

DTE Energy®



Customer Satisfaction Improvement Plan

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Customer Satisfaction will be the key theme engaging all employees similarly to the economic crisis response in 2009



CUSTOMER SATISFACTION

Take a sharp step up in customer satisfaction – close half the gap to first quartile in 2010.

The graphic shows a hand pointing to a radio button selection on a survey card. The options are: Excellent, Good, Average, Poor, and Bad. A blue box with the text "CUSTOMER SATISFACTION" is overlaid on the card, and a white box with the text "Take a sharp step up in customer satisfaction – close half the gap to first quartile in 2010." is overlaid on the right side of the card.

- **Attack this challenge across DTE Energy with the intensity and focus that ensure it is met.**
- **Ensure that every leader and employee understands their role in the plan.**
- **Implement “I am DTE” campaign to engage employees in the effort.**
- **Implement “DTE Cares” as a key tool for improvement.**
- **Develop and execute a plan for much improved communication with our customers.**

The organizing principles of the Customer Satisfaction Improvement Plan are founded on customer feedback, employee engagement and operational excellence



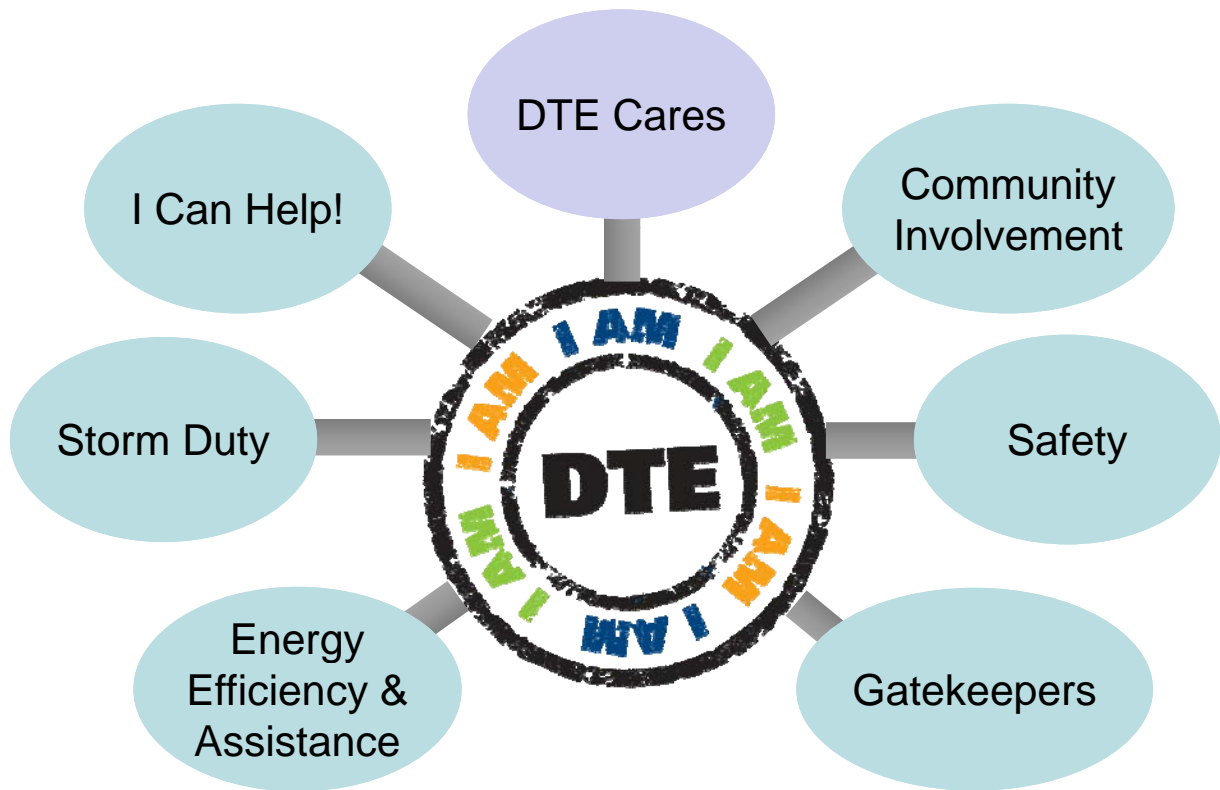
Driving step change in customer satisfaction

