

Report of Findings

Residential & Commercial Customer Satisfaction Study 2025

19 June 2025

Confidential & Proprietary

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(Provided Separately)



Project Overview



Research Objectives

- GreatBlue Research was commissioned by Traverse City Light & Power (hereinafter “TCLP”) to conduct comprehensive research among residential and commercial customers to gain a deeper understanding of their perceptions of the utility and satisfaction with the services provided.
- The primary goals for this research study were to assess the effectiveness of TCLP's ability to serve its customers, identify areas for improvement, and isolate areas that may increase engagement.
- The outcome of this research will enable TCLP personnel to a) more clearly understand, and ultimately set customer expectations, b) act on near-term opportunities for improvement and, c) create a strategic roadmap to increase customer satisfaction.

Areas of Investigation

The 2025 Traverse City Light & Power Customer Satisfaction Study leveraged a quantitative research methodology to address the following areas of investigation:

- Overall satisfaction with TCLP's service and affordability
- Satisfaction with customer service personnel
- Preferred methods of communication and bill payment
- Satisfaction with outage management and response
- Perceptions of recent rate adjustments
- Awareness and interest in programs & services
- Likelihood to install solar panels and barriers to installing
- Interest in purchasing an electric vehicle
- Familiarity and interest in "time of use" rates
- Likelihood to participate in a demand response program
- Interest in switching to TCLP fiber internet service
- Demographic profiles of residential respondents



Research Methodology Snapshot



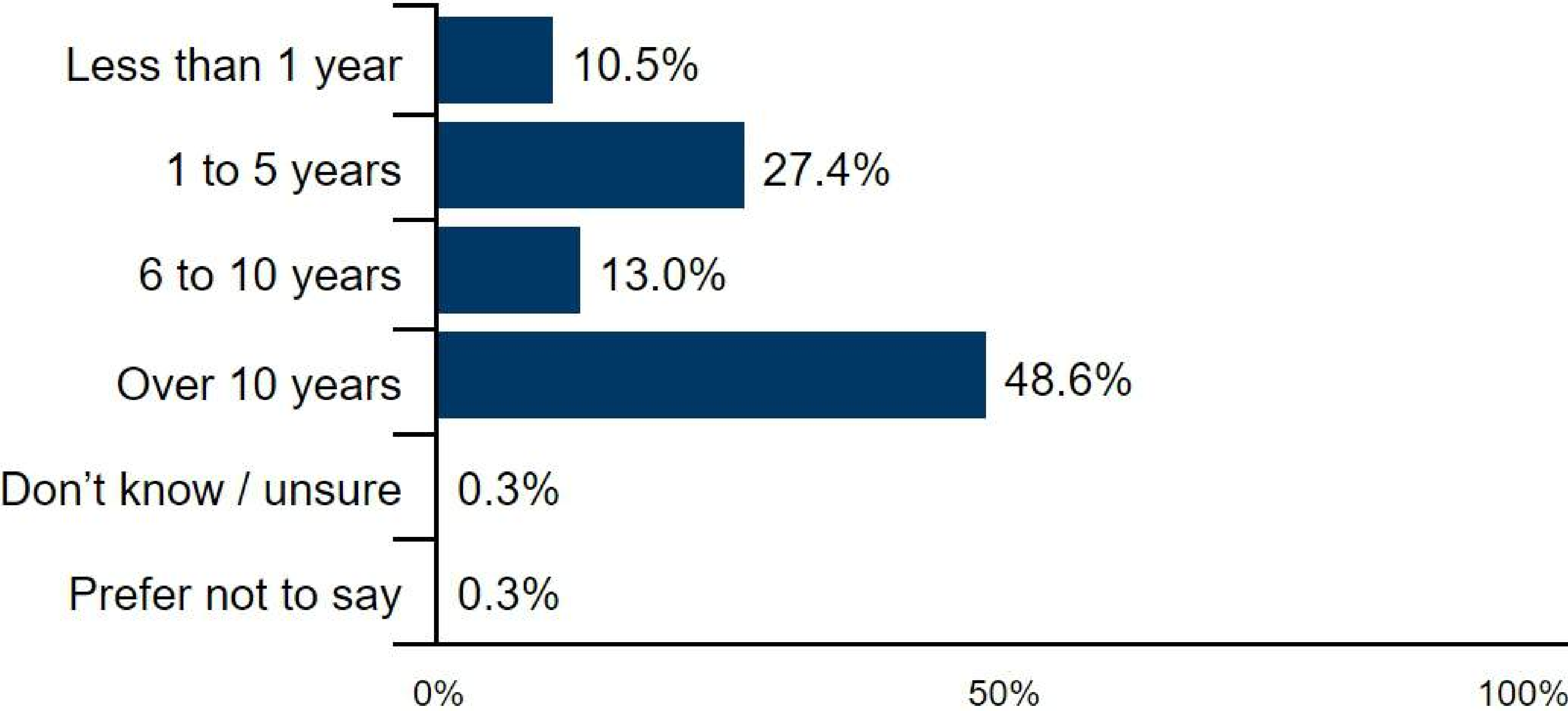
Methodology Digital and Phone*	No. of Completes 391 Residential 107 Commercial	No. of Questions 60**	Incentive None	Sample Customer List
Target Residential & Commercial Customers	Quality Assurance Dual-level***	Margin of Error +/- 4.78% Residential +/- 8.83% Commercial	Confidence Level 95%	Research Dates April 18 - May 29, 2025

* A shortened version of the survey was used for telephone respondents, resulting in smaller base sizes for certain questions not included in the phone survey.
** This represents the total possible number of questions; not all respondents will answer all questions based on skip patterns and other instrument bias.
*** Supervisory personnel, in addition to a computer-aided interviewing platform, ensure the integrity of the data is accurate.

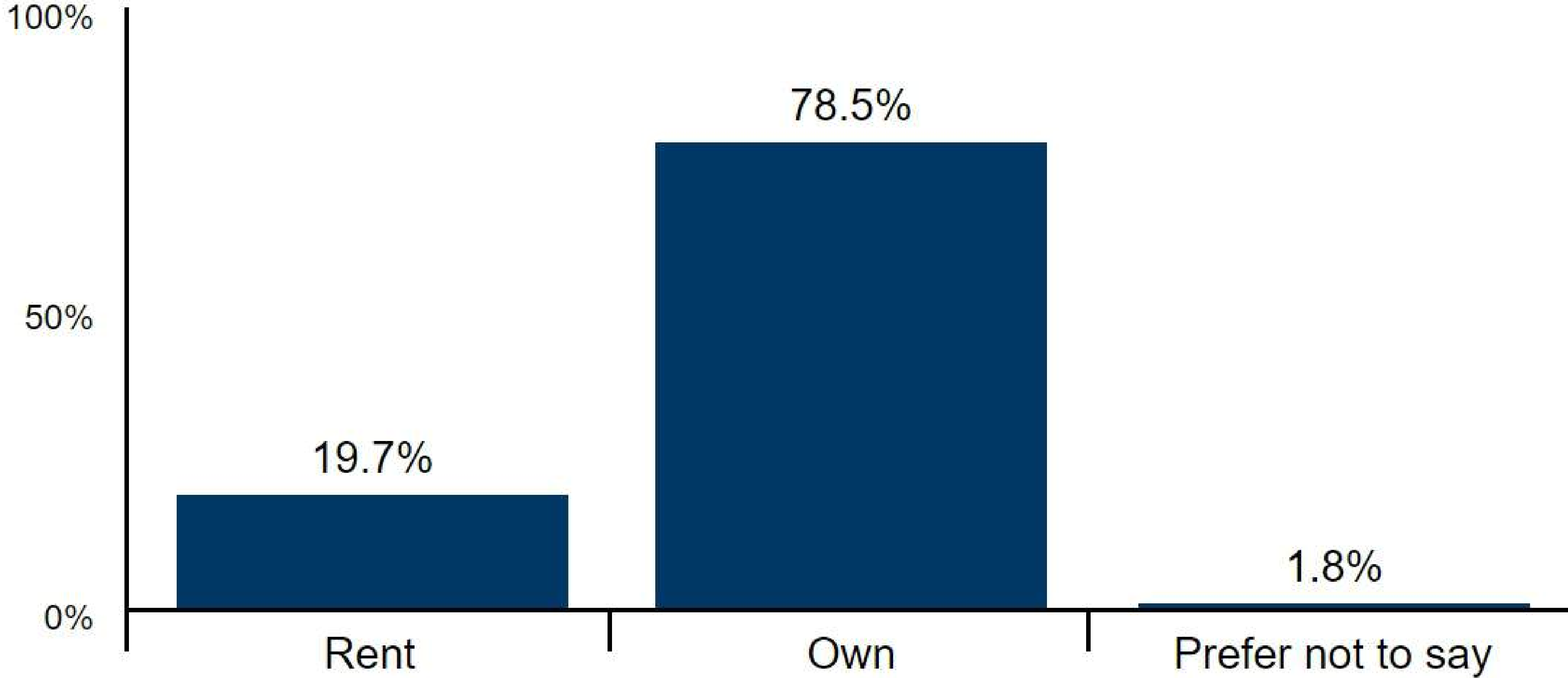
Respondent Profile | Residential Demographics



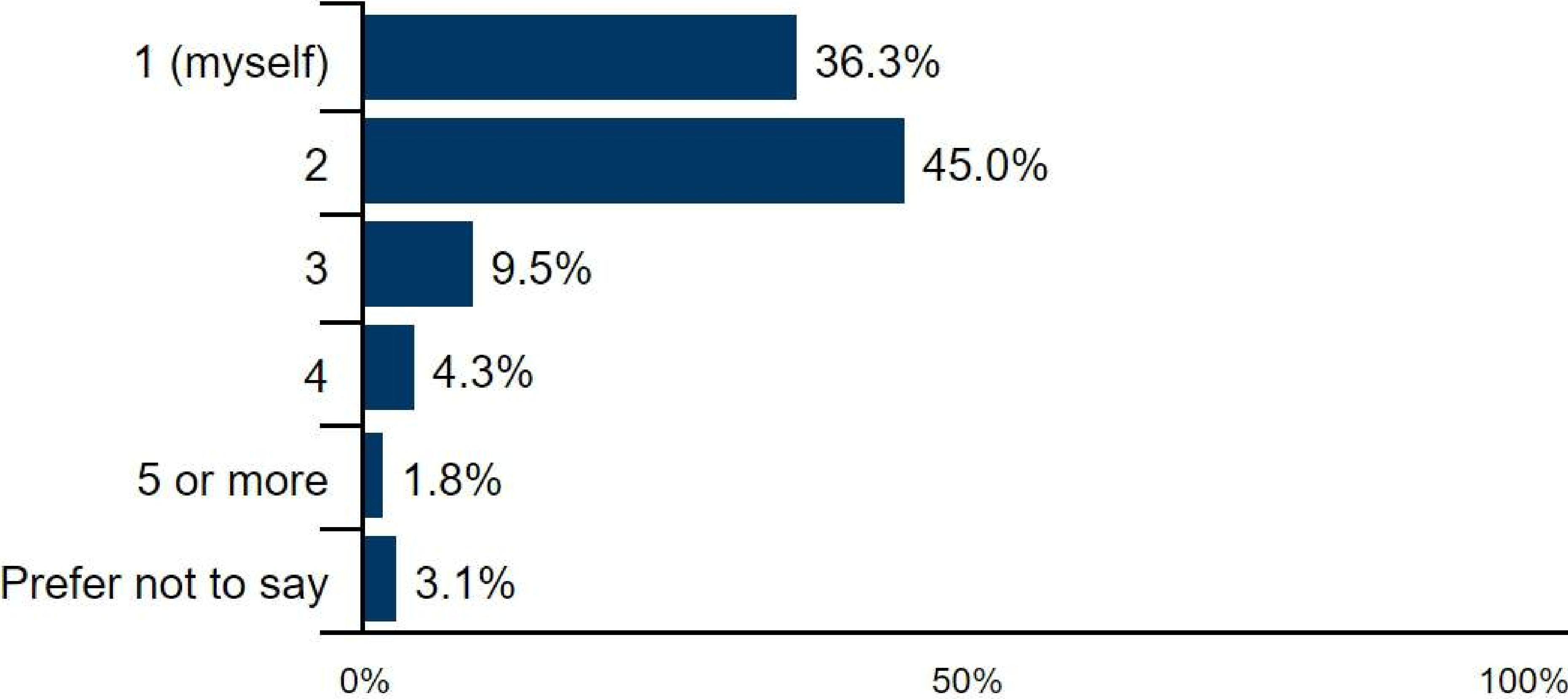
Tenure as a Customer



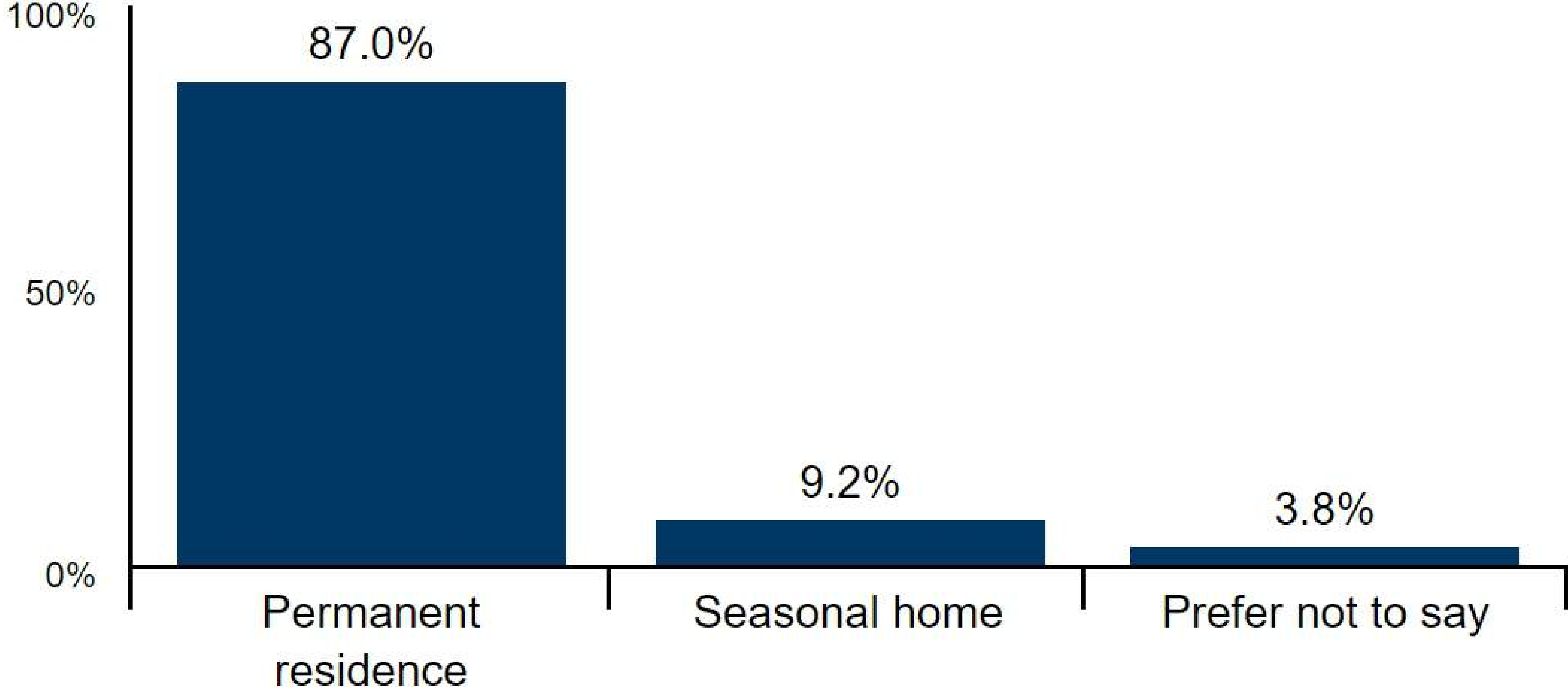
Rent or Own



Household Size



Type of Resident



Key Study Findings



Key Study Findings



Satisfaction & Reliability

- The vast majority of customers are satisfied with TCLP's service (98.1% commercial, 94.4% residential), consistent with 2021.
- Over nine-in-ten customers agree that TCLP is a trusted community partner (96.2% commercial, 97.6% residential).
- Most customers believe it is important for TCLP to remain among the top ten lowest-cost providers (93.8% residential, 93.5% commercial); up 10.2 percentage points from 2021 for residential.
- Roughly nine-out-of-ten customers are satisfied with TCLP's affordability (91.0% residential, 91.2% commercial).
- Roughly three-quarters of residential (71.4%) and over three-fifths of commercial (62.9%) customers rate TCLP's electric reliability as "excellent."
- Over nine-in-ten customers value TCLP's responsiveness during outages (93.6% residential, 91.4% commercial).
- Over two-thirds of residential (68.8%) and three-quarters of commercial (75.7%) customers view TCLP as innovative in their energy and telecom services.
- About one-half of customers said expanded access to high-speed fiber internet would increase their confidence in TCLP's ability to meet their future needs (50.2% residential, 57.1% commercial).

