

2018 Achievements in Customer and Employee Experience



E Source

E Source Forum 2018

A person is shown from behind, sitting at a desk and using a laptop. The laptop screen displays a social media profile page with various sections like 'My Status', 'My People', 'My Friends', 'My Photos', 'My Videos', and 'My Groups'. The background is a solid blue color.

Achievements in customer experience



Exelon Utilities

Exelon Utilities Mobile App Overview

September 2018



Project Background & Agile Delivery Approach

The Exelon Utilities' Mobile App project created a best-in-class native mobile application for customers of Exelon Corporation's Energy Delivery Companies, including:

- Commonwealth Edison Company (ComEd)
- Baltimore Gas and Electric Company (BGE)
- PECO Energy Company (PECO)
- Delmarva Power, Pepco, and Atlantic City Electric to adopt the application in a future release.

Leveraging lessons learned from other digital projects and a thirst to ensure the design of the app was streamlined, accessible, and simplistic based on real customer feedback, the project was executed leveraging the agile software development approach.

- 1) This was the first project of this size to be deployed in such a manner at Exelon's utilities, successfully exhibiting Exelon's ability execute in a nimble manner, even when challenged in working across a large multi-operating company organization.
- 2) The agile process truly allowed the customer to be at the center of the development lifecycle, with the project including iterative customer touchpoints via a usability study that reached over 100 customers with feedback throughout the year that directly impacted the application design.
- 3) A usability study was also conducted amongst visually impaired and blind users to ensure accessibility was accounted for and the app was optimized to all customer bases.

Guiding Principles & Timeline

Streamlined Mobile Experience (different from responsive)	Continuous Feedback and Differentiation	Build towards “Utility of the Future”
<ul style="list-style-type: none">• Focus on easy, painless and efficient interactions<ul style="list-style-type: none">• Utilizes device functions and operations such as GPS, camera and fingerprint log-in (as well as Face ID)• Enable a personalized experience via free push notification alerts<ul style="list-style-type: none">• Increased communication and engagement	<ul style="list-style-type: none">• Leverage data and best practices for decision-making• More frequent releases: agile approach• Leverage customer feedback via usability study• Review metrics to learn how enhancements drive adoption	<ul style="list-style-type: none">• Target user group: shaped by everyday app usage• Capability to leverage future device enhancements over time (ex: mobile beacons) with continuous agile development• Building with the goal to enable EU to more dynamically react to changing customer needs

<p>EU Mobile App Timeline</p> 	<ul style="list-style-type: none">• Customers utilized the application sooner with increased functionality with each release:<ul style="list-style-type: none">• V1 available was available to BGE and PECO in September 2017• V2 released in February 2018 and replaced ComEd’s pre-existing mobile app• Customer usability studies and feedback was provided throughout the project’s lifecycle
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Voice of the Customer Approach

Due to the Agile format, the team had the opportunity to learn quickly, test early, and incorporate customer feedback iteratively.

The following outlines the plan that was followed during the initial product development phases, incorporating customer research into the design continuously:

Timeframe	Project Phase/Activities	Customer Touchpoint/Activities Planned
November 2016 - January 2017	Project Kick-off Discovery Phase	<ul style="list-style-type: none"> Stakeholder Interviews (Internal) Persona Creation (Customer Base Analysis) Metrics Review
Q1 – Q2 2017	Iterative Design, Build, Test, and Deploy Initial Public Release Planning	<ul style="list-style-type: none"> Customer Usability Study on Wireframe Design <ul style="list-style-type: none"> External Customers to Participate across all 4 Operating Companies (OpCos) Feedback Sought Early and Iteratively User Acceptance Testing (UAT) also Conducted by the Business Owners (Internal)
Q3 2017 – Q1 2018	Iterative Design, Build, Test, and Deploy Continues Additional Public Release Planning Project Finalization	<ul style="list-style-type: none"> Live Public Release Feedback Continued Customer Usability Testing Continued and Final User Acceptance Testing by Business Owners (Internal)