Drive engagement, establish a robust feedback loop and increase emphasis on transactional improvements

Employee engagement and robust feedback loop	Operational excellence and communication by focus areas			
	Active/Passive Outage Customers	Neutral Customers	Dissatisfied Customers - Detroit	Dissatisfied Active Customers
<ul style="list-style-type: none"> • “DTE Cares” program • Frequent feedback loop to executives and front-line employees • Customer metrics on performance reviews • Effective internal communications • Create DTE employee “ambassadors” through “I Can Help” 	<ul style="list-style-type: none"> • Increased outage communications • Operational initiatives to reduce outage frequency & duration • Targeted messaging in high neutral areas 	<ul style="list-style-type: none"> • Increased Energy Efficiency (EE) awareness • Overall brand positioning • Improved messages on pricing, value, improvement initiatives, etc. 	<ul style="list-style-type: none"> • Low income programs awareness • EE options for unable-to-pay customers • Streamlined turn-on compliance & payment plans 	<ul style="list-style-type: none"> • Correcting customer experience defects • Increased transactional communications • Enhanced service experience

Employee engagement and robust feedback loops are critical components of the improvement plan

DTE Energy



Employee Engagement

10,000 employees as ambassadors in satisfying our customers through direct and indirect customer-facing transactions

DTE Cares

“DTE Cares” program will help institutionalize both customer and employees feedback loops to drive operational excellence

We are aggressively launching the “DTE Cares” program as a key tool for improvement



“DTE Cares” program includes two parts, and it will improve customer satisfaction by solving customer problems, institutionalizing feedback, improving employee engagement and driving a fundamental culture change at DTE Energy – truly leading each of us to live “I am DTE Energy”

Callbacks:

For 2010, call 384,000 customers in selected transaction to solicit customer satisfaction and pursue corrective action in case of dissatisfaction

Call Closure:

For 2010, close 620,000 inbound calls by asking the customer if he/she is fully satisfied and pursue corrective action in case of dissatisfaction

- Use customer feedback for continuous improvement
- Engage all employees and management in customer satisfaction

For 2011, we are targeting 100% callbacks (est. 980,000) on 6 out of 8 targeted transactions and 100% call closure on all targeted inbound customer calls (est. 2,400,000).

Creating greater transparency into our customer processes rapidly surfaces Continuous Improvement opportunities



DTE Cares Callbacks*	DTE Cares Call Closures	I Can Help
Volume YTD: 118,255 attempted 61,309 contacted 93% satisfied 7% dissatisfied	Volume YTD: 182,250 call closures 95% satisfied 5% dissatisfied	Volume YTD: 836 submittals Volume is 256% greater than YTD 2009

- Turn-on incomplete
- Agent behavior
- Bill amount
- Theft
- Disconnect incomplete

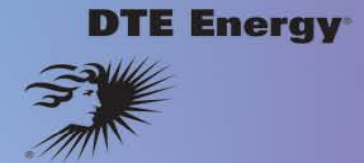
- Rates and surcharges
- Bill amount / usage
- Credit policies / collection activities
- Misinformed by representative

- Credit policies
- Ability to pay
- Theft-related issues
- Collection
- Bill amount / usage

Issues that are surfacing through each of these channels correspond to the logical stages of customer interaction with the company

* Includes Storm callback volume. Data as of June 10th.