Customer Service & Communication

- Customers reported high satisfaction with customer service (93.9% for commercial, 86.0% for residential) and other TCLP employee interactions (88.1% for commercial, 89.0% for residential).
- A majority of customers find it easy to interact with TCLP by phone or in person (78.8% residential, 71.0% commercial). However, fewer find digital interaction easy (65.2% residential, 54.2% commercial).
- Text is the top preference for outage alerts (84.1% residential, 59.8% commercial), while email leads for general communications (52.4% residential, 55.1% commercial).
- Website usage is highest for bill payment (65.0% residential, 72.3% commercial) and outage map access (33.2% residential, 17.0% commercial).
- Customers showed high interest in online reporting options for service problems (87.6% residential, 91.4% commercial) and rate information (90.6% residential, 85.7% commercial), both increasing since 2021.
- Interest in a TCLP smartphone app is also growing (46.8% residential, 40.0% commercial), with a +20.0 percentage point increase in interest among commercial customers since 2021.

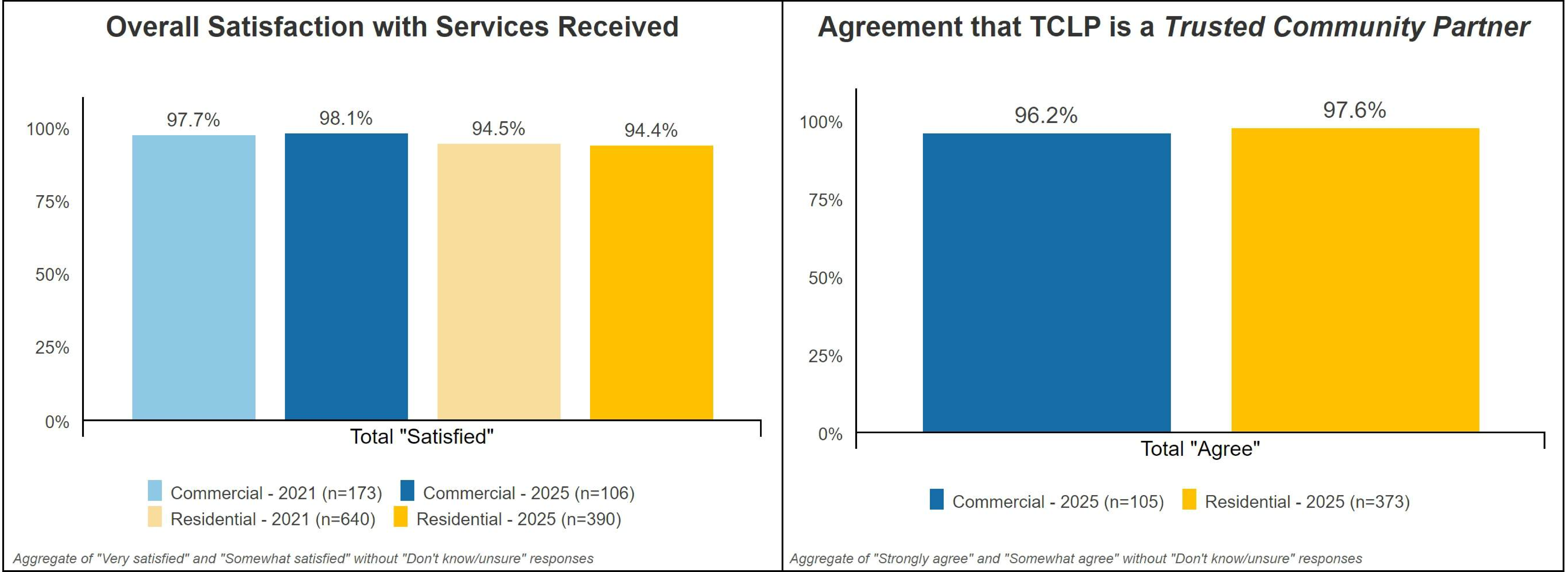
Rates, Programs & Future Technologies

- About one-half of residential (49.4%) and three-fifths of commercial (61.7%) customers feel TCLP's rate changes have impacted their budgets.
- Roughly half of customers made no behavioral changes following TCLP rate adjustments (49.4% residential, 43.0% commercial).
- Roughly one-half are aware of TCLP's energy efficiency rebate program (53.8% residential, 45.7% commercial), but fewer than one-quarter of residents know of the On-Bill Financing option (22.4% residential).
- Cost savings is the top motivator for program participation (56.8% residential, 48.6% commercial), followed by rebate availability.
- Around half of customers see value in personalized services like energy audits (52.7% residential, 51.4% commercial).
- Roughly two-thirds of customers are aware of time-of-use rates (63.2% residential, 67.3% commercial), with residential customers (69.4%) more open to shifting energy behavior to participate in a time of use rate program, compared to commercial customers (33.3%).
- Many would consider switching to TCLP fiber internet service if it were available (57.0% commercial and 61.4% residential), with the cost of their current provider being the main driver for conversion.

Satisfaction | Overall Satisfaction & Trust



A vast majority of residential (94.4%) and commercial customers (98.1%) are satisfied, overall, with the services they receive from TCLP; consistent with satisfaction levels reported in 2021. Additionally, nearly all residential and commercial customers also agreed that TCLP is a trusted community partner.

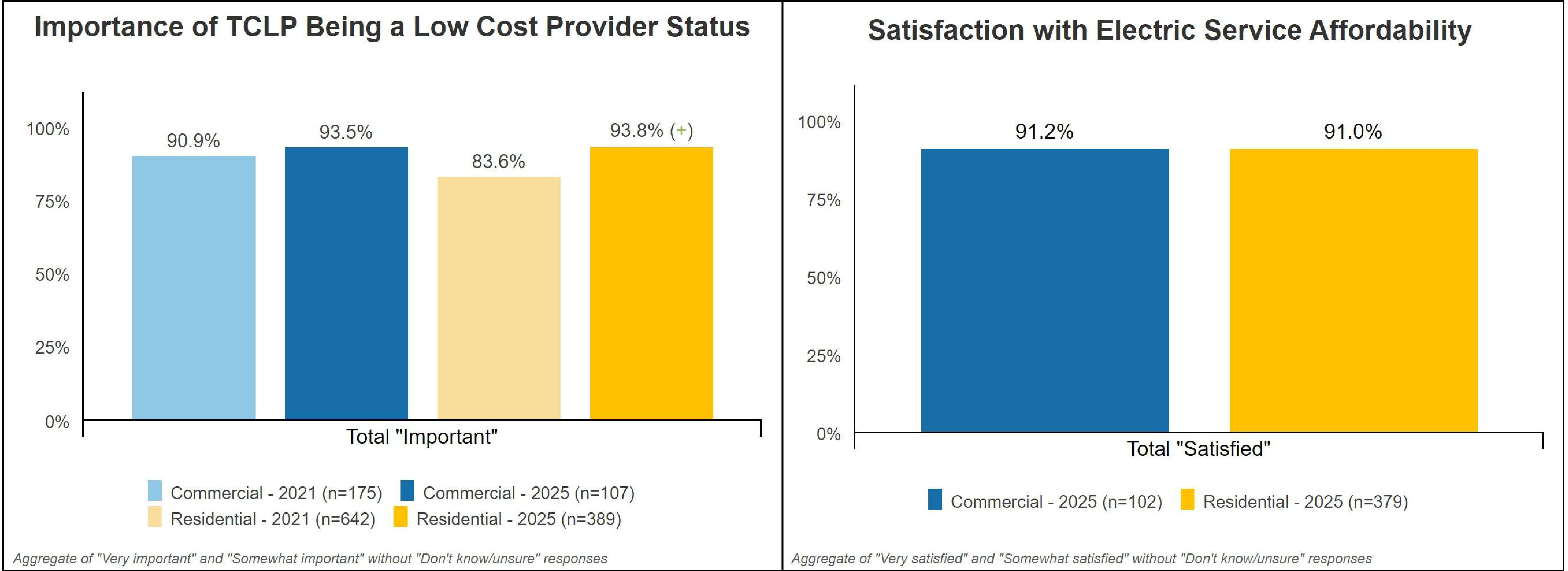


Q: Overall, how satisfied are you with the services you receive from TCLP?
Q: To what extent do you agree that TCLP is a trusted community partner?

Satisfaction | Electric Service Affordability



Over nine-out-of-ten residential and commercial customers reported it is important for TCLP to remain among the top ten lowest-cost providers in the state. Compared to 2021, significantly more residential customers (+10.2 percentage points) emphasized the importance of low costs. Additionally, roughly nine-out-of-ten customers across both segments were satisfied overall with the affordability of the electric service provided by TCLP.



Q: How important is it to you that TCLP stays within the top ten lowest cost providers in the State (out of 47 providers)?

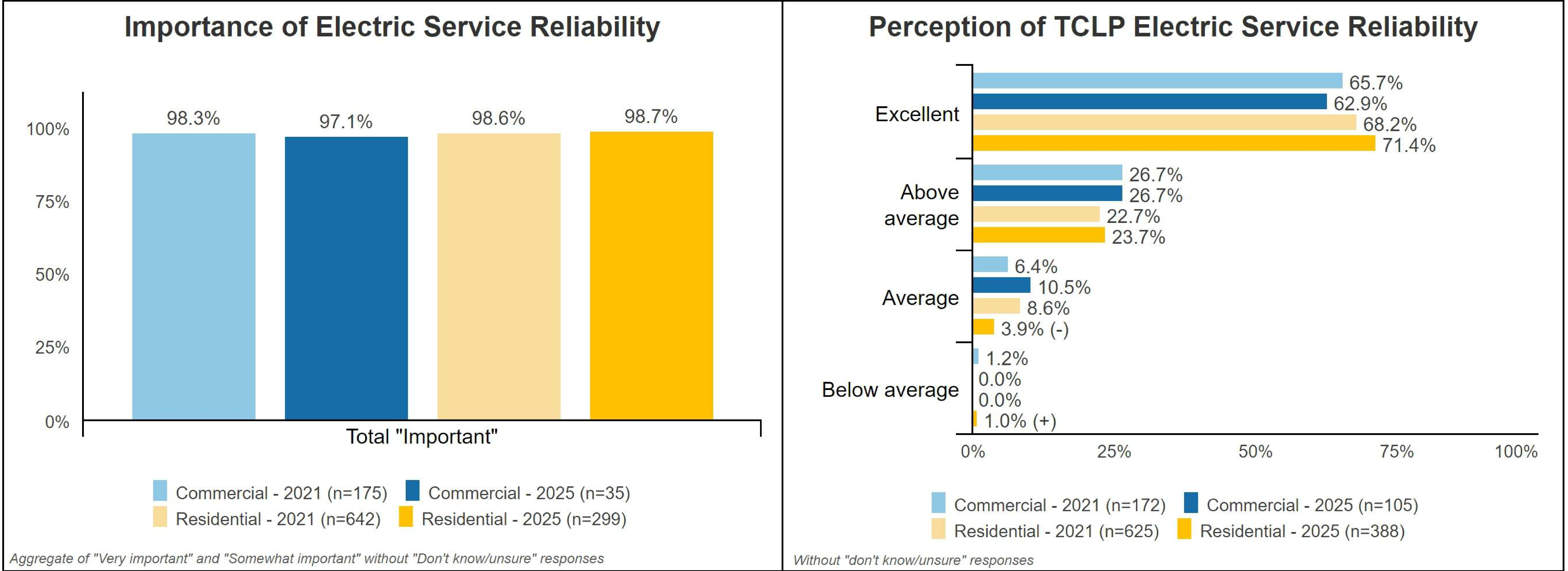
Q: How satisfied are you with the affordability of your electric service provided by TCLP?

(+/-) indicates statistical significance at a 95% confidence level, denoting whether the data point is higher or lower than the compared year

Satisfaction | Reliability of Electric Service



A vast majority of both residential and commercial customers said it is important for TCLP to provide reliable electric service (e.g., fewer outages and surges); consistent with results from 2021. Additionally, nearly three-quarters of residential customers and over three-fifths of commercial customers rated TCLP as “excellent” in delivering reliable electric service.



Q: How important would you say providing reliable electric service (e.g. fewer outages and surges) is to you?

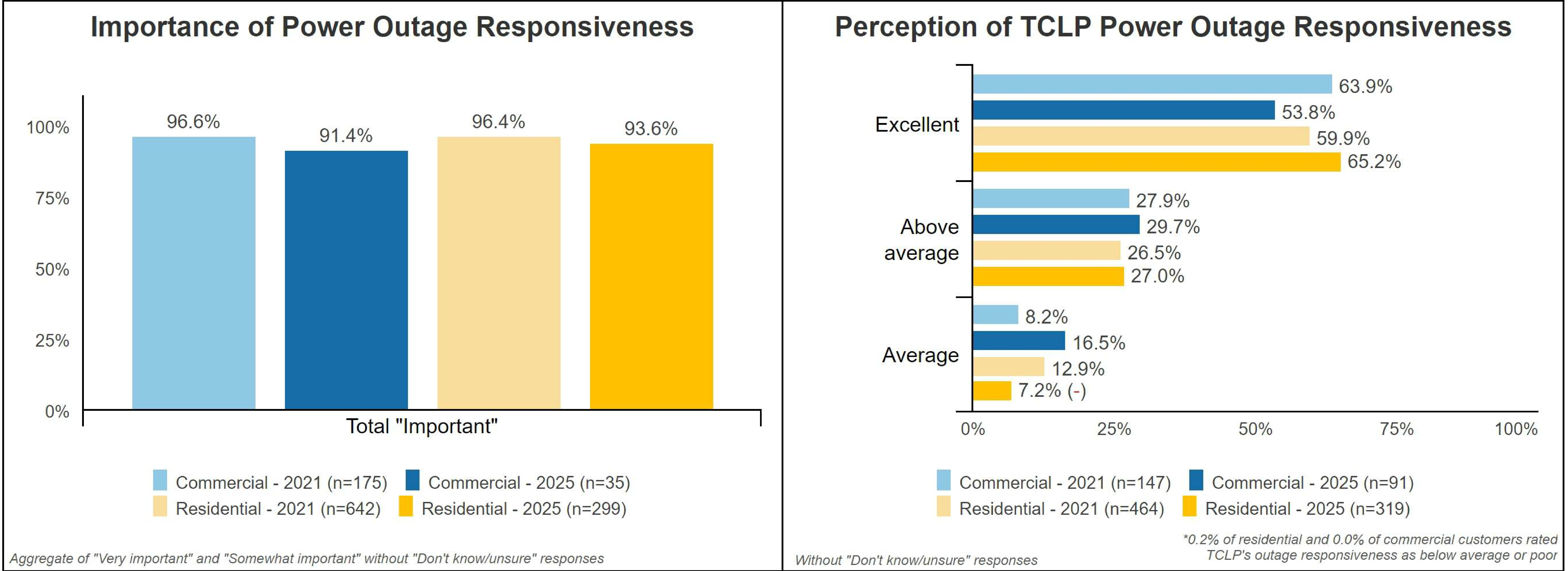
Q: How would you rate TCLP on providing reliable electric service?

(+/-) indicates statistical significance at a 95% confidence level, denoting whether the data point is higher or lower than the compared year

Satisfaction | Power Outage Restoration



Over nine-out-of-ten residential and commercial customers reported that TCLP's responsiveness when restoring power after outages is important to them. When asked to rate TCLP's responsiveness to restoring power, nearly two-thirds of residential customers and over one-half of commercial customers rated TCLP as "excellent." Of note, more residential respondents rated TCLP's outage responsiveness as "excellent" (+5.3 percentage points), while fewer commercial customers (-10.1 percentage points) felt the same compared to 2021.



