

This is not a pipe...



Customer Pain Points

JD Power Service Excellence Summit
March 14, 2012
Orlando, Florida



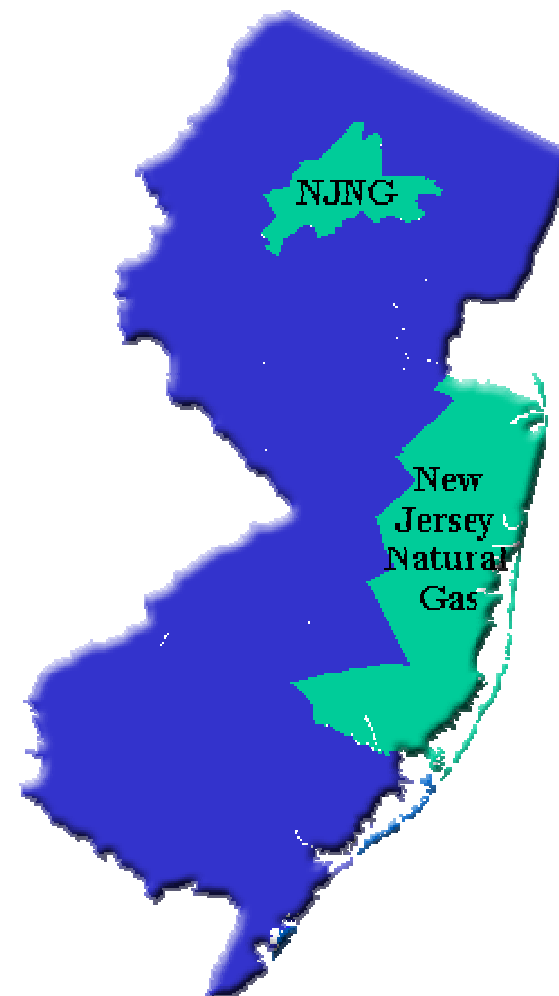
... It is so much more





New Jersey Natural Gas

- Nearly 500,000 customers
 - 93% residential
- Approximately 700 employees
- Stakeholder focus
 - Customer satisfaction
 - Strong union partnership
 - Community focus
 - Constructive regulatory environment





Voice of the Customer

Data Points

- Surveys
 - Transaction
 - Perception
 - JD Power Residential and Business
- Complaints
- Focus Groups

Teams

- Customer Satisfaction Team
- Customer Satisfaction Council
- Complaints Team



Customer Satisfaction Team

- Cross departmental team formed in 2008
 - Energy Delivery
 - Customer Services
 - Marketing
 - Quality
 - Corporate Communications
- Engaged executive sponsor
- Formalized charter
- Principles
 - Keep the **Customer** happy
 - Work as a **Team** by being reasonable and accountable
 - Ensure the continual **improvement** of customer services
 - Create **processes** that are customer-centric
- Regular semi-monthly meetings
- Identify and resolve customer satisfaction issues.



Process

- Identify the issue
- Obtain agreement from key process owners
- Document the process
 - Process mapping
- Analyze the data
- Utilize quality analysis tools
 - Data, root cause, pareto, thematic, etc.
- Review results with process owners
- Obtain validation from customer satisfaction team
- Prioritize items to be addressed (priority matrix)
- Develop solutions including cost/benefit
- Present to management for approval
- Implement approved process changes