We are attacking the customer satisfaction challenge across DTE Energy with the intensity and focus that ensures its success



“I am DTE” Campaign

10,000 employees as ambassadors in satisfying customers
Every leader and employee understands their role in the plan

Input from “I am DTE” programs should feed into existing customer processes and process owners’ organizations

“DTE Cares” Implementation

Robust feedback loop involving leaders and executives in driving culture change to serve our customers well

Existing Customer Processes



Leaders and executives review customer satisfaction defects; drive issues resolution or delegate up, if unresolved



Process Owners’ Organizations

Effective plans are being executed for much improved communication with our customers and our employees

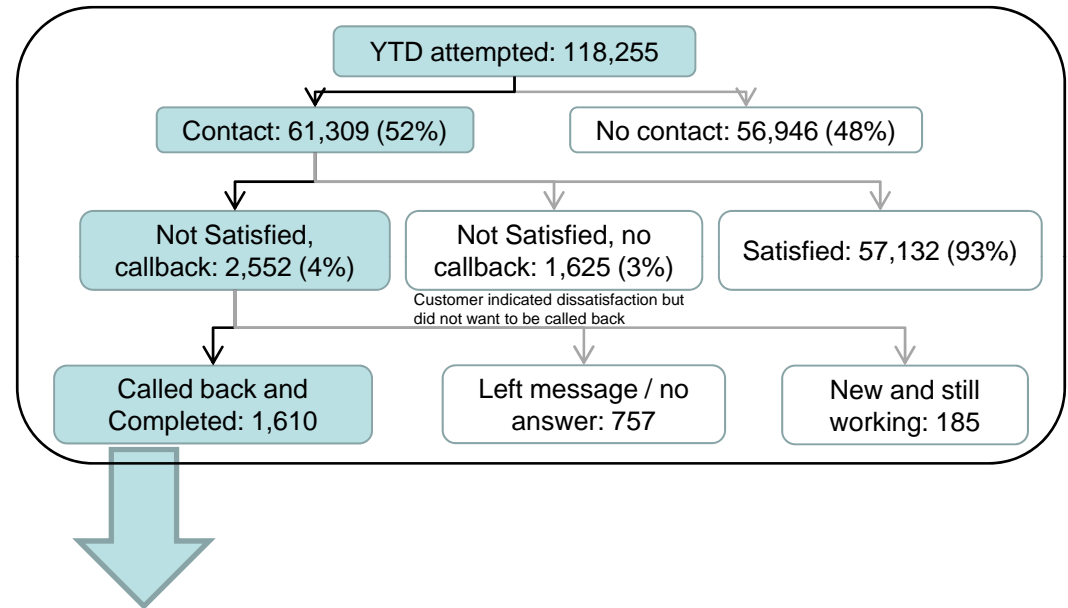
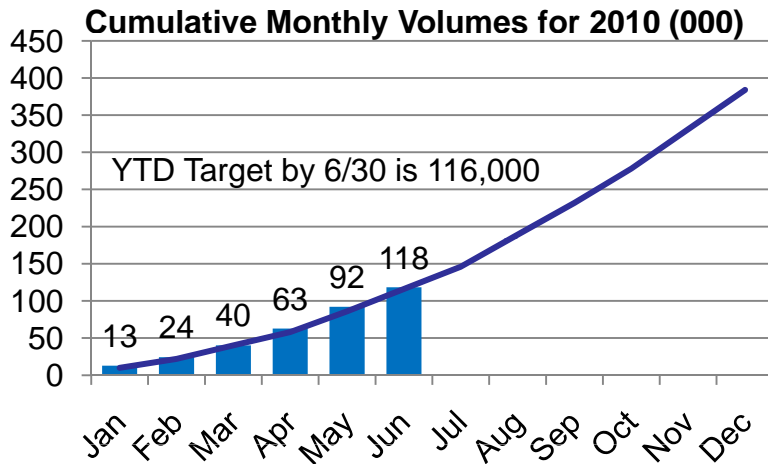


