

# Case Study



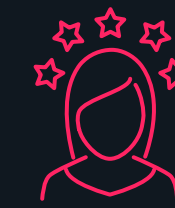
## PSEG Long Island beats the odds on a big, new contract with NICE solutions

PSEG Long Island, a subsidiary of the diversified energy company Public Service Enterprise Group Inc., manages and operates electricity transmission and distribution for the Long Island Power Authority in New York. The company provides power to 1.1 million customers in Nassau and Suffolk Counties and on the Rockaway Peninsula in Queens County.

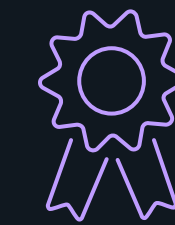


## CUSTOMER PROFILE

<b>ABOUT</b>	As an electric utility, PSEG Long Island's contact center provides 24-hour emergency service in addition to its regular service during business hours. The PSEG Long Island center fields about 3.1 million calls annually, from both business and residential customers.
<b>INDUSTRY</b>	Energy and Utilities
<b>WEBSITE</b>	<a href="http://www.psegliny.com">www.psegliny.com</a>
<b>LOCATION</b>	Melville, New York
<b>AGENTS</b>	175
<b>GOALS</b>	<ul style="list-style-type: none"><li>• In-depth analytics</li><li>• Improved customer satisfaction scores</li><li>• Accurate performance reporting</li></ul>
<b>PRODUCTS</b>	<ul style="list-style-type: none"><li>• Recording</li><li>• Voice of the Customer</li><li>• Interaction Analytics</li><li>• Quality Management</li><li>• Workforce Management</li></ul>
<b>FEATURES</b>	<ul style="list-style-type: none"><li>• 100% paperless and automated call quality program</li><li>• Closed-loop employee performance reporting, informed by team and customer feedback</li><li>• Better understanding of quality scores in relation to industry ratings and after-call surveys</li></ul>



**30% IMPROVEMENT**  
CUSTOMER SATISFACTION



**INCREASED**  
JD POWER  
SURVEY RANKINGS



**30% HIGHER**  
POST-CALL SURVEY  
SATISFACTION THAN  
SIMILAR BUSINESSES



**EXCEEDED**  
TIME TO GOAL  
ACHIEVEMENT,  
2 years earlier than expectations



**4X INCREASE**  
IN POST-CALL SURVEY  
PARTICIPATION RATE

### 01 THE CHALLENGE

#### A vital service contract

In accordance with a 12-year contract, PSEG Long Island took over management of the Long Island Power Authority electric grid and related customer support in January 2014. The agreement includes a commitment to improve customer satisfaction and provide safe, reliable service.

Under the terms of the contract, PSEG Long Island is provided defined goals in specific satisfaction metrics relevant to contact center services. These are: average answer speed, abandonment rate, after-call satisfaction survey results, and JD Power survey scores.

For each of these metrics, PSEG Long Island is obligated to raise performance from fourth to first quartile by the end of 2018, as benchmarked against comparable service providers ranked in the JD Power Electric Utility Residential Customer Satisfaction Study. The report covers midsize and large utility companies in four geographic regions of the United States, with PSEG Long Island included in the “East Large” category.

Improvement in the designated performance metrics is to be linear in nature, with incremental goals clearly laid out in the contract with the Long Island Power Authority. For example: by 2018, residential after-call survey metrics should see a 30% improvement in customer satisfaction compared to scores achieved by the previous service provider. However, there are intermediate, annual goals as well. After a 67% customer satisfaction score in 2014, the PSEG call center was expected



to increase that number to 71.5% in 2015, then gaining steadily each year to reach 83.3% in 2018.

The customer service metrics improvement plan is extremely aggressive, requiring a new comprehensive change in management strategies. The required shift in approach would impact customer experience, employee culture, and the use of new technology and analytics.

### 02 THE SOLUTION

#### Quality tools for top-tier service

As part of a call center technology refresh in 2014, PSEG Long Island deployed a NICE suite of enterprise solutions: Workforce Management, Quality Management, Interaction Analytics, and Recording. In addition, the company introduced a new natural language IVR and an automatic call distributor (ACD). Later, NICE Voice of the Customer was added, along with the Database Kit and First Call Resolution modules.

PSEG Long Island adopted the NICE solutions specifically to improve the customer satisfaction metrics designated for improvement in their contract with the Long

Island Power Authority. The initial focus was on after-call survey results and the phone section of the JD Power survey rankings for both residential and business customers.

### 03 IMPLEMENTATION AND CALIBRATION

#### A game of metrics

NICE consulting services helped PSEG Long Island implement a 100% paperless and automated call quality program. This process involved attentive and responsive calibration of Quality Management, Interaction Analytics and related solutions to obtain accurate data and insight.

Significant training was also undertaken to create a shift in the contact center culture to focus on specific customer satisfaction metrics. This meant emphasizing the connection between traditional call quality assessment factors (greeting, account verification, courteousness, willingness to help, etc.) and the feedback from after-call surveys and the JD Power ratings. With data provided by NICE tools, the call quality team, supervisors,

and customer service representatives were shown how specific practices directly impact customer satisfaction.