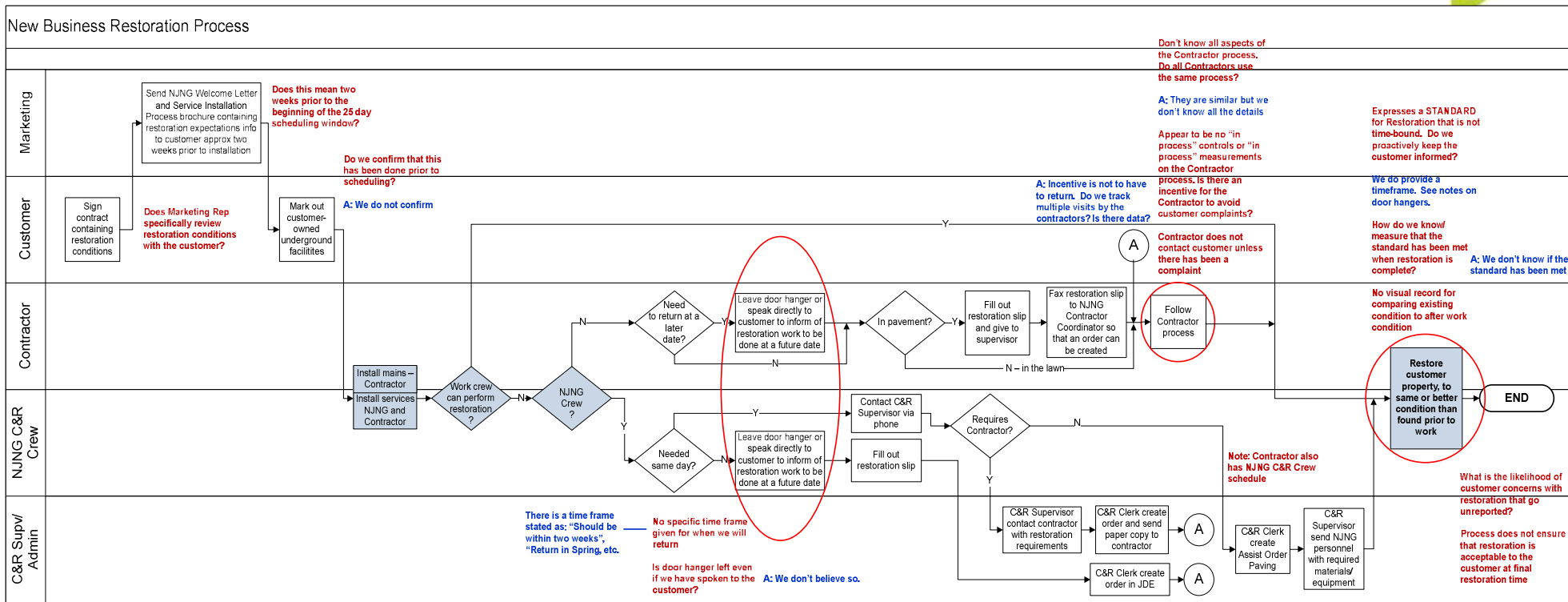


Customer Comments: Restoration

- The only problem was that my cable TV line was cut. We were without cable for 10 days. Otherwise very clean and neat installation.
- Several bushes were destroyed.
- Repair sidewalk with cement and remove temporary patch.
- Your gas installation contractor destroyed my metal fence and poor repair job of driveway.
- They lost a bottle of expensive vodka due to house shaking when work was being done.



