

Welcome to CustomerCONNECT Keynote



Staying True to DTE Energy's Customer Obsession During Critical Moments



FEATURED SPEAKER

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DTE

DTE Energy Overview



**70% - 75%
Utility**

DTE Electric

Electric generation and distribution

DTE Gas

Natural gas transmission, storage and distribution

**25% - 30%
Non-utility**

Gas Storage & Pipelines (GSP)

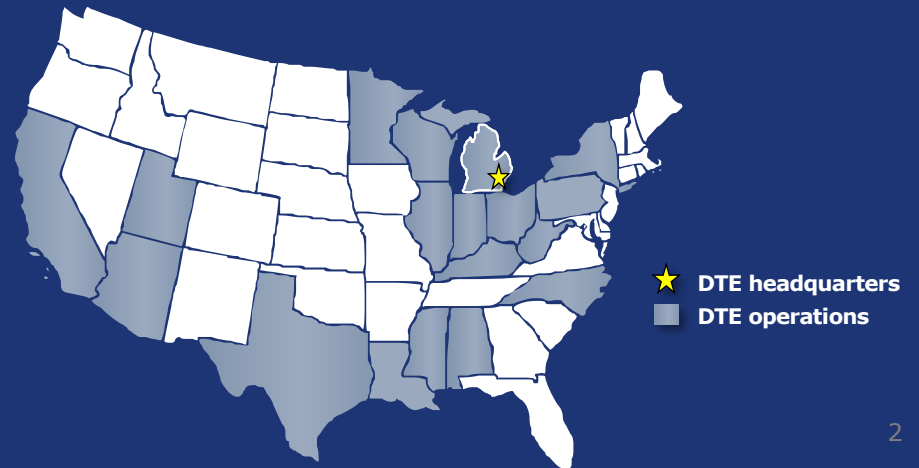
Transport, store and gather natural gas

Power & Industrial Projects (P&I)

Own and operate energy related assets

Energy Trading

Gas, power and renewables marketing



DTE Electric Overview



- ✓ **2.2 million** customers
- ✓ **11,000 megawatt** system capacity
- ✓ **1,150 MW** CCGT, Blue Water Energy Center, under construction
- ✓ **\$2B** of investment to more than double renewables by 2024
- ✓ **Largest** electric utility in Michigan



