a drop in satisfaction with rebate levels
- Rebate levels had not changed—verbatim comments were reviewed to gather additional insights



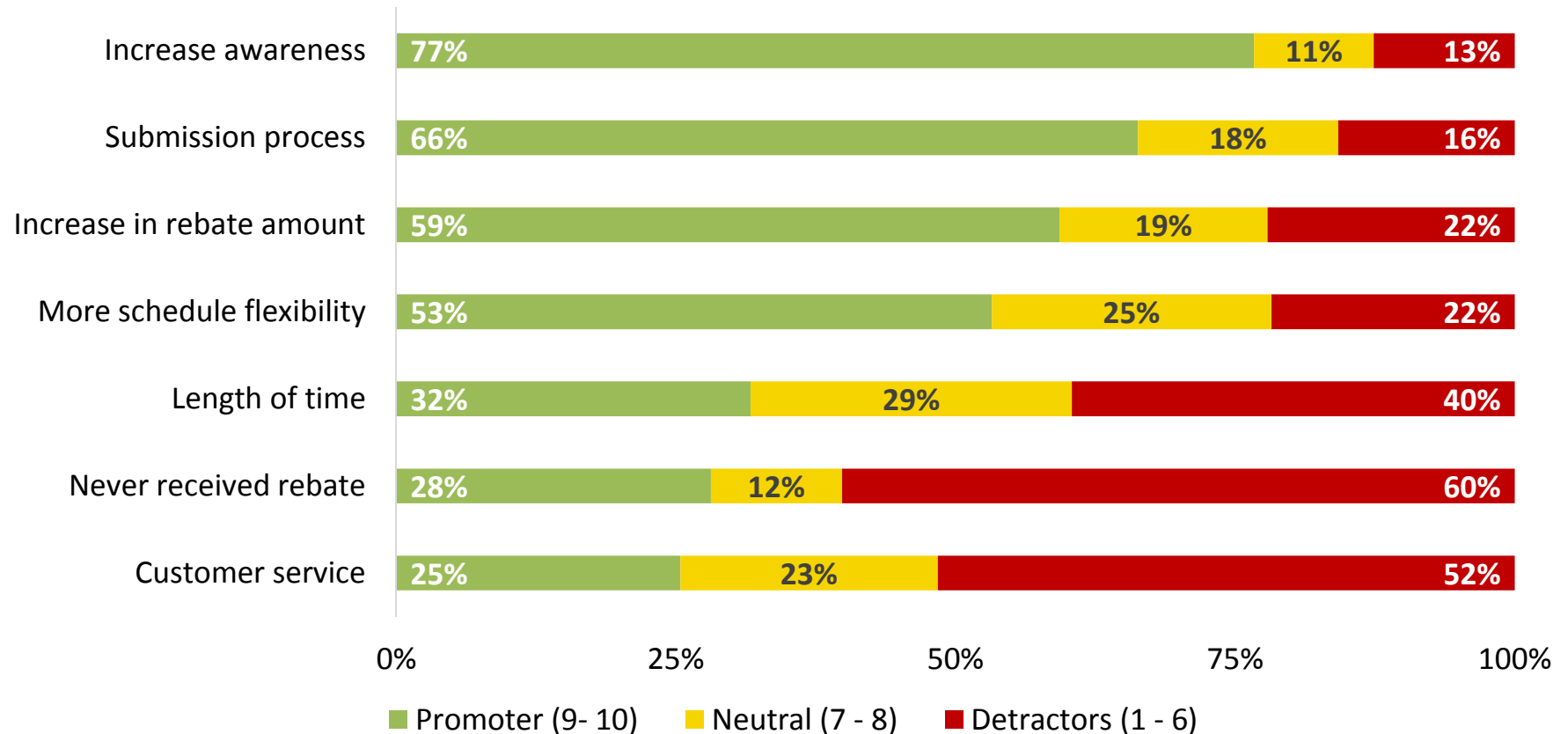
Analysis of Verbatim Comments



Results and Resolution

- Investigation with the program implementer found a change in staffing resulted in delays with check delivery
- Increased frequency of topics reported in verbatim comments indicated the need for measurement in additional program areas
- Implementer further documented the check delivery process to ensure no further interruptions due to staff changes
- Evaluation team added survey questions on program elements that had significant impacts on customer satisfaction

