

Transforming the Customer Experience

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E Source Forum 2018



E Source

What's on tap?

Overview of ComEd and New Business

ComEd business objectives

The challenge, solution, and result

Market research findings

Journey-mapping findings

Next steps

Overview of ComEd

- Subsidiary of Exelon Corporation
- Provides electricity to more than 4 million customers across northern Illinois
- More than 90,000 miles of power lines
- 11,400-square-mile territory

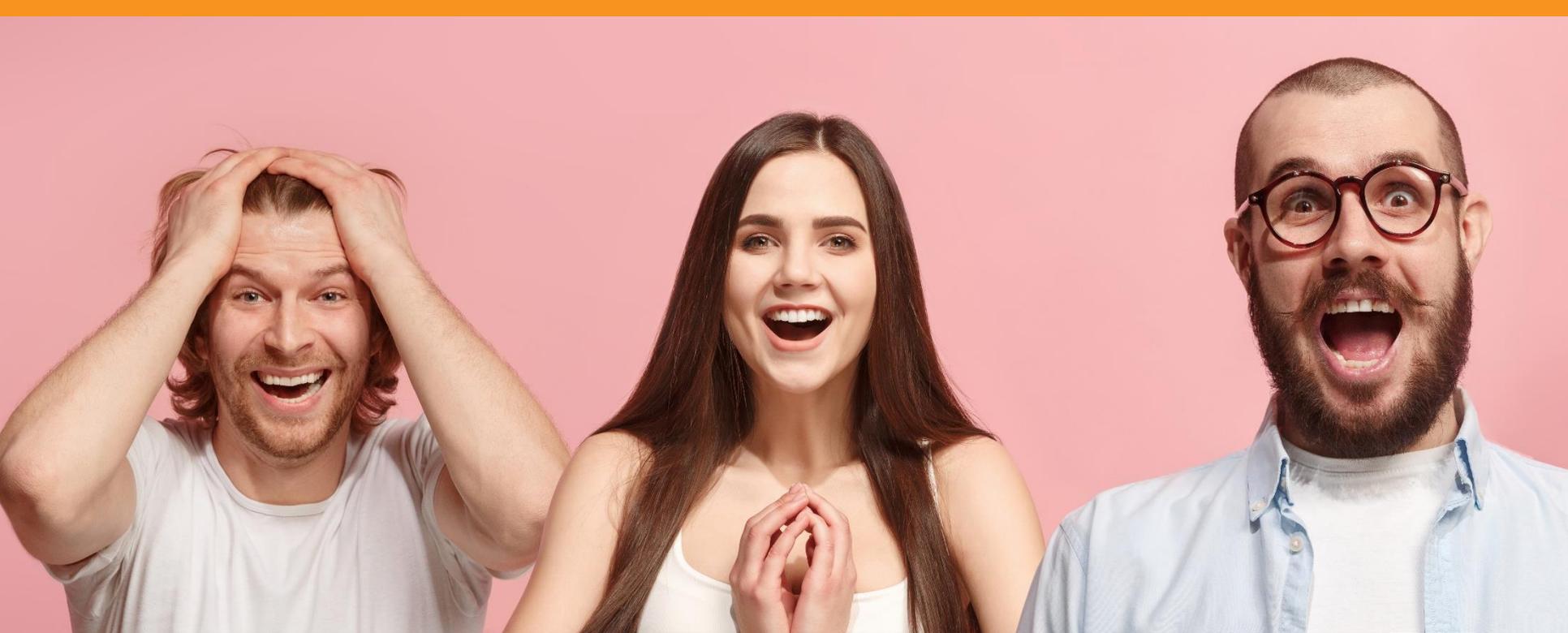
ComEd[®]

An Exelon Company



ComEd New Business

- Designs and orders electrical service for new and existing customers:
 - New residential single homes, subdivisions
 - New commercial and industrial buildings
 - Temporary services
 - Service revisions
 - Service relocations
- 18,000 services a year; about two-thirds of those are residential
- Forecasted to spend over \$350 million in 2018



Design a “WOW” residential customer experience (CX)

ComEd business driver

Reasons that customers need to call are on the decline:

- Reduced outages; improved reliability
- Made customer self-service easier
- Have a better billing and payment experience



Opportunity to make a lasting, positive impression and to create customer advocates

Customers come to
ComEd's
New Business Group
during times of
excitement.

The experience should
be **enjoyable**
throughout this key
moment of truth.

