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BY DMM

November 29, 2023

Honorable Michelle L. Phillips
Secretary
State of New York Public Service Commission
Three Empire State Plaza
Albany, NY 12223

Re: **Case 19-E-0065, Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Consolidated Edison Company of New York, Inc. for Electric Service**

Case 19-G-0066, Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Consolidated Edison Company of New York, Inc. for Gas Service

Case 21-E-0074, Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Orange and Rockland Utilities, Inc. for Electric Service

Case 21-G-0073, Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Orange and Rockland Utilities, Inc. for Gas Service

Dear Secretary Phillips:

As required by Section M(1) of the Joint Proposal adopted by the New York State Public Service Commission in its January 16, 2020, *Order Adopting Terms of Joint Proposal and Establishing Electric and Gas Rate Plan*, and Section H(6) of the Joint Proposal adopted by the Commission in its April 14, 2022, *Order Adopting Terms of Joint Proposal and Establishing Electric and Gas Rate Plans*, Consolidated Edison Company of New York, Inc., and Orange and Rockland Utilities, Inc., hereby submit their Next Generation Customer Experience Report, which includes a description of their Digital Customer Experience program, for the second and third quarters of 2023.

This is the last NextGen CX Quarterly Report to be filed, due to the end of the 2020-2022 rate plan and the Commission's approval of a new rate plan with an expanded portfolio, referred to as the Strategic Customer Experience ("Strategic CX") portfolio. Under Section M(1) of the Joint Proposal adopted in the Commission's July 20, 2023, *Order Adopting Terms of Joint Proposal and Establishing Electric and Gas Rate Plans with*

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Additional Requirements, the Company will begin filing quarterly reports on the Strategic CX portfolio on February 29, 2024.

Respectfully submitted,



Edward Sherwin

Enclosures



Cases 19-E-0065, 19-G-0066, 21-G-0073, and 21-E-0074
Next Generation Customer Experience Progress Report Q2 & Q3 2023

Dated: November 29, 2023

I. Next Generation Customer Experience Program Summary

The Next Generation Customer Experience (Next Gen CX) program is a portfolio of investments that will allow Consolidated Edison Company of New York, Inc. (Con Edison or the Company) and Orange and Rockland Utilities, Inc. (O&R) to continue to meet customers' rising expectations, facilitate policy goals, and drive operational efficiencies. The three major categories of investments in the Company's Next Gen CX initiative are Business Intelligence, Omni-Channel Optimization, and Back Office Automation and Agent Tools. Business Intelligence is a program that uses advanced data and analytics to drive new customer and business insights. Omni-Channel Optimization enables a seamless multi-channel self-service experience for customers with investments in the ongoing Digital Customer Experience (DCX) program,¹ Journey Mapping, Virtual Assistants, and Bill Redesign. Back Office Automation and Agent Tools include the development of intelligent tools to improve processes and operational efficiency and concentrate resources on value-added customer-focused activities.

The Next Gen CX program has two overarching benefits for customers. First, customers will see more streamlined, prompt, and accurate customer service in their channel of choice (e.g., web, phone, text, chat). This includes, for example, new enhanced self-service tools for managing payments and faster resolution of inquiries when interacting with the Company. Overall, customers will see more choice, control, and convenience when managing their energy usage and interacting with the Company. Second, customers will benefit from cost savings realized through operational efficiencies, such as resolution of issues on lower-cost self-service channels and automation of back-office work. In addition, Next Gen CX supports the Company's Business Cost Optimization (BCO) initiative through cost savings.

As required by Joint Proposal approved by the Commission in its January 16, 2020 *Order Adopting Terms of Joint Proposal and Establishing Electric and Gas Rate Plan* (2019 Rate Order) in Cases 19-E-0065 and 19-G-0066, this report summarizes the status of the Next Gen CX initiative, including recent and planned activities, costs, BCO savings achieved, and non-financial benefits achieved.²

II. Quarterly Update Reports

1. Business Intelligence – Data & Analytics

The Data and Analytics program is a key enabler to improving the customer experience and reducing operating costs by gaining a deeper understanding of customer needs through robust business intelligence. The Company has previously had success understanding customer needs by conducting direct customer research such as surveys, focus groups, and interaction with the Company's online Con Edison Advisory Community. To meet rising customer expectations, however, best-in-class companies across industries are now utilizing advanced data analytical tools in addition to traditional customer research to gain a deeper understanding of customer needs and improve service.

Through the Data and Analytics program, Con Edison is using modern data and analytics platforms to connect data sources and sort through data to identify patterns, trends, correlations, and relationships. This connected data can then be utilized to develop a better understanding of customer pain points and predict current and future needs for all customer types.

¹ For purposes of this filing, all Next Gen CX investments, costs, and associated BCO savings described relate to Con Edison only, with the exception of the DCX program, which covers both Con Edison and O&R.

² 2019 Rate Order, Attachment A – Joint Proposal, pp. 95-96.

1.1 Implementation Plan

The delivery of the 2023-2025 business intelligence investments will be broken up into yearly phases that are intended to deliver iterative value to customers and the Company. Given that some of the underlying platform technology is new to Con Edison, this program is supported by the Company's Customer Operations and Information Technology (IT) organizations to ensure a standard and enterprise-extensible technical architecture. The Company also works with a vendor to support data source and use case development as well as integration with the Company's new customer service system (New CSS).

1.2 Q2 & Q3 2023 Highlights

In the second and third quarters of 2023, the Company continued its plans for Data and Analytics across its six primary workstreams (Azure EDAP platform build, Customer Operations use case delivery, data source activation, change management, CORE integration and Clean Energy Program insights). During this time the program focused heavily on business understanding and reporting requirements for the CORE transition, delivering new analytics use cases for the Customer Operations Call Center and enabling new regulatory reports from the Company's 2023 rate plans.

Azure EDAP Infrastructure Build

In Q2 and Q3, the platform team largely focused on its Reporting Layer Redesign (RLR) effort to increase the efficiency of the program's Power Business Intelligence (BI) based reports and to architect its reporting layer for the CORE transition in the same method. During this time the team delivered its new reporting layer, called CAR 2.0; designed and implements its post CORE reporting layer, called CAR 3.0 and made architecture decisions to reduce monthly PowerBI licensing costs within EDAP. Primary deliverables in Q2 and Q3 include:

- Completed the platform's Reporting Layer Redesign project (CAR 2.0) and built the reporting layer structure for data post new CSS implementation (CAR 3.0).
- Created a shared company dataset to match customer accounts to the state's Disadvantaged Community database.
- Completed a platform scalability assessment and identified the need for an updated data taxonomy across all layers (bronze, silver, gold, and curated) of the Azure EDAP.

Use Case Release

The use case release workstream continued requirements design for its 2023 delivery efforts in Q2 and began its delivery of Call Center, Credit and Collections and regulatory use cases in Q2 and Q3.

Customer Analytic Record – Composed of the datasets required to develop customer models and analysis. It is a customer-centric view, providing a unified view of all customer interactions, profiles, service usage, and other attributes and pinpointing those that will be useful in a particular situation. The CAR combines information from disparate data sources into a single data model and serves as the framework for analytic processes.

- The use case was enhanced as part of the reporting layer redesign efforts through evaluating and adjusting every field's data type to improve performance and streamline exploratory data analysis.

Strategy and Planning – This project encompasses workshops; requirements design a use case delivery for priority use cases in 2023.

- In Q2, the team began working on its planned Call Center use cases (CSR Staffing Recommendations and CSR schedule adherence) and delivered an MVP of the Central Credit Dashboard.
- In Q3, the team delivered both Call Center use cases and its MVP of the Central Credit dashboard and began working on the new CSS versions of its Central Credit and Customer Risk Scoring use cases.
- The program also assessed working on an MVP project for Natural Language Processing to support call center operations but determined the transition to new CSS in 2023 would prevent this technology from delivering value to the Call Center operations in the immediate future.

Regulatory Reporting Use Cases – This project focuses on supporting reporting and dashboards to enable new reports required under the 2023 rate plans.

- In Q2, the team began working on how to report on CDG VDER Crediting, Customer Operations-specific Disadvantaged Community metrics, and the Estimated and Delayed Billing Metric in automated fashions. In this quarter there was a heavy focus on business requirements, data activation, and initial build-outs of reporting dashboards.
- In Q3, the team began focusing translating pre-CSS business requirements to the business logic needed to produce the reports after new CSS implementation.
- During this timeframe, the CDG VDER Crediting and Disadvantaged Community reports were automated.

Ad Hoc Projects – In Q2 and Q3, the program saw continued success with change management and business value from ad hoc analytics projects that utilized outputs from the program's data sources and use cases.

- In Q2, a Call Center-focused "speed dials" report showing the number of calls occurring from each published phone number at Con Edison was used to evaluate how frequently certain Call Center skills groups were being contacted.
- In Q3, a Call Center-focused report on the impact of call disconnections on First Call Resolution was created by joining information from two disparate Call Center and Customer Analytics reports.
- A Customer Dissatisfaction dashboard was created out of customer satisfaction survey data to support ongoing analysis and escalation of customer statements.

Data Source Activation

In Q2 and Q3, the Company added a new data source to support ongoing reporting around Con Edison's customer base within Disadvantaged Communities. This data source joins premise-level details with census tracts to allow business teams to identify which customers fall within the Climate Justice Working Group's (CJWG) Disadvantaged Community criteria.

Change Management

In Q2 and Q3, the change management workstream continued its focus on use-case-specific trainings for our stakeholders, maintained its change network, and began change management activities for the reporting layer redesign. The change management program has seen strong adoption and engagement in its reports through ongoing communications to its end users through Yammer.

Additionally, the program worked on an update to Power BI report usage report that enables the program to view report usage for greater than 90 days, which was a limitation of the program's previous usage reports.

CORE Integration

In Q2 and Q3, this workstream continued transitioning its existing use case reports to the new CSS, completed three rounds of User Acceptance Testing on these reports with business product owners, and facilitated three data ingestion dry runs. The team continued to work closely with subject matter experts from the CORE team to obtain appropriate business logic and allocated a resource from the CORE team's reporting to obtain feedback on the team's data extract logic.