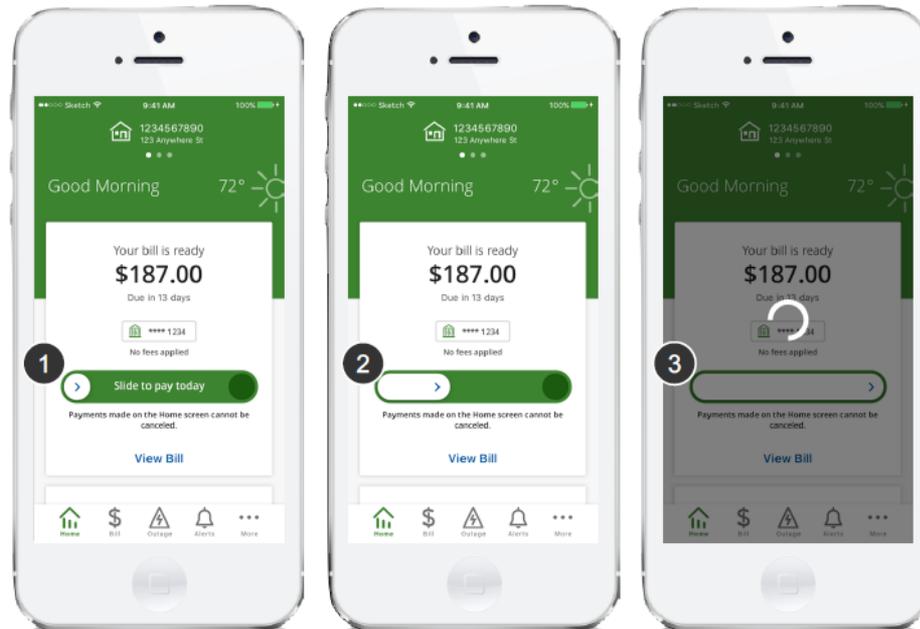
Voice of the Customer Results

Timeframe	Focus Areas	Key Learnings Addressed due to Feedback
Sprint 5 March 2017	Signing In Forgot Password Outage Overview Report an Outage	<ul style="list-style-type: none"> Outage Status: the outage status “circle” is not intuitively designed to encourage customers to tap (for the full outage status message) Confirmation Toasts: toasts are may be too long for users to read the full confirmation after transaction completion
Sprint 7 April 2017	Navigation Budget Billing/eBill “Swipe to Pay” Re-test Outage	<ul style="list-style-type: none"> Swipe to Pay: verbiage did not resonate with users on the optional quick way to pay via the app home screen Finding additional information on billing/payment programs: redesign to ensure buttons appear more tap-able to users
Sprint 9 May 2017	Billing Home Screen: A/B testing	<ul style="list-style-type: none"> Dynamic Billing Fields: re-name and slightly modify the layout of dynamic billing fields for clarity on the bill amounts and due dates Home screen: weather information is useful on this screen but screen real estate dedicated to this information should be reduced; elements of all the designs shall be combined to strengthen the “final” design
Sprint 11 June 2017	Make a payment Enroll in AutoPay	<ul style="list-style-type: none"> For users who may have a past due amount or other precarious billing situation, additional detail will be provided to the user on the Home screen so as to further explain their current account status more clearly
Sprint 12 June 2017	Accessibility Usability Testing: <ul style="list-style-type: none"> Limited Vision Blind Color Blind 	<ul style="list-style-type: none"> Screen reader demonstrated confusion around the use of toggles for enrolling in programs and accepting Terms and Conditions (descriptive text to be added to be read by the screen reader by not displayed on the screen itself) During screen loading, the screen reader continues to read elements of the screen behind the loading indicator (focus the screen reader to be shifted to the loading experience to prevent background content from being read)

Design Overview: “Slide to Pay Today”

The Exelon Utilities converged mobile app was designed specifically to create a pleasant user experience, enabling ease of self-service in a couple of notable ways.

For example, taking note of best-in-class easy payment options such as Amazon’s “1-click” pay, customers of the Exelon mobile app are able to make a payment from the home screen of the app with a simple slide, as shown in the 3-screen example below:

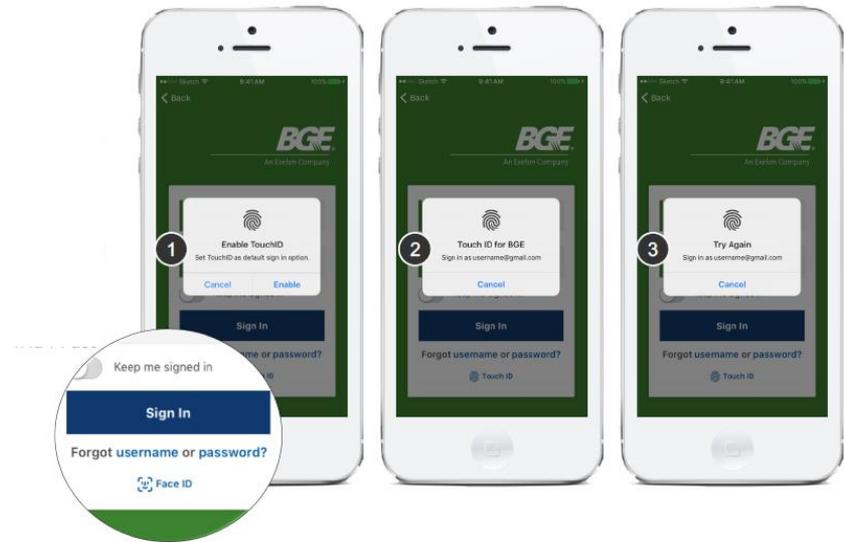


Design Overview: Log-in

Ease of log-in: Customers are offered several log-in options to overcome the always troublesome username and password that is so widely forgotten by users.