DTE Gas Overview

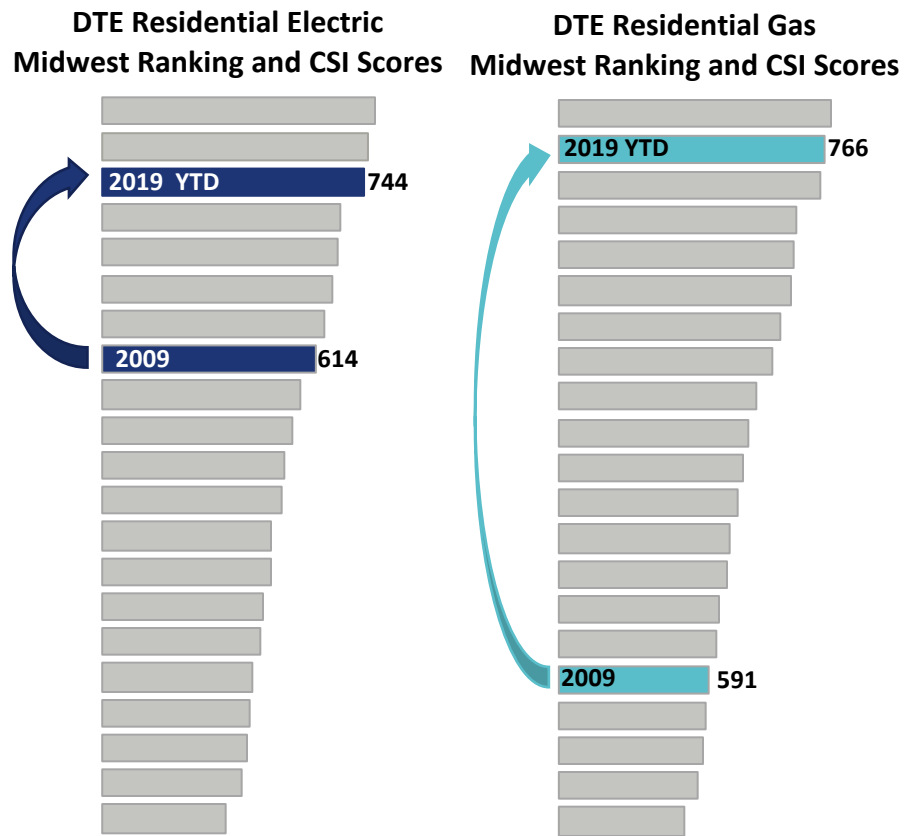


- ✓ **1.3 million** customers
- ✓ **139 Bcf** storage capacity
- ✓ Replaced **154 miles** of gas main lines in 2018
- ✓ **One** of the nation's **largest** natural gas utilities

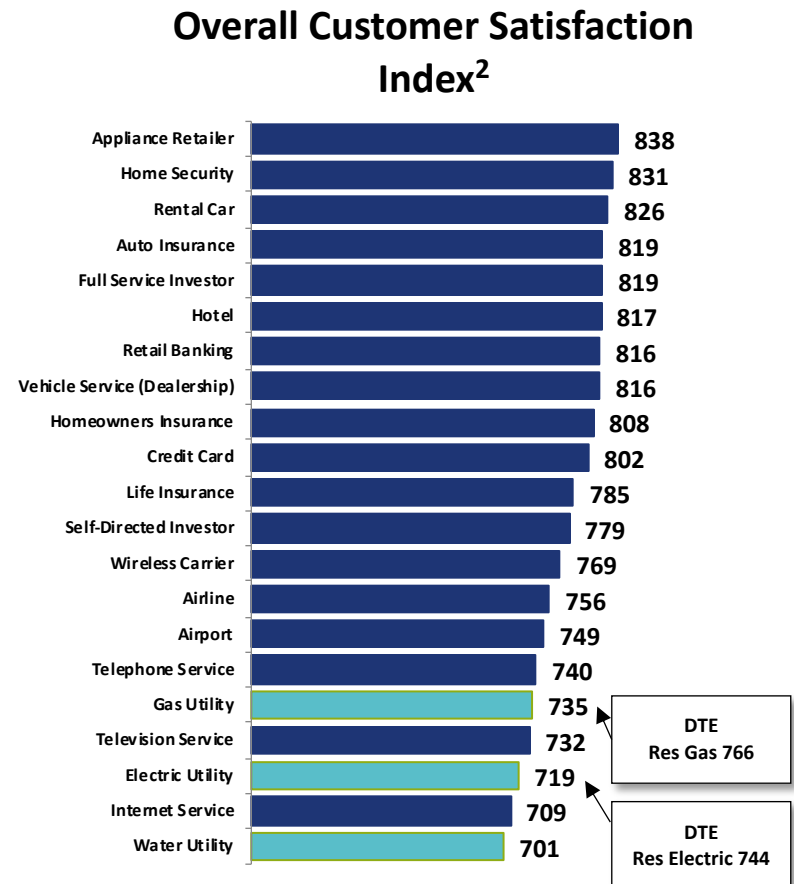


Over the last 10 years, DTE has become a customer satisfaction leader among utilities, but still trails many other industries

Over the last 10 years, DTE has intensified customer satisfaction efforts which has resulted in improvements in our JD Power rankings