In Q2 and Q3, this workstream continued its planning and migrating CES data analytics onto EDAP, delivered a use case for Clean Heat Standardization, and continued its CORE transition efforts. Additional detail on this portion of the program's activities are below:

Clean Energy Insights

In Q2 and Q3, this workstream continued its planning of migrating CES data analytics onto EDAP delivered a used case for Clean Heat Standardization and continued its CORE transition efforts. Additional detail on this portion of the program's activities are below:

- Completed discovery and high-level design, prioritized data sources, and started ingesting NYC Open Data into the Azure EDAP environment. We also began building the Disadvantaged Community and Account reports in Power BI.
- Commenced the integration testing of the Clean Heat Standardization project with test data from the Implementation Contractors.
- Successfully ingested the CC&B data into the EEDED platform, which is a centralized data warehouse for energy efficiency and demand management programs. Validated the CC&B data in the EEDED platform and ensured its accuracy.
- Provided ongoing support to the Disadvantaged Community program team and helped them report to the PSC on their progress.

2. Omni-Channel Optimization

2.1 DCX

The Company established the DCX program in 2016 to improve the digital experience for customers through a redesign of the conedison.com, coned.com and oru.com external websites with a new mobile-enabled design, the My Account portal, and mobile apps (iOS and Android). Quarterly reports filed by the Company in Cases 16-E-0060 and 16-G-0061 provide additional information on the first three years of the program and its growing scope.

For the 2023-2025 rate plan, the DCX program will continue to optimize and expand the Company's digital platforms to, among other things, offer additional online self-service tools, enhance mobile app functionality, provide customers with more personalization and control, and iterate transactional experiences as customer expectations and technologies change.

Project Management and Guiding Principles

The Company's approach to digital transformation departs from traditional project management methods by using an "Agile" methodology. This approach has proven to be effective as it allows for flexibility in prioritizing work to meet customer, business and regulatory needs. The team continues to improve its use of agile development, implementing the use of Scaled Agile Framework (SAFe) in 2021. This methodology is the world's leading framework for scaling agile and aligns organizational needs, creating alignment, collaboration, and delivery across multiple agile teams with a focus on delivering customer value.

Across workstreams and program increments, there are six principles that continue to guide DCX program efforts:

- Customer First – Through surveys, in-depth interviews, personas, and journey mapping, Con Edison customers are guiding us to a best-in-class digital customer experience.
- Simplicity – One login is all a customer should need for access to intuitive services that minimize customer effort and have a consistent look and feel.
- Personalization – Data-enabled analytics and customer-driven optionality allow customers to continually view highly relevant content and tailored solutions.
- One Company – The DCX operating model enables a collective, cross-functional approach and delivers a digital experience that is consistent across the entire website/app.
- Agility – Underlying solution architecture and an Agile operating approach allow the Company to quickly adapt to changes in customer preferences, markets, regulatory requirements, etc.
- Security – Safeguarding customer information and maintaining customers' trust, while maximizing usability, is a central objective of DCX.

DCX has aligned its vision, objectives, and themes to keep teams focused on the customer needs and priorities. The DCX vision remains true to the original intentions of the program, “Give customers control of their energy needs in a way that feels second nature.” To achieve this vision, the team prioritizes features and functionality that align to four themes below:

- Make the digital experience so effortless that customers don't feel the need to call customer service. Make it simple, clear, and convenient to interact with us by streamlining the experience.
- Give customers the right tools to manage their energy usage more effectively.
- Deliver the basics, build trust, and understand customers’ circumstances.
- Anticipate customers’ needs by providing an experience that’s tailored to them.

As DCX looks ahead to the post-CC&B implementation landscape, it will align its work to this vision and provide insight into its progress through continued reporting. The DCX team scaled down its development teams as of Q4 2022 to allow for key resources to shift to priority work for the CC&B implementation project. DCX plays an important role in the success of the project to ensure all integrations and functionality are retained throughout the transition to the new customer billing system. During this time, a web team will remain intact with a reduced capacity focusing on infrastructure, technical, and non-transactional enhancements. As a result, we will not be releasing these enhancements until after CC&B implementation and stabilization. We will continue to communicate details about the work being developed to be released following the implementation and stabilization of New CSS and continue to provide ongoing program metrics. Finally, the DCX program has also decided to pause all mobile application development during this freeze due to the nature of the code deployment between iOS and Android stores and the skilled resources needed to focus on the integration work for New CSS.

2.1.1 Q2 & Q3 2023 Highlights

The Company shifted its focus in Q2 and Q3 2023 to better support system stability during the testing phases of the New CSS project. The work outlined in this section will continue to improve the customer experience through design and infrastructure focused enhancements that will not impact the “frozen” transactional scope for the New CSS. The capacity of DCX has been scaled down, combining the Account Management and Customer Billing Agile teams to a single team with reduced staffing across the program as many resources have moved to focus on CC&B integration.

The scaled Agile teams will continue with a limited investment in the targeted User Interface (UI) and architectural enhancements shared in this report and deliver the value-added work to a pre-production environment that will launch after the CC&B stabilization period in early 2024.

Account Management and Customer Billing

- Confirmation Screen Enhancements – Alignment of confirmation screens across transactional experiences to increase customers’ confidence of successful processing. This functionality also allows added configuration of all confirmation screens, creating a more scalable and user-friendly experience for content managers.

- Targeted Customer Messaging Tools – New functionality providing flexibility for content authors to make updates across targeted pages and communicate messaging to customers for transparency of information to be communicated on specific areas of the site to improve customer experience.
- Electronic Payment Agreement Content Configuration – Improved method for content authors to update messaging during the final step of the payment agreement flow where we inform the customer how their EDPA document will be delivered.
- My Account Accessibility Remediation – Maintaining our commitment to provide an accessible experience, we have prioritized improvements across new elements and pages added during the My Account redesign to maintain our commitment to strive for Web Content Accessibility Guidance (WCAG) 2.1 compliance.
- Account Focus Enhancement – Enhancement to the account focus/selection experience for key transactions targeting users with 2-6 accounts on their My Account profile (80% of users).
- Dedicated Third Party Registration Page – Enhancement to the third-party registration flow to create third party profiles and ensure that customers understand what type of profile they are creating.
- Report Outage Flow Enhancements – Enhancements to the report outage flow, regarding partial power and downed power lines, to ensure customers understand how to properly categorize their issues.
- Responsive Table Design Enhancements – Build responsive table templates that improve information usability on mobile devices and allow ease of use for content authors.

Other Enhancements

- Share My Data Application Programming Interface (API) Performance Enhancement – Improved API calls to source system to enhance overall API performance and third-party data request of data.
- Decommission Voice Assistant and Smart Home Rate – Retire infrastructure that supports Voice Assistant and Smart Home Rate.
- Share My Data Messaging Improvements – Redesign and implement an improved experience to better surface FAQs and other messaging within the Share My Data experience.
- API Resiliency Enhancement – A new capability for the platform to mitigate loss in data if backend systems are not available. This will require development and coding to implement a new caching strategy.
- Clarity Tool Implementation and Google Analytics (G4) Migrations – Clarity expands the pool of data used to understand how users engage with the public website. It provides videos tracking real user activity, like cursor movement and scrolling, and other supporting capabilities, like

user-click heat-maps and reporting on user frustrations. This information enhances the process for optimization of layouts and content placement.

- GA4 is a new, mandatory industry standard tool from Google. GA4 uses a customer-centric approach, providing a more comprehensive view of how users interact with the website and enabling a better understanding of their behavior and preferences for more effective marketing and user experience optimization.
- The implementation of these tools required performance testing of the platform as these tools were configured for production.
- Authoring Enhancements –
 - Began development of a new method of displaying complex visual information, via the CMS, in an accessible format.
 - Began developing the look and feel of a drag and drop webform builder in the CMS.
 - Explored technical approaches for integrating customer segments into the websites.
 - Ongoing security and resiliency updates in response to real-time events on the site.
 - Minor updates to website icon set.

Tables 1-4 below show the 2022-2023 performance trends for the DCX web and mobile platforms by utility. Additional performance information can be found in Appendix C, which covers topics such as online Deferred Payment Agreements, visits to the “Billing & Usage” tab that presents customers’ interval usage, volume of customers completing the Home Energy Analysis survey, online eBill enrollments, customer satisfaction survey scores, and transaction success rates.

Table 1 – Web Metrics Overview

Metric	Q4 2022 Con Edison	Q1 2023 Con Edison	Q2 2023 Con Edison	Q3 2023 Con Edison	Q4 2022 O&R	Q1 2023 O&R	Q2 2023 O&R	Q3 2023 O&R
Sessions	6.6M	7.3M	6.96M	7.83M	614K	744M	594K	755K
Page views	25.8M	27.6M	25.7M	29.38M	2.39M	2.71M	2.28M	2.72M
Average Bounce Rate	28.24%	32.20%	33.01%	34.27%	29.14%	34.27%	28.26%	31.28%
Average Page Load Time (sec)	4.90	4.81	5.33	5.99	4.17	4.29	4.23	4.08
Registrations	108,080	96,406	99,158	119,748	8,108	7,316	6,203	7,395
NPS Score*	49	46	50	49	56	50	54	51

Data Source: Google Analytics

Metric	Metric Description
Sessions	A session is a group of user interactions with your website that take place within a given time frame.
Page views	A pageview (or pageview hit, page tracking hit) is an instance of a page being loaded (or reloaded) in a browser.
Average Bounce Rate	Bounce rate is single-page sessions divided by all sessions, or the percentage of all sessions on your site in which users viewed only a single page and triggered only a single request to the Analytics server.
Average Page Load Time (sec)	Total amount of load time on average across all pages.
Registrations	Total number of digital My Account registrations.
NPS Score	An index ranging from -100 to 100 that measures the willingness of customers to recommend a company’s product or services to others.