A user authenticating successfully with their credentials can either enable the “keep me logged in” feature or utilize their device’s fingerprint option to guarantee repeat use and access.

In addition to fingerprint log-in, the newest iPhone X device with “Face ID” can also be utilized in place of the fingerprint option. Not only are these additional log-in methods available, minor adjustments such as allowing users to unhide their password to ensure correct entry on what is likely a smaller device, were also incorporated into the design.

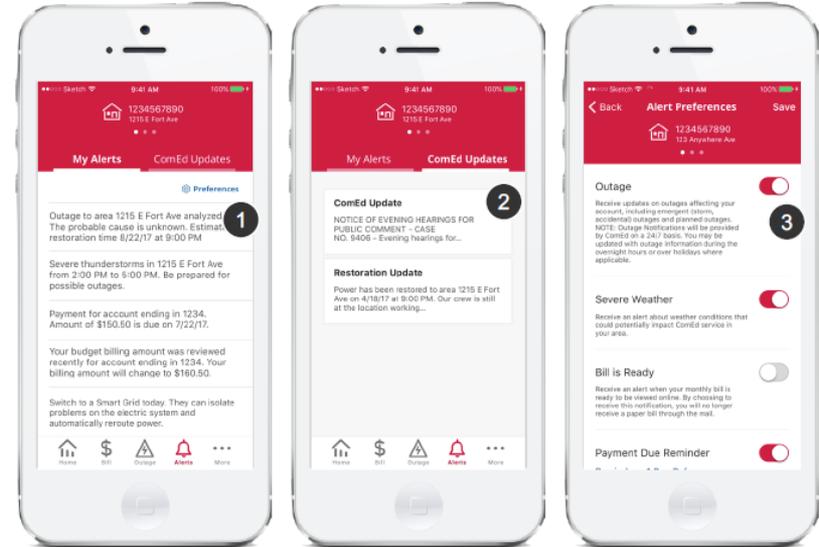


Design Overview: Push Notifications

Utilizing push notifications for customer engagement: Customers using the app will receive updates on outages and the restoration process as well as other notifications such as reminders for upcoming payments due.

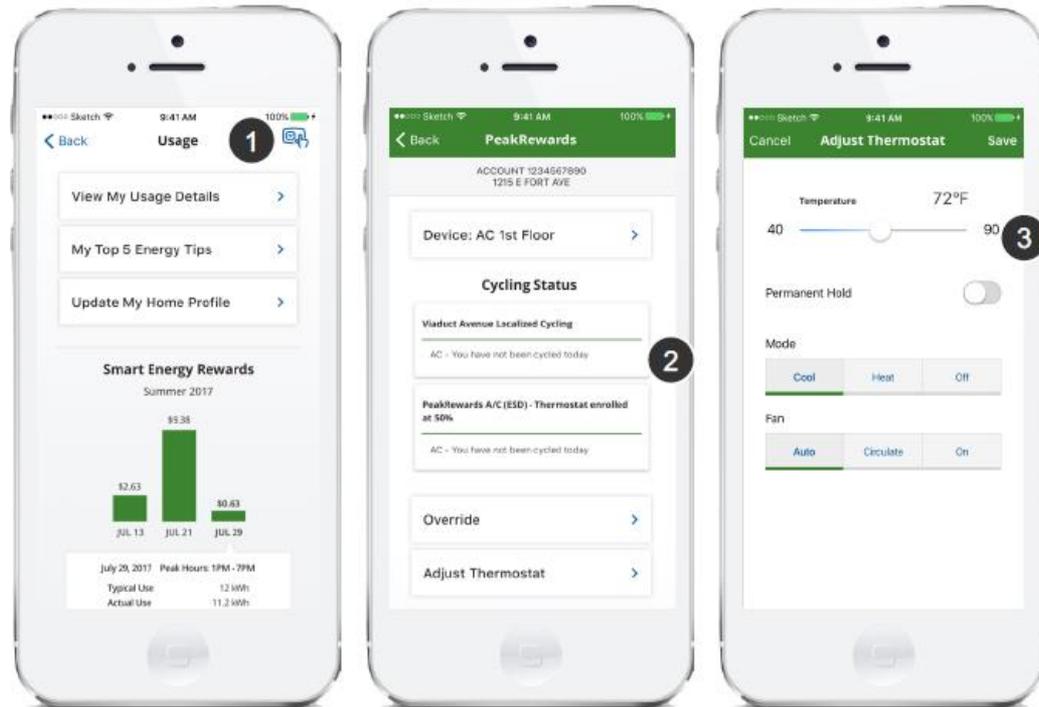
Users' notifications are set by default but they can modify their notification preferences at any time. All notifications are consistent with the utility preference center, opening another channel for customer engagement.