Employee performance reporting was then revised (thanks to NICE Quality Management and Database Kit tools) to include quality scoring specific to the JD Power rating and new diagnostic questions. This fine-grain level of reporting helped focus agent behavior, as it was revealed that generally satisfactory call quality scores do not necessarily translate into results in the JD Power or after-call surveys.

### 04 THE RESULTS

#### Exceeding expectations

As of 2016, the annual appraisals shared with customer service representatives include a more robust call quality review. They highlight discrete performance scores derived from JD Power and after-call metrics. The overall quality score is now an average of all relevant metrics, including the newly introduced sections.

Detailed performance data is also provided at the manager and supervisor levels. This has served to better focus training and coaching,

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as well as to increase employee engagement. Within a relatively short time after the focused implementation of NICE enterprise solutions, PSEG Long Island saw significant improvement in customer satisfaction and JD Power survey scores.

In 2014, after-call survey results among residential customers indicated 66.8% of respondents were satisfied with PSEG Long Island service. The result among businesses at that time was only 42.3%.

By the end of 2016, however, PSEG Long Island could report 92.9% satisfaction among residential customers and 92.4% among businesses. This far exceeded the 2018 target a full two years early!

Moreover, PSEG Long Island noticed an increase in after-call survey participation rates: from 3.2% to 13% for residential customers and

from 2% to 7.7% for business owners. Scores on the JD Power Phone segment of the Customer Service Index for both residential and business have seen significant and steady improvement. The first waves in 2014 saw a residential score of 521 and a business score of 580. Both of these were last in the East Large segments. The most recent waves have been the best scores yet as residential has risen to a score of 800 in the second quartile with business scoring a 814 and top quartile performance.

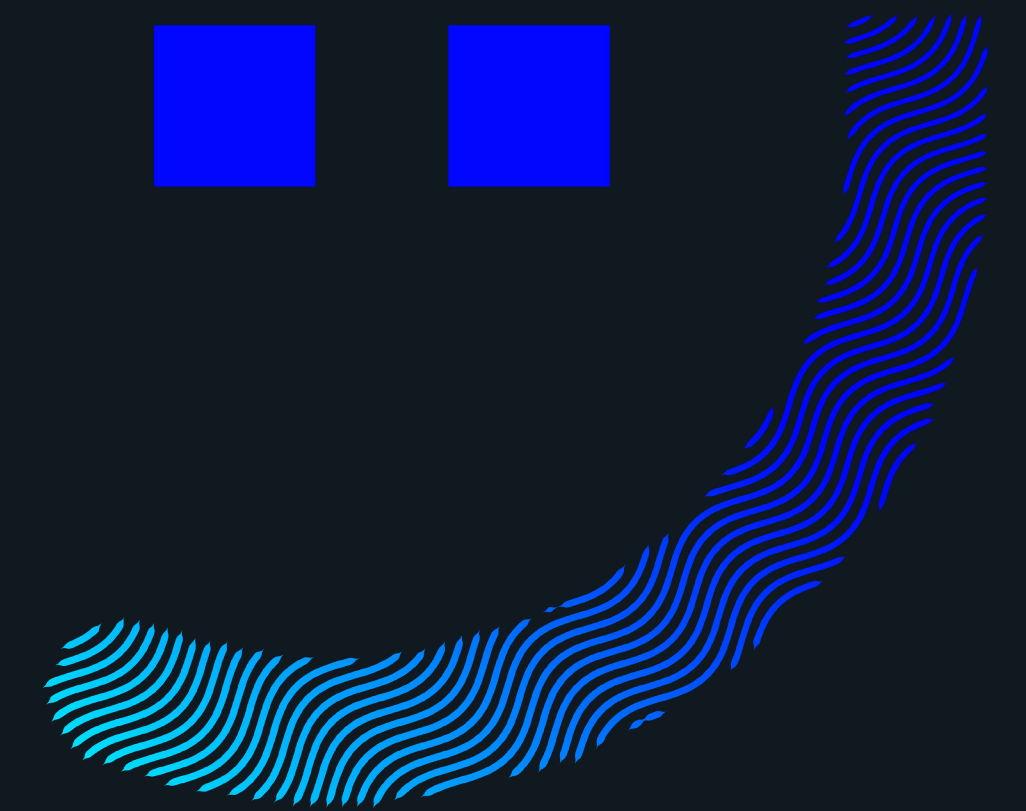
The goal PSEG Long Island had set for itself was to provide top quartile operational and customer experience performance, as measured by JD Power. Based on the outcomes the company has seen thus far after adopting NICE analytics and management solutions, PSEG Long Island is well on its way to meet those commitments by the end of 2018.

"NICE gave us the capability to design and implement a call quality plan that **directly and positively impacted** customer service."

Frederick G. Daum

Director of Customer Contact and Billing

PSEG Long Island



## About NICE

With NICE (Nasdaq: NICE), it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud-native customer experience platform, CXone, NICE is a worldwide leader in AI-powered contact center software. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform – and elevate – every customer interaction.

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