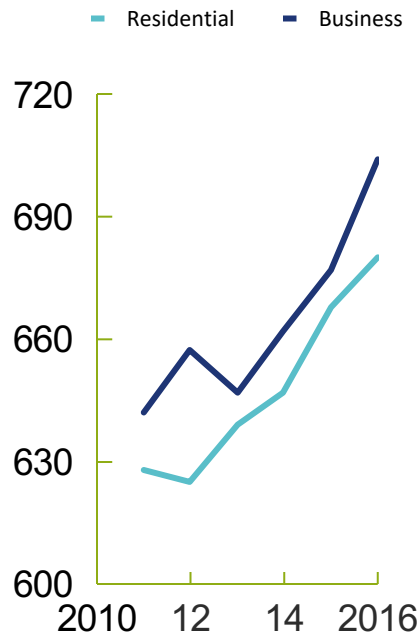


DTE scores above utility industry overall but still trails many other industries

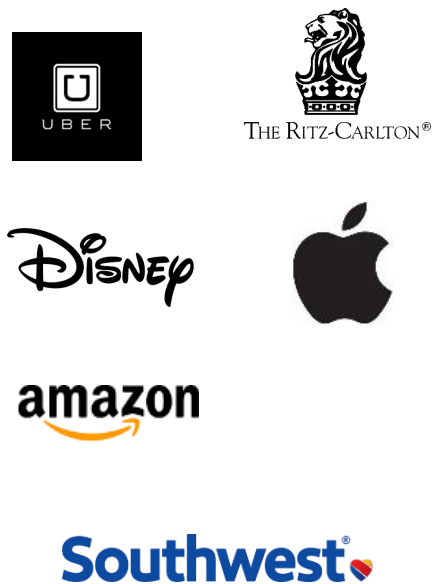


Rising customer expectations – many times shaped by other industries - and new entrants interacting with our customers all underscore the need for distinctive service excellence

**Bar will keep rising:
Increasing J.D.
Power score**



**All customer
expectations are
being shaped by
others**



**New entrants are
interacting with
customers**



**Future customer
needs will be
different**

- Some customers becoming “prosumers” (i.e., produce and consume at the same time)
- Customers seeking more advice with increasing choices
- Customer expecting new services from their utility

Our challenges to distinctive service excellence were both cultural and process related, and we are addressing them as part of a holistic plan

Culture of Service

Challenges

1. "Top-down" approach leads to disconnect between leadership and the front line
2. Limited collaboration due to competing priorities and different metrics
3. Lack of consistency and difficulty in utilizing some recognition channels
4. Not always distributed effectively to meet the needs of the various areas departments within the organization