In addition, the utilities can take customer engagement to a new level with the option to send timely push notifications to targeted segments. These notifications can inform customers, for example, of ways to save energy during extreme weather conditions or of potential utility scams that may be impacting their neighborhood.



Design Overview: Thermostat Control & Demand Response

Thermostat control: Some users with certain thermostats enrolled in BGE's PeakRewards program will have access to thermostat controls through the app, enabling them to adjust settings at home on-the-fly in response to a demand response event or simply for remote control of these settings while they are away.



Long-term Benefits & Conclusion

As part of Exelon Utilities' digital strategy in offering a premier customer experience and working as utilities of the future, the mobile app channel exhibits the focus on customer experience informed by daily digital experiences and meeting customers where they interact on their technology and devices.

The app was implemented using a customer-led design philosophy:

- This also included ensuring the app was accessible for all customers. Color contrast and screen-reader usability were tested and verified throughout the iterative design process, assisted by the device's native abilities and tools.
- In addition, ease of use was key. Each transaction in the app can be completed in 3 steps or less so that customers can complete their interactions with their utility quickly and efficiently.

Most notably, the project pioneered the agile delivery process at Exelon's Utilities, transforming how digital projects are executed in 2018 and beyond.

- On-going enhancements to the digital channels began to be executed utilizing the agile framework, allowing the operating companies to prioritize enhancements based on the greatest impact to customer experience and satisfaction while rapidly learning from customer feedback as new releases come available more frequently.
- In addition, as exhibited by the mobile app project, the teams involved will become more efficient, increasing the volume of work completed over time.



Pacific Gas and Electric Co.

Contact Centers
Vietnamese Mobile App
Cashier
Video
PG&E,
Punjabi
Spanish Interpretation
ASL
Russian,
Interpreter
Local Office
Field Services
Video Interpretation
Communication
Language
Mandarin
LanguageLine Services
Cantonese