Table 2 – Mobile Metrics Overview

Metric	Q4 2022 Con Edison	Q1 2023 Con Edison	Q2 2023 Con Edison	Q3 2023 Con Edison	Q4 2022 O&R	Q1 2023 O&R	Q2 2023 O&R	Q3 2023 O&R
iOS Downloads	34,734	38,039	32,972	43,237	1,986	2,101	1,986	2,101
iOS Uninstalls	6,246	5,944	4,871	4,411	341	411	341	411
Android Downloads	13,208	12,869	9,128	13,712	1,060	1,027	1,060	1,027
Android Uninstalls	6,226	5,864	4,406	6,114	416	339	416	339
iTunes Store Rating	4.83	4.83	4.83	4.83	4.79	4.78	4.79	4.78
Google Play Store Rating	4.86	4.84	4.82	4.80	4.80	4.77	4.80	4.77

Data Source: Qualtrics, AppFigures, iTunes, Google Play Store

Table 3 – Digital Transaction Volumes

Quarter	Q4 2022 Con Edison	Q1 2023 Con Edison	Q2 2023 Con Edison	Q3 2023 Con Edison	Q4 2022 O&R	Q1 2023 O&R	Q2 2023 O&R	Q3 2023 O&R
Start	71.2K	69.3K	84.6K	109.8K	1.0K	788	981	1.1K
Stop	38.2K	36.9K	52.4K	61.8K	1.0K	897	1.2K	1.3K
Transfer	4.7K	4.5K	6.8K	8.4K	N/A	N/A	N/A	N/A
Report Outage	31.4K	25.4K	23.6K	51.2K	9.1K	11.8K	10.5K	27.5K

For additional web metrics and details, see Appendix D

Table 4 – Percentage of Transactions Completed Digitally (% of Total Transactions)

Quarter	Q4 2022 Con Edison	Q1 2023 Con Edison	Q2 2023 Con Edison	Q3 2023 Con Edison	Q4 2022 O&R	Q1 2023 O&R	Q2 2023 O&R	Q3 2023 O&R
Start	40%	41%	42%	50%	6%	4%	6%	6%
Stop	42%	41%	44%	52%	14%	15%	16%	15%
Transfer	41%	40%	45%	54%	N/A	N/A	N/A	N/A
Report Outage	57%	54%	54%	62%	49%	54%	47%	50%

Data Source: Customer Information System

2.2 Journey Mapping

Customers are increasingly comparing their experience with their utility to that of other industries, such as banking and telecommunications. The Company’s Journey Mapping program aims to not only get to the heart of what customers want, but to also provide optimal customer touchpoints. Companies that consistently offer best-in-class customer experiences see a variety of business improvements associated with the resulting increases in customer satisfaction and loyalty.

Journey mapping is a process improvement method that explores the full sum of customers’ experience when interacting with a company, not just discrete interactions or transactions (referred to as customer touchpoints). A full customer experience, or “journey,” is when a customer starts and finishes a transaction with no additional wants or needs. For example, beyond looking at the discrete action of a customer requesting utility service with a phone call, a journey mapping team would review what caused the customer to call in the first place, the actual call experience, and any additional steps up to the point where the customer receives and understands their first bill.

2.2.1 Q2 & Q3 2023 Highlights

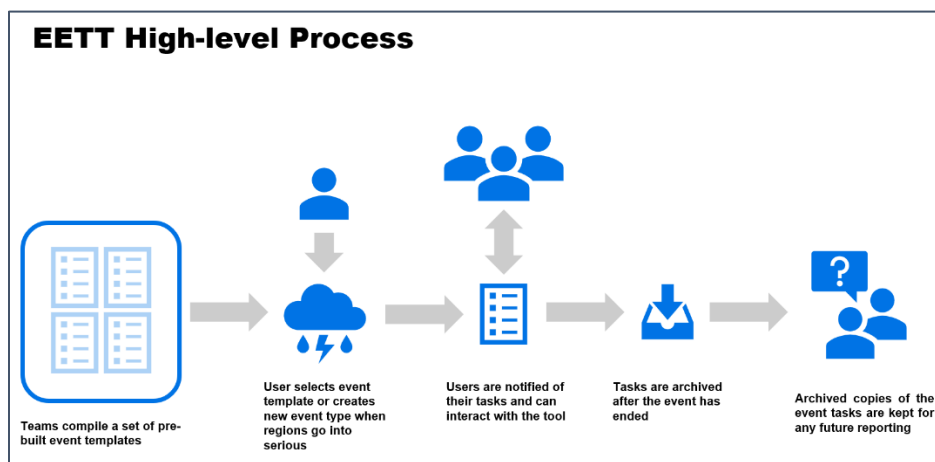
Con Edison continued our meaningful improvements to the customers’ experience in Q2 & Q3 2023. All improvements and enhancements are based on in-depth customer research, operational data, and root cause analysis.

Customer Communications

- Reminder and confirmation texts for customers of new energy services
 - When a resident or business needs power delivered to their property, it can be a complex process involving building contractors and building owners. There is a considerable risk of a customer forgetting or being unable to attend an on-site service call. The team created and launched text message appointment reminders with two-way texting. This benefits the customer and the business by lowering the risk of customers not attending an on-site service call.

- Text notifications for customer affected by a planned outage
 - If Con Edison is doing repairs or installing new equipment, there are times when we need to turn off power in affected areas. The team designed and implemented text communications to let customers know the work planned and duration of the outage. This helps customers to make the necessary plans to minimize the inconvenience of an outage.
- Energy Affordability Program text reminders
 - The team designed text reminders for customers enrolled in the Energy Affordability Program. The text reminders will be sent to customers who self-certified their eligibility in the program 12 months prior. This enables qualified customers to continue receiving payment assistance benefits available to them by reminding them to recertify their eligibility in the program.
- Emergency Event Task Tool
 - Feedback from employees indicated that it would be helpful during an emergency event to have a repository for all the critical information and documentation for before, during and after the event (see Figure 1). The Emergency Event Task Tool will not only be a repository for documentation but also will send email alerts to employees with responsibility for completing tasks and preserving documentation. It also gives a broader view of all tasks performed during an event even if you are not responsible for a particular task. The internal IT Digital team began building the tool in Q2 and expect to complete it at the end of Q4 2023.

Figure 1 – Emergency Event Task Tool Process

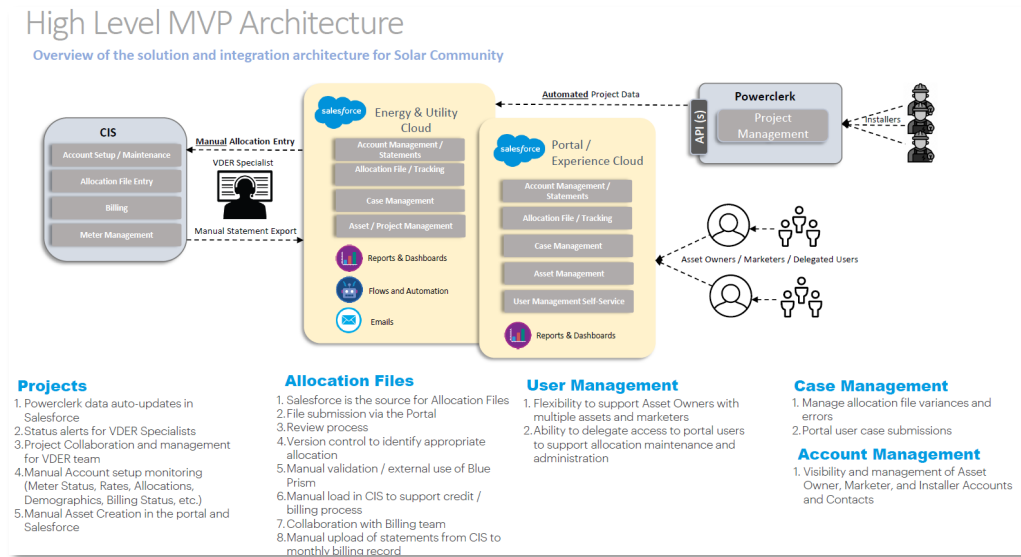


Community Distributed Energy Project

Our customers continue to be interested in and engaged in clean energy options. Community Solar power is one of the products that has been adopted at a rapid pace. To enhance the Community Solar

customer journey, we evaluated solutions for payment and crediting improvements. A solution and vendor have been chosen and work began work in Q3 2023. This project will be completed in phases with full implementation by end of 2024.

Figure 2 – Solar Community Customers Solutions



Small and Medium Business Customer Journey

Through customer feedback and operational data there was an opportunity to explore the Small and Medium Business customer experience. Feedback indicated there were pain points in the customer start service journey. We have begun documenting the Small and Medium Business start service journey, analyzing operational data, and fielding a customer survey to better understand our customers’ challenges and create experiences that meet their needs and expectations. This discovery will inform future improvement initiatives for this segment of customers.

2.3 Virtual Assistant

The Virtual Assistant program is focused on leveraging artificial intelligence (AI) to expand communication channels with customers. A virtual assistant, or “bot,” is a conversational virtual agent that provides a unique, interactive, and personal way for customers to obtain answers and assistance across multiple channels, 24 hours a day, 7 days a week, 365 days a year. Virtual assistant functionality provides the Company with frontline customer support that automates several simple transactions currently performed by CSRs over the phone.