APPENDIX

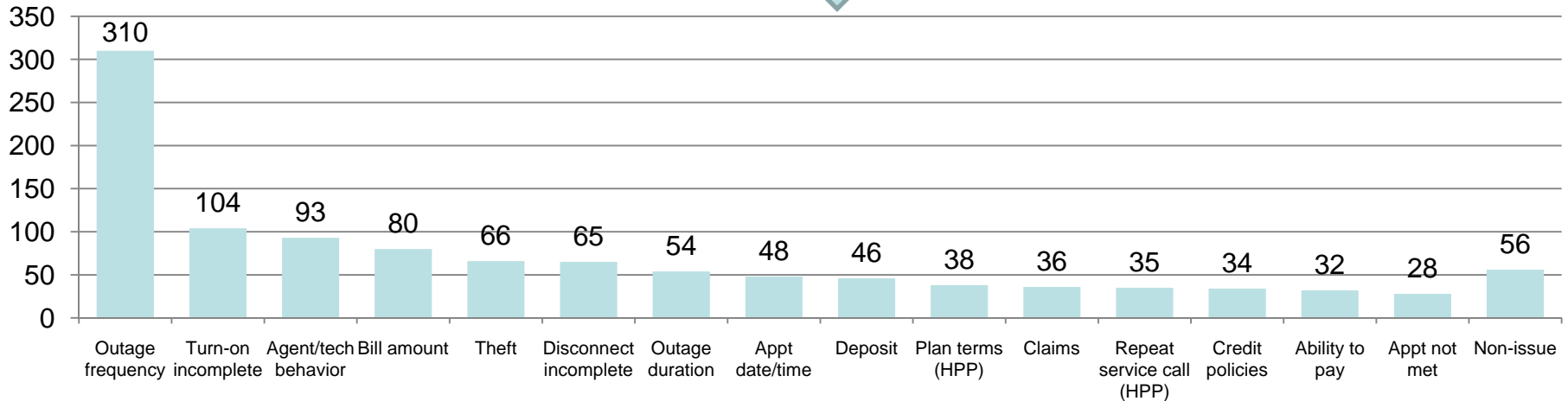


Employee Engagement: DTE Cares Callbacks

DTE Cares Callback Volumes (As of 6/10/2010)



Trends of Customer Dissatisfiers





Appendix: Employee Engagement – DTE Cares Callbacks Countermeasures

Customer Dissatisfier	Problem	Identified Countermeasure(s)	Target Date
Turn on Incomplete	<i>Problem more frequently visible on electric cases, and the underlying cause is site requiring a pole reconnect, but a meter reconnect was initially sent due to lack of information</i>	<p>Upon investigation, problems had several facets. Countermeasures are under development / experimentation to address these problems. This includes:</p> <ul style="list-style-type: none"> • Providing contract crews doing the disconnects with MDT so information in CSB is updated in a timely fashion • Ensuring CRs are able to see the proper information so that right order can be sent out • Figuring out the process/parties that would ensure that all steps in the re-connection are carried out (pole work, meter work, etc.). <p><u>Recent developments:</u> Latest experiment completed 5/3 – 5/7. AAR on 5/28</p>	<p>Rapid experiment: 3/22-3/26 2nd experiment 5/3-5/7</p> <p>AARs on 3/29 and 5/28</p> <p>Action plan development by 6/10</p>
		Next steps: refine the process and nail down needed changed	



Appendix: Employee Engagement – DTE Cares Callbacks Countermeasures

Customer Dissatisfier	Problem	Identified Countermeasure(s)	Target Date
Outage Restoration	<i>Customers with vital to life home equipment believe that DTE places on a higher priority list for restoration when in fact program was discontinued two years ago</i>	Team representing DO, GO, and Call Center has met and developed a few possible solutions. Benchmarking with other utilities completed by 5/28. Reviewed plan options with Paul Whitman; next step is to review with Vince Dow	Benchmarking by 5/28 Next update 6/14