ComEd objectives

- Transform the experience for residential customers who:
 - Establish new service
 - Upgrade or relocate existing service
- Build foundation to provide customers with value-added products and services
- Improve the employee experience
- *First priority:* High volume residential construction and remodeling (two-thirds of volume)

How E Source helped achieve objective

- One-on-one interviews to understand pain points, needs, and preferences:
 - Internal stakeholders
 - Customers: contractors and homeowners
- Quantitative survey of customers
- Workshops to journey-map the experience of two personas
- Recommendations to improve CX pain points identified

A person is shown from behind, sitting at a desk and using a laptop. The laptop screen displays a social media profile page. The profile includes a name, a profile picture, and a 'My Status' section with several posts. The posts feature photos of buildings and text. The background is a solid blue color.

Our approach

Project overview

The challenge

- Inconsistent application of new business processes and policies with regards to new-construction projects
- Significant employee “brute force” required to deliver positive experiences and follow processes

The E Source solution

- Conducted in-person interviews with customers and contractors
- Deployed quantitative customer survey to understand needs and preferences
- Lead two journey-mapping workshops
- Developed cross-functional CX strategy

The deliverables

- Key driver analysis and performance and gap analysis
- Current-state & future-state journey map
- CX transformation roadmap
- First priorities for 2018

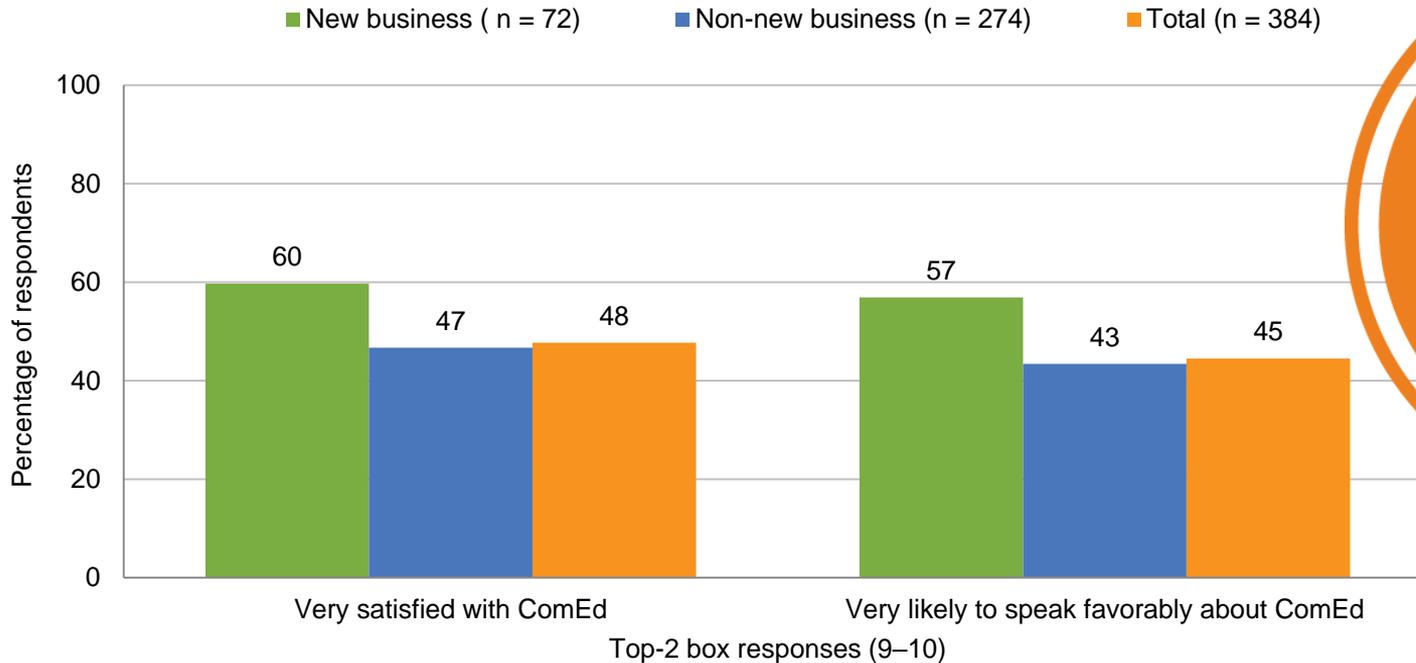


Market research findings

Key comparisons and analysis

- How do New Business customers compare to other ComEd customers?
 - Customer satisfaction
 - Likelihood to speak favorably

Overall perceptions of ComEd



New Business customers have more-positive perceptions of ComEd

Base: n = 384 customers.

