



Dear Utility Contact Center Leader,

The results are in! InterWeave included your utility in the 2008 Benchmarking Study of 105 IOUs, Municipalities and Cooperatives. *"The Power of WOW in US Utility Contact Centers"* provides you with the study results. After randomly placing calls into your utility, the calls were evaluated against 23 distinct behaviors that help measure your levels of customer satisfaction and efficiency.

### ***How do you stack up?***

The total scores range between 31.9% and 60% with the highest evaluations awarded to **Salt River Project** at 60%, **Dixie Electric Membership Cooperative** at 59.1% and **Arizona Public Service** at 58.3%. On a scale of 0% - 100%, this gives us an indication that there are many opportunities to drive higher levels of customer satisfaction and efficiency in the utility industry.

### ***How does this relate to your customer satisfaction survey results?***

Your customers' input is only one source of data to help you gauge your success. Compare this information to the newly released JD Powers results and you will see that the details of this study reveal the specific behaviors that will help you obtain higher customer satisfaction as well as greater operational efficiency. Your customers' perceptions of your service are the direct result of specific behaviors that your representatives are demonstrating. By identifying the specific behaviors, you can change your bottom line results!

### ***What should you do with this data?***

- ✓ **Compare the results to your internal monitoring results.** If there are differences in the results, we would encourage you to review your definitions of the behaviors and your leadership's tolerance levels for performance that may not WOW you.
- ✓ **Correlate the behavioral opportunities with the results of your business.** Are your handle times higher than you would like? Are you experiencing escalated calls or complaints that you would like to alleviate? It is critical to recognize that the behaviors are driving your desirable and undesirable results in your organization.
- ✓ **Investigate root causes of the behavioral opportunities.** Do you need to change your definitions of the standards? Do you need to more effectively communicate the standards to the representatives? Do the supervisors need to coach more effectively to the standards to hold everyone accountable for achieving success?
- ✓ **Create a plan for driving change.** InterWeave partners with you to develop behavior-based measurement processes and mentoring strategies that will help you achieve results.

### ***What now?***

The entire benchmarking study is available on CD-Rom for \$149 so that you can listen to samples of calls and compare your performance with the definitions and examples that we provide. Raise the bar and continue to drive change in your organization!

I look forward to assisting you on this journey to WOW performance results!

Kimberly King, InterWeave President

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# 2008 Benchmarking Study: All Calls Combined Study Results

InterWeave evaluated **477** total calls. In **447** of those calls, the InterWeave Mystery Shopper spoke with the representative and requested usage history for a home she was potentially purchasing. These calls were evaluated according to 23 behaviors as defined by InterWeave's **Range of Tolerance™**. The following data reflects the percentage of behaviors that were achieved in the phone calls on a scale of **0% to 100%**, with 100% being the optimal measurement reflecting that all the behaviors possible were achieved.

ALL CALLS COMBINED				
BEHAVIOR		ACHIEVED BEHAVIOR	DID NOT ACHIEVE BEHAVIOR	N/A
<b>Call Opening</b>				
1	Offers Welcome Statement	71.1%	28.6%	.2%
2	Opens With Name of Company	51.8%	48%	.2%
3	Includes the Name of the Representative	93.1%	6.9%	--
4	Asks Opening Probing Question	74.5%	25.5%	--
<b>Vocal Behaviors</b>				
5	Uses Appropriate Tone and Pitch	9.2%	90.8%	--
6	Uses Appropriate Pace and Articulation	81.2%	18.8%	--
7	Uses Appropriate Volume	96.2%	3.8%	--
<b>Verbal Behaviors</b>				
8	Uses Passionate and Confident Word Choice	.9%	99.1%	--
9	Maintains Appropriate Level of Conversation	83.2%	16.8%	--
10	Uses Correct Grammar and Pronunciation	66.1%	33.9%	--
11	Avoids Jargon	91.9%	8.1%	--
12	Avoids Filler Words	94%	6%	--
13	Uses Courtesy Words	4.3%	95.7%	--
<b>Receptive Skills</b>				
14	Acknowledges and Empathizes as Appropriate	2.7%	97.3%	--
15	Asks Probing Questions	2.5%	97.5%	--
16	Allows Customer to Complete Sentences	87%	13%	--
17	Does Not Ask Customer to Repeat	96.6%	3.4%	--
18	Offers Web Site	6.7%	92.6%	.7%
19	Offers Options and Alternatives	4.9%	94.9%	.2%
20	Volunteers Account Set-up Information	.4%	85.7%	13.9%
<b>Call Conclusion</b>				
21	Summarizes the Call	.2%	99.3%	.4%
22	Provides a Final Offer of Assistance	19.7%	79.9%	.4%
23	Expresses Appreciation and Concludes Call	10.1%	89.5%	.4%
<b>AVERAGE % ACHIEVED</b>		<b>46.1%</b>		