Likelihood to Recommend the Program by Comment Type

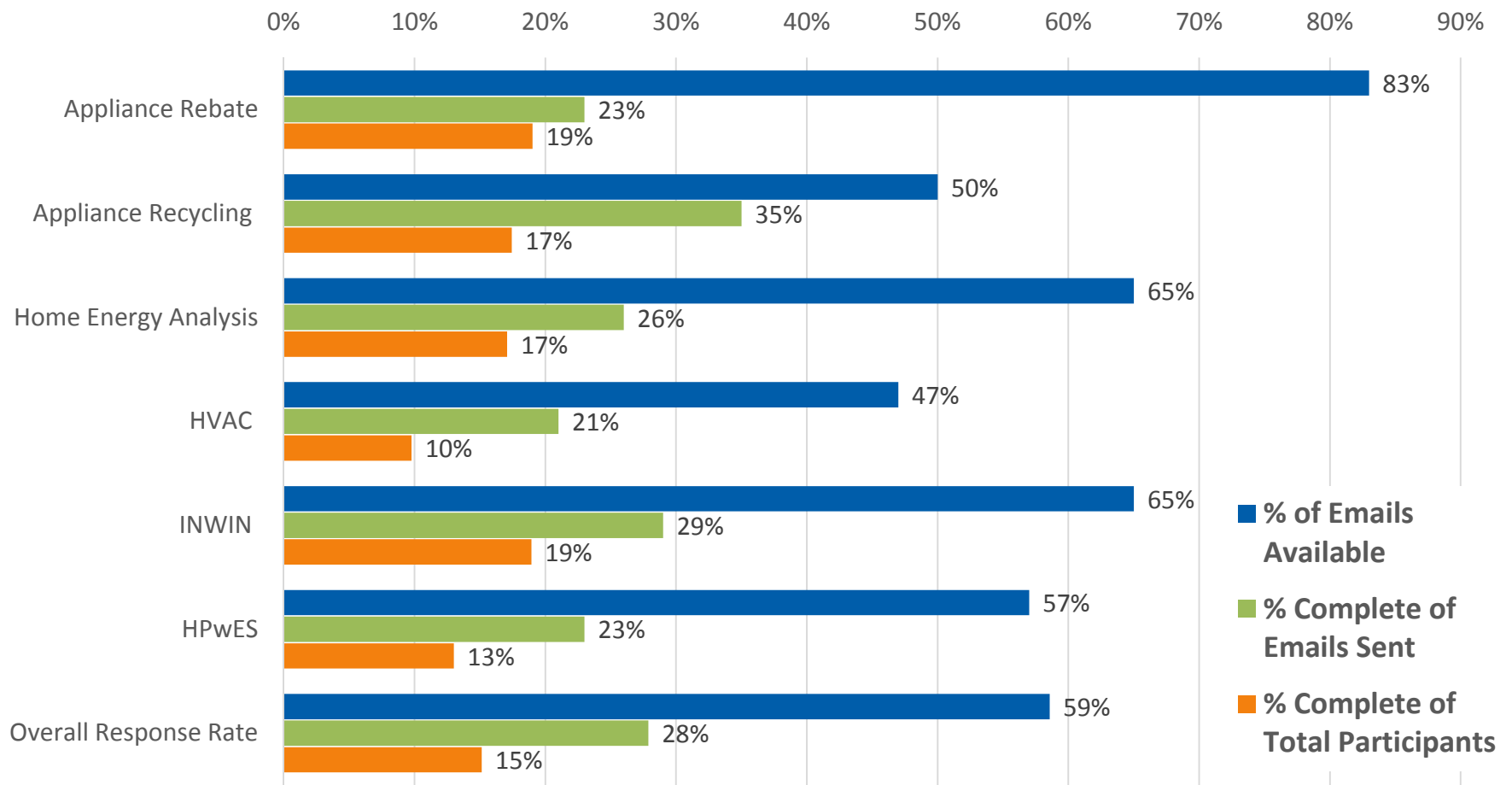


Analysis of all verbatim comments from 2014.

Benefits of Rapid, Frequent Research

- Increases frequency of dialogue between program managers and evaluation staff
- Improves evaluator understanding of program
- Improves program managers understanding of operations and their customers
- Research provides input for managing relationships throughout the program delivery team
 - Implementers, analysts and technicians, trade allies
- Program satisfaction supports corporate goals
- Broader representation of customers than allowed with most evaluation budgets; higher confidence and precision

Survey Response Rates



Feedback from more than 12,000 program participants.

Keys to Success

- Minimize customer burden with:
 - Very short surveys (~7 questions) are critical to high response rate
 - Meet the customer where they are; high proportion of customers will complete the survey on mobile devices if supported
- Balancing timeliness, comprehensiveness, and use of evaluation resources
 - Dashboard reporting and quarterly insights
- Implementation contractor engagement
- Timely reporting
- Senior management support and interest
 - Regular review and tracking of research-driven program improvements



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