*“Optimizing the
Foreign Language
Customer Experience”*



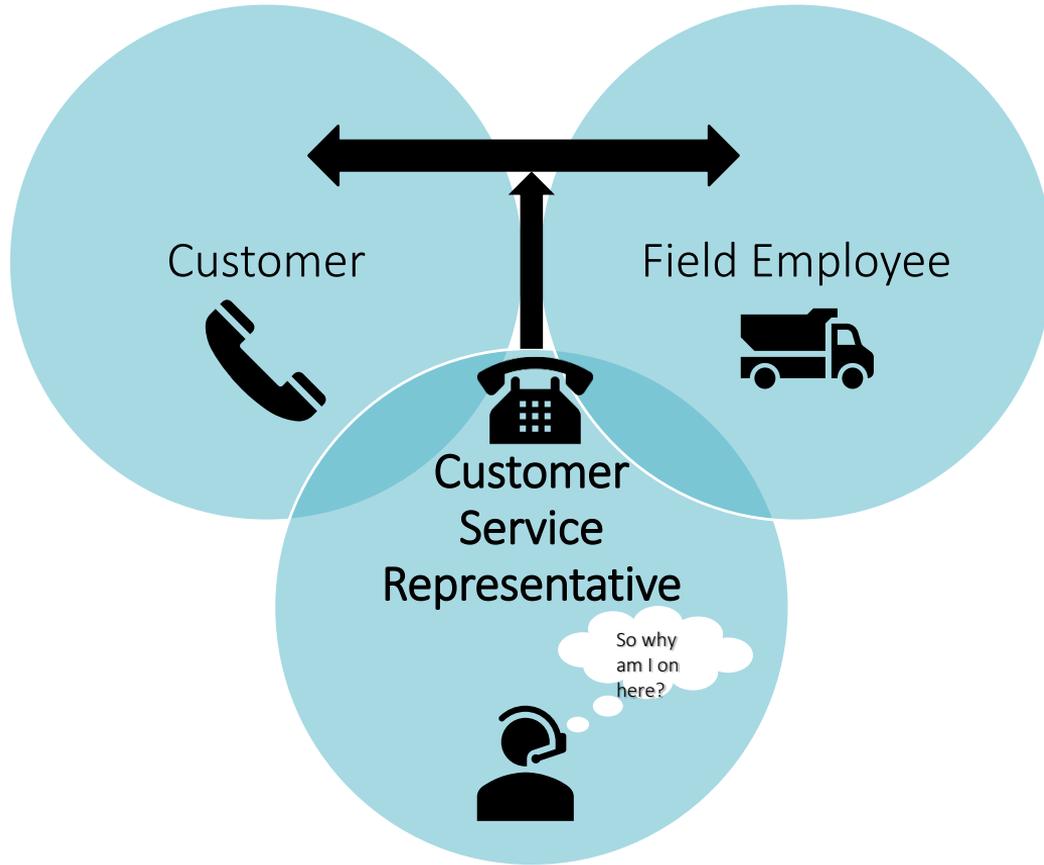
Together, Building
a Better California

LanguageLine
Solutions®

Presented by:

Andrea Tau

Sr. Business Process Analyst



From one simple Employee Idea  spun a world of innovation



"There has to be a better way"

Shayla Black, Fresno Contact Center Representative

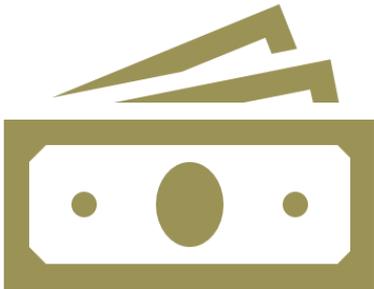
Local Office



“This pilot was amazing. This will not only speed up wait times but reduce payment errors do to the language barrier. I really hope this will be an implemented practice in our office. Thank you for the opportunity to participated in this pilot “

- Local Office Customer Service Representative

Financials Local Office & CCO



Local Office Benefits:

83,342 Calls at an average of 7.5 minutes each

- Average Cost Per Call at **\$8.80**

Net Benefit = **\$269,504**

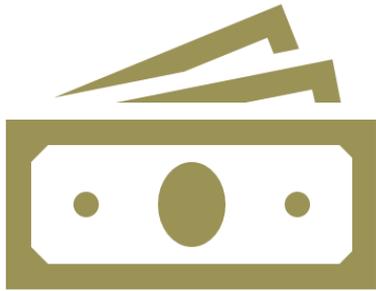


Gas Operations

"I have heard nothing but positive feedback from the GSRs that have had the opportunity to use it. I think this could be an asset to our field reps and could help provide a better customer experience for the non-English speaking customer."

—Gas Service Rep

Financials
Gas Operations &
Contact Center
Operations



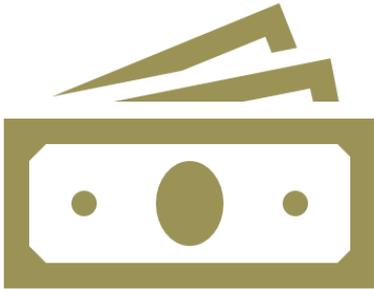
Can't Get in

\$40.00 Truck Roll    **\$9.75** per use

Savings = **\$30.25** per interaction

Net Benefit = **\$2,746,900**

Financials
Gas Operations &
Contact Center
Operations



Contact Center Operations
Benefits:

Total savings of = **\$636,508**

Financials (Combined Net Benefits)

Local Office:

\$269,504

Gas Ops:

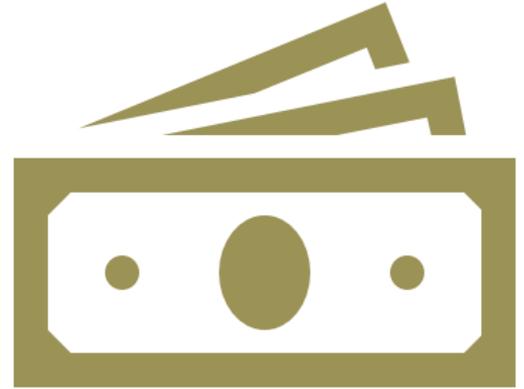
\$2,746,900

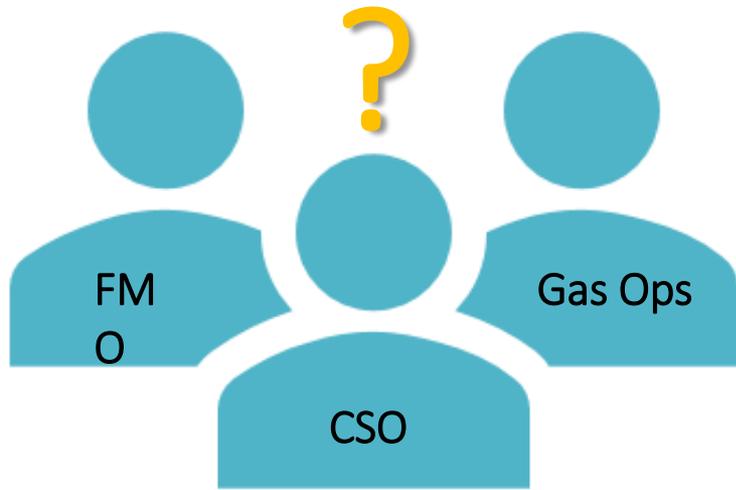
CCO:

\$636,508

Total Net Benefits of both projects:

\$3,652,912





Who's next?

Local Customer Experience Team
Electric Operations (T-Man, Crews)
Vegetation Management
Mark and Locate



Together, Building
a Better California

Thank you



Achievements in employee experience



Con Edison



**Aldo Daniels, Antonio Diaz III, Bryan Livingston
Dennis Godley, Kiha Shuff, Patrick Prieto**

5445
5455658
54545



Have **adequate knowledge**
of what to do when you receive a gas emergency call.



Click on a customer.



Gas Leak Inside (GLI)



Customer not at Home



Hissing Pipes



Pilot Light Out/
No Gas



Unknown Ticket

START



Thank you. How can I help you?





LEVEL
SUCCESSFULLY
COMPLETED!

Click on **Key Points** to review information related to "Gas Leak Inside (GLI)" before you continue.

KEY POINTS



LEVEL
FAILED!

f Click on **Key Points** to review information related to “Customer not at Home” before you attempt the questions again.

KEY POINTS



National Grid

GridEE Selfie Campaign

Driving energy efficiency through employee engagement



2018 E Source Forum
September 26, 2018

Who:

All National Grid employees: office employees, field employees, management employees, union employees, executives and non-executives

What:

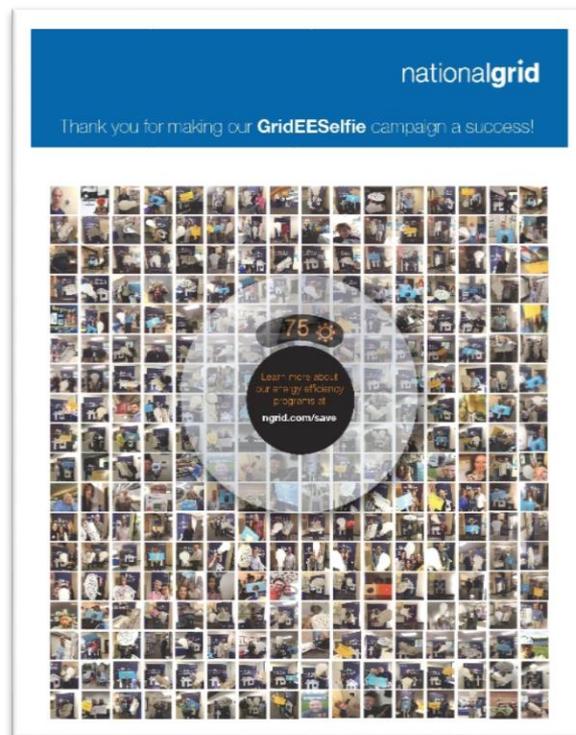
Campaign to educate employees on energy efficiency in MA, RI & NY