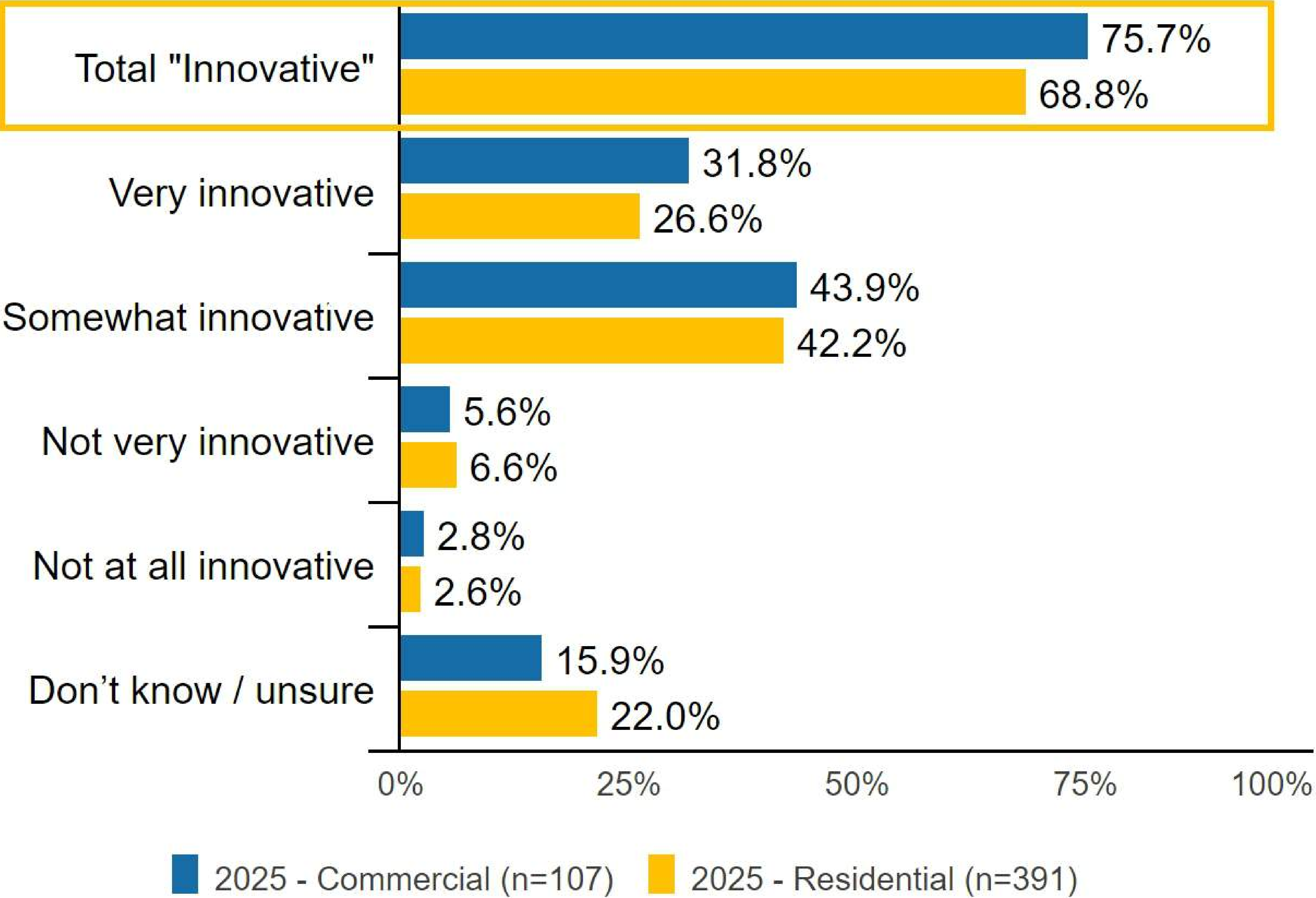
Q: How important would you say TCLP's responsiveness to restoring power after outages is to you?
Q: How would you rate TCLP on their responsiveness to restoring power after outages?

Satisfaction | Innovation in Energy & Telecom Solutions

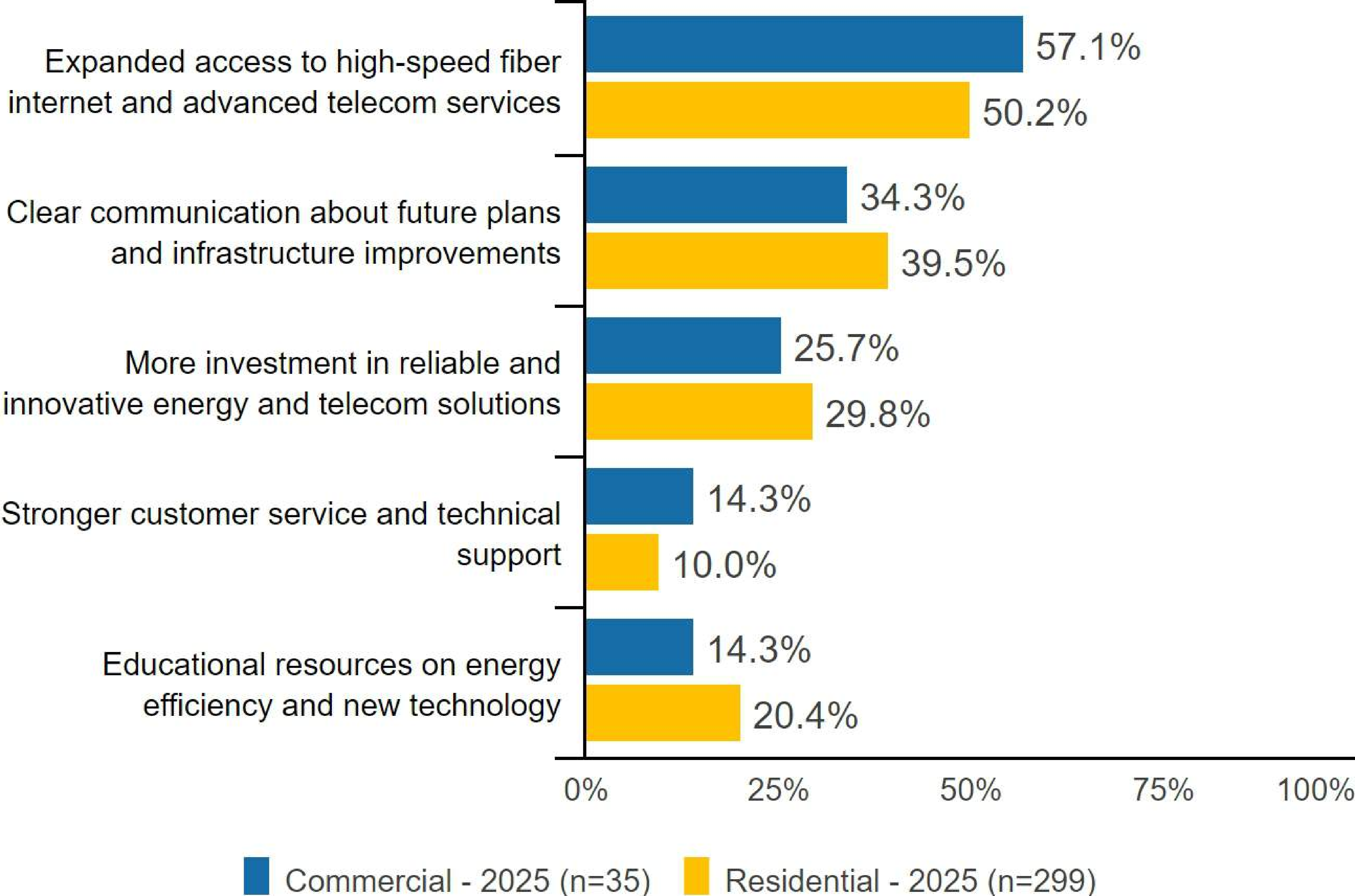


Over two-thirds of residential customers perceived TCLP to be innovative in delivering energy and telecom solutions, while three-quarters of commercial customers reported the same. Moving forward, roughly one-half of both residential and commercial customers reported that TCLP offering "expanded access to high-speed fiber internet and advanced telecom services" would increase their confidence in the utility's ability to meet or exceed future energy and telecom needs.

Perceived Telecom & Energy Solution Innovation



Top Ways to Increase Confidence in TCLP Innovation



Top 5 responses shown

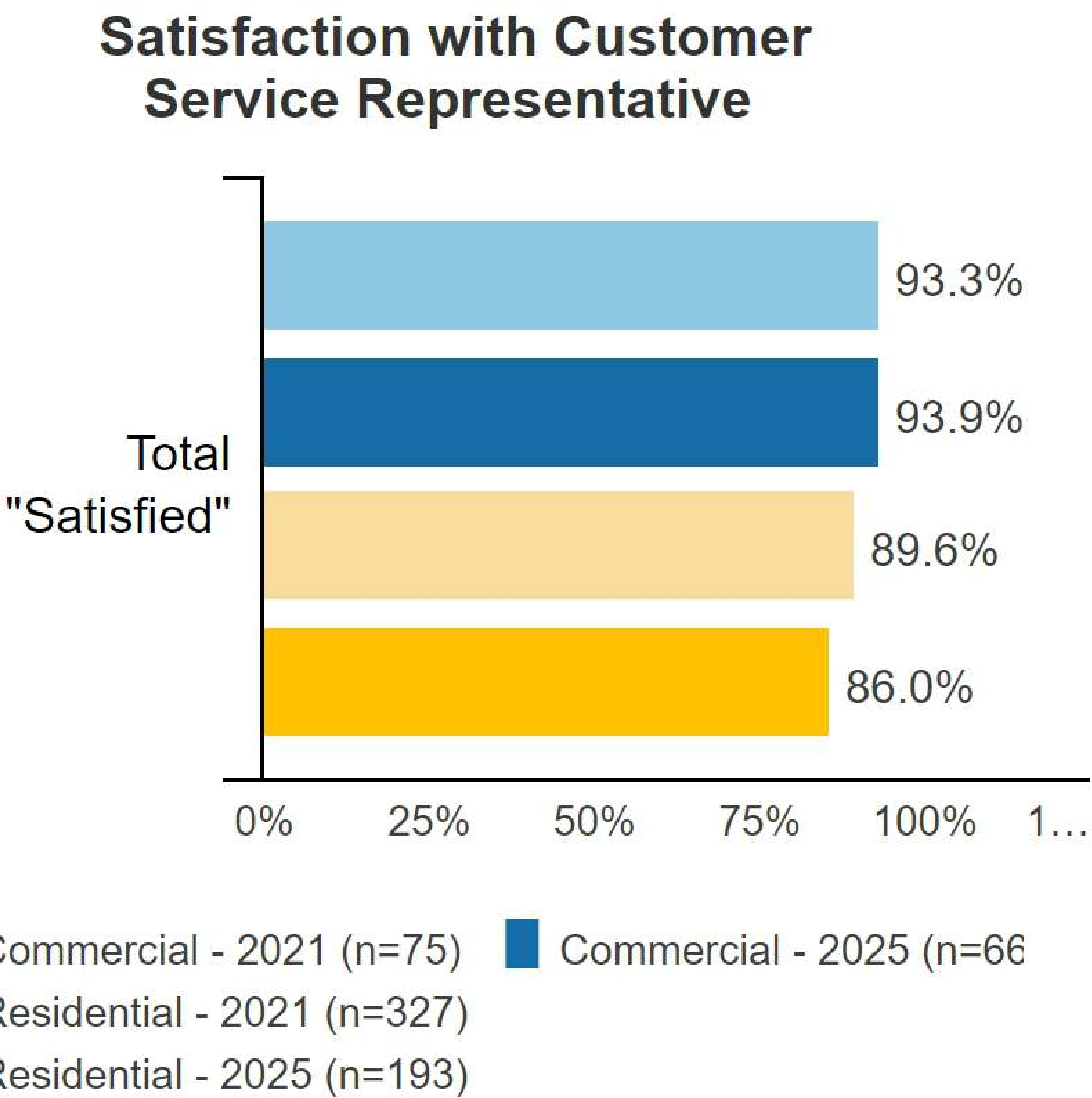
Q: How innovative do you perceive TCLP to be in delivering energy and telecom solutions? (such as high-speed fiber internet)
Q: What would increase your confidence in TCLP's ability to anticipate and exceed your future energy and telecom needs?

Customer Service | Satisfaction

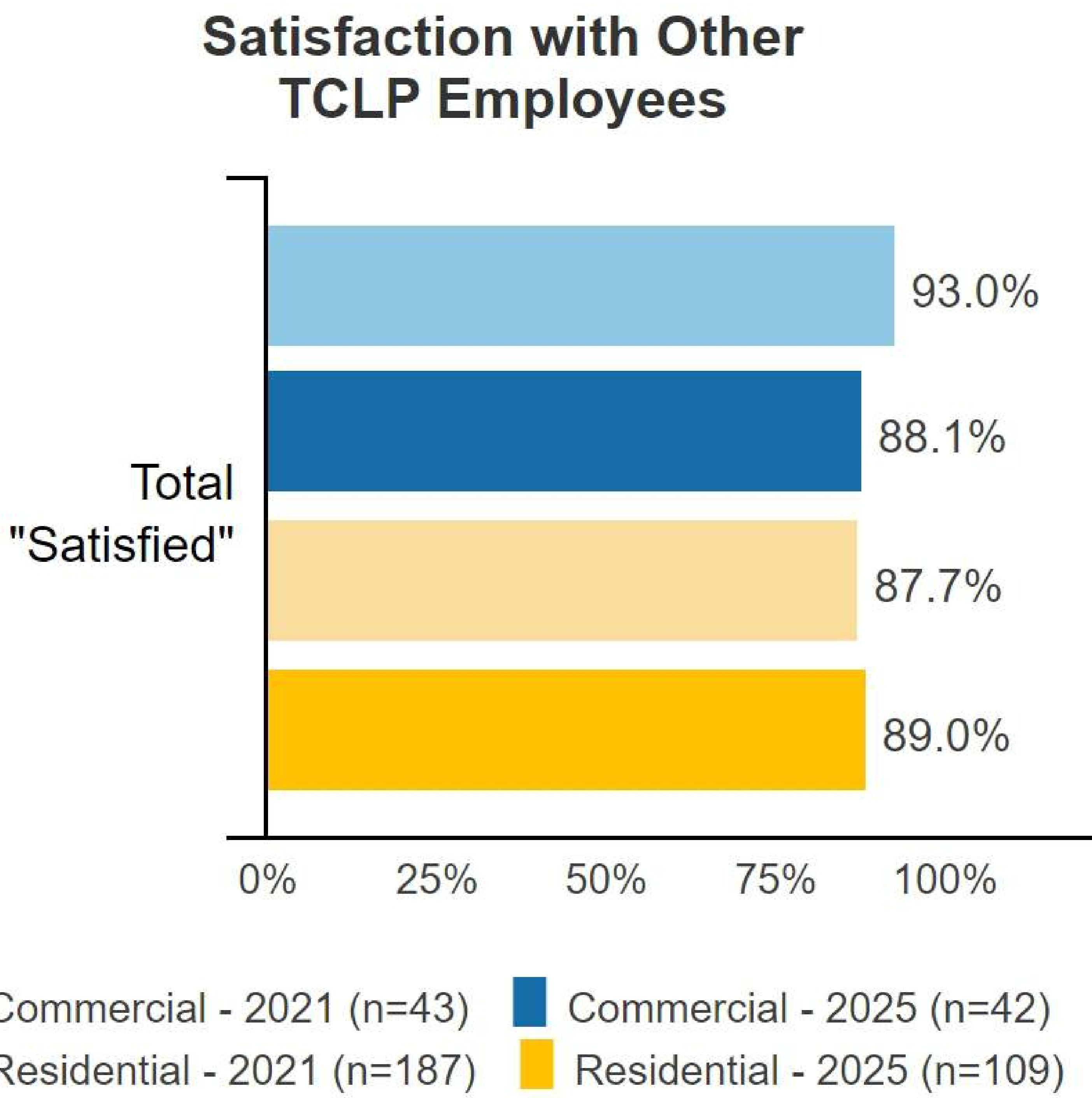


Over eight-out-of-ten residential customers and approximately nine-out-of-ten commercial customers who had recently contacted TCLP reported being satisfied with the outcome provided by the customer service and/or other TCLP representative. When rating the ease of interacting with TCLP, over seven-out-of-ten residential and commercial customers reported it is overall easy to interact with TCLP in person or over the phone. Conversely, less than two-thirds of residential customers and just over one-half of commercial customers reported that it is easy to interact with TCLP through digital channels.

Overall Customer Service Satisfaction



Aggregate of "Very satisfied" and "Somewhat satisfied" without
Without respondents who have not had contact in the past year



Aggregate of "Very satisfied" and "Somewhat satisfied" without
Without respondents who have not had contact in the past year

Ease of Interacting with TCLP by Method of Contact

	Residential	Commercial
In-person or over the phone (speaking with a customer service representative or other TCLP employee)	78.8%	71.0%
Digital interactions (using TCLP's website, app, text message, social media)	65.2%	54.2%

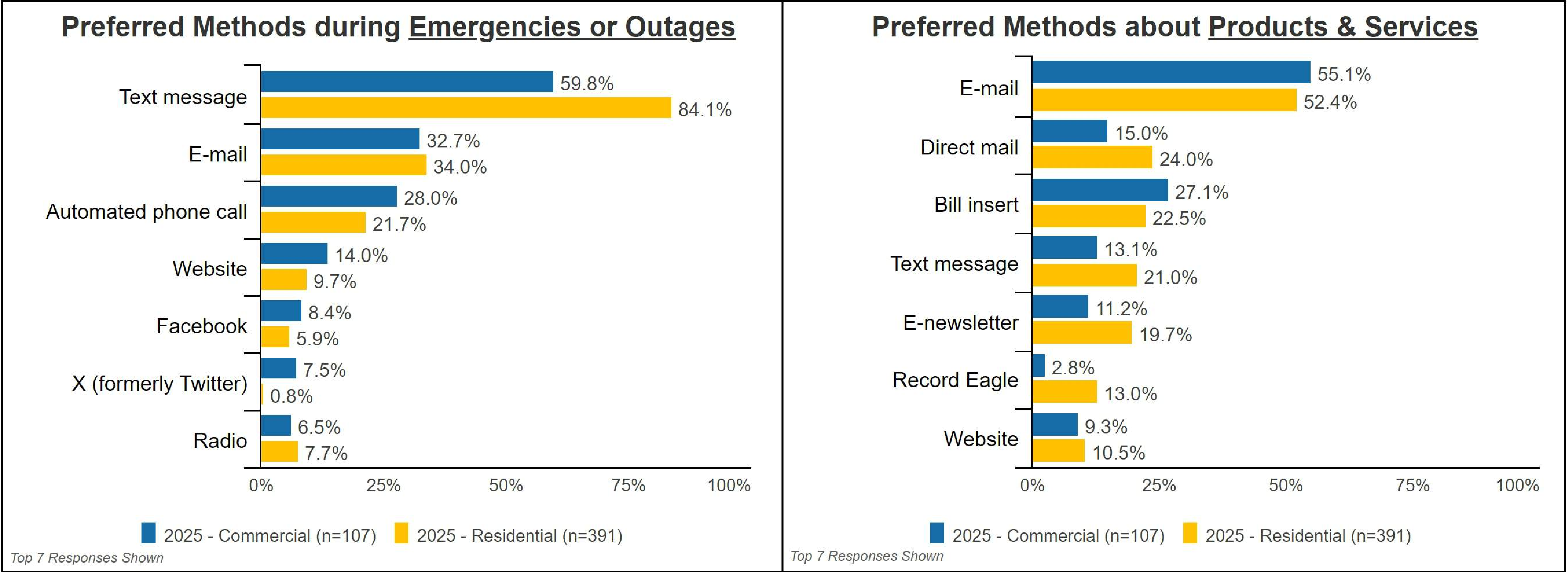
Aggregate of "Very easy" and "Somewhat easy" responses

Q: If you have had contact with a TCLP Customer Service Representative within the past year, either on the phone, in person or by email, how satisfied were you with the outcome of this most recent contact?
Q: If you have had contact with another TCLP employee outside of customer service (dispatch operators, lineworkers, etc.) within the past year, how satisfied were you with the outcome of this most recent contact?
Q: Overall, how would you rate the ease of interacting with TCLP through each of the following methods?