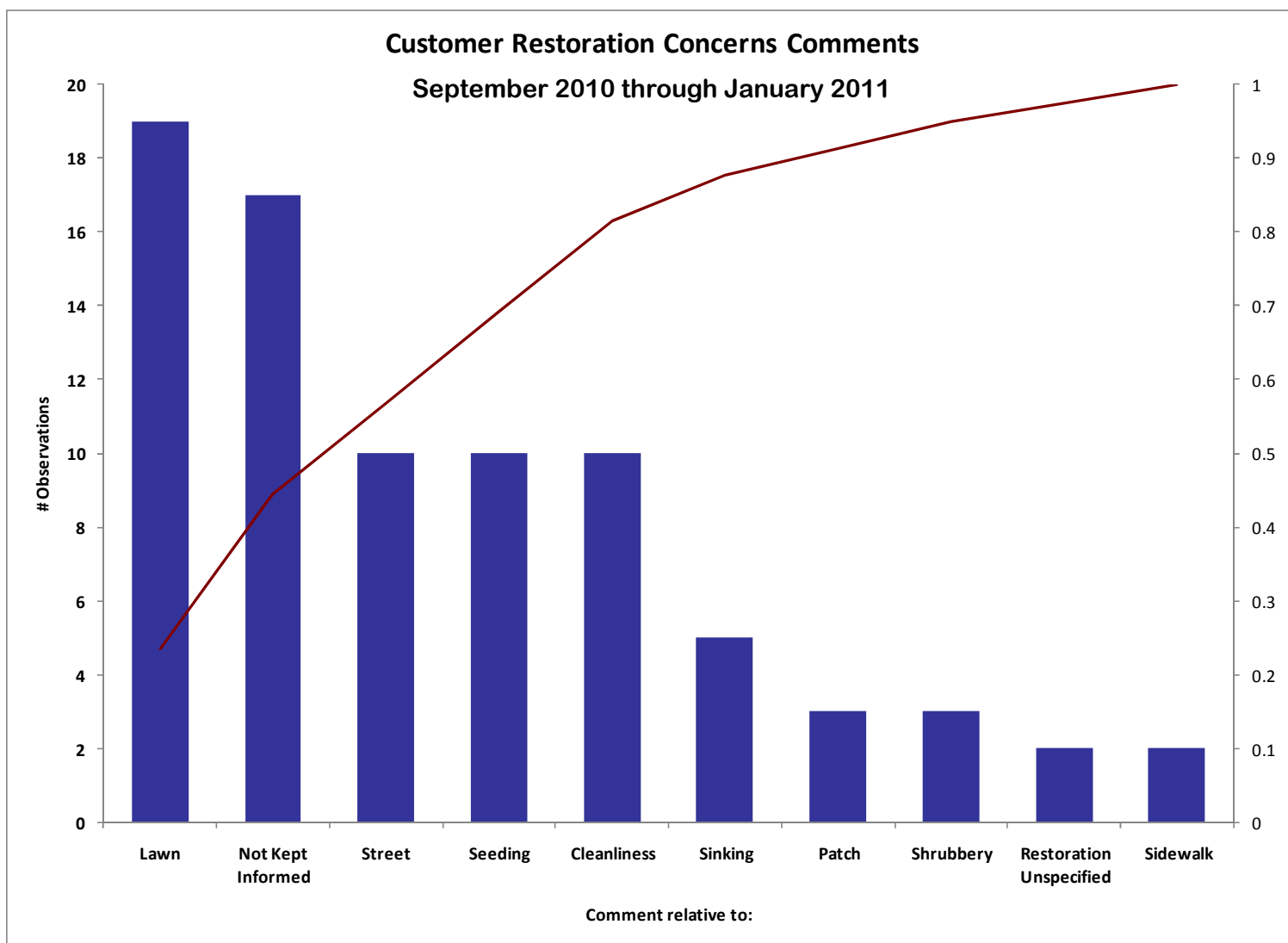
Process Map: Restoration



Process step may be performed by either NJNG or Contractor



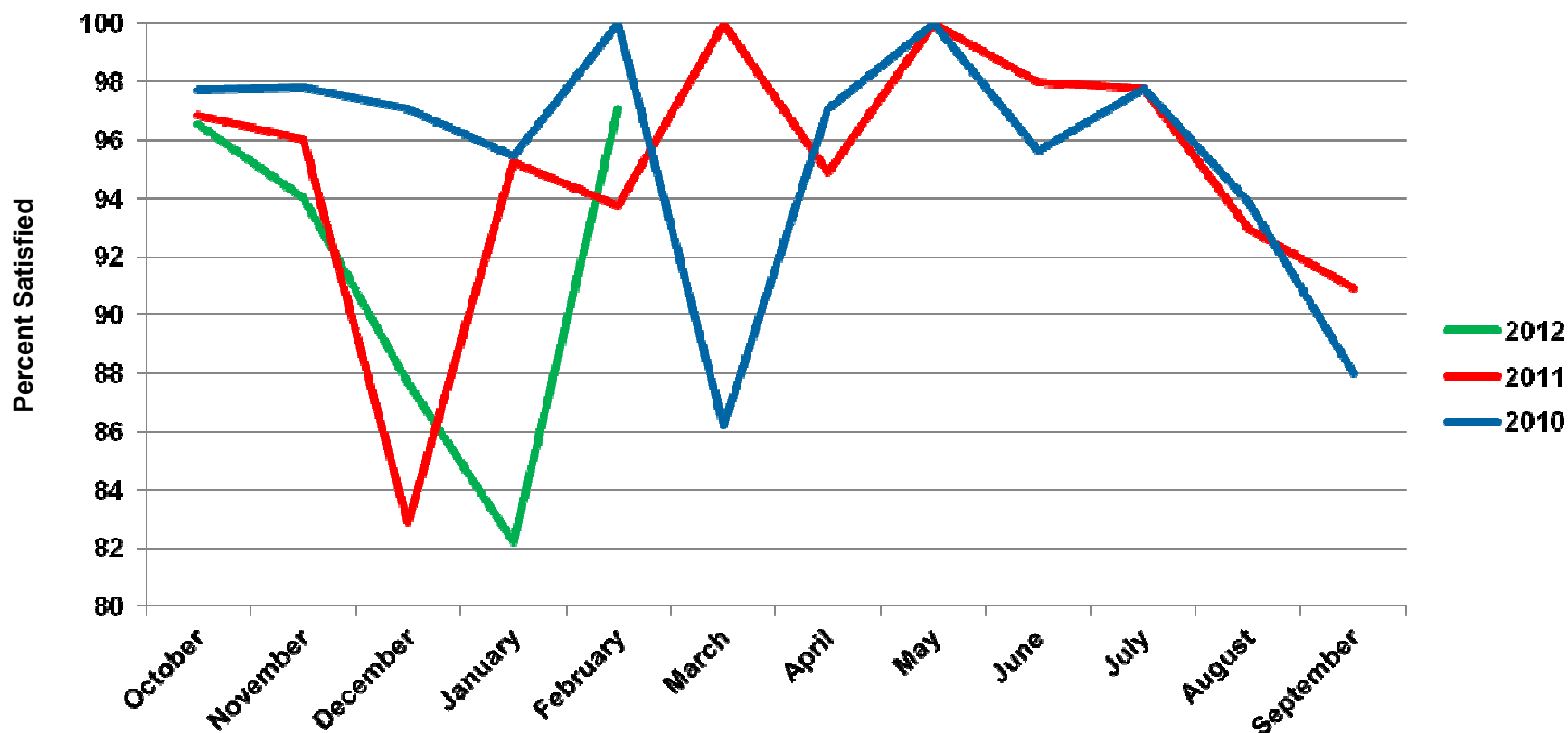
Comments: Restoration





Customer Survey Feedback: Restoration

The Installation Crew restored your property or advised you of future restoration plans





Process

- Identify the issue
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Complete

- **Review results with process owners**
- **Obtain validation from customer satisfaction team**
- **Prioritize items to be addressed (priority matrix)**
- **Develop solutions including cost/benefit**
- **Present to management for approval**
- **Implement approved process changes**

Future Steps



Next Steps

- Contractors' Process
 - Understand and document
 - Review data





Challenges

- Cross-departmental process
- Unclear ownership
- Overcoming the culture





Questions?