Enablers

- Leadership**
- Collaboration**
- Recognition**
- Communication**

Process Excellence

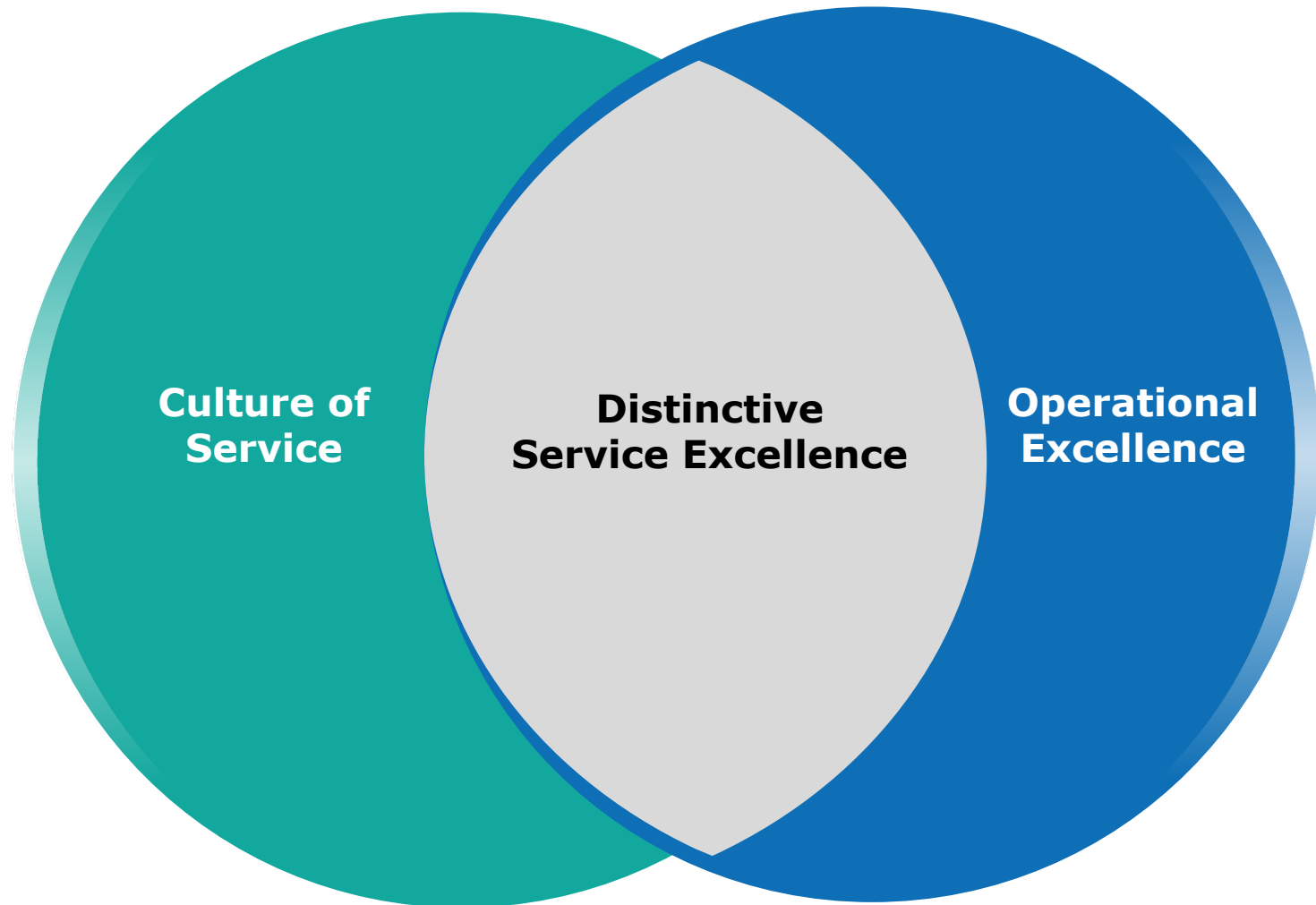
Challenges

1. A lack of service level standards leads to long resolution times and inconsistent service
2. Hand-offs and transfers between departments can cause customers to get lost in the shuffle
3. Inability to track service orders limits our ability to provide transparency to customers
4. Open communication loops cause lack of follow through with our customers and leads to mistrust

Enablers

- Ease, Accessibility & Responsiveness**
- Seamless Interactions**
- Problem Resolution and Visibility**
- Feedback Loops**

A culture of service and process excellence are necessary to achieve distinctive service excellence



Our journey to shape a culture of service excellence began when our leaders visited Disney to learn about what great looks like at a world-class service organization



Disney



- Disney drives service excellence in every interaction through the following:
 - **Common Purpose** - defines desired emotional connection with customers
 - **Service Keys** and **Behavioral Guidelines** - helps employees make decisions in the service moment
- Key insights from Disney include:
 - Focus on internal service excellence as a foundation to achieving superior external service
 - Put “purpose over process” in key service moments
 - Have a mentality of “it’s not my fault, but it’s my problem”

Since our visit with Disney, we have taken steps to define service excellence at DTE by establishing our Service Keys and Behavioral Guidelines



Our Keys to Unlocking SERVICE EXCELLENCE



1. Safe

I practice safe behaviors in everything I do.

I speak up to ensure safety.

I take action to protect myself and others.



2. Caring

I project a positive energy.

I care for others.



3. Dependable

I do what I say
I am going to do every time.

I act with a shared sense of purpose beyond my role.