2.3.1 Q2 & Q3 2023 Highlights

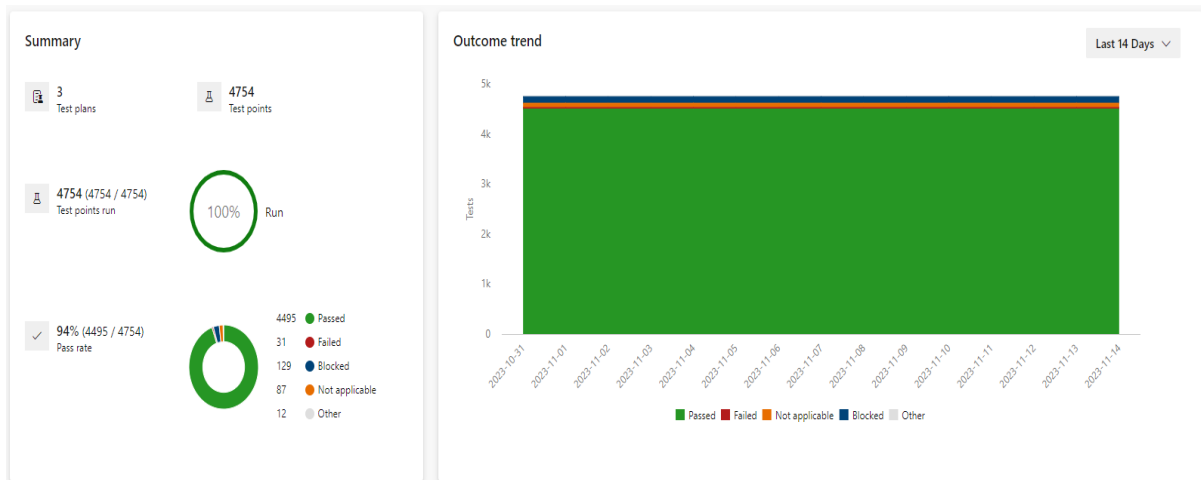
New CSS Development

During Q2 2023, the Virtual Assistant team completed the development of all transactions and integrations impacted by New CSS. Where necessary, front-end changes were made as well. During Q3,

the team embarked on a lengthy testing process to ensure all features are running according to design in advance of the implementation of New CSS.

In total, 4,754 tests were run, with a pass rate of 94%. Any high-priority test cases that failed were addressed in a hot fix, and the remaining lower priority items will be addressed at a later date. See Figure 3 for a full breakdown of the New CSS test cases.

Figure 3 – New CSS Test Cases



CSAT

During Q2 and Q3, the Virtual Assistant received high satisfaction scores from customers. Satisfaction scores from March to June 2023 came in at 4.61 out of 5 and from July to September 2023 came in at 4.58 out of 5. Currently, the all-time overall satisfaction rate is 4.46, up from 4.43 in the Q1 2023 report. (Please see Figure 4 – CSAT Scores.)

Figure 4 – CSAT Scores



2.4 Bill Redesign

The Bill Redesign Capital Project was officially closed out on September 30, 2021.

As of September 30, 2023, there are 2,302,265 accounts enrolled in eBill, approximately 62.22% of the Company's 3.7 million total accounts.

3. Back Office Automation & Agent Tools

The Back Office Automation and Agent Tools program is a collection of investments in software and new systems that will automate repetitive back-office tasks, improve the accuracy and efficiency of exception management processes, enhance tools used by the Company's CSRs, and centralize knowledge-sharing to provide more consistent experiences for customers and employees. Specific work streams include implementation of robotic process automation (RPA) technology, a new exception management tool, and enhancements to the tools used to guide CSRs through customer interactions.

3.1 Robotic Process Automation

Improvements in RPA technology have enabled the Company to build processes that take several business rules into consideration and perform actions across several software programs. In this program, the Company has implemented several automation opportunities using RPA tools, based on a consideration of the overall effort involved in development of the RPA tool and the associated customer satisfaction and cost savings.

3.2 Knowledge Advanced Project

The Oracle Knowledge Advanced (KA) Minimum Viable Product (MVP) was installed with a complete User Interface/User Experience (UI/UX) and baselined backend configuration. This centralized knowledge management solution serves as a single source of truth for both CECONY and O&R and provide for single sign-on capability, integration with New CSS, and access to information from internal sites like Archer and Conor. The platform includes a search feature that allows representatives to search for specific information, reducing search time. Additionally, the platform is updated regularly to ensure that information is up-to-date. The platform has been instrumental in improving our representatives' productivity as they transition from the legacy billing system to the new CC&B billing system.

3.3 Exception Management

The Company is no longer exploring an exception management tool, as it was determined that the Company's new billing system will manage exception management by assigning work to CSRs via "To Do's."

3.4 Agent Tools – Gas Line Inspection (GLI)

The Company recently launched an effort to create a dashboard that tracks and automates the Gas Line Inspection process. This was designed by a cross-functional team of Gas Operations and Customer Operations subject matter experts. The dashboard was built using PEGA software.

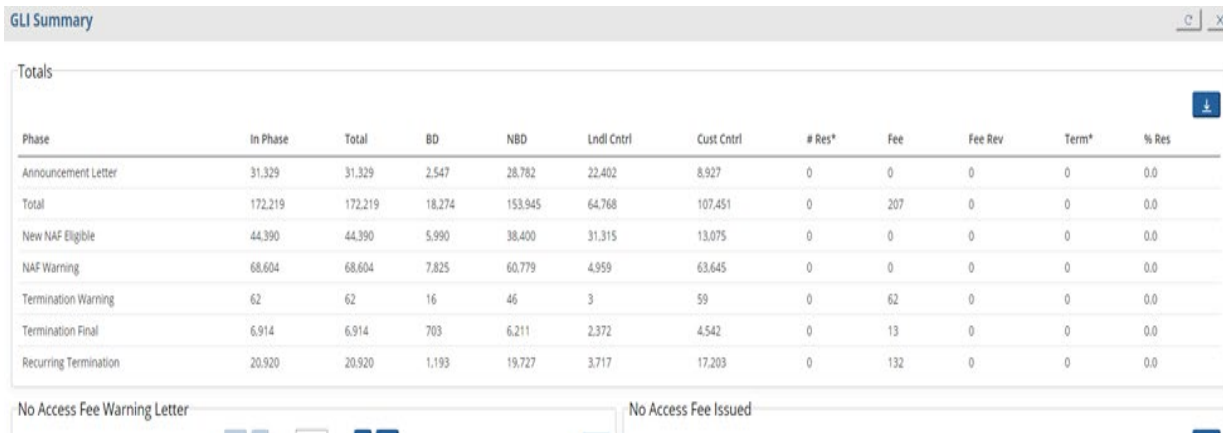
Process

Gas Operations provides a flat file of all customers that did not provide access for a gas line inspection. The file is uploaded, and the accounts are automatically routed based on the type and date of the initial inspection attempt. The system automatically sends follow-up letters requesting access, advising that a no-access penalty may be assessed, and warning of service termination. Each letter has Company contact information to facilitate scheduling a gas line inspection appointment.

Reporting

The GLI dashboard provides reporting that summarizes the total number of accounts in each stage of the process, making it easy to identify how many customers received a no-access notification or a service termination warning. (Please see Figure 5 – Gas Line Inspection Dashboard.)

Figure 5 – Gas Line Inspection Dashboard



The screenshot shows a window titled "GLI Summary" with a table of account phases. The table has 12 columns: Phase, In Phase, Total, BD, NBD, LndI Cntrl, Cust Cntrl, # Res*, Fee, Fee Rev, Term*, and % Res. The rows include Announcement Letter, Total, New NAF Eligible, NAF Warning, Termination Warning, Termination Final, and Recurring Termination. Below the table, there are two progress bars: "No Access Fee Warning Letter" and "No Access Fee Issued".

Phase	In Phase	Total	BD	NBD	LndI Cntrl	Cust Cntrl	# Res*	Fee	Fee Rev	Term*	% Res
Announcement Letter	31,329	31,329	2,547	28,782	22,402	8,927	0	0	0	0	0.0
Total	172,219	172,219	18,274	153,945	64,768	107,451	0	207	0	0	0.0
New NAF Eligible	44,390	44,390	5,990	38,400	31,315	13,075	0	0	0	0	0.0
NAF Warning	68,604	68,604	7,825	60,779	4,959	63,645	0	0	0	0	0.0
Termination Warning	62	62	16	46	3	59	0	62	0	0	0.0
Termination Final	6,914	6,914	703	6,211	2,372	4,542	0	13	0	0	0.0
Recurring Termination	20,920	20,920	1,193	19,727	3,717	17,203	0	132	0	0	0.0

3.5 Q2 & Q3 2023 Highlights

In the second and third quarters, we developed a number of process automations. The process automations address the following topics:

- Deployed the Knowledge Management Solution to all CSRs and other end users to access job procedures and help content, enabling them to respond to inquiries more quickly and efficiently.
- Developed and deployed over 20 RPAs to assist with Rates Change input and validations. The RPAs are used to manage the routine changes in bill factors values for CECONY and ORU rates. The bill factor values are updated in the CC&B portal using a load utility. Structured .csv files are created manually as inputs to the load utility by capturing bill factor values, effective date, bill factor codes, char type codes and char values. Bill Factors Validation is done by using the RPA to compare the values in CC&B with the input values. Some of these RPAs include:
 - CECONY Monthly Rates Insertion & Validation
 - CECONY VDER Insertion & Validation
 - CECONY GRT Insertion & Validation
 - CECONY RDM DRS Insertion & Validation

- ORU Monthly Rates Insertion & Validation
- Developed and deployed 10 RPAs to assist with Customer Billing (process automations that were for Customer Billing are associated with the CC&B budget), including:
 - **CECONY & ORU KWH Estimation for AMI** –For some electric accounts, the Bill Segments are in an error state as the meter reads are not captured by system due to non-communicating meters. The reads are estimated for CECONY electric accounts by performing calculations using previous year’s data. The RPA performs the calculations based on prior-year data, generates the MDMS data file, and initiates billing in the system. The automation opportunity is only for AMI accounts that have no actual reads for the error bill period in MDMS; accounts with legacy meters are not included in the scope.
 - **CECONY & ORU CCF Estimation for AMI** – For some gas accounts, the Bill Segments are in error state as the meter reads are not captured by the system due to non-communicating meters. The reads are estimated for CECONY gas accounts by performing calculations using previous year’s data. The RPA performs the calculations based on prior-year data, generates the MDMS data file, and initiates billing in the system. The automation opportunity is only for AMI accounts that have no actual reads for the error bill period in MDMS; and accounts with legacy meters and multi-meter accounts are not included in the scope.

