Fusion Alliance

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THE ROAD TO OMNICHANNEL

Customer Engagement Strategy for Vectren Corporation

Overview
Vectren Corporation serves more than 1 million natural gas and electric customers. Headquartered in Evansville, Indiana, Vectren wanted to improve customer engagement and launch an omnichannel customer engagement strategy. They needed a digital roadmap to help focus, integrate, and prioritize their marketing, customer service, data, and technology strategies.

Market Reality
Utility companies across the country are expanding their digital marketing communications to improve customer interactions. While customer engagement for utility companies has traditionally focused on outages, billing issues, and other "negative triggers," a new breed of consumers requires shifting that focus to more high-value interactions and developing customer relationships.

In addition, utility rates can strain relationships with customers and, by extension, their perceptions of value and customer service expectations. For utility companies to develop lasting, high-value customer engagement, they must examine their customers' online behaviors to build a holistic, predictive, and adaptable digital strategy. This not only requires clear strategies for channel use and personalization, but also a solid, flexible technology foundation.

Business Opportunity
Vectren sought to improve how customers see the value the Vectren brand offers. However, they knew they needed to go more than skin deep. Not only did they need a digital marketing strategy to help them improve engagement across channels, they also needed earlier access to customer data to create a 360° view of customer interaction with both online and offline channels to achieve a true

Vectren's Objectives
- *Reduce barriers to customer engagement*
- *Find ways to integrate customer-facing communications*
- *Better understand and drive Marketing ROI*

Vectren's Approach
- *Identify opportunities to leverage projects already in-flight*
- *Create a digital strategy based on emerging technologies*

Business Impact
- *Execution on discreetly-defined projects*
- *Vision alignment across key departmental leadership*
- *Tighter, more unified collaboration among departments*

Keys to Success
- *Shared vision among leadership and stakeholders*
- *Cooperation among departments responsible for communications*
- *Guidance from an experienced, third party partner*

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omnichannel solution. A strategic roadmap showed the way to get both, with projects and skills gaps identified and prioritized for them and a communication tool to help them educate various business units about the value of their approach.

Vectren's Solution

Fusion customized their proven process to evaluate Vectren's customer journey, considering online and offline channels and customer behaviors, as well as the readiness of Vectren's data, technology, human resources, and organizational structure for supporting omnichannel delivery.

Beginning with a journey mapping exercise, Vectren matched their customer touch points to tasks, and operational and technical processes resulting in customer dissatisfaction.

The exercise helped Vectren identify:

- Siloed systems/data
- Process and resource bottlenecks
- Interactions points that were barriers to customer engagement

Next, Fusion conducted an in-depth analysis: website evaluations and content, social, and email marketing audits of Vectren's key customer touch points which included their corporate website and online transactions and communications, mobile app, microsites, social channels, emails, customer and organizational data, and customer service channels – as well as underlying process and technologies. The audits included industry trends, competitor research, and best practices recommendations.

These audits helped Vectren identify:

- How to fully integrate customer awareness channels into the digital journey
- Specific digital touchpoints and business processes that needed to be reengineered to increase customer satisfaction
- Opportunities to improve brand value and engage in more effective one-to-one conversations with customers
- Key initiatives to prioritize based on customer preferences and behaviors (by programs, social channel, device, etc.)
- Opportunities for cross-departmental and cross-disciplinary collaboration

The final product for this phase of the work was a digital roadmap, with prioritized projects, resource needs, technology impacts, and success measures.

What other companies can learn:

As omnichannel continues to trend, digital business leaders will need to direct their departments, staff, and technology to become more strategic, predictive and collaborative. While understanding customer behavior and preferences is important, looking inward at the business is critical to the success of a coordinated, collaborative, and data-informed omnichannel strategy.

VECTREN

About Vectren

Vectren Corporation is an energy holding company headquartered in Evansville, Ind. Vectren's wholly owned subsidiary, Vectren Utility Holdings, Inc., serves as the intermediate holding company for three operating utilities: Vectren Energy Delivery of Indiana - North (Vectren North), Vectren Energy Delivery of Indiana - South (Vectren South) and Vectren Energy Delivery of Ohio (VEDO).

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About Fusion

Fusion Alliance delivers actionable insights, customer experiences and human-powered technology that transform the way our clients envision and shape their businesses.

That's why more than 100 businesses across multiple industries have relied on Fusion's expertise and partnership for over 25 years. Fusion Alliance is the catalyst that moves your ideas to execution.

For more information:

April Harvey
Business Delivery Manager
aharvey@fusionalliance.com

Dave Nixon
Digital Executive, Solution Sales
dnixon@fusionalliance.com

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