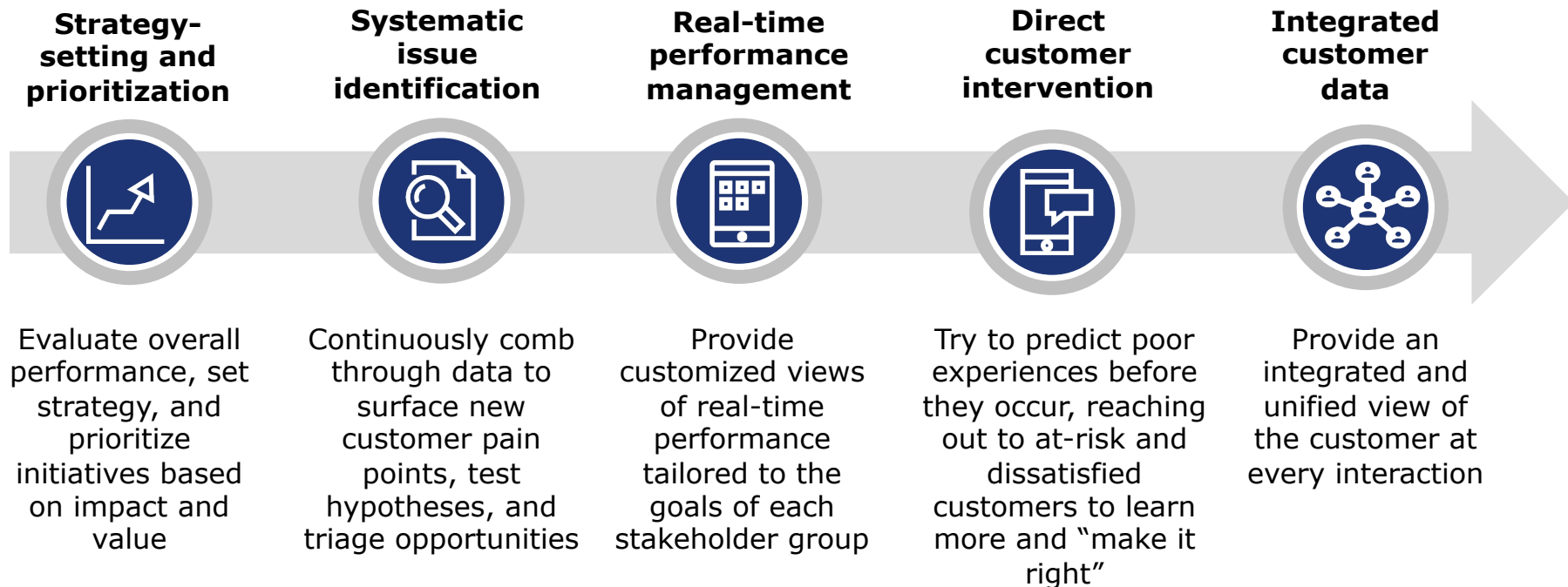
4. Efficient

I perform my role efficiently.