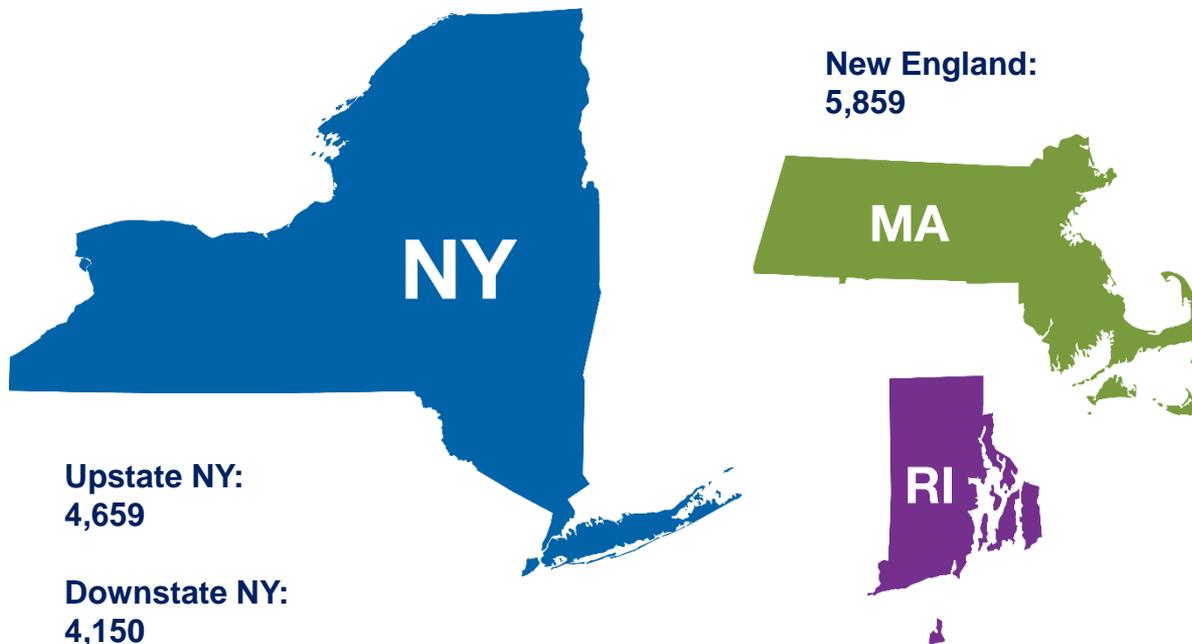
Why:

Encourage our employees to be Energy Efficiency (EE) ambassadors and participate in EE programs



- Spark employee imagination in a fun and engaging way
- Understand and raise awareness of energy efficiency (EE)
- Activate ambassadors for EE
- Drive participation in EE programs
- Attend 70% of town hall events



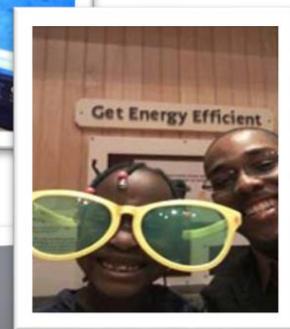
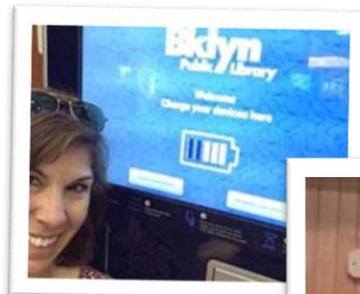


Total 14,668 employees

How:

Create a contest for employees to submit selfies with EE messaging from home, office or field.

- Everyday fun activity of taking a selfie to engage employees, allowing them to express their imagination, and showcasing them as the basis of the campaign
- Most people like being in pictures and seeing themselves in a videos or posters



- Upper management must be engaged and provide **positive reinforcement** for change.
- Employees become **advocates** when they are familiar with what their company has to offer.
- Employees need to learn **firsthand**. Communicate repeatedly and often.
- **Recognize** and thank employees for participating.
- Capture attention of many through **quick, easy engagement**.
- Challenge employees through pledges, **contests** and competitions.

- **The executive team provided the leadership to state the strategic importance of EE for our employees, customers and shareholders.**
 - National Grid US President
 - All 4 jurisdictional Presidents (RI, MA, Upstate NY, Downstate NY)
 - Chief Financial Officer
 - Chief Customer Officer
 - Several Vice Presidents

Video

- ✓ Show benefits of EE to Company, employees and customers
- ✓ Execs and Employees

Employee newsletter

Internal web site

Educate- Events

- ✓ 19 Events (MA, RI, UNY, DNY)
- ✓ Engage field personnel
- ✓ Promote signing up for EE programs
- ✓ 70 volunteers at the 19 events

Collect EESelfie's

Share EESelfie's

- ✓ Email
- ✓ Internal Web site
- ✓ Posters in offices

Vote and Give Prizes

- ✓ Most creative
- ✓ Most meaningful
- ✓ Winner video



LAUNCH

Video from executives

Internal newsletter

Internal web site

Lead with exec selfies

COLLECT EE SELFIES

Educational events

Home

Office

Field

SHARE EE SELFIES

Email

Internal web site

Posters in offices

VOTE AND GIVE PRIZES

Message from VP

Internal newsletter

Internal web site

Video with winners

Launch “Take An **EE**Selfie” Campaign

nationalgrid

Drive employees to take a selfie and add EE messaging to learn and engage in a fun, simple way.



A solid mix of executives and employees who have participated in EE, work in EE, and offer customers advice on EE.

GridEESelfie



Events took place before and after Town Hall meetings where thousands of employees gathered to hear Company executives present year-end financial results.