Communication | Preferred Methods



For communications regarding emergencies or outages, over eight-out-of-ten residential customers and approximately three-fifths of commercial customers prefer to receive notifications via "text message," followed by roughly one-third of both groups who prefer "e-mail." When it comes to communications about products and services, about one-half of customers prefer "e-mail," followed by roughly one-quarter who prefer "bill inserts."

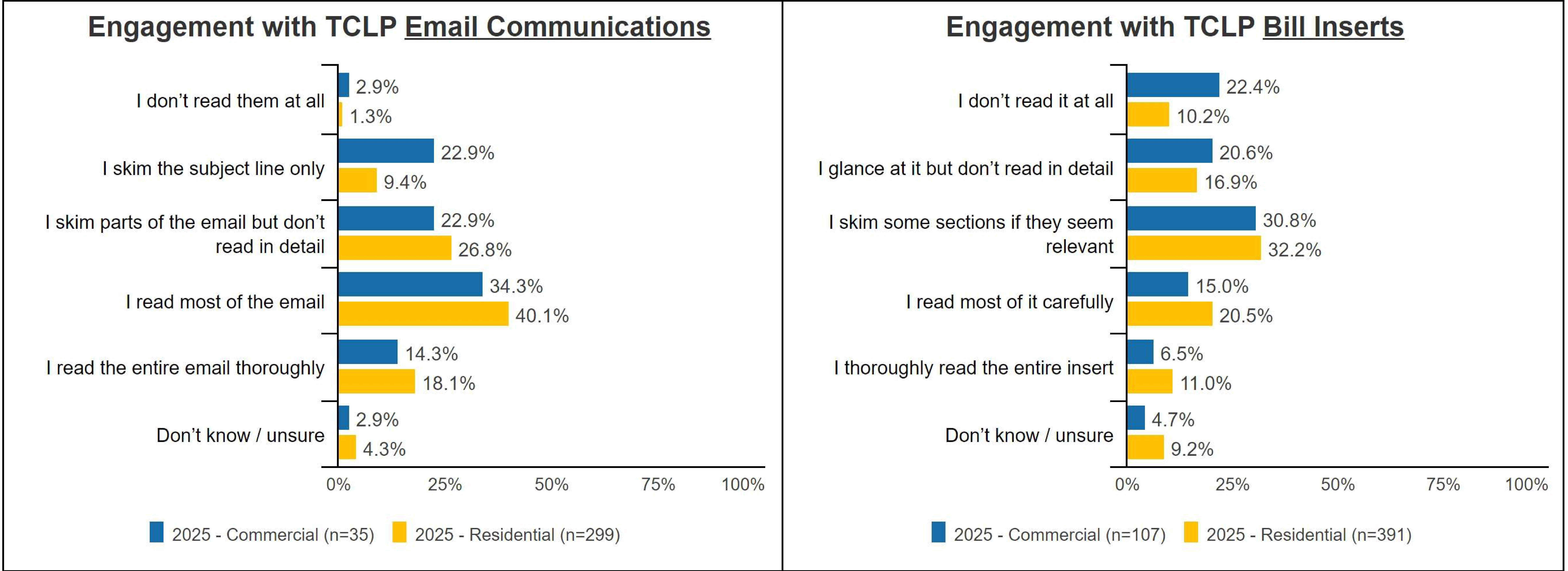


Q: What is the best way for TCLP to successfully communicate during outages or other emergency situations with you?
Q: What is the best way for TCLP to successfully communicate information about products and services with you?

Communication | Email & Bill Insert Engagement



When receiving e-mail communications from TCLP, two-fifths of residential customers and over one-third of commercial customers reported reading "most of the email," followed by roughly one-quarter of both groups who "skim parts of the email but don't read in detail." Regarding bill inserts, nearly one-third of both customer bases reported they "skim some sections if they seem relevant."

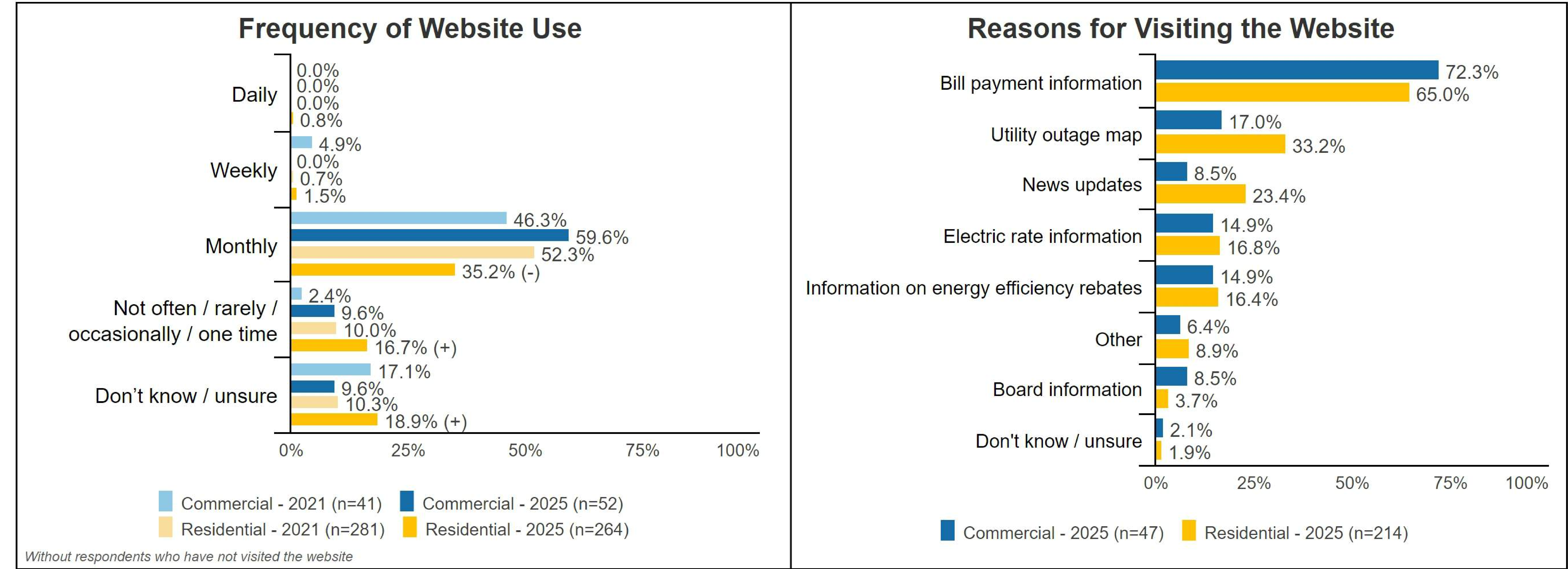


Q: When you receive e-mail communications from TCLP, which of the following best describes how much of the email you typically read?
Q: When you receive bill inserts from TCLP, which of the following best describes how much of the insert you typically read?

Communication | Website Engagement



Over one-third of residential customers and nearly three-fifths of commercial customers reported visiting the TCLP website "monthly." Of note, significantly fewer residential customers reported visiting the site monthly compared to 2021 (-17.1 percentage points) while more are visiting the website "not often / rarely / occasionally." Among those who have visited the website, the majority of both customer bases did so for "bill payment information," followed by one-third of residential customers who also visited to view the "utility outage map."



Q: How often do you visit the TCLP website?

Q: For what purposes do you visit the TCLP website? (Select all that apply)

(+/-) indicates statistical significance at a 95% confidence level, denoting whether the data point is higher or lower than the compared year

Communication | Preferred Website Information



Nine-out-of-ten residential customers are interested in seeing "information on rates" on TCLP's website, followed by "online reporting of service problems" and "information on TCLP projects." Across all three, interest is significantly higher in 2025 compared to 2021.

Commercial customers are most interested in the TCLP website, including "online reporting of service problems" and "information on TCLP projects."

	Commercial		Residential	
	2021	2025	2021	2025
Information on rates	76.6%	85.7%	80.8%	90.6%
Online reporting of service problems	79.4%	91.4%	78.5%	87.6%
Information on TCLP Projects	61.7%	91.4%	69.8%	87.0%
Information on energy news and issues	60.6%	68.6%	63.9%	83.6%
Information on ways to improve efficiency in homes and businesses	73.1%	82.9%	74.0%	83.6%
Information on renewable energy	68.0%	71.4%	75.4%	77.6%

Aggregate of "Very" and "Somewhat interested" responses shown

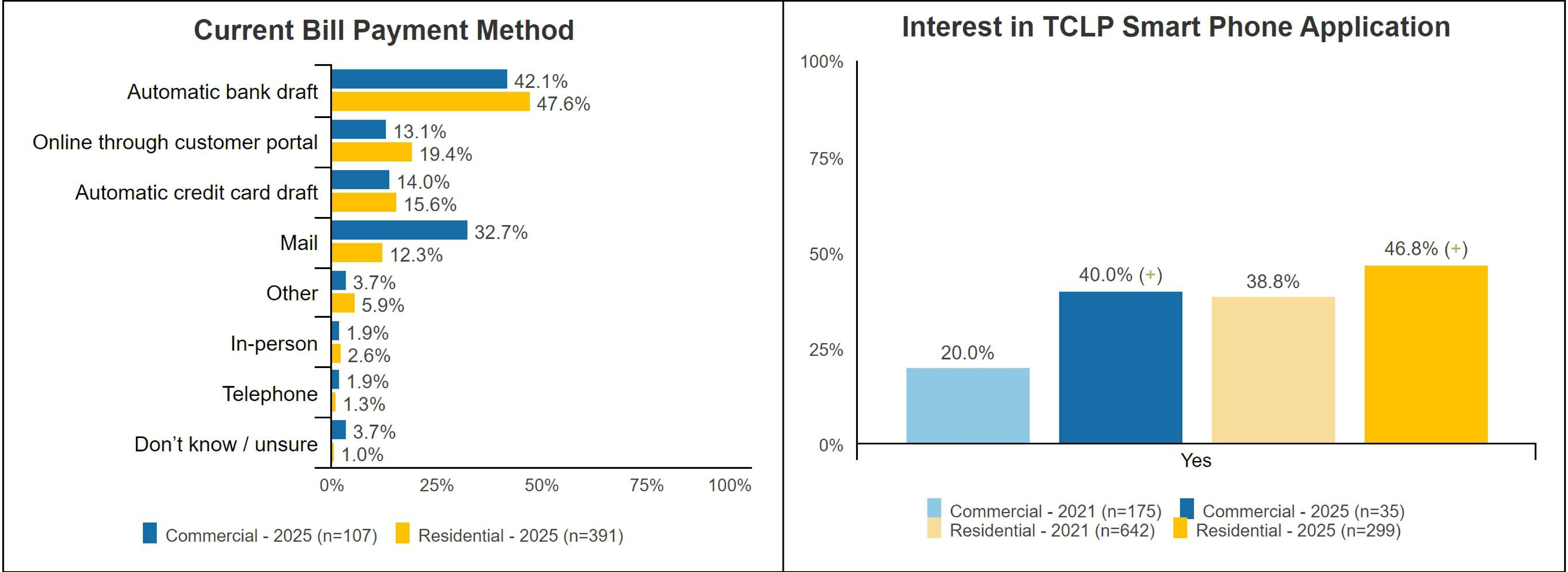
Q: How would you rate your interest level in each of the following types of information that could be made available on the website?

(+/-) indicates statistical significance at a 95% confidence level, denoting whether the data point is higher or lower than the compared year

Communication | Bill Payment & App Interest



Over two-fifths of both customer segments currently pay their TCLP bill through "automatic bank draft," followed by nearly one-third of commercial customers who pay by "mail," while one-fifth of residential customers pay "online through the customer portal." Additionally, roughly two-fifths of both residential and commercial customers expressed interest in a TCLP smartphone application; significant increases from 2021 (+8.0 percentage points among residential customers and +20.0 percentage points among commercial customers).

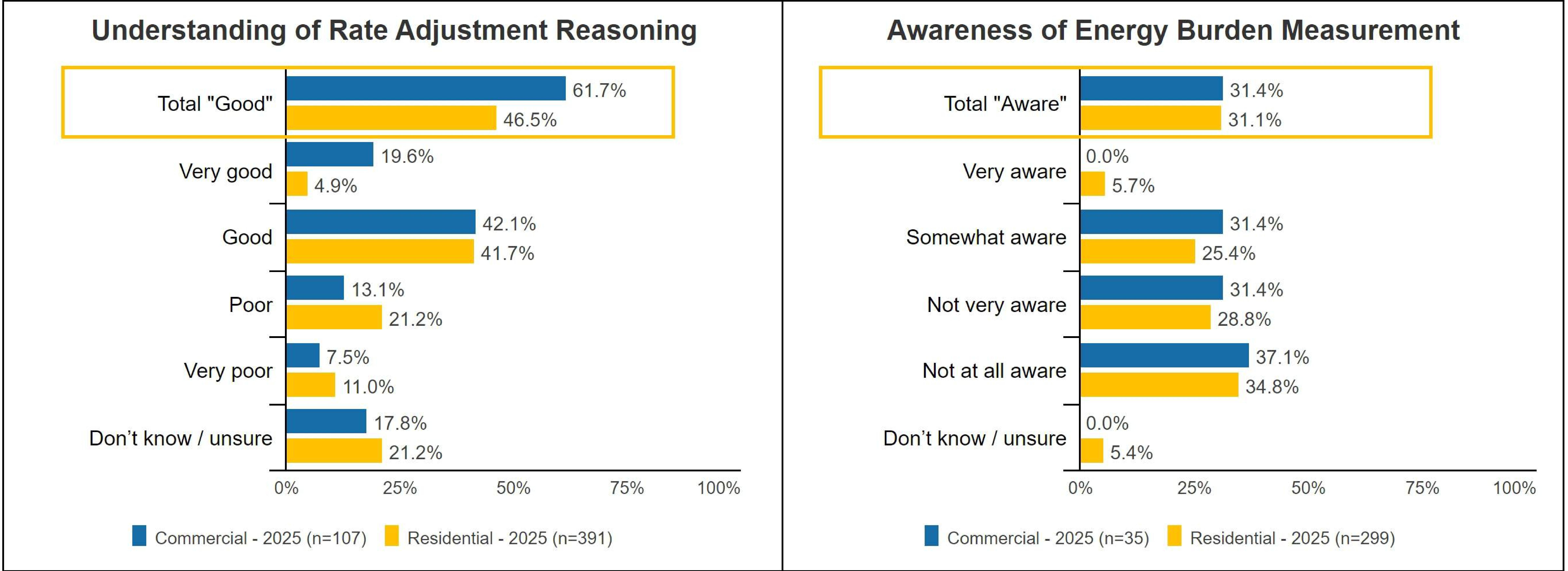


Q: Would you be interested in utilizing a TCLP Smart Phone Application that would provide pertinent utility information, such as billing details, outage updates, and energy usage tracking? (+/-) indicates statistical significance at a 95% confidence level, denoting whether the data point is higher or lower than the compared year
Q: How do you currently pay your utility bill?

Rates | Understanding & Awareness



Over three-fifths of commercial customers and nearly one-half of residential customers reported having a good overall understanding of the reasons behind TCLP’s rate adjustments, with nearly one-fifth of commercial customers indicating a "very good" understanding. Meanwhile, nearly one-third of both residential and commercial customers were aware of the concept of energy burden, referring to the percentage of gross household income spent on energy costs, while over one-third of both groups reported being not at all aware of this concept.