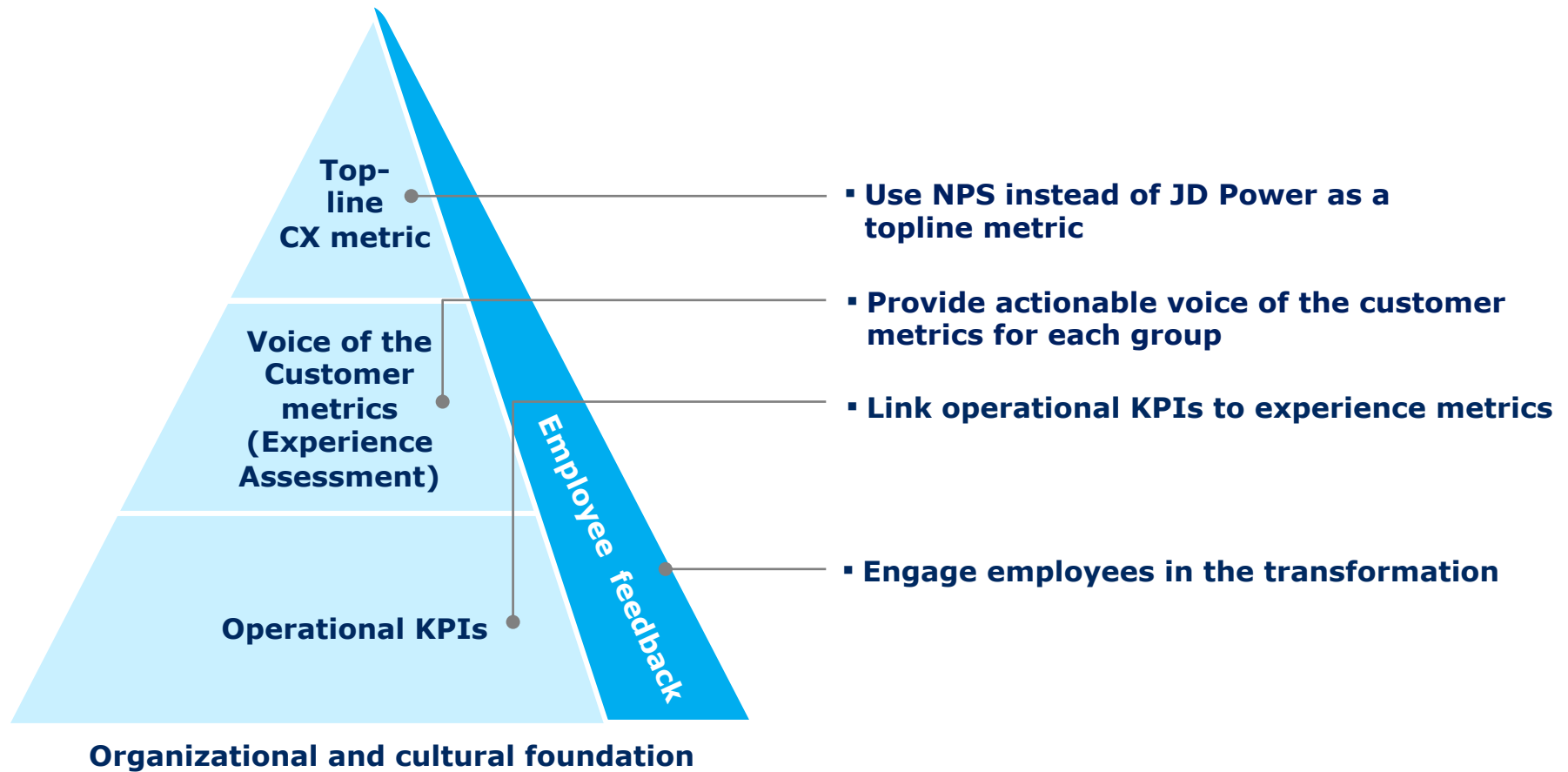
I identify better ways to do my work.

We benchmarked and performed a best practices assessment across top customer experience brands to provide a recommendation on improvements to our measurement system

Elements of a Best-In-Class Measurement System



As an output of the assessment, an actionable top-line metric (Net Promoter Score) was created to tailor experience and operational metrics for different groups to drive action throughout the organization



Implemented new technology to support improvements to our measurement system that will allow us to capture customer experience

Current State

VS

Future State

2+ Week Lag on Survey Results

Surveys are triggered in batches.
Results received weeks/months later

Adhoc Root Cause Identification

Root cause identification is performed
after the feedback is received and can
take weeks to deep dive

Unable to intervene

Lag in timing of feedback prevents
intervention

Customer Data Not Immediately Available

Customer data, if available, must be
appended after the fact

**Real-time
performance
management**

**Systematic
Issue
Identification**

**Direct customer
intervention**

**Integrated
customer data**

Results received in real-time

Surveys are auto triggered and results
are displayed in a dashboard 15 mins
after submission