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NPS calculation

Net Promoter Score (NPS) = % Promoter – % Detractor

How likely are you to speak favorably about ComEd to others?	New business (n = 72)	Non-new business (n = 274)	Overall (n = 382)
Promoter	56.9%	43.4%	44.5%
Passive	22.2%	30.7%	29.1%
Detractor	20.8%	25.9%	26.4%
Net Promoter Score	36.1	17.5	18.1

Base: n = 382 customers.

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Industry NPS benchmark leaders

Industry	Leader	Net Promoter Score
Airline	JetBlue	74
Auto Insurance	USAA	73
Banking	USAA	79
Cable and satellite TV	Verizon Fios	32
Credit card	American Express	60
Hotel	Ritz-Carlton Hotel Company	75
Laptop computer	Apple	63
Smartphone	Apple	60

Question: On a scale of 0–10, how likely would you be to recommend [brand] to a friend or colleague?

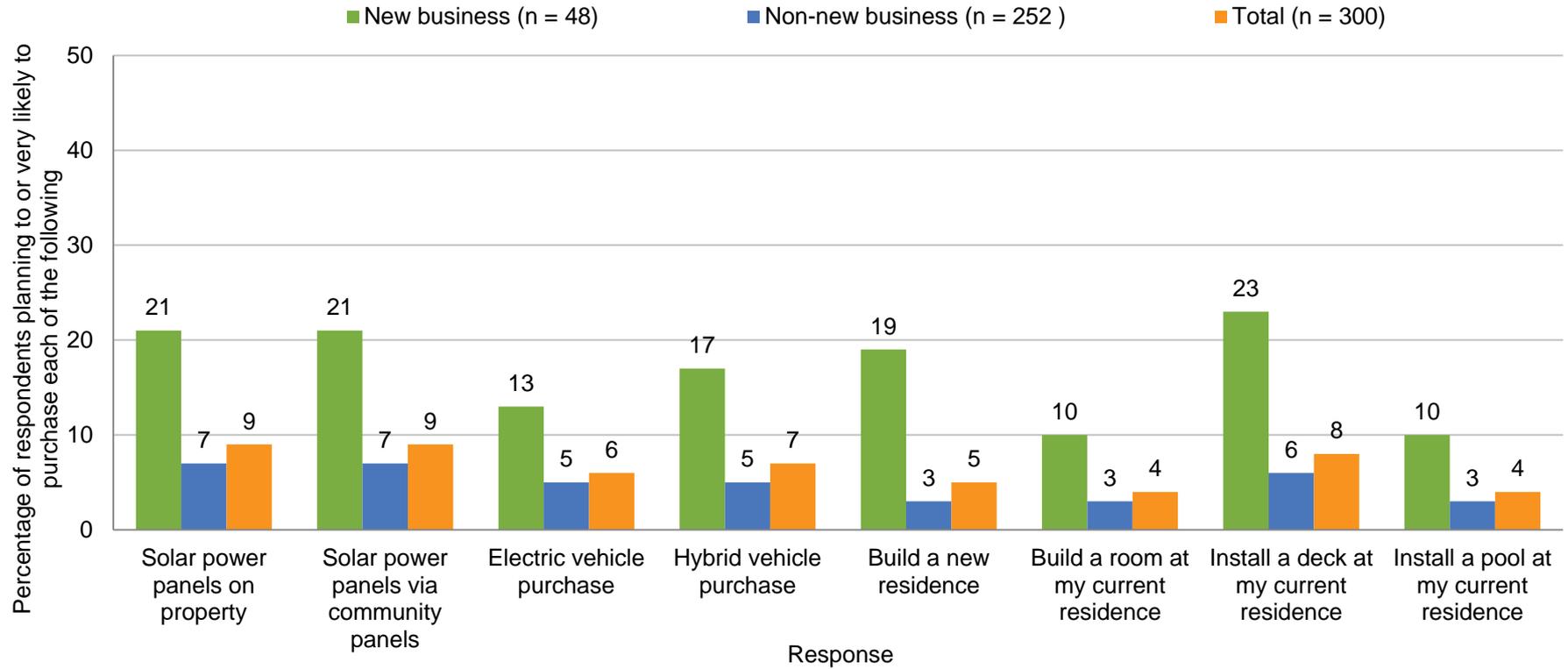
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Key comparisons and analysis

How do New Business customers compare to other ComEd customers?