We continue to identify, plan, and hold discovery sessions for new processes to automate for the new billing system.

III. Next Gen CX Cost Summary

Capital Spending

Program	September 30 YTD Spending	2023 Budget
Data & Analytics	\$2,961,720	\$10,500,000
DCX	\$3,069,184*	\$10,047,847
Journey Mapping	\$147,881	\$1,100,000
Virtual Assistant	\$76,091	\$2,309,000
Bill Redesign	\$0	\$0
Back Office Automation	\$2,100,000	\$2,335,000
Total	\$8,354,876	\$26,291,847

*Approximately 93% CECONY and 7% O&R

O&M Spending

Program	September 30 YTD Spending	2023 Budget
Data & Analytics	\$1,464,466	\$2,563,543
DCX	\$5,421,737*	\$8,400,195
Journey Mapping	\$488,466	\$700,000
Virtual Assistant	\$370,122	\$915,000
Bill Redesign	\$0	\$0
Back Office Automation	\$998,125	\$700,000
Total	\$8,742,916	\$13,278,738

*Approximately 94% CECONY and 6% O&R

IV. BCO Savings

The 2019 Rate Order requires the Company to identify BCO savings achieved. BCO goals are broken into three cost savings categories: Self-Service Optimization, Workforce Management, and Back Office Automation.

Self-Service Optimization – Allows customers to self-serve through a variety of channels, rather than speak with a CSR, with a focus on reducing calls to the Call Center. Savings for Self-Service Optimization were approximately \$248,000 for the second quarter of 2023 and approximately \$433,000 for the third quarter of 2023.

Workforce Management – Savings in this category are a result of identifying and using data analytics, call volume forecasting and scheduling efficiencies to decrease the staffing required to manage customer inquiry demand. Workforce Management focuses on labor cost savings and optimizing staffing and schedules. There were no savings realized for Workforce Management in the second and third quarter of 2023.

Back Office Automation – These initiatives streamline and automate back-office processes, consolidate work functions, and eliminate manual tasks, thereby reducing labor and other expenses.

Next Gen CX Progress Report – Q2 & Q3
Appendix A: DCX Enterprise Dashboards

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Start Service Completion
Stop Service Completion
Report Outage Completion
E-Bill Adoption Completion
Payment Agreement Completion

CUSTOMER SATISFACTION IMPROVEMENTS

Start Service NPS Overall Site NPS
Stop Service NPS iOS App Rating
Report Outage NPS Android App Rating
E-Bill Adoption NPS

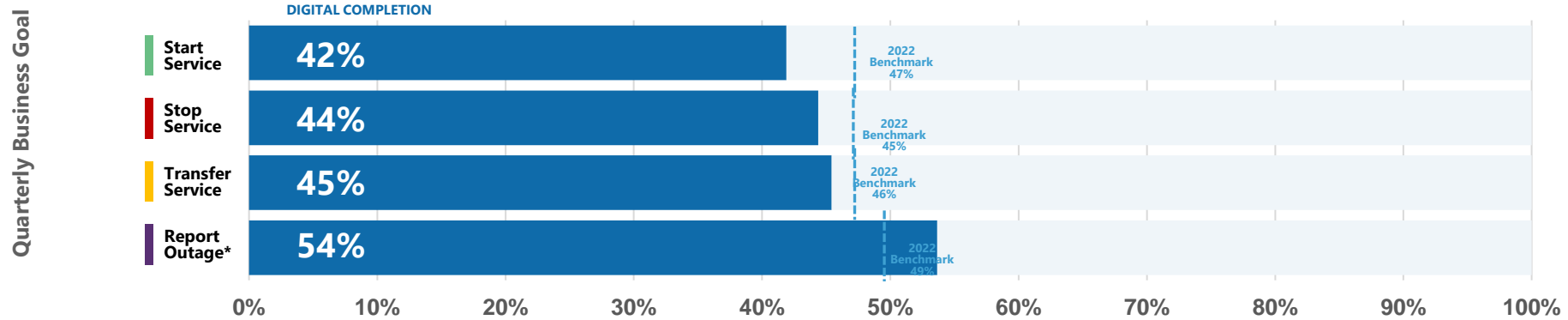
CUSTOMER EMPOWERMENT

Home Energy Enrollees
Home Energy Gas Report
Home Energy Electrical
Report
Monthly Average Users
O-Power Usage

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Digital Usage (Q2 2023): Transactions completed digitally, as a percentage of Total Transactions

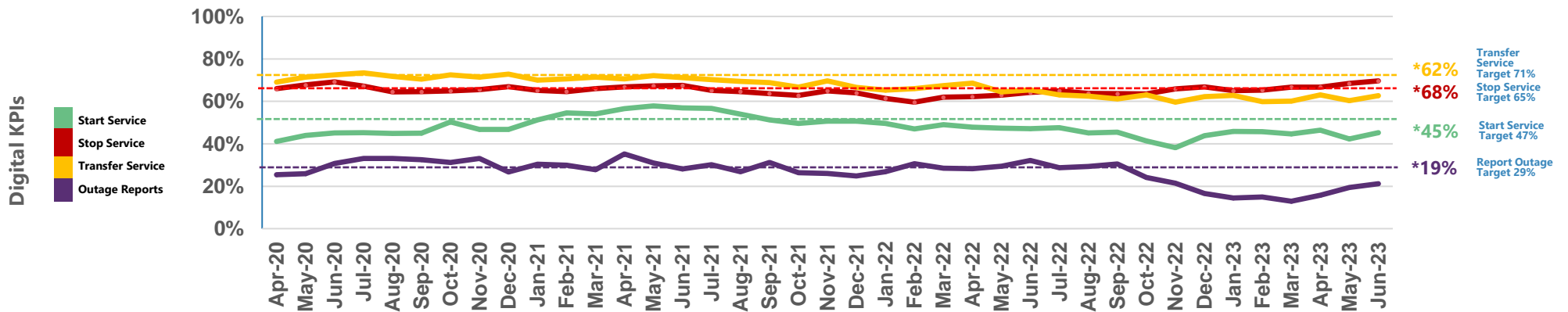


Residential & Commercial Data

CECONY App & Web digital completions. Note: Start service is not provided on the app. Source: ConEdison

*Report Outages includes IVR

Digital Success Rates: Percentage of Digital Transaction Attempts Successfully Completed, by month



*Numbers are cumulative averages of March '20 – March '21 Users starting a transaction on the web divided by successful completions. Start Service & Report Outage have "intent" actions tagged. Source: Google Analytics

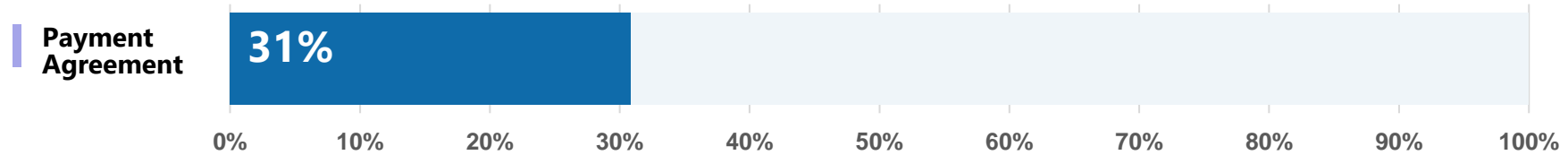
*Report Outage includes IVR

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Quarterly Digital (Online) Payment Agreement Usage (Q2 2023): Customers completing Payment Agreement Digitally, as a Percentage of Total Agreements

Quarterly Business Goal

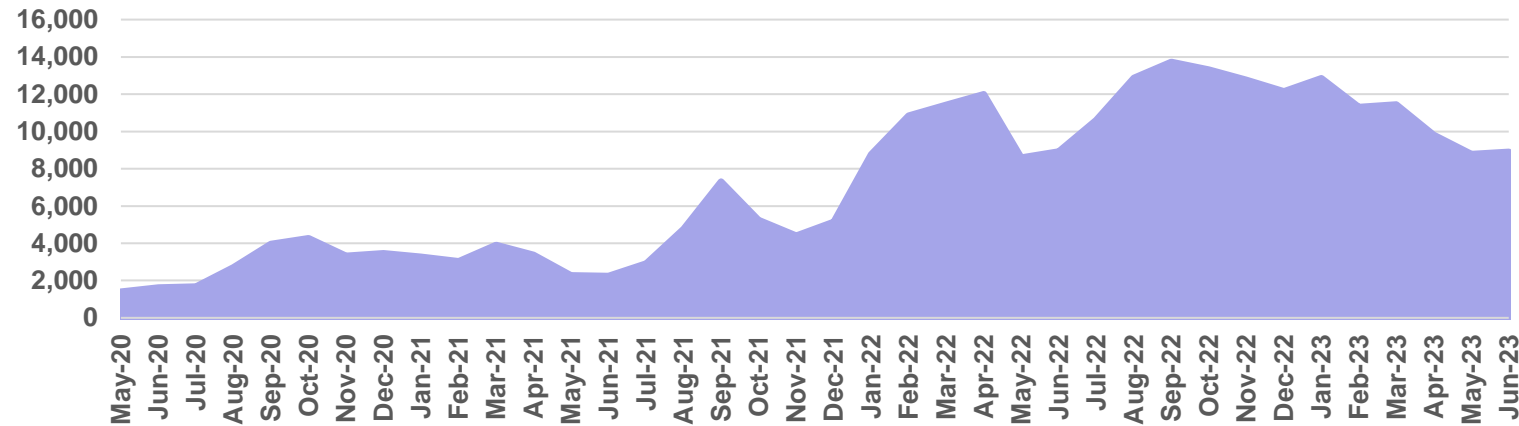


Source: ConEdison Online + IVR + VA

Digital Payment Agreement Completions: Volume of Payment Agreements successfully completed online (Web and Mobile), by month

Digital KPIs

63,120
Payment Agreements (YTD)