Quickly Identify Pain Points

Ability to identify trends and pain points
quickly

Closed- Feedback Loops

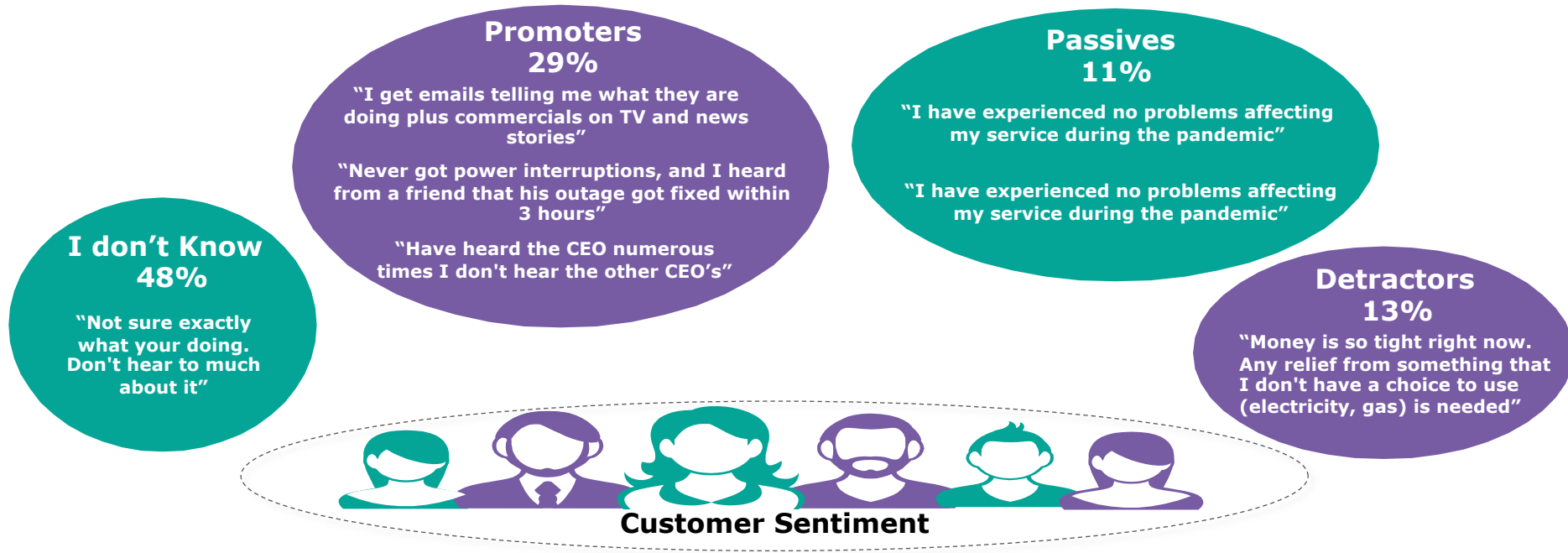
Ability to intervene by following up with
customer in real time to resolve their issue

360 View of Customer

Customer and operational data is
integrated (e.g., billing data, call
history, survey responses) into 360
degree view of customer

We launched a COVID-19 customer sentiment question within our Net Promoter Score Survey and are monitoring verbatims to further understand customer sentiment

Question: "How well do you believe DTE is responding to the Covid-19 pandemic?"



We are responding to customer feedback

Follow Up Messages

Message sent to all survey respondents aimed at spreading awareness of DTE's CV-19 Response