- Future project plans
- Interest in bundled solutions

More likely to purchase

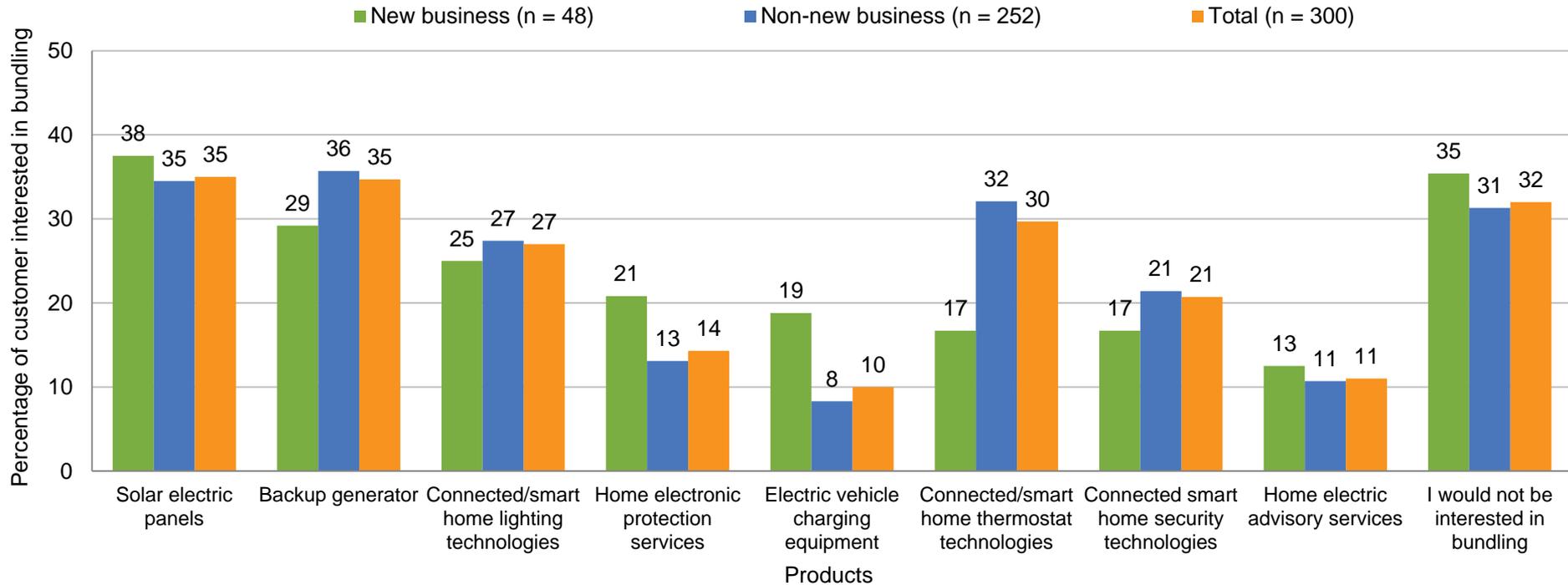


Base: n = 300 customers. Question: How likely are you to purchase each of the following in the next three years?

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Not necessarily more likely to purchase from ComEd (yet)



Base: n = 300 customers. **Question:** If ComEd were to offer a bundled solution for customers who are installing, upgrading, or moving wires and meters, select the top three items you would consider purchasing and/or leasing from ComEd. (Please select up to three.)

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Key comparisons and analysis

- What is the New Business experience like for customers?
- How do the perceptions and experiences of homeowners compare to nonhomeowners (contractors, builders, electricians)?

Key influencers for New Business

- Key influencers on “likelihood to speak favorably”
 - Most negative influence: “If a project delay occurs, I will be updated by ComEd”
 - Most positive influence: “Ensuring the electricity works immediately when install is complete”
- Most important attributes (varied by contractor versus homeowner)
 - Reaching a person who is informed about my project when I need them
 - Being notified on the day that ComEd will be on site
 - Knowing the estimated install date in advance
 - Having one point of contact who is informed about all aspects of the process.