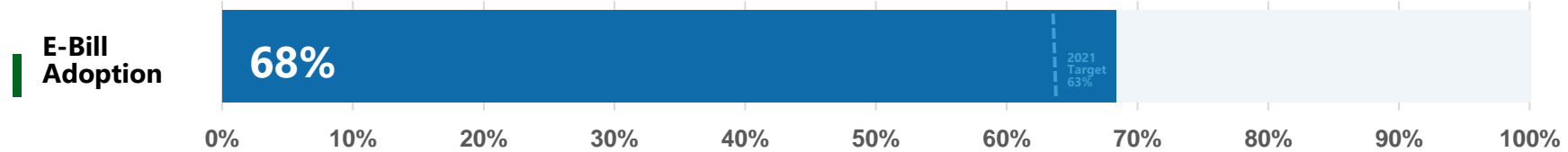
Source: Google Analytics

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Quarterly E-Bill Usage (Q2 2023): Customers who receive E-Bill, as a percentage of all customers

Quarterly Business Goal



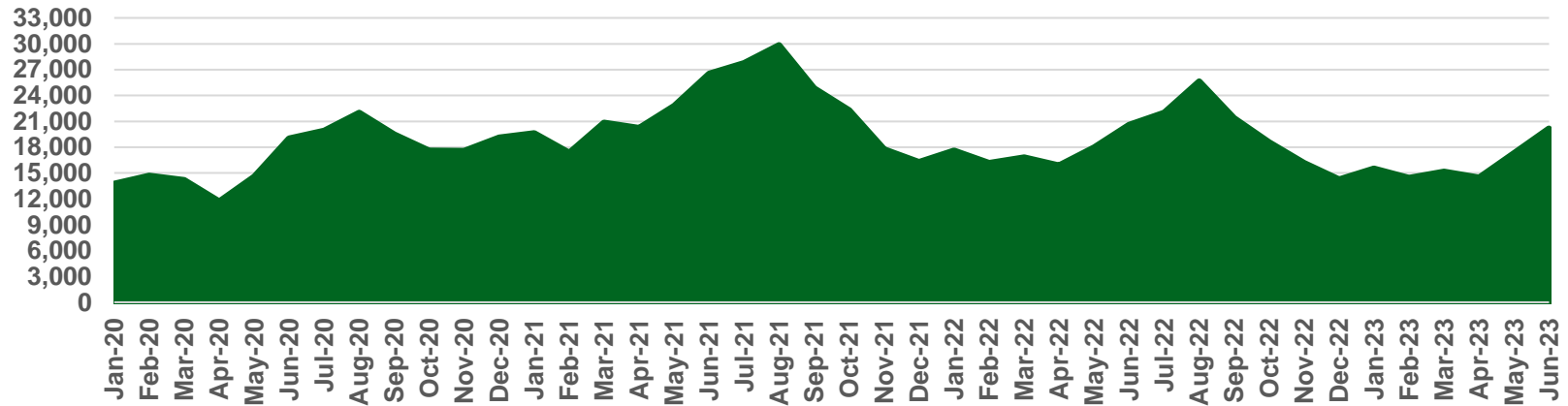
*Data cumulative of 2020 Data
*Percent Increases/Decreases is cumulative data vs benchmark

Source: ConEdison

E-Bill Enrollments: Volume of My Account Customers who enroll in E-Bill digitally, by month

Digital KPIs

96,930
Total E-Bill Enrollments (YTD)



New enrolments only. Source: Google Analytics
*2019 E-bill Enrollments includes enrollments during Start Service transaction

ENTERPRISE DASHBOARD – CON EDISON

CUSTOMER SATISFACTION IMPROVEMENT

Quarterly CSAT scores (Q2 2023)

Quarterly Business Goal



50 NPS
Overall Site
NPS



4.1 / 5
State
Mandated
CSAT



4.8 / 5
iOS App
Rating

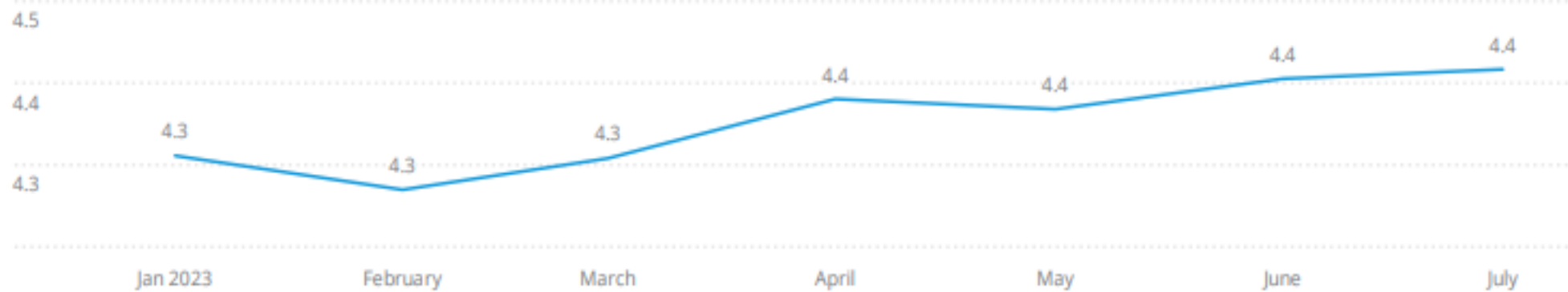


4.8 / 5
Android App
Rating

Source: Qualtrics, JD Power, iOS App Store, Google Play Store

Q2 Effort Score

Q2 4.4



Source: Qualtrics

ENTERPRISE DASHBOARD – CON EDISON

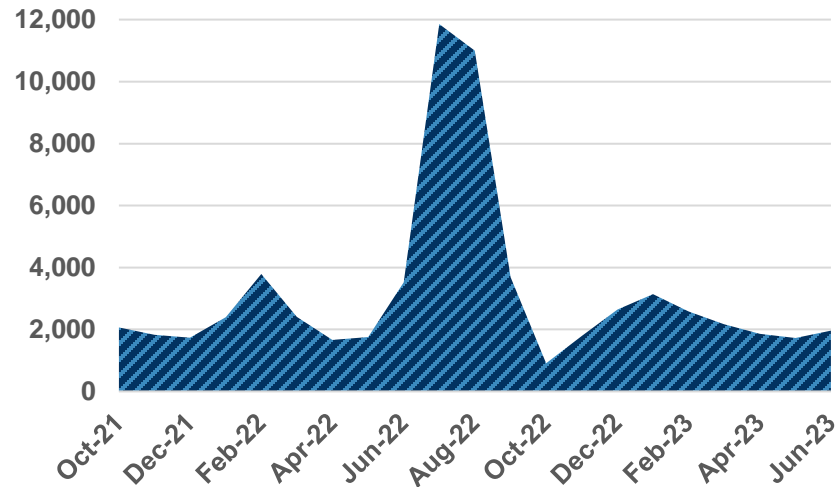
CUSTOMER EMPOWERMENT

Quarterly Home Energy Analysis Survey (Q2 2023)



5,548k
Home Energy
Analysis Completions

Home Energy: Volume of Customers who complete the Home Energy Analysis, by month

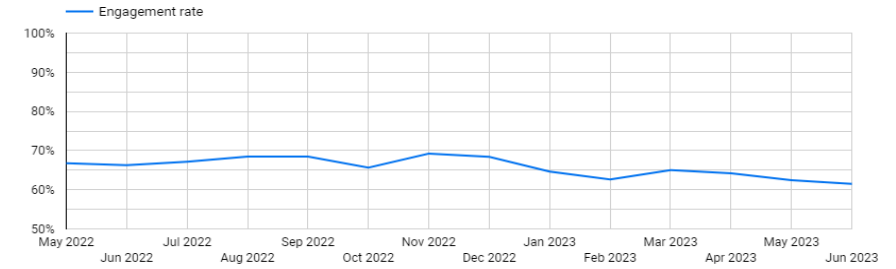


Source: OPOWER

Engagement Rate

Engagement rate
66.82%

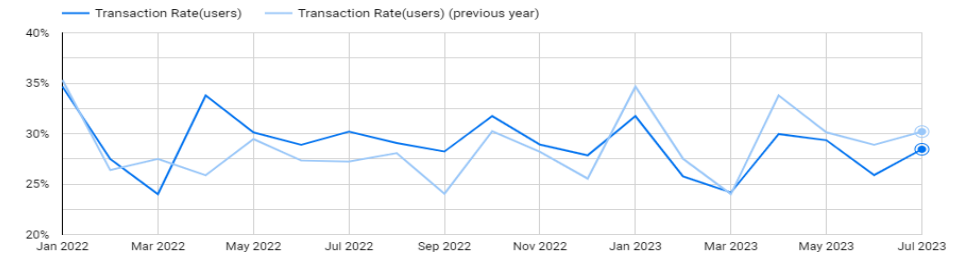
Engagement rate is the percentage of sessions that were engaged sessions.