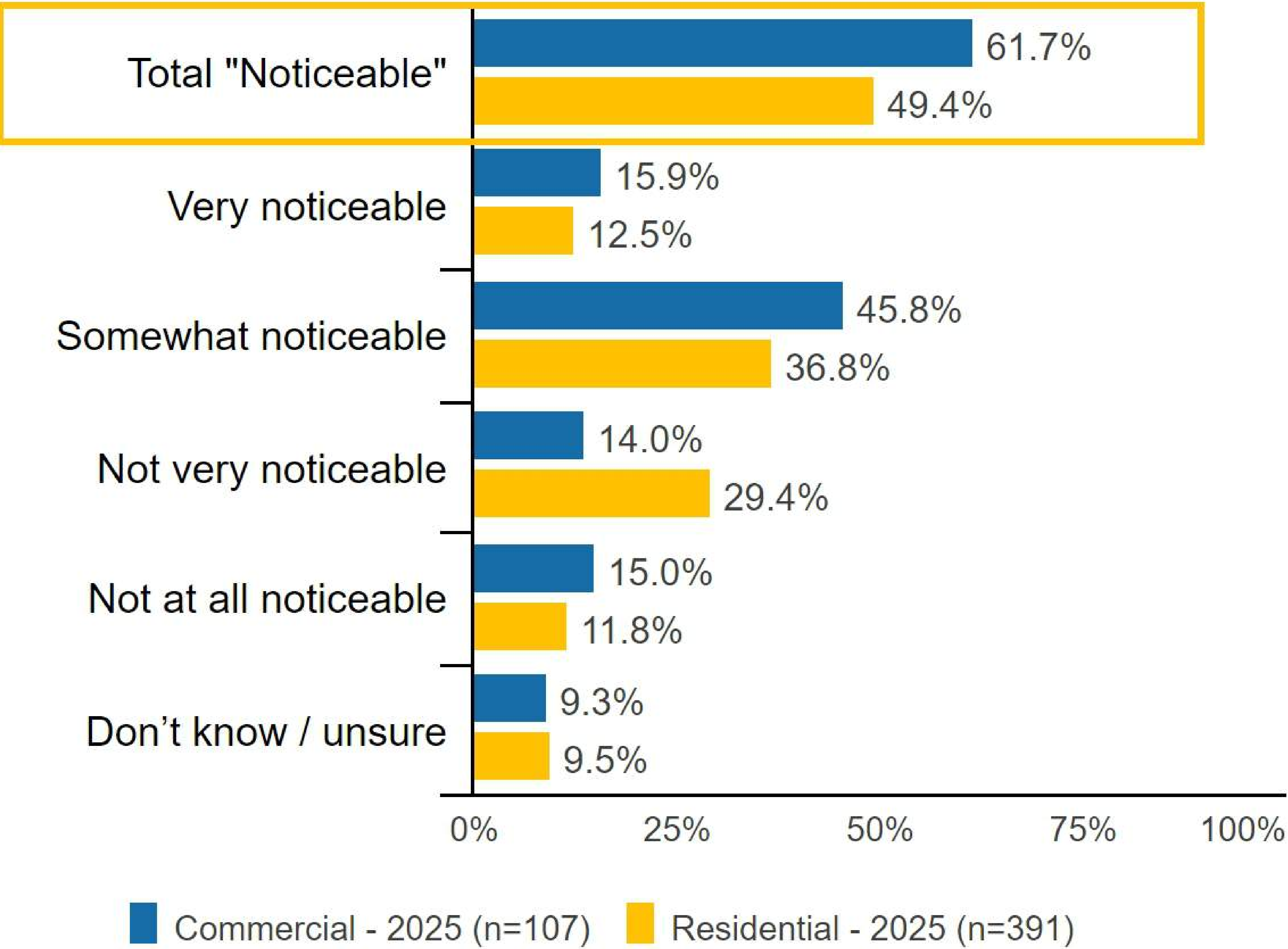
Q: How would you rate your understanding of the reasoning behind rate adjustments TCLP has made?
Q: Prior to this survey, how aware were you of the concept of energy burdens as a measurement of household energy usage and costs?

Rates | Perceptions of Adjustments Made



Nearly one-half of residential customers reported that TCLP’s rate adjustments were noticeable to their budgets, and a higher frequency of commercial customers also noticed these rate adjustments. Over two-fifths of both residential and commercial customers reported they made "no changes" in their household or business in response. However, over one-third of commercial customers reported "absorbing the cost increase internally," while roughly one-fifth of residential customers said they "changed heating or cooling settings" or "reduced their overall energy consumption" in response.

Rate Adjustment Perceptions



Commercial Response to Rate Adjustments

Base size	107
No changes made	43.0%
Absorbed the cost increase internally	36.4%
Passed costs onto customers	15.0%

Top 3 Responses Shown

Residential Response to Rate Adjustments

Base size	391
No changes made	49.4%
Changed heating or cooling settings	21.5%
Reduced overall energy consumption	20.2%

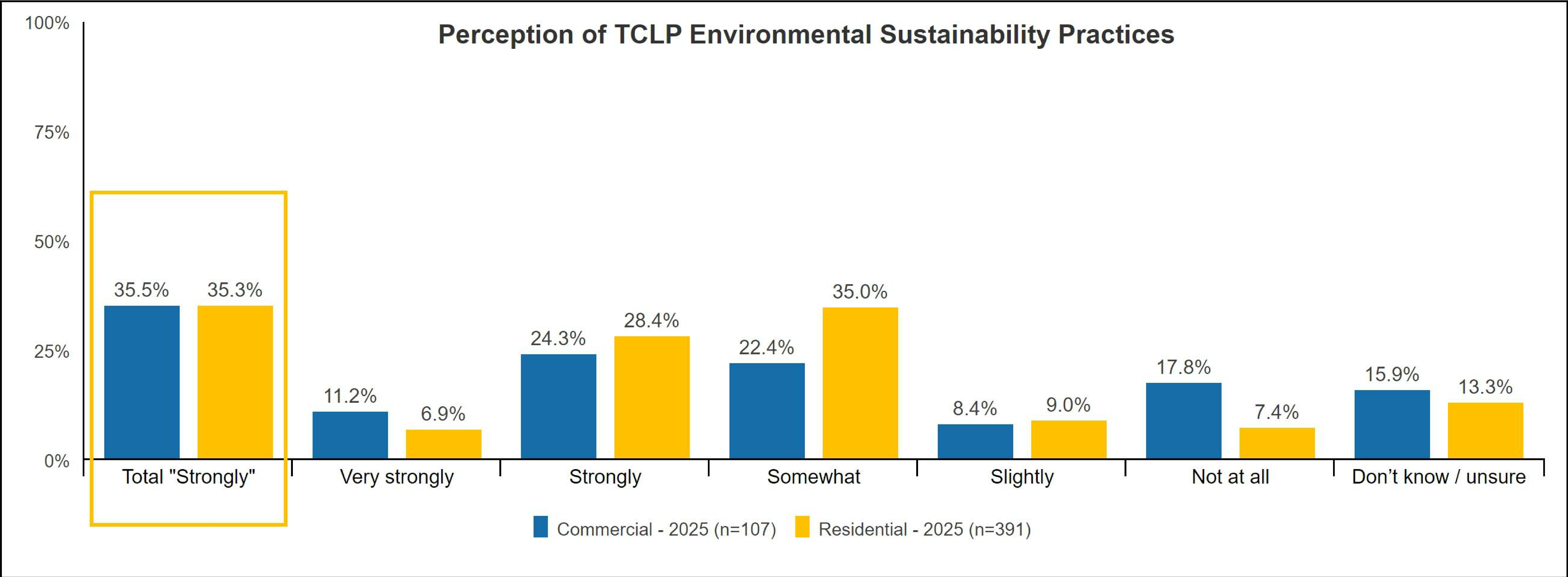
Top 3 Responses Shown

Q: How noticeable have the recent TCLP rate adjustments been to your budget?
Q: How has your household responded to recent rate adjustments? (Select all that apply)
Q: How has your business responded to recent rate adjustments? (Select all that apply)

Programs & Services | Environmental Sustainability



Over one-third of both residential and commercial customers strongly associate TCLP with environmentally sustainable practices. However, over one-third of residential customers and nearly one-quarter of commercial customers only "somewhat" associate TCLP with these practices.

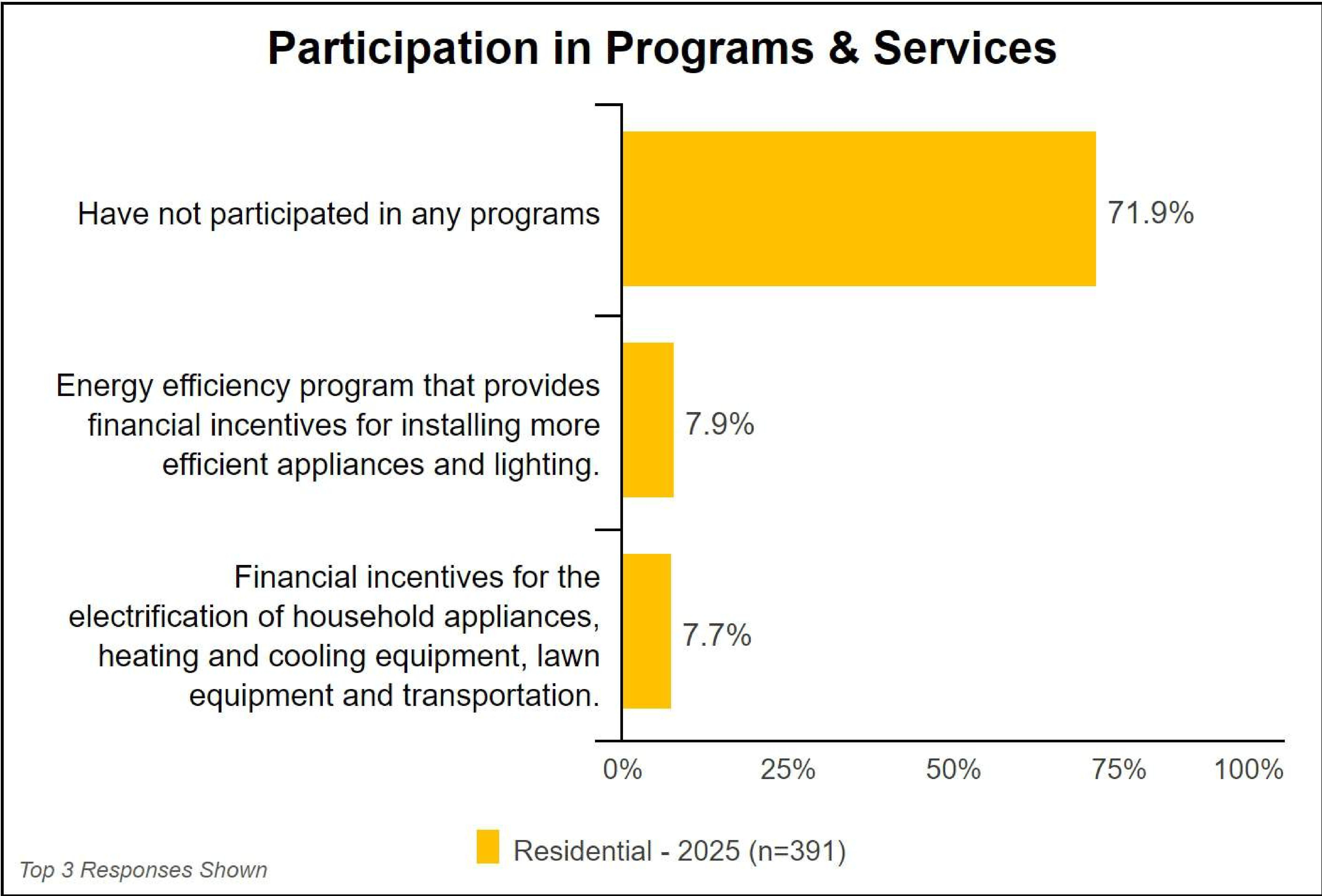


Q: How strongly do you associate TCLP with environmentally sustainable practices?

Programs & Services | Residential Participation



Nearly three-quarters of residential customers reported not having participated in any programs related to TCLP’s My Clean Choice offerings. However, over one-half of customers reported being aware of the "energy efficiency program that provides financial incentives for installing more efficient appliances and lighting," and 7.9% indicated they had participated in their program previously. Of note, fewer than one-quarter of customers were aware of TCLP’s "On-Bill Financing program, which offers low-interest loans of up to \$30,000 for home efficiency improvements."



Q: How would you rate your level of awareness of each of the following programs and incentives TCLP offers?
Q: Have you participated in any of the following My Clean Choice by TCLP programs? (Select all that apply)

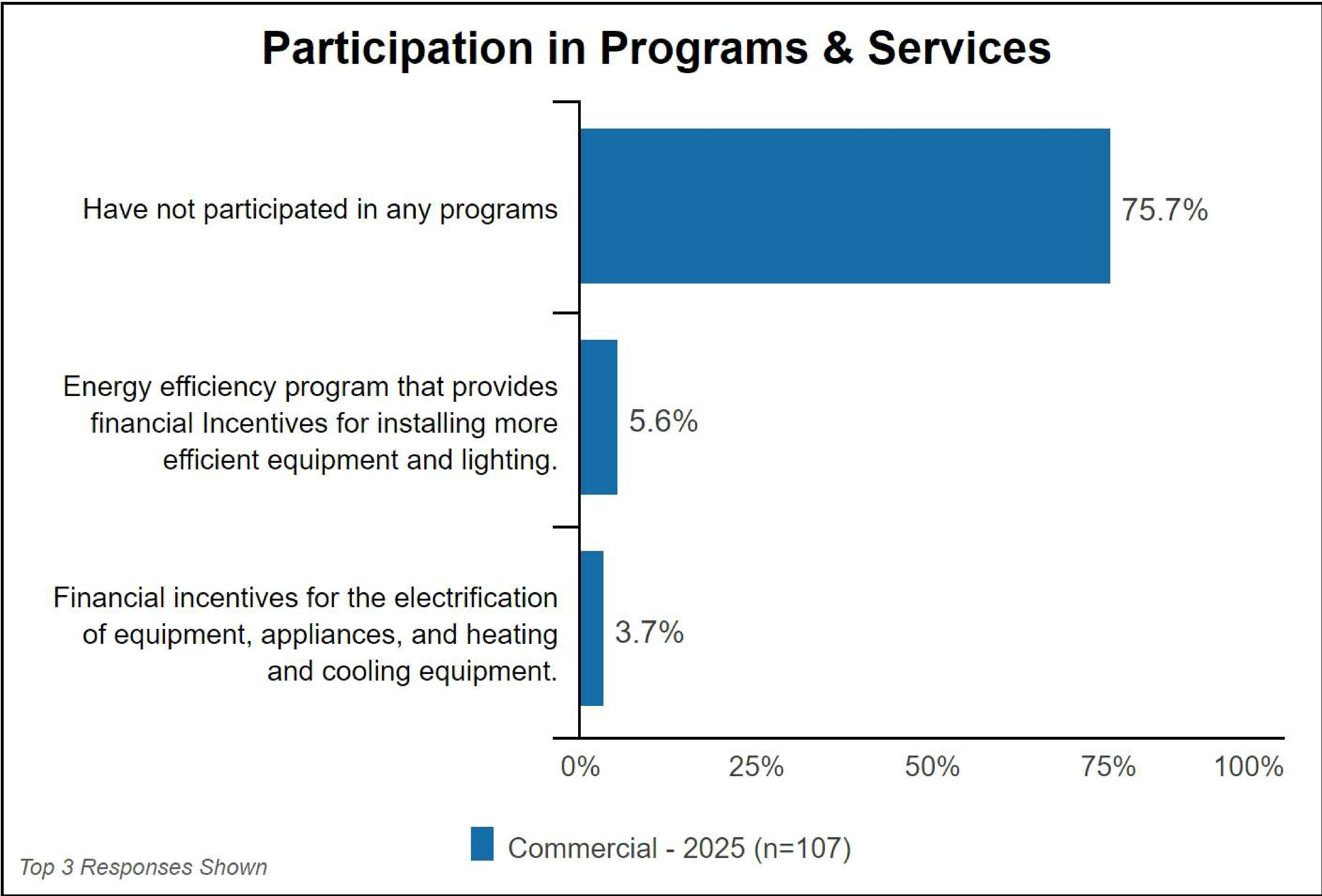
Awareness of TCLP Programs & Services	Residential
Energy efficiency program that provides financial incentives for installing more efficient appliances and lighting	53.8%
An opt-in voluntary green rate allowing customers to support renewable energy development through a premium on their electricity bill	49.5%
Financial incentives for the electrification of household appliances, heating and cooling equipment, lawn equipment and transportation	42.1%
Customer generation program allowing customers to integrate small-scale energy generation or storage systems with TCLP’s electric distribution system	26.8%
On-Bill Financing program that offers low interest loans of up to \$30,000 for home efficiency improvements	22.4%

Aggregate of "Very aware" and "Somewhat aware"

Programs & Services | Commercial Participation



Similarly, three-quarters of commercial customers reported not having participated in any programs related to TCLP’s My Clean Choice offerings. However, over two-fifths of customers said they were aware of the "energy efficiency program that provides financial incentives for installing more efficient appliances and lighting," while 5.6% indicated they had participated in this program previously.



