

Green Mountain Energy Company



Don't Just Sell Them, Retain Them

Helen Brauner

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Outline

- ▶ Retention - Program Growth
- ▶ Retain the Best
- ▶ Every Touch Counts
- ▶ Measuring Retention
- ▶ Case Studies
- ▶ Implementation Tips

Retention - Program Growth

▶ Goal

- Served customers (\neq sales)

▶ Benefits

- Cheaper than sales by multiples
- Satisfaction \Rightarrow tenure
- Satisfaction \Rightarrow lower cost to serve
- Referrals

Retain the Best

- ▶ Limited Budget
 - Determine churn “problem areas”
 - Target highest potential value customers
- ▶ Customer Value – examples:
 - Payment history
 - Residence type
 - Customer type – commercial vs residential
 - Product(s)
 - No. referrals

Every Touch Counts

Sale

- Target
- Message/dialogue
- Offer
- First impression!

Welcome

- Packet
- Call
- Email

Ongoing

- Newsletters
- Invoices
- Call Center
- Direct Mail
- Media
- Email
- PR

Every interaction can help retain a customer.

Measuring Retention

▶ Customer Satisfaction

- % **Extremely** satisfied
- Examples of drivers
 - Perception of Value
 - Exceeding Expectations

▶ Churn

- Preventable

▶ Tenure

- By cohort

▶ Referrals

- Net Promoter Score
 - Promoters – Detractors

▶ Additional Purchases



Case Study: Exceeding Expectations

► Challenge

- Exceed customer expectation early in their life cycle

► Solution

- Personal welcome call
- Highest potential value customers

► Result

- Preliminary: ↓ churn 45%
- Avg tenure TBD



Case Study: Value

- ▶ Challenge
 - Increase perception of value
- ▶ Solution
 - Personalized e-newsletter
- ▶ Result
 - TBD by Δ click-through rates
 - Sat research



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Quiz
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Eco Tip green-light
Save energy and money — turn down your water heater to 120°F, insulate your hot water lines so they don't cool off as quickly between uses, and use low-flow fixtures for showers and baths.

Dear **Helen**,

Your purchase of Green Mountain Energy® Electricity helps reduce your household's share of harmful CO₂ emissions.

Below is the estimated environmental impact **you** have made since becoming a Green Mountain customer.

Pounds of CO ₂ Avoided	Trees Planted	Cars Off the Road
2,000 	15 	18 

By supporting the generation of electricity from new renewable sources you offset the demand for electricity generated from polluting fossil fuel sources.

FEATURED ARTICLES

Case Study: Badge

► Challenge

- Customers asked for “badge”
- Symbol of distinction

► Solution

- Bumper magnet

► Result

- 2% response to e-newsletter offer



Implementation Tips

- ▶ Budget, Budget, Budget
- ▶ Pilot Programs
 - Control groups
 - Tracking
 - ROI
- ▶ Segment and Target
 - Who's churning and why?
- ▶ Measure, Surveys