

44th Annual PURC Conference

The Customer-driven Future

Michael Herrin

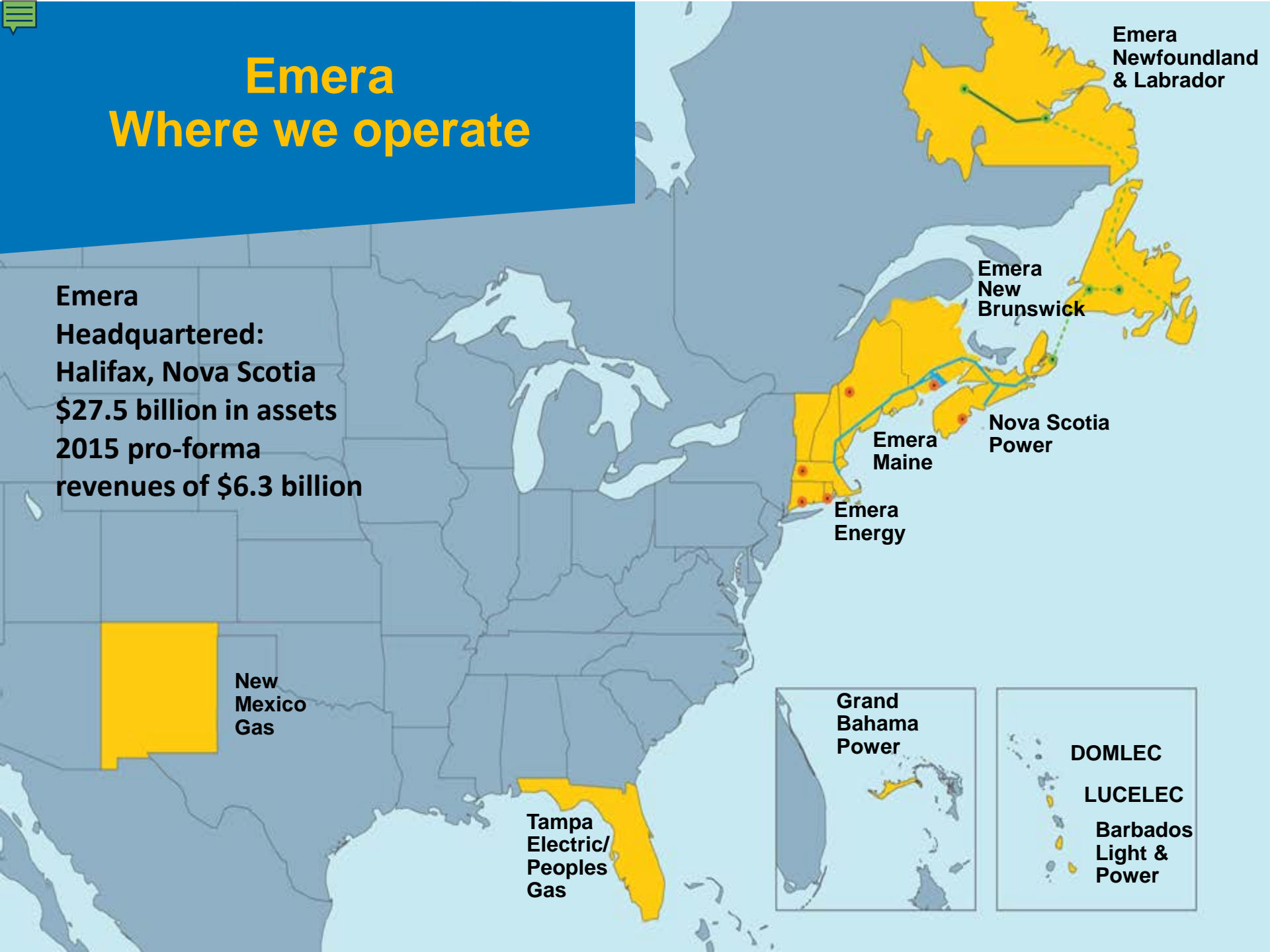
Director Customer Service

Tampa Electric & Peoples Gas System

Emera

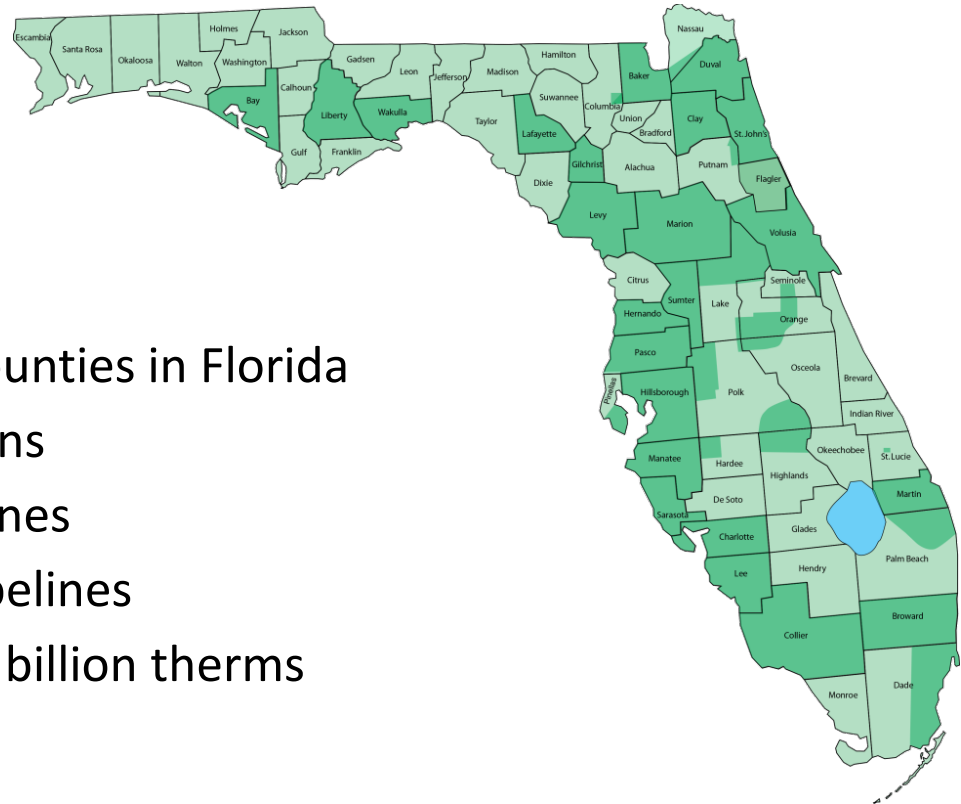
Where we operate

Emera
Headquartered:
Halifax, Nova Scotia
\$27.5 billion in assets
2015 pro-forma
revenues of \$6.3 billion



Peoples Gas System

- Incorporated in 1895
- Largest LDC in Florida
- \$1.1 billion of assets
- 370,000 customers
- PGS Operates in 37 out 67 counties in Florida
- Over 12,000 miles of gas mains
- Over 6,800 miles of service lines
- 220 miles of transmission pipelines
- Annual gas throughput is 1.8 billion therms





“Highest in Customer Satisfaction With Business Natural Gas Service in the South, Two Years in a Row”

TECO Peoples Gas received the highest numerical score among providers in the South region in the J.D. Power 2016 Calendar-Year and 2016 Gas Utility Business Customer Satisfaction Studies. 2016 Calendar-Year study based on 10,121 total responses, 9 Southern providers, and measures the opinions of customers who spend at least \$150 monthly on gas, surveyed March-December 2016. Your experiences may vary. Visit jdpower.com



Why CRM?

- Modernize our infrastructure
- Streamline and standardize business rules and practices
- Grow our capabilities to meet customers' evolving expectations for internet-based service
- Establish a platform to accommodate our growing business and a foundation for further modernization