Q: How would you rate your level of awareness of each of the following programs and incentives TCLP offers?
Q: Have you participated in any of the following My Clean Choice by TCLP programs? (Select all that apply)

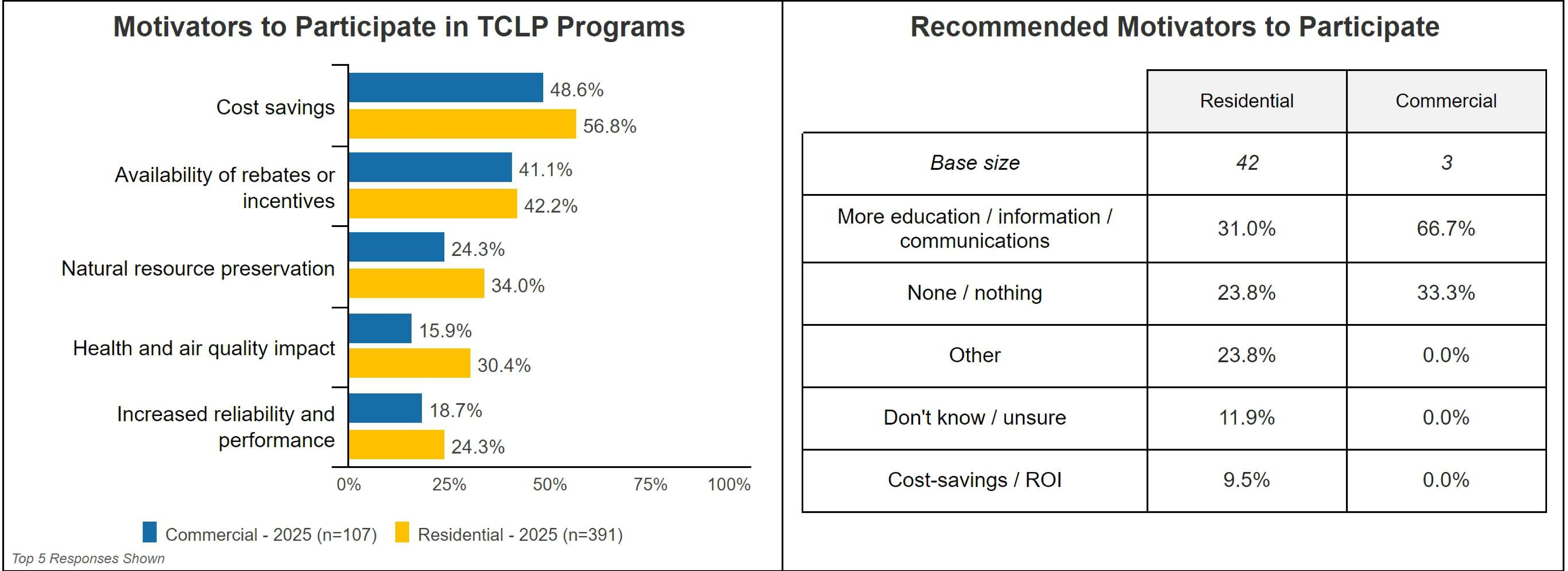
Awareness of TCLP Programs & Services	Commercial
Energy efficiency program that provides financial incentives for installing more efficient equipment and lighting	45.7%
Low interest financing available for energy efficiency improvements	40.0%
An opt-in voluntary green rate allowing customers to support renewable energy development through a premium on their electricity bill	37.1%
Customer generation program allowing customers to integrate small-scale energy generation or storage systems with TCLP’s electric distribution system	37.1%
Financial incentives for the electrification of equipment, appliances, and heating and cooling equipment	34.3%

Aggregate of "Very aware" and "Somewhat aware"

Programs & Services | Motivators



Over three-fifths of residential customers and nearly one-half of commercial customers reported that their top motivator for participating in TCLP programs would be "cost savings," followed by over two-fifths of both groups who cited the "availability of rebates or incentives." Customers indicated "more education / information / communications" from TCLP on its rebates and electrification programs could also motivate them to participate.



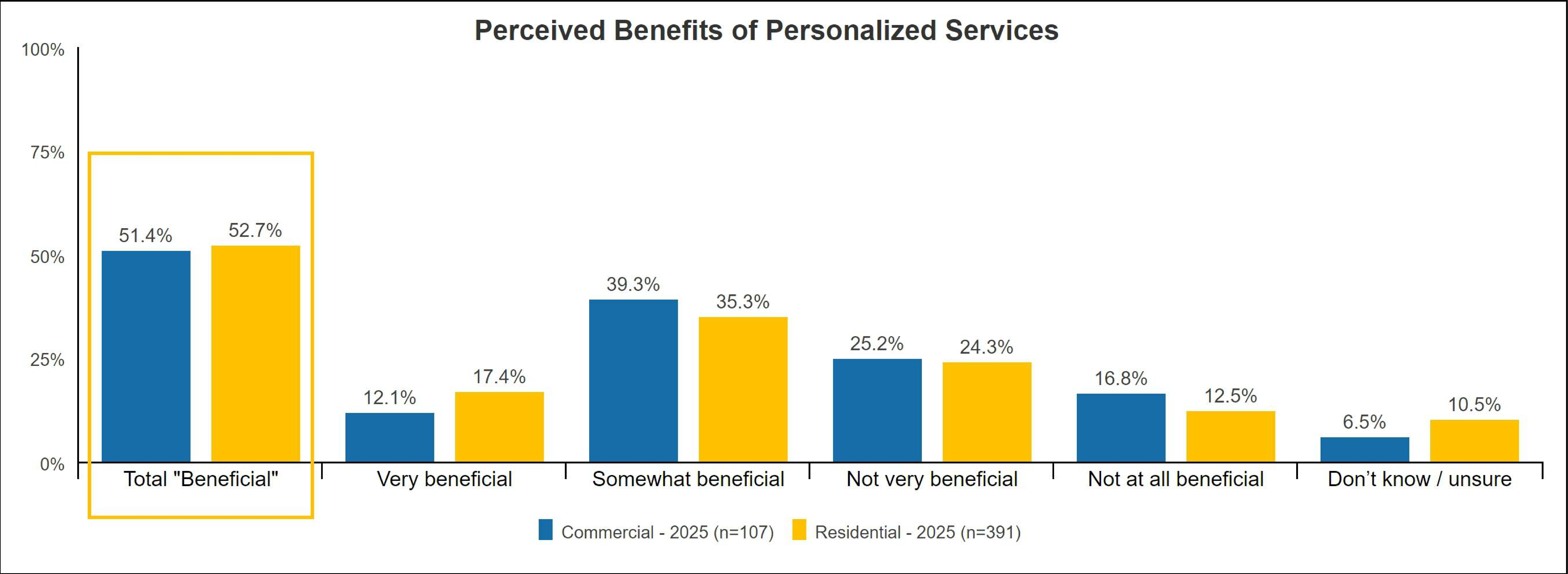
Q: What would motivate you most to participate in TCLP's financial incentive or electrification programs? (Select all that apply)
Q: What specific recommendations could TCLP provide that would motivate you to participate in a rebate or electrification program?

Programs & Services | Perceived Benefits



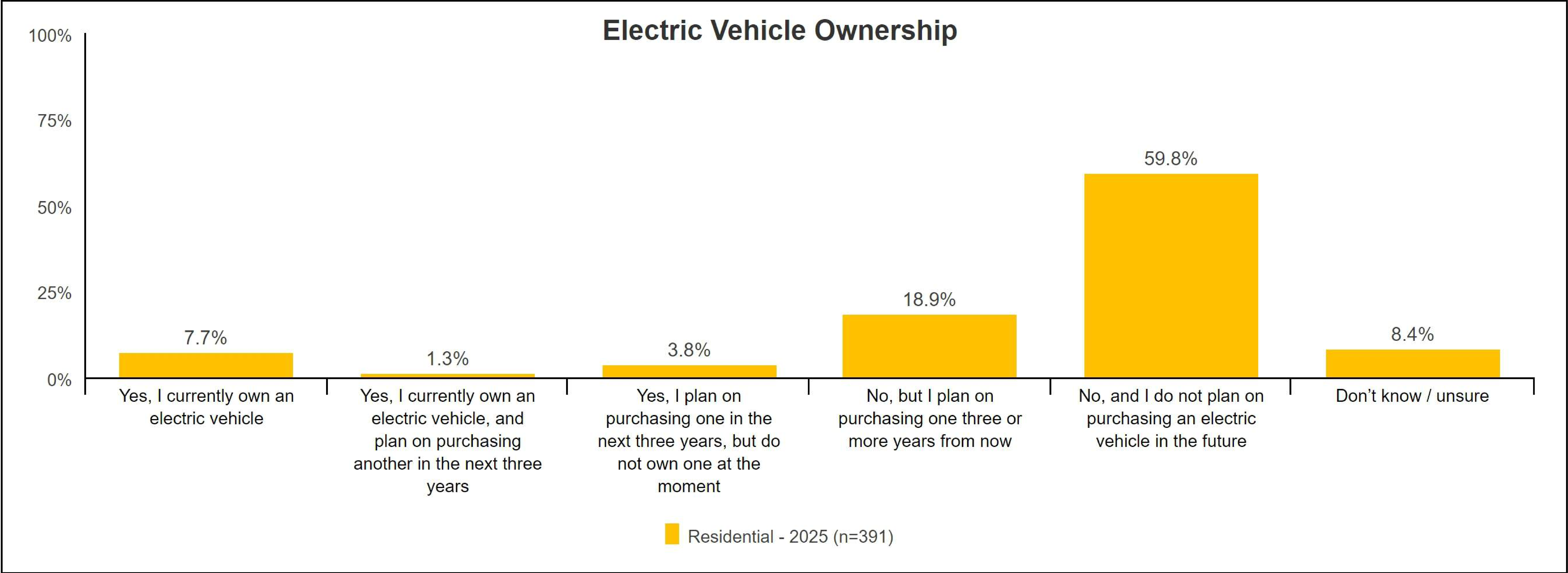
Over one-half of both customer bases believe that personalized services from TCLP, such as energy audits, would be beneficial to their household or business.

Perceived Benefits of Personalized Services



Q: How beneficial would personalized services from TCLP, such as energy audits, be to your household or business?

Three-fifths of residential customers reported they "do not currently own an electric vehicle and do not plan to purchase one in the future," followed by nearly one-fifth who said they "do not currently own an EV but plan to purchase one three or more years from now," and 5.1% who plan to purchase one in the next three years. Of note, 7.7% of residential customers reported currently owning an electric vehicle.

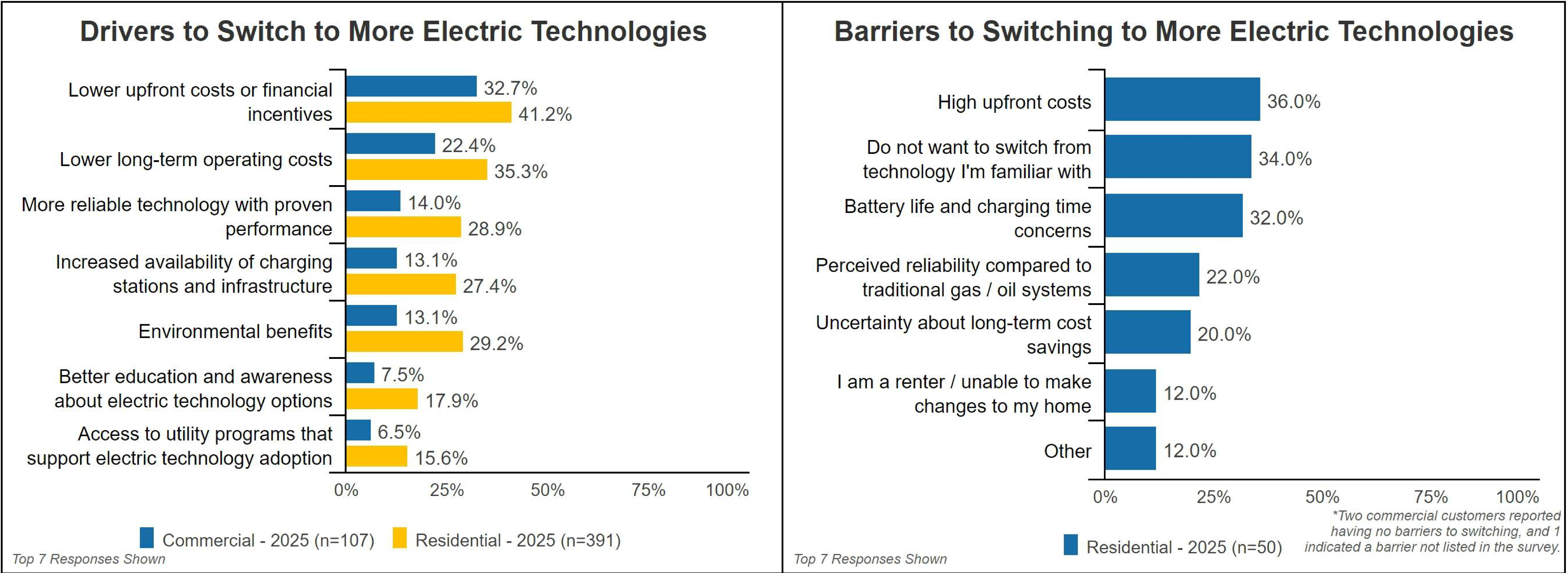


Q: Do you currently have an electric vehicle or are you thinking about purchasing one in the next three years?

Programs & Services | Drivers & Barriers to Switching



Two-fifths of residential customers and nearly one-third of commercial customers reported that "lower upfront costs or financial incentives" would encourage them to switch to more electric technologies. This was followed by over one-third of residential and nearly one-quarter of commercial customers who reported they would be motivated by "lower long-term operating costs." The top barriers to electrification included "high upfront costs" and a reluctance to "switch from familiar technology," each cited by over one-third of residential customers, while "battery life and charging time" is a concern for just under one-third of customers.

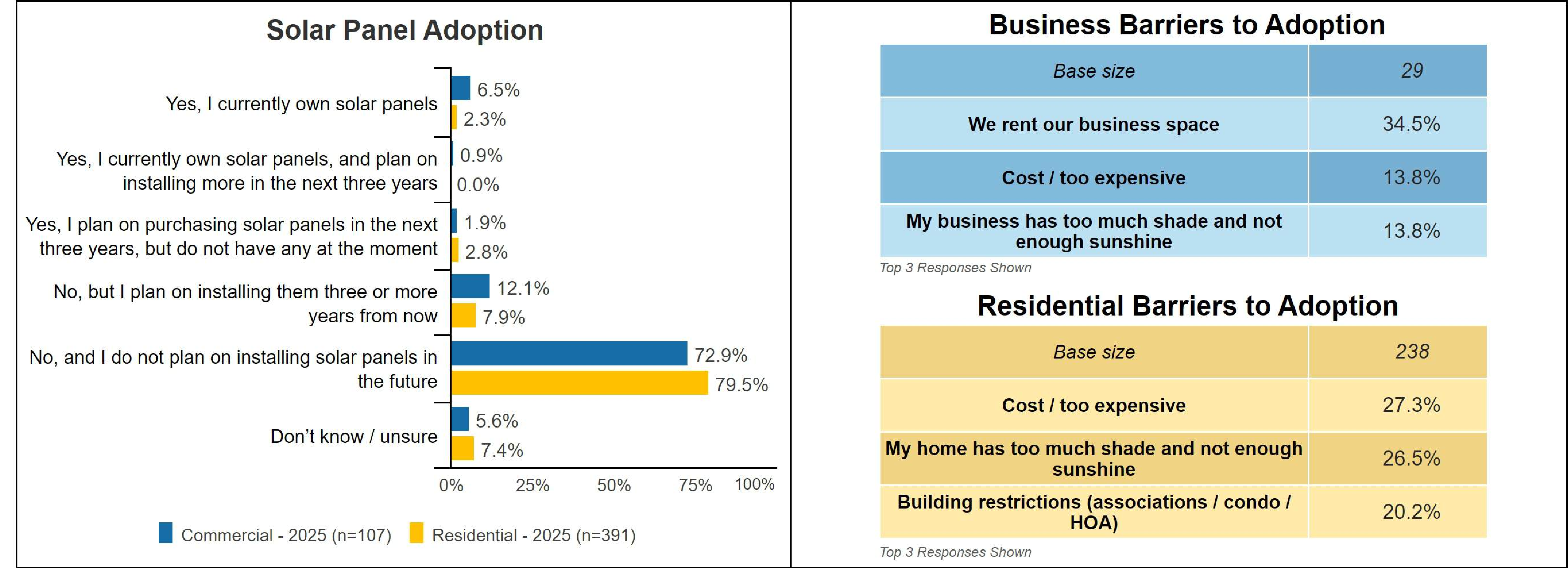


Q: What would encourage you to switch to utilizing more electric technologies such as electric heat pumps, water heaters, electric vehicles, and more?
Q: For what reason(s) would you be unlikely to switch to utilizing more electric technologies, if any?

Programs & Services | Solar Panel Adoption



Over seven-out-of-ten residential and commercial customers reported they "do not currently own solar panels and do not plan to install them in the future," while 12.1% of commercial and 7.9% of residential customers plan to install solar panels three or more years from now. Among commercial customers, over one-third cited "renting their business space" as a top barrier to adoption, while over one-quarter of residential customers cited "cost" as their primary barrier, and others also reported having too much shade at their house and don't get enough sunshine.