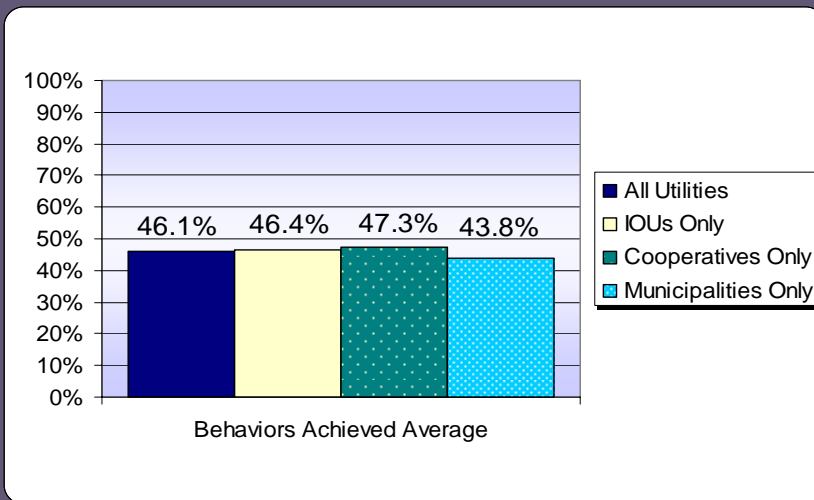
*\*2008 InterWeave Utility Research, Total Study Statistics Based Upon 477 Calls; Behavior Statistics Based Upon 447 Completed Calls (Received Usage Information, Privacy Act, and Address Not Serviced Call Types). All 23 behaviors are fully defined and complemented by audio representations in InterWeave's complete "Power of WOW in U.S. Utility Contact Centers" benchmarking study.*



# 2008 Benchmarking Study Rankings

The following rankings showcase the average percentage of behaviors achieved by all of the utilities in the study, as well as individual percentage results for each utility ranked from highest to lowest. All calls were evaluated according to InterWeave's **Range of Tolerance** for 23 performance behaviors. Results are shown on a scale of **0% to 100%**, with 100% being the optimal score.

## Average Percentage of Behaviors Achieved



Salt River Project	60%
Dixie Electric Membership Cooperative	59.1%
Arizona Public Service	58.3%
Xcel Energy	57.4%
Consumers Energy	56.5%
We Energies	56.5%
National Grid	53.9%
Nevada Power	53.6%
Public Service Company of New Mexico	53.6%
Georgia Power	53.5%
MidAmerican Energy	53%
Progress Energy	53%
Oklahoma Gas and Electric Company	52.2%
Alliant Energy	50%
Aquila	50%
Nebraska Public Power District	50%

Portland General Electric	50%
Seattle City Light	50%
ComEd/Excelon	49.6%
LG&E	49.6%
Municipal Light and Power	49.6%
Wisconsin Public Service	49.6%
First Electric Cooperative	49.3%
NSTAR	49.1%
Pacific Power	49.1%
Connecticut Light and Power	48.7%
Public Service Company of Oklahoma	48.7%
New Hampshire Electric Cooperative	48.5%
AmerenCILCO	47.8%
Appalachian Power	47.8%
Black Hills Electric Cooperative	47.8%
DTE Energy	47.8%
LCEC	47.8%
Montana-Dakota Utility Company	47.8%



# 2008 Benchmarking Study Rankings

New York State Electric and Gas	47.8%
Northwestern Energy South Dakota	47.8%
Public Service Company of New Hampshire	47.8%
Southern California Edison	47.8%
Tampa Electric	47.8%
Allegheny Power	47.7%
Florida Power and Light	47.4%
Pacificorp/Rocky Mountain Power	47.4%
Omaha Public Power District	47%
Pennsylvania Power and Light	47%
Sierra Pacific Power	47%
Mississippi Power	46.9%
Entergy Arkansas	46.1%
Northwestern Energy Montana	46.1%
Vectren	46.1%
PSE&G	45.7%
Western Massachusetts Electric	45.7%
AmerenCIPS	45.2%
Jersey Central Power and Light	45.2%
Minnesota Power	45.2%
Rocky Mountain Power	45.2%
Texas New Mexico Power	45.2%
Toledo Edison	45.2%
Empire District Electric Company	45.1%
Wisconsin Power and Light	45.1%
CoServ Electric	44.9%
South Carolina Electric and Gas	44.7%
Cleveland Utilities	44.8%
Richmond Public Utilities	44.6%
Bangor Hydro Electric	44.3%
Central Vermont Public Service Corporation	44.3%
Aiken Electric Cooperative	44.1%
Ozarks Electric Cooperative	44.1%
Duke Energy	43.8%
Coast Electric Power Association	43.5%

Coweta-Fayette EMC	43.5%
Pacific Gas and Electric	43.5%
Pennsylvania Power Company	43.5%
Southwestern Electric Cooperative	43.5%
Western Cooperative Electric	43.5%
Otter Tail Power Company	43%
Green Mountain Power	42.9%
Kansas City Power and Light	42.6%
Entergy Louisiana	42.5%
Dominion North Carolina Power	42%
Midwest Energy	42%
United Power	42%
Baldwin County EMC	41.8%
Cass County Electric Cooperative	41.8%
Central Maine Power	41.8%
Idaho Power	41.7%
Black Hills Power	41.6%
Delaware Electric Cooperative	41.2%
Delmarva Power and Light	41.2%
Alabama Power	41.1%
CLECO	40.9%
Central Hudson Gas and Electric	40.6%
TXU Energy	40.6%
Hawaii Electric Light Company	40.2%
Boone Electric Cooperative	39.4%
Alaska Light and Power	39.1%
Dayton Power and Light	39.1%
Dominion Virginia Power	39.1%
Easton Utilities	39.1%
Los Alamos County Utilities Department	39.1%
Puget Sound Energy	39.1%
Lockhart Power Company	38.7%
West Oregon Electric Cooperative	37.7%
Baltimore Gas and Electric	37.4%
Habersham EMC	37%
Tennessee Valley Electric Cooperative	31.9%

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