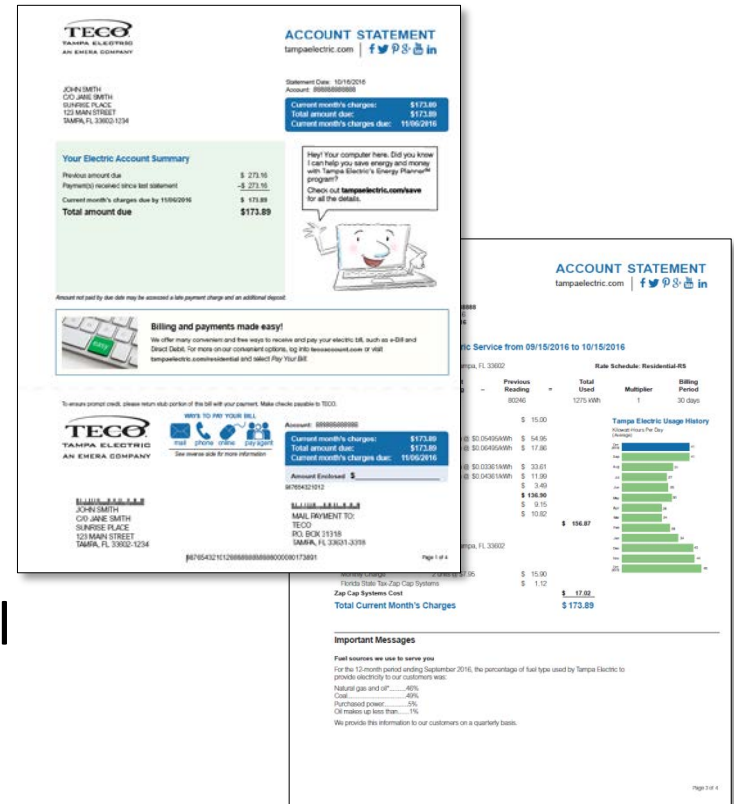
CRM Business Benefits

Meter to Cash

- Meter Management
- Billing & Rates
- Credit & Collections
- Customer Service
- Analytics & Reporting

Bill redesign

- Redesigning bills and developing new combined bill
 - New look and feel
 - Shared with residential and commercial customers for feedback
 - Combined bill for multiple services will be offered *after* go live, minimizing impact
- Orienting customers to the new bill
 - Narrated [video tutorials](#) (online, mobile-friendly)
 - Bill guides (print and downloadable)



Online account – 24/7 access

tecoaccount.com

- ✓ View and pay bills
- ✓ View billing & payment history
- ✓ Real-time account balances
- ✓ Report electric & streetlight outages; get real-time updates
- ✓ Report electric outages for a location other than yours
- ✓ Enroll in Budget Billing, Direct Debit and e-Bill paperless billing
- ✓ Update contact info
- ✓ Web, mobile and tablet accessible

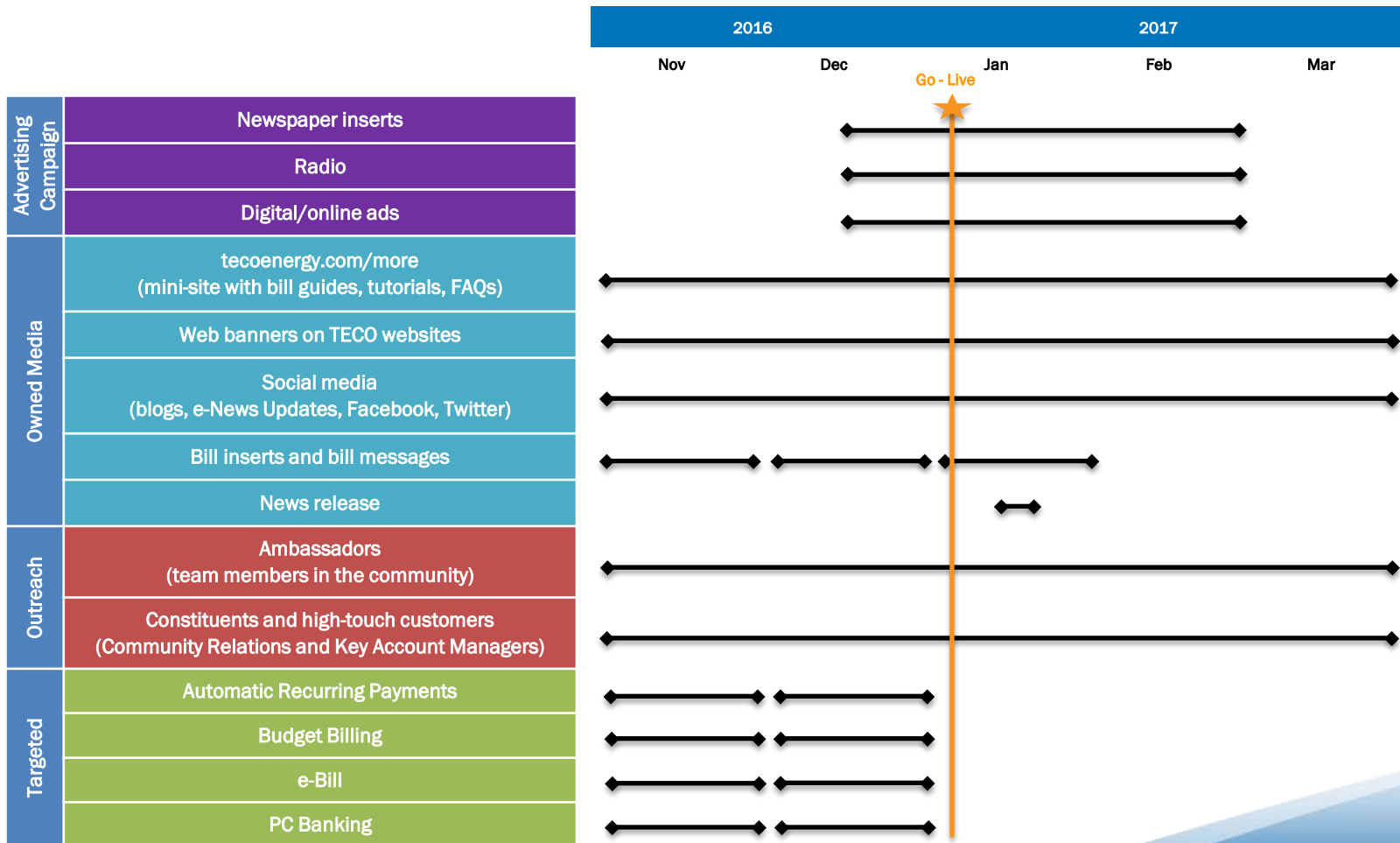
The screenshot displays the TECO online account portal. At the top, there is a navigation bar with the user's name "Hello, John" and links for "HOME", "HELP", and "CONTACT US". Below this is a dark blue header with the TECO logo and "AN EMERA COMPANY" text, followed by navigation links: "BILLS AND PAYMENTS", "YOUR ACCOUNT", "OUTAGES AND SAFETY", "YOUR PROFILE", and "MESSAGE CENTER".