Source: Google Analytics

Transaction Rate
23.37%
-3.8%

Transaction Rate:
(Total Users that submitted a Form or Pay a Bill)/Total Users of the page



Source: Google Analytics

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

Start Service Completion
Stop Service Completion
Report Outage Completion
E-Bill Adoption Completion
Payment Agreement Completion

CUSTOMER SATISFACTION IMPROVEMENTS

Start Service NPS Overall Site NPS
Stop Service NPS iOS App Rating
Report Outage NPS Android App Rating
E-Bill Adoption NPS

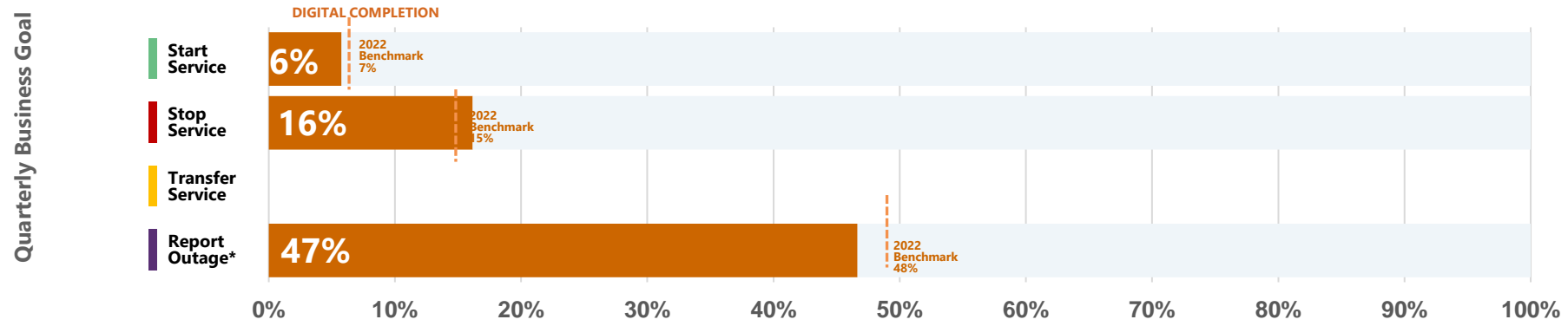
CUSTOMER EMPOWERMENT

Home Energy Enrollees
Home Energy Gas Report
Home Energy Electrical
Report
Monthly Average Users
O-Power Usage

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

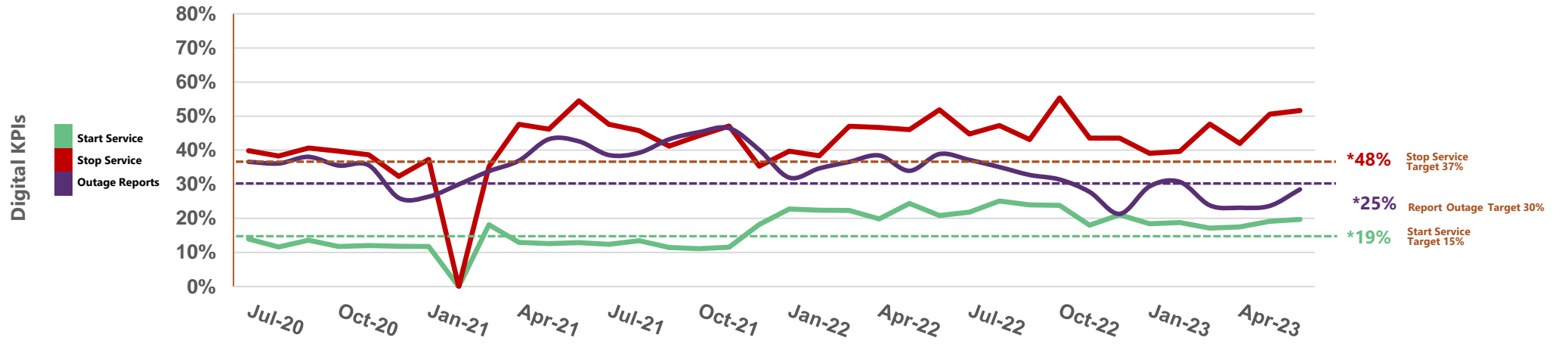
Quarterly Digital Usage (Q2 2023): Transactions completed digitally, as a percentage of Total Transactions



Residential & Commercial Data

ORU App & Web completions. Start Service is Web Only. Source: Orange & Rockland

Digital Success Rates: Percentage of Digital Transaction Attempts Successfully Completed, by month



*Numbers are cumulative averages of March '20-March '21

Users starting a transaction on the web divided by successful completions. Start Service & Report Outage have "intent" actions tagged. Source: Google Analytics

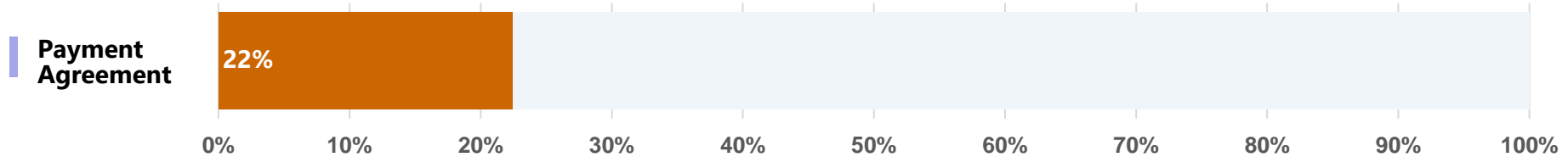
CIMs Web Service affected Start and Stop Service metrics from 2/1/21-3/25/21

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

Quarterly Digital Payment Agreement Usage (Q2 2023): Customers completing Payment Agreement Digitally*, as a Percentage of Total Customers

Quarterly Business Goal



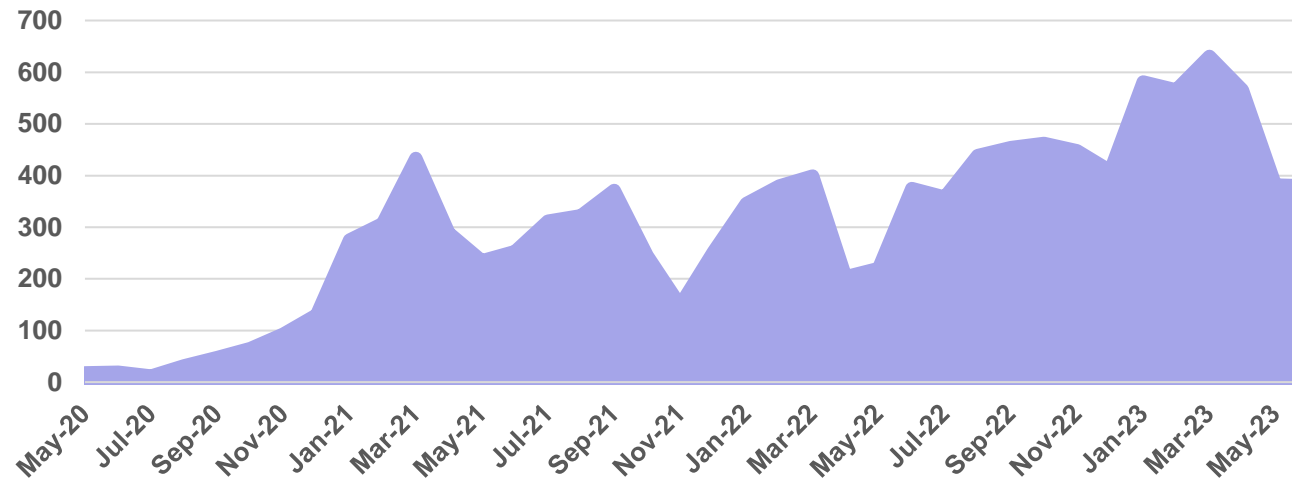
* In December, reporting criteria switch to report % of open payment agreements that were initiated digitally

Source: Orange & Rockland

Digital Payment Agreement Completions: Volume of Payment Agreements successfully completed online (Web and Mobile), by month

Digital KPIs

3,106
Payment Agreements (YTD)



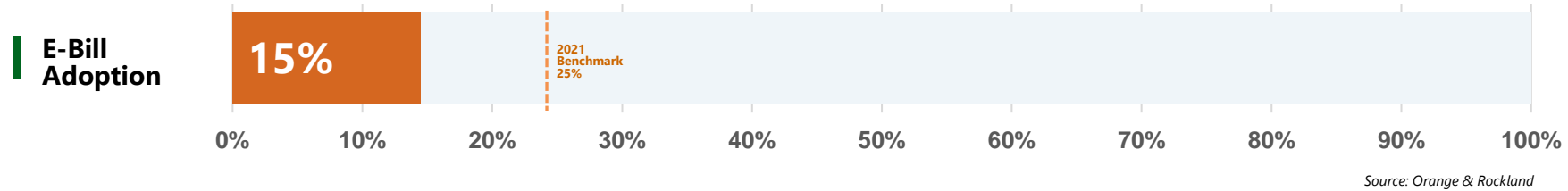
Source: Google Analytics

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

Quarterly E-Bill Usage (Q2 2023): Customers who receive E-Bill, as a percentage of all customers

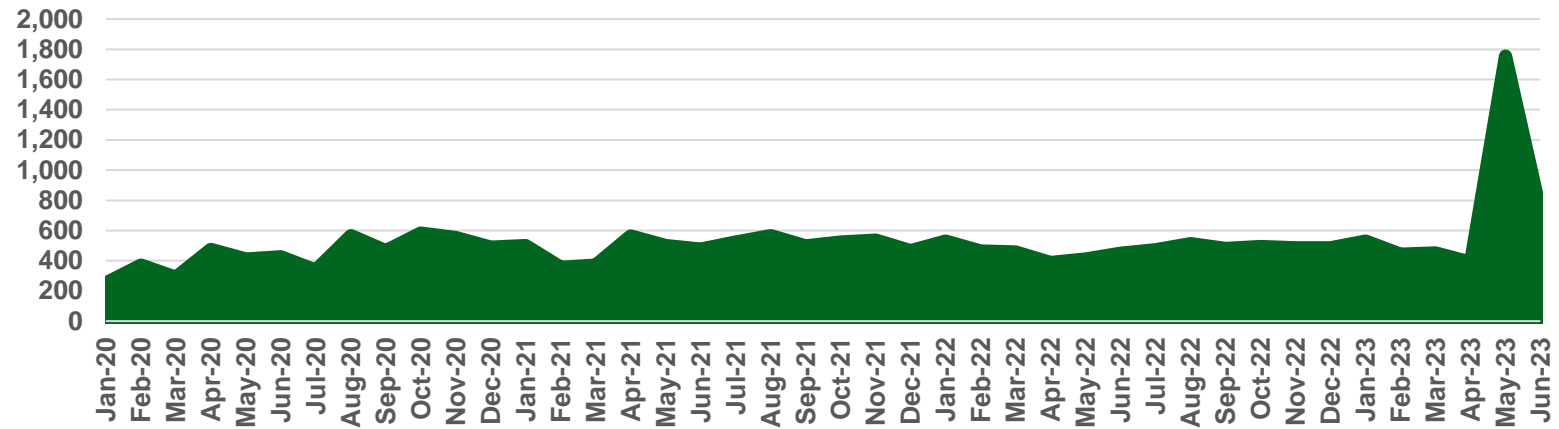
Quarterly Business Goal



E-Bill Enrollments: Volume of My Account Customers who enroll in E-Bill digitally, by month