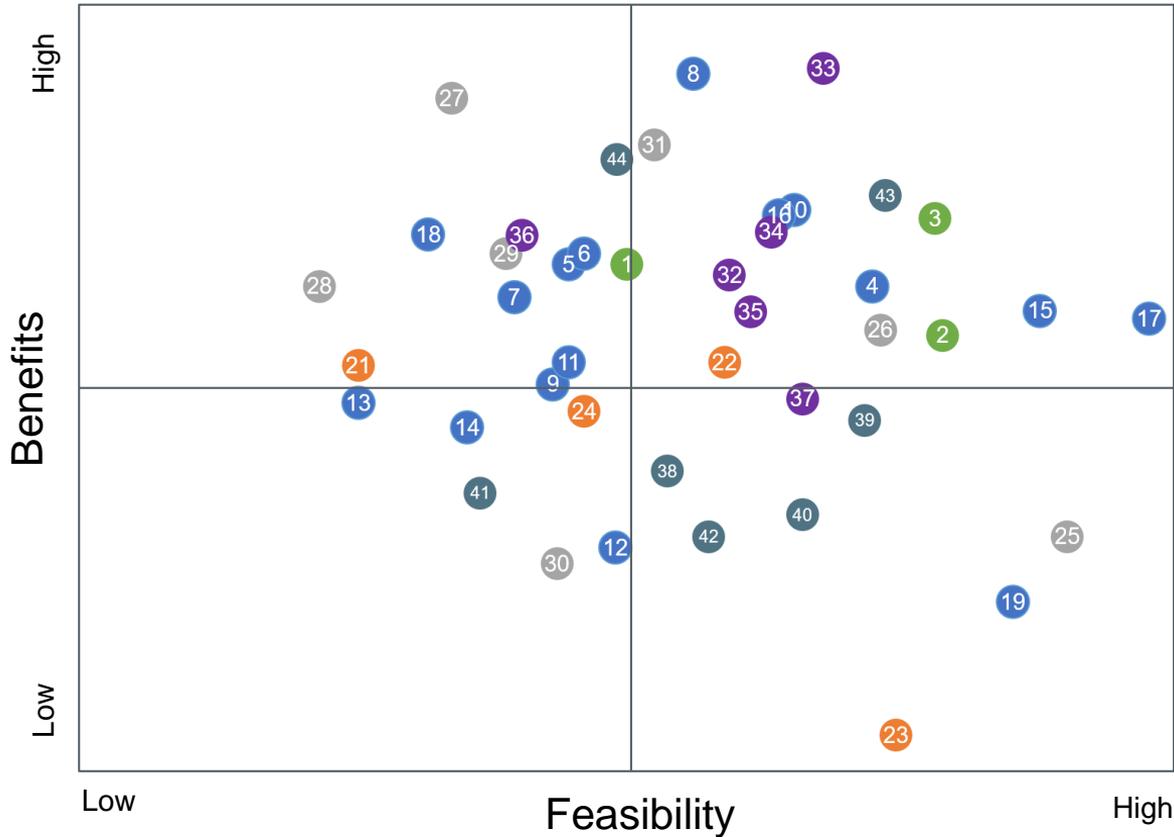
Journey-mapping findings

Customer journey-mapping



- E Source led two workshops for contractor and end-use customer journeys
- Cross-functional representation (20+ employees):
 - New business, field/crews, metering, work management
- Incorporated learnings from interviews and surveys

Prioritizing recommendations



Key moments of truth

Awareness

Initial contact

Site visit

Contract and payment

Install

Ongoing CX design

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Next steps

First priorities focus on key drivers

- Key influencers on “likelihood to speak favorably”
 - Most negative influence: “If a project delay occurs, I will be updated by ComEd”
 - Most positive influence: “Ensuring the electricity works immediately when install is complete”
- Most important attributes (varied by contractor versus homeowner)
 - Reaching a person who is informed about my project when I need them
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Implement first priority recommendations



New Business call center:

Improved point of contact



Customer information:

Customer-friendly content for all channels



Project scheduling:

Call aheads and delay notifications

Ongoing innovation projects

- Hosted innovation contest in early 2018 to design “A unique, bold idea that will improve the customer’s experience with New Business in ComEd”
- 14 New Business departments competed
- Resulted in five projects (ongoing)

Ongoing innovation projects (cont.)

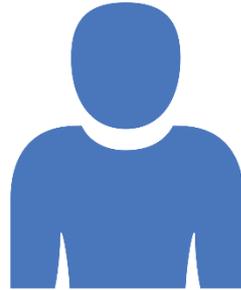
- **Customer app** for cost estimates and job progression
- **ComEd internal app** connecting employees to information to answer customer questions
- **Virtual assistant** to guide customers online
- **Geographic information system and asset system integration** to improve accuracy and reduce design time and material discrepancies
- **Electrifying model homes** by renegotiating contracts with telecommunications companies

Thank you



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