The main content area features a large banner with a photo of a couple looking at a tablet. The banner includes a "Need to pay your bill?" message with a "View our convenient payment options" link and a "PAY YOUR BILL" button. To the right of the banner, a "BILLS & PAYMENTS" section shows "Your Balance: \$8.51" and "Past Due Balance: \$8.51" in a red box, along with a "PAY YOUR BILL" button and a shield icon.

Below the banner are four service tiles: "YOUR ACCOUNT" (Start or Stop Service, Update Bank Info), "OUTAGES & SAFETY" (Report an Outage, Safety information), "YOUR PROFILE" (Unread message(s)), and "MESSAGE CENTER" (View all messages).

The footer contains a navigation bar with links: "BILLS AND PAYMENTS | YOUR ACCOUNT | OUTAGES AND SAFETY | YOUR PROFILE | MESSAGE CENTER | HELP | CONTACT US". It also includes a "Privacy | Legal | Accessibility" link, a copyright notice "Copyright © 2016 Emera Inc. All rights reserved.", and social media links for Facebook and Twitter.

External communications



The Things You Will Do...

Before



Building a strong future together



So about that promise to shave my head...

On Dec. 30, when we stood at the precipice of the biggest customer service upgrade in 30 years for Tampa Electric and Peoples Gas, I made a promise: If everyone directly involved in CRM reported to work to do their part for a successful go-live, I would shave my head.

Well, my friends, take a good look at my picture – and also the scientifically accurate image below it. Because at 3 p.m. today, my hair will be a lot shorter. We're even going to livestream the experience [here](#) for those of you who want to see but can't be at Ybor when it happens. I'll do my best to face this moment with courage and resolve in honor of a team that has been outstanding in every way for the more than two years leading up to Jan. 4.



Yes, I'll feel a little lighter. But all in all, *you* should feel great for what you did to lead TECO into the future, even as we continue to work through new processes for ourselves and our customers.

You could have made go-live a close shave. Instead, I'm proud to be the one who gets shorn – because I couldn't be more proud to work with this team.

Thank you for making CRM a success!

#WeGotThis

After



#WeGotThis

Our Results

- Meters are being read
- Bills are getting out
- Payments are coming in
- Operational Performance in Contact Center
- Minimal Media Attention
 - SSN
 - Payment Provider



Keys to Success

1. Mindset: Top Priority assigned from Top Down
2. Customer Readiness
3. Solution Readiness
4. Business Readiness
5. Hands on practice sessions
6. Support Readiness
7. Ramp up staff
8. Align goals with your System Integrator
9. Keep your friendly regulators informed
10. Super users

Implementing CRM