Digital KPIs

4,302
Total E-Bill Enrollments (YTD)



New enrollments only. Source: Google Analytics

Site Maintenance affected Start and Stop Service metrics from 2/1/2021-3/25/21

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

CUSTOMER SATISFACTION IMPROVEMENT

Quarterly CSAT scores (Q2 2023)

Quarterly Business Goal



54 NPS

Overall Site
NPS



4.8/₅

iOS App
Rating



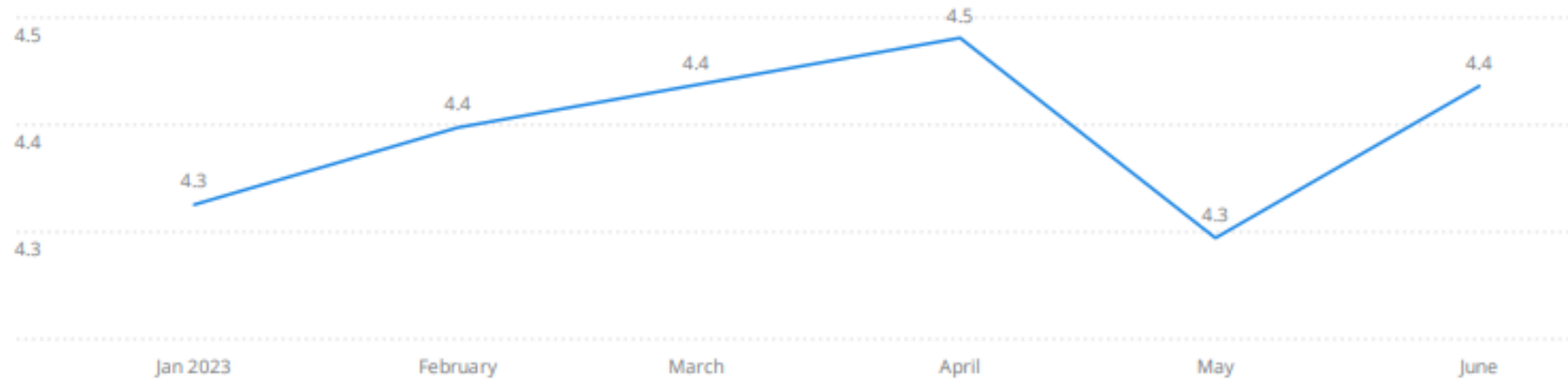
4.7/₅

Android App
Rating

Source: Qualtrics, JD Power, App Store, Google Play Store

Q2 Effort Score

Q2 4.4



Source: Qualtrics

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

CUSTOMER EMPOWERMENT

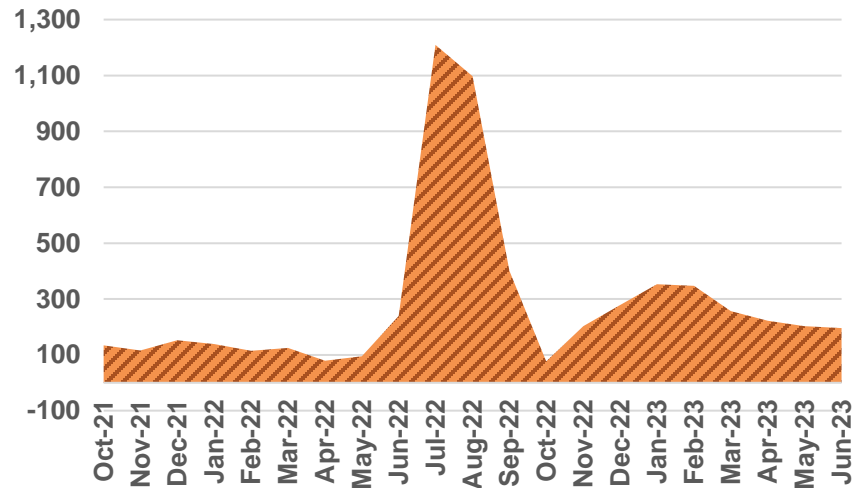
Quarterly Home Energy Analysis Survey (Q2 2023)



621

Home Energy
Analysis Completions

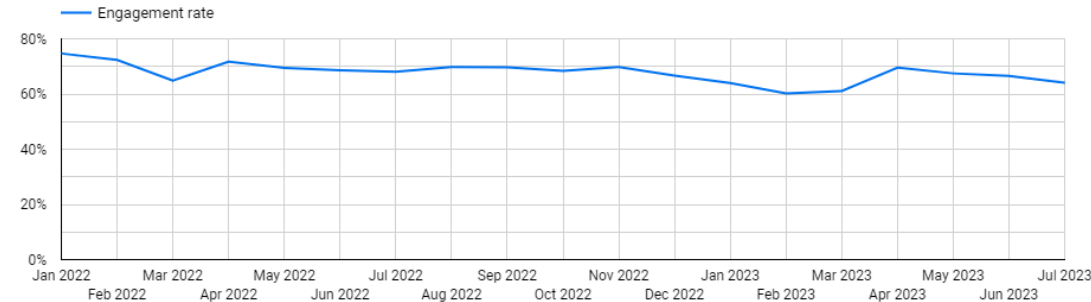
Home Energy: Volume of Customers who complete the Home Energy Analysis, by month



Source: OPOWER

Engagement rate
67.72%

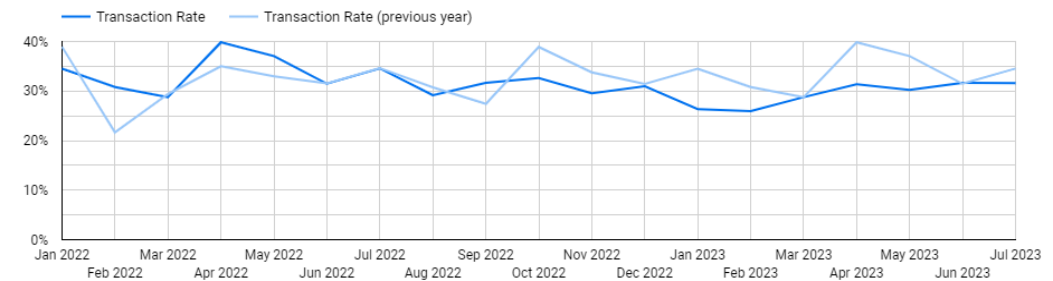
Engagement rate is the percentage of sessions that were engaged sessions.



Source: Google Analytics

Transaction Rate

Transaction Rate
27.18%
-7.1%



Source: Google Analytics

Appendix

- **Engagement Rate:** The percentage of sessions that were engaged sessions. An engaged session is a website visit in which two or more pages were visited or the visitor spent more than 10 seconds on the website; or they completed one of their goals either completing a transaction such as start, stop, payment agreement, etc or viewing help related information such as entering meter information or looking into how to file a claim form. In order to calculate it, take the number of engaged sessions and divide it by the total number of sessions. As a B2C we are aiming for 71% as an engagement rate, but for the Oil and Gas Industry we are well above the engagement rate of 58%.
- **Transaction Rate:** The total users that submitted a form or submitted a payment divided by the total users visiting the Con Edison website.

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Start Service Completion
Stop Service Completion
Report Outage Completion
E-Bill Adoption Completion
Payment Agreement Completion

CUSTOMER SATISFACTION IMPROVEMENTS

Start Service NPS Overall Site NPS
Stop Service NPS iOS App Rating
Report Outage NPS Android App Rating
E-Bill Adoption NPS

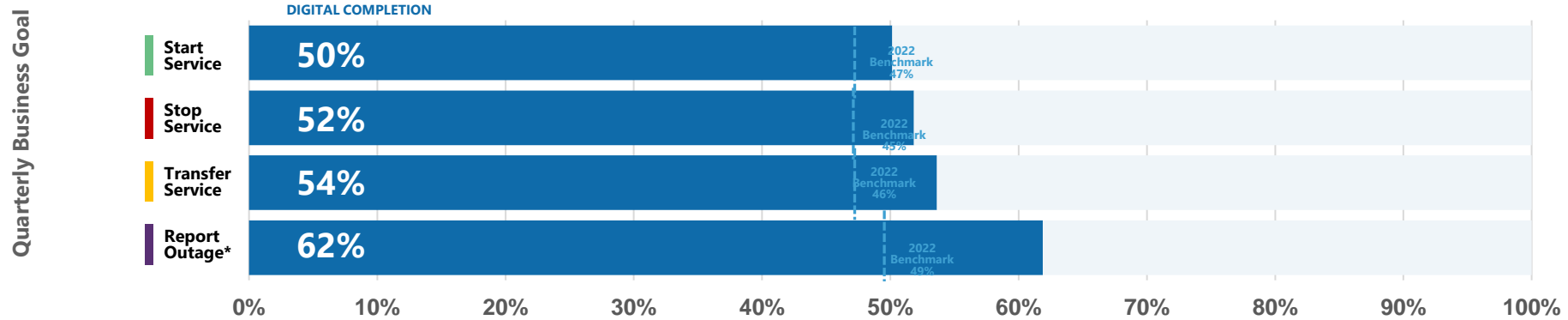
CUSTOMER EMPOWERMENT

Home Energy Enrollees
Home Energy Gas Report
Home Energy Electrical
Report
Monthly Average Users
O-Power Usage

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Digital Usage (Q3 2023): Transactions completed digitally, as a percentage of Total Transactions