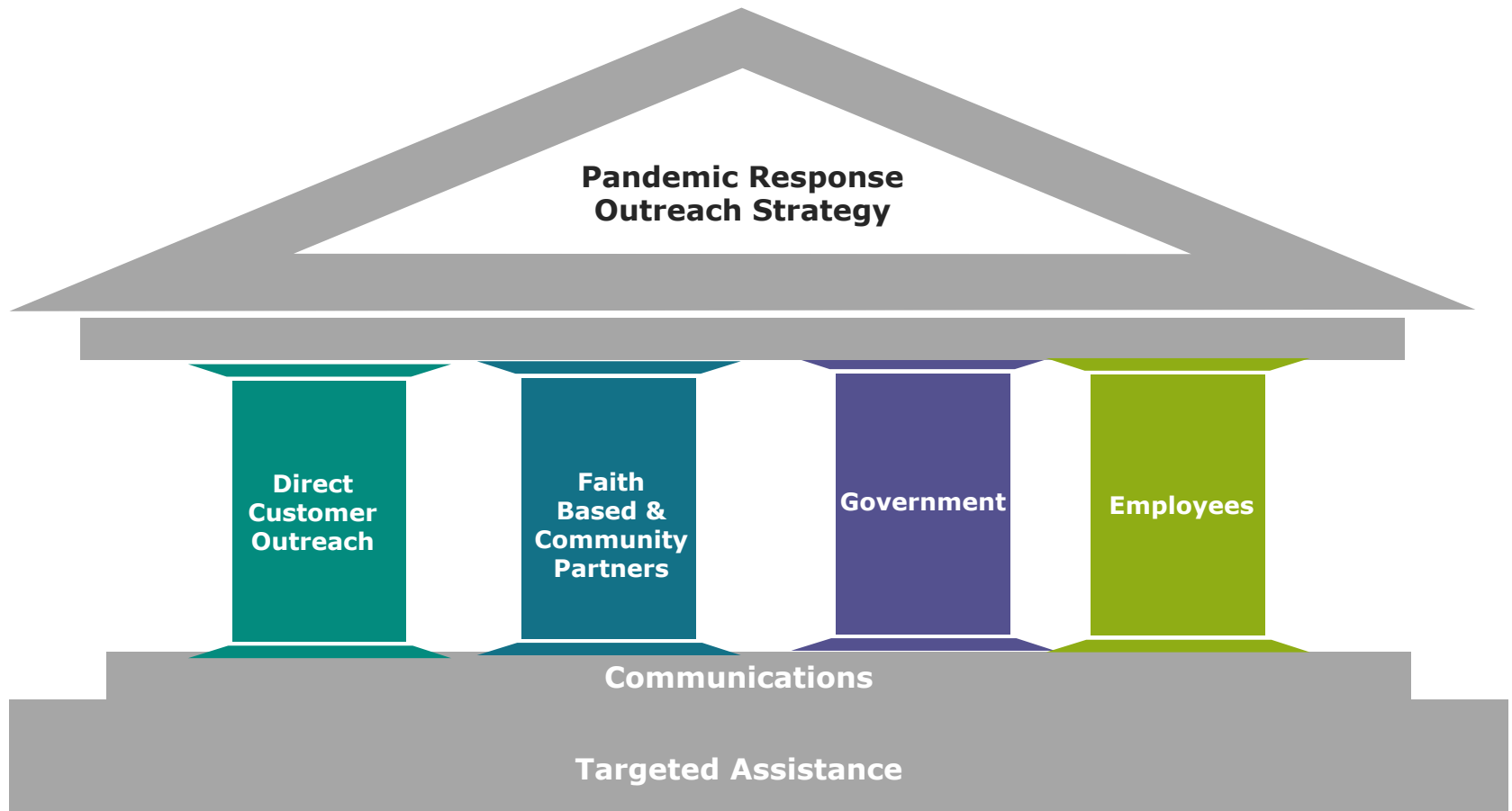
Customer Calls

Verbatims reviewed daily and those that illicit a response receive a phone call from our outbound team

Spread Awareness

Communications team identifying opportunities to focus on low scoring areas like Detroit

Our strategy consists of four pillars representing our stakeholder and partnership channels that are the focus of our mobilization efforts



We launched our Caring in the Crisis campaign to deliver resources directly to those who need them most during the COVID-19 crisis



Telethon

- ✓ Series of public service announcements and digital messages encouraging DTE customers to contact the company to explore payment assistance and financial help options if they are experiencing a hardship due to COVID-19



Enrolled Customers in State Emergency Relief (SER)

- ✓ Customers called into the call center and were either enrolled in personalized payment plans or if eligible were assisted in submitting their SER application



Monitor Impact

- ✓ Key metrics indicate that the campaign has been successful at assisting customers
- ✓ Calls Through The Que
- ✓ SER Applications
- ✓ Payment Plans



Ongoing Partnership

- ✓ The newly established customer support programs provide automatic financial assistance directly to eligible customers' accounts
- ✓ We will continue working with health and wellness agencies to ease constraints and increase assistance for all customers in need



Thank you for attending this session. This event will be available for on-demand replay.