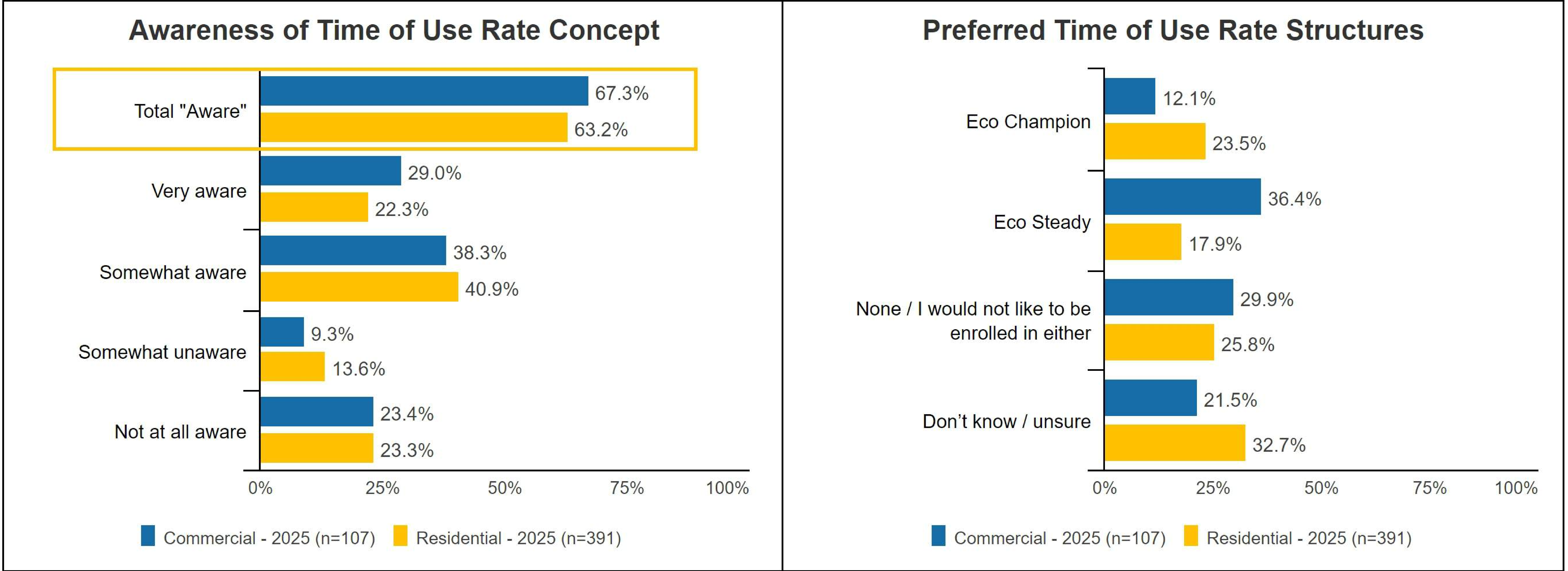


Q: Do you currently have solar panels on your house / business or are you thinking of installing them in the next three years?
Q: For what reason(s) are you not planning on installing solar panels in the future?

Programs & Services | Time of Use Rates



Roughly two-thirds of residential and commercial customers were aware of the concept of time of use rates, while nearly one-quarter of both groups were not at all aware. When presented with descriptions of two different time of use rate structures, nearly one-quarter of residential customers said they would prefer to enroll in the "Eco Champion" rate structure, while nearly two-fifths of commercial customers preferred the "Eco Steady" rate. Of note, nearly one-third of residential customers were unsure which rate structure they would choose.



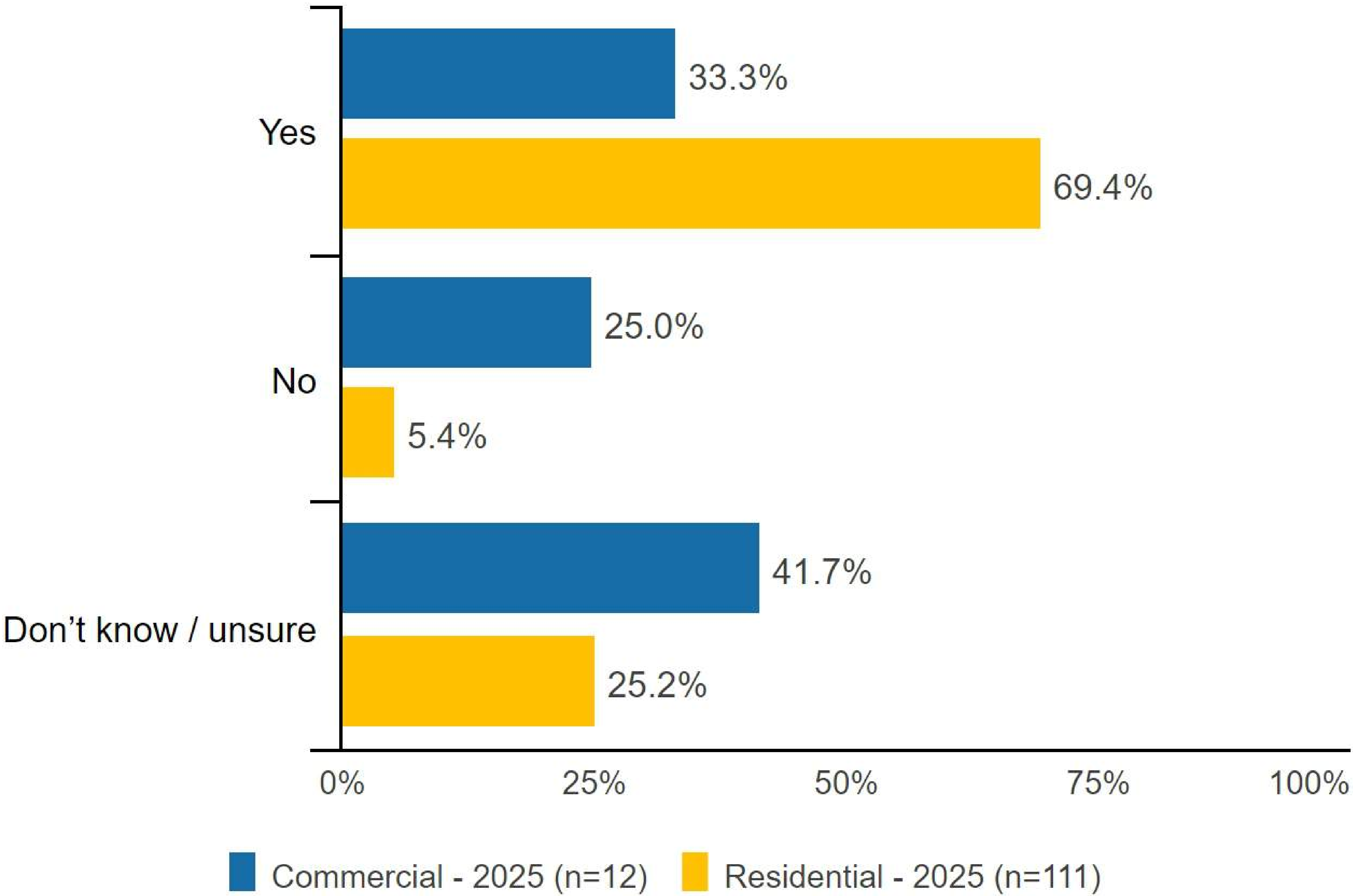
Q: Prior to this survey, how aware were you of the concept of time of use rates?
Q: Which of these rate structures would you prefer to be enrolled in?

Programs & Services | Time of Use Rates

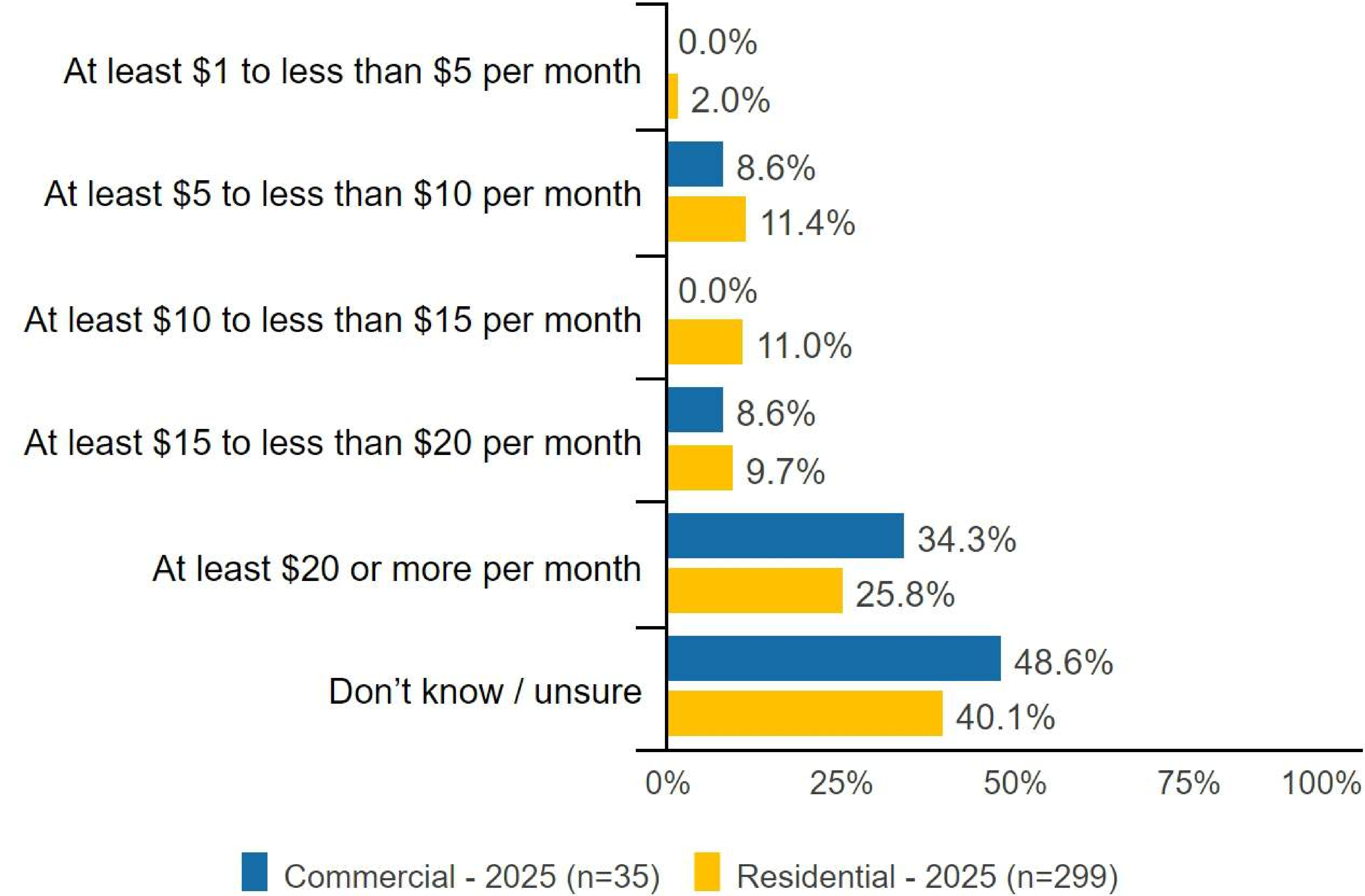


Over two-thirds of residential customers are likely to adjust their energy patterns and behavior to be able to participate in a time of use rate structure, compared to only one-third of commercial customers. Meanwhile, two-fifths of commercial customers were unsure if they would be able to adjust their energy behavior to participate. When asked how much money they would need to save on their bill each month in order to participate in a time of use rate program, one-quarter of residential and over one-third of commercial customers would need to save "at least \$20 or more per month."

Likelihood to Adjust Energy Consumption to Save Money



Amount Saved to Participate in Time of Use Rate Program

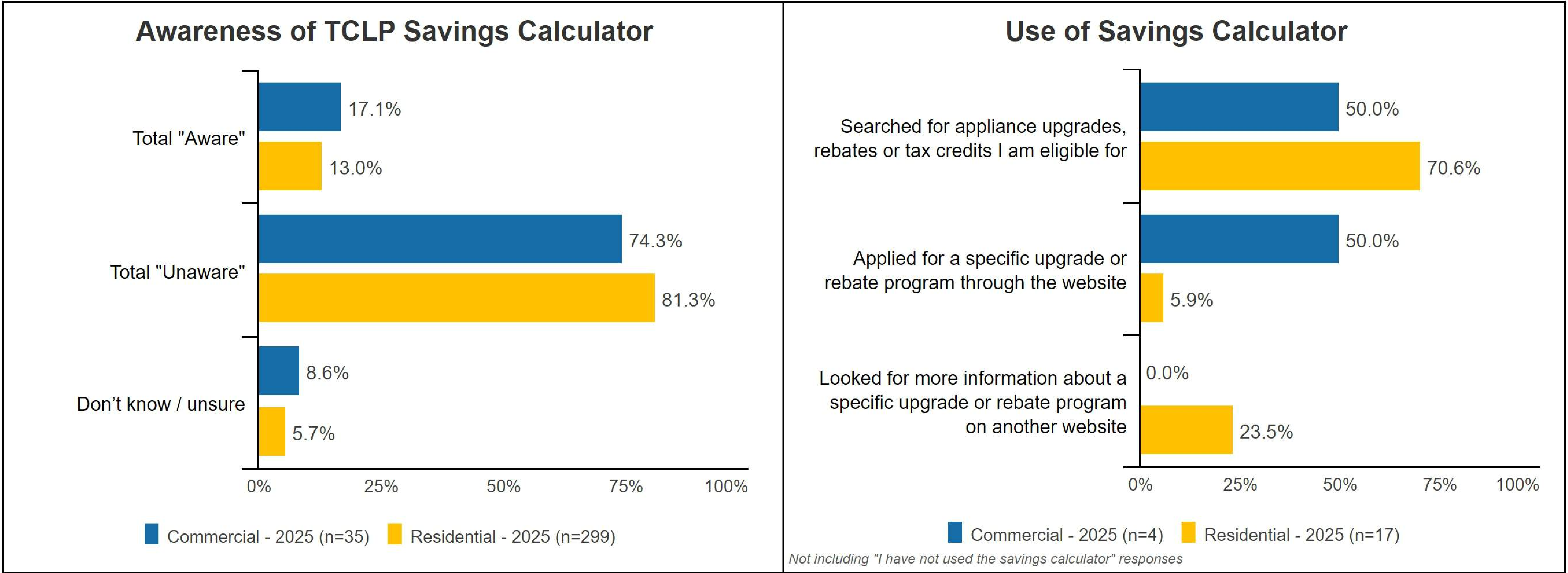


Q: Do you believe your household or business would be able to adjust your energy consumption patterns and behavior to be able to participate in this rate structure and ultimately save money on your electric bill?
Q: How much money would you have to save on your bill per month in order to participate in a time of use rate program?

Programs & Services | Savings Calculator



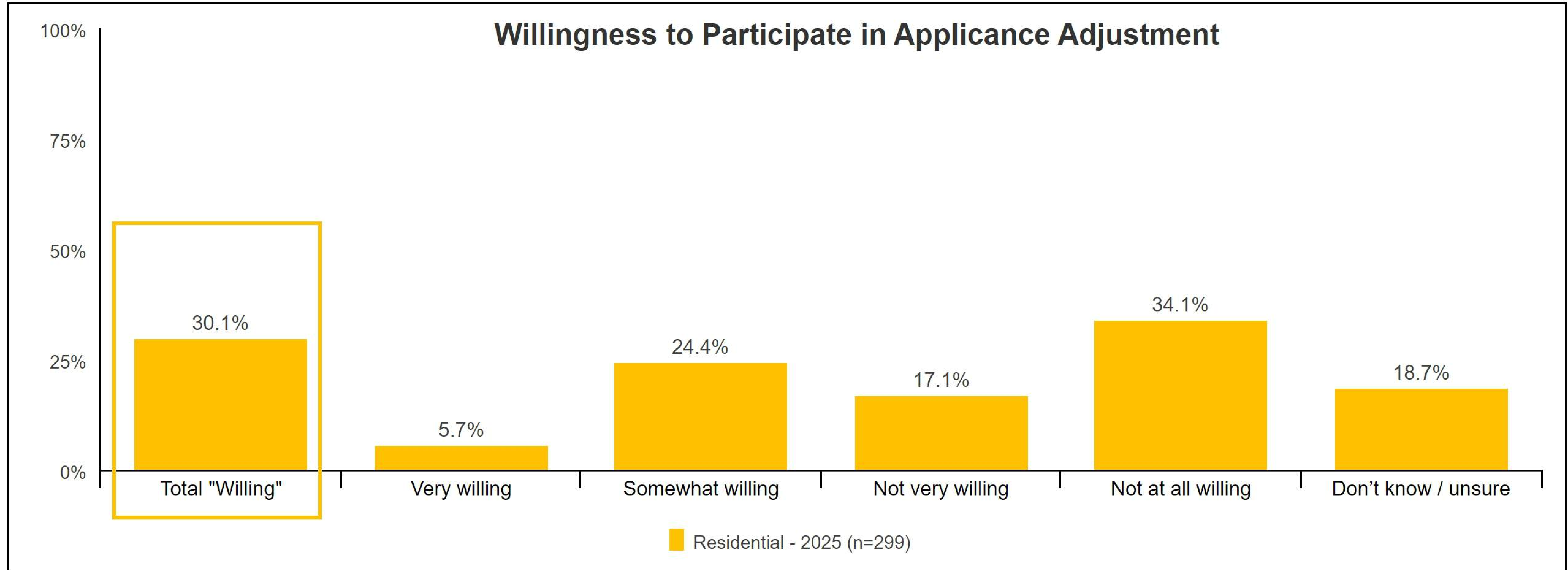
Over four-fifths of residential and roughly three-quarters of commercial customers were "unaware" of the savings calculator on TCLP's website that allows them to search for eligible programs for energy-efficient appliances and upgrades. Of the customers who have used the savings calculator, most have only "searched for appliance upgrades, rebates, or tax credits they are eligible for."