At the events, we had over-sized props for employees to use in their photos:

- Light bulb
- Advanced power strip
- Showerhead
- Backdrop "How Big Can You Save?"

Employees were really drawn to the bigger-than-life props and had a fun time engaging and posing with them.



Employee Engagement at GridEESelfie Events

nationalgrid



- A committee culled the list down to a manageable number of EESelfie submissions and then asked employees to vote on the most creative and most meaningful EESelfies.
- Three winners were selected for each of the categories. The top winners earned a Wi-Fi Nest thermostat or an Amazon Echo. The 2nd and 3rd prize winners could choose from an advanced power strip or selfie stick.

Winner video

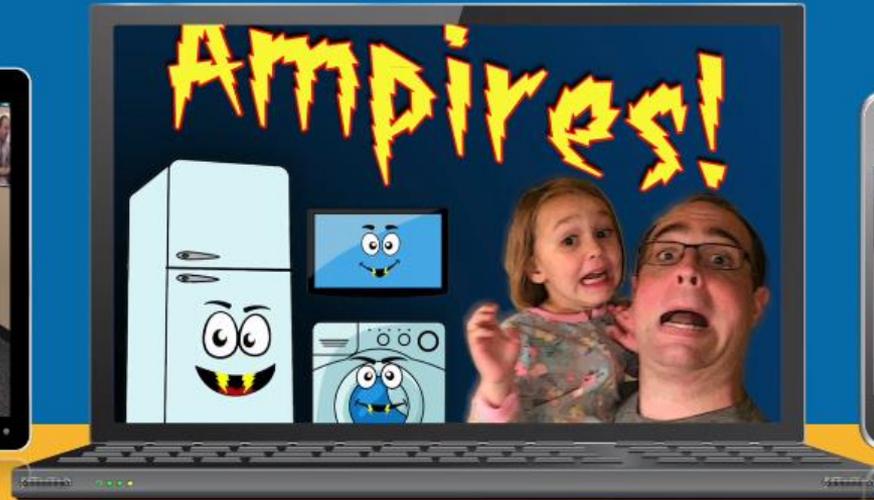
The second video showcased the winners and also presented all the EESelfie employee photos.



Most Creative

nationalgrid

GridEESelfie

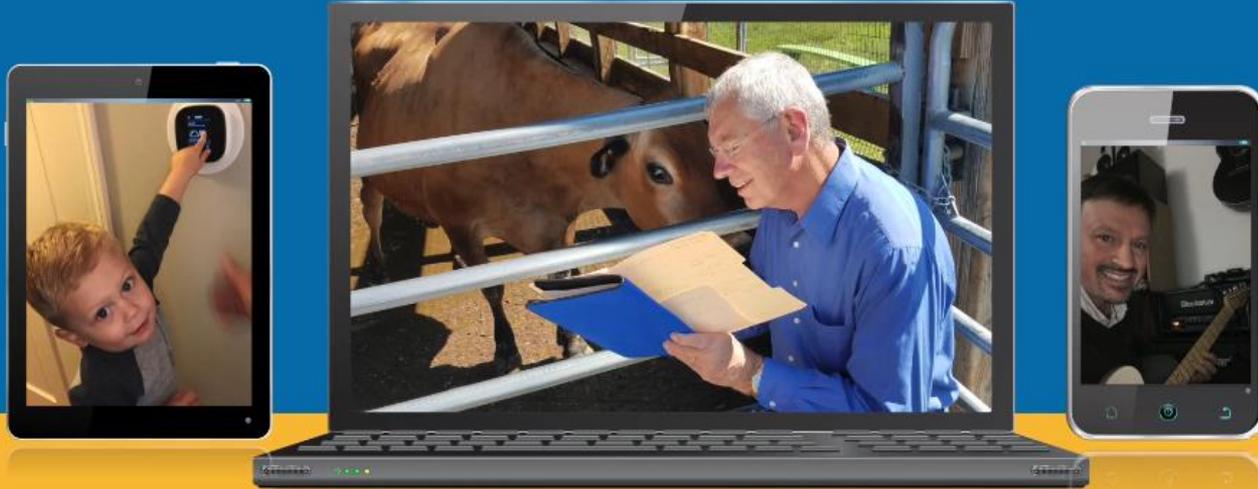


Most Creative!

Most Meaningful

nationalgrid

GridEESelfie



Most Meaningful

Impact Parameters	Measurement
Engagement	240+ EE Selfies 70 volunteers
Digital	3,340 internal web views 400 Votes
Events	Thousands of attendees at 19 Town Hall meetings
Awareness	22% increase for employees who were very familiar 53% decrease for employees who were not very or not at all familiar

Thank you

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