Q: Prior to this survey, how aware were you of the savings calculator on TCLP's website, powered by Rewiring America, which allows you to search for eligible programs for energy-efficient appliances and upgrades?
Q: In what ways have you used this savings calculator previously, if at all?

Programs & Services | Demand Response

Three-out-of-ten residential customers would be willing to participate in a program that would allow TCLP to manually adjust their home's water heater, furnace, or air conditioner during times of peak demand, while over one-third of customers are "not at all willing" to participate in this program. Of note, nearly one-fifth of customers were unsure if they would be willing to participate.

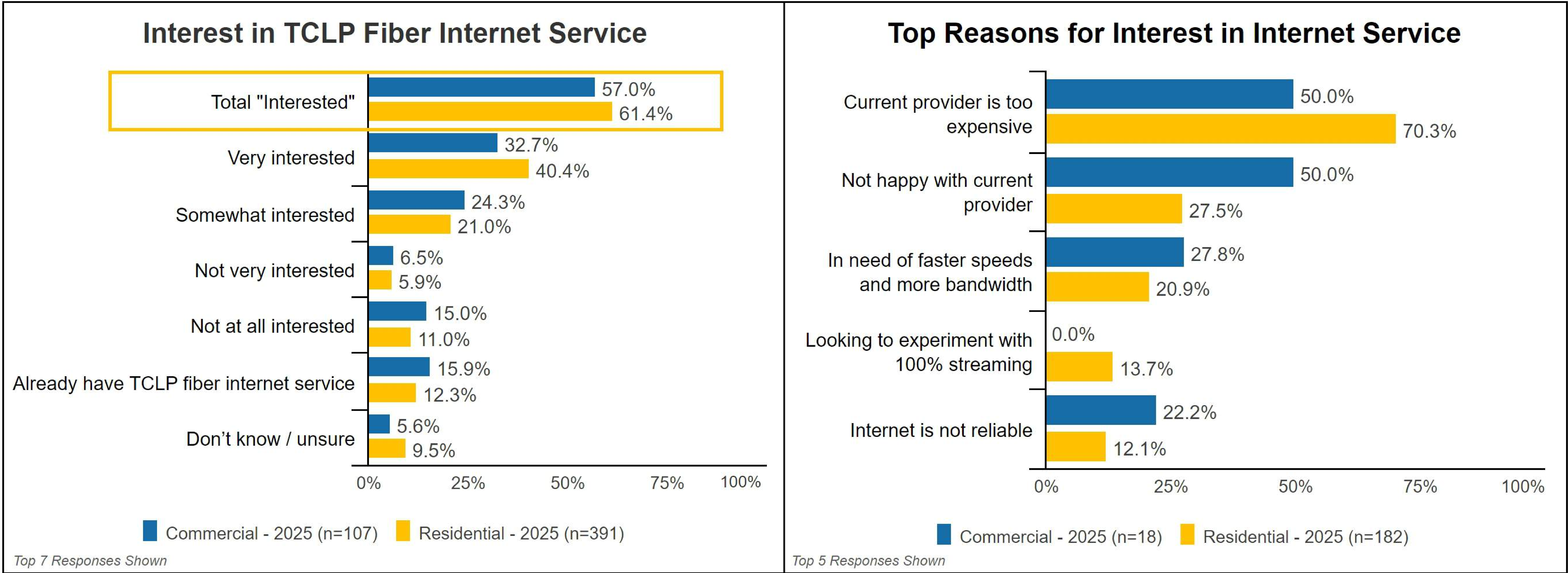


Q: How willing would you be to participate in a program that allowed TCLP to manually adjust your home's water heater, furnace, air conditioner and electric vehicle charging during times of peak demand to help TCLP avoid overload, reduce emissions, and avoid expensive equipment upgrades, if it could save your household money on its electric bill?

Programs & Services | Fiber Internet Adoption



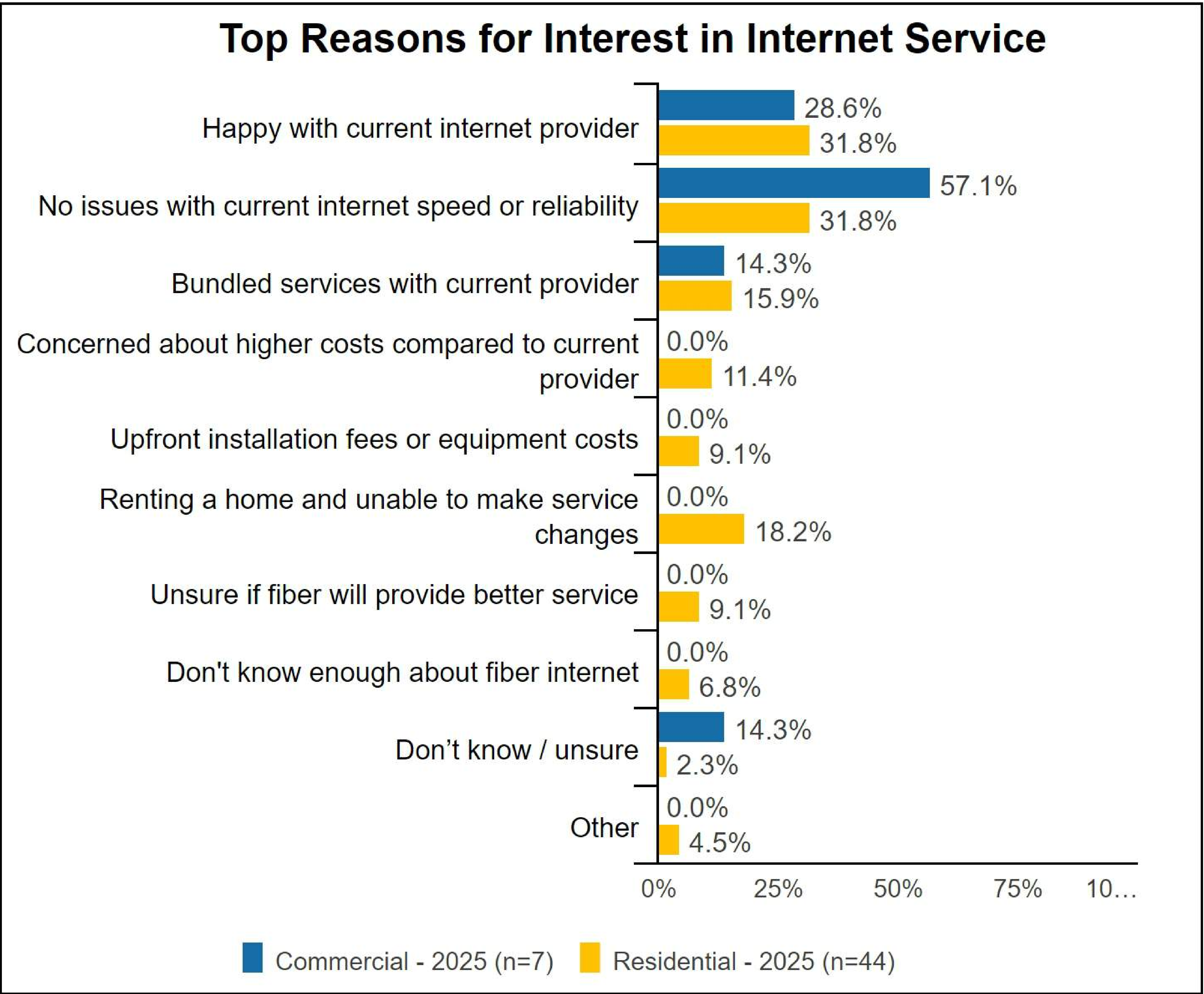
Roughly three-fifths of residential and commercial customers would be interested in switching from their current internet provider to TCLP's fiber internet service if TCLP were to expand its fiber internet service to its entire city proper. Nearly three-quarters of residential and one-half of commercial customers reported being interested in switching to TCLP's fiber internet service because their "current provider is too expensive."



Q: As TCLP expands its fiber internet service to its entire city proper, how interested would you be in switching from your current internet provider to TCLP's fiber internet service?
Q:For what reason(s) would you be interested in switching from your current internet provider to TCLP's fiber internet service?

Nearly one-third of residential customers said they were not interested in TCLP’s fiber internet service because they are "satisfied with their current internet provider" or have "no issues with their current internet speed or reliability." Among commercial customers, over one-half cited the same top barrier to switching, reporting "no issues with their current speed or reliability."

Notably, nearly one-fifth of both customer bases indicated that having "bundled services with their current provider" makes them less likely to consider switching to TCLP fiber.



Q: For what reason(s) are you not interested in switching to TCLP’s fiber internet service?

Considerations





Enhance Digital Communication Channels to Meet Evolving Customer Preferences

Although overall satisfaction is high, fewer customers find it easy to interact with TCLP through digital platforms (65.2% residential, 54.2% commercial) compared to interacting with a live agent, and regular residential website usage has declined significantly since 2021 (-17.1 percentage points). At the same time, interest in online features like service problem reporting and rate information has increased, signaling a potential need to modernize and promote digital tools to better meet evolving expectations.

Actionable Insights

- **Revamp and simplify** the customer portal and website navigation to prioritize high-traffic items such as bill payment, outage maps, and energy savings tools.
- **Expand and continue to promote** digital features customers are most interested in, such as online service problem reporting tools and detailed rate information.
- **Launch a digital experience awareness campaign** to reintroduce customers to TCLP's online offerings and guide them through how to access and use key features.
- **Accelerate development** of a TCLP smartphone app, leveraging growing customer interest (46.8% residential, 40.0% commercial) and the need for more mobile-friendly services.



Improve Program Awareness and Personalization to Drive Participation

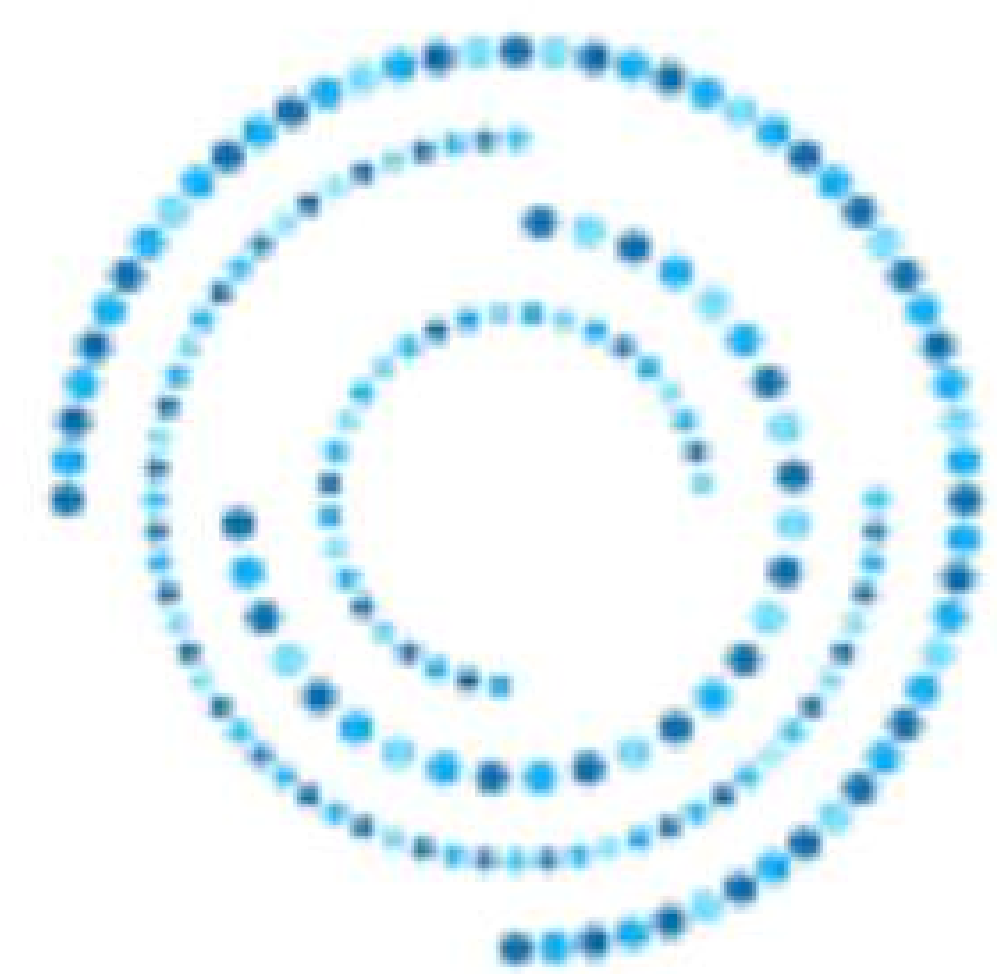
Despite strong customer interest in increasing efficiency, and thus saving money, participation in TCLP's programs remains low; over 70.0% reported not taking part in My Clean Choice offerings, revealing a gap between awareness and actual usage of these programs. Many customers also cited the desire for more education (for example, 31.0% of residential customers seek more education on TCLP's rebates and electrification programs).

Actionable Insights

- **Develop or continue developing educational campaigns** that spotlight underutilized programs, especially On-Bill Financing and energy efficiency rebates.
- **Create segmented marketing content** based on key motivators like cost savings, sustainability, or incentives to ensure program outreach resonates with different customer goals.
- **Promote personalization tools**, like the savings calculator, and improve their visibility across digital channels to support self-guided program discovery.
- **Offer or continue to offer opt-in program follow-ups** (e.g., through customer portal settings), allowing customers to choose if and how they want to receive personalized recommendations without intrusive outreach.

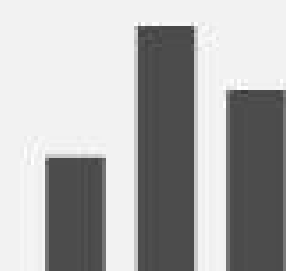
About GreatBlue







Harnessing the Power of Data

...to help clients achieve organizational goals.

 **Data** supporting strategic decisions to improve products and services. Since 1979, our experience with study and instrument design, data collection, analysis, and formal presentation assists our clients in identifying the “why” and “what’s next.”

 **Talent** with a knowledge base in a wide range of industries and methodologies ensures a 360° view of the challenges faced and the expertise to address them.

 **Solutions** that are customized to provide a personalized approach to understanding organizational, employee, and customer needs, allowing for more informed decisions.

Methodologies:



Digital Surveys



Focus Groups



In-Depth Interviews

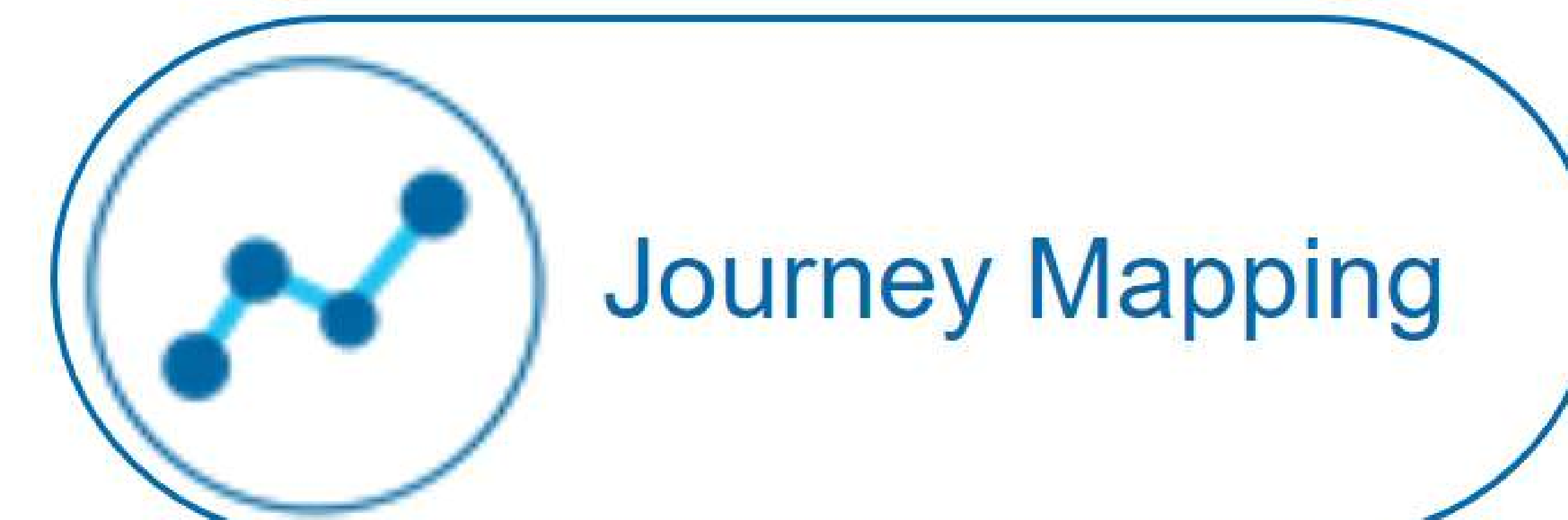
Studies:



Awareness and Perception Studies



Customer and Employee Satisfaction Studies



Journey Mapping



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WHAT'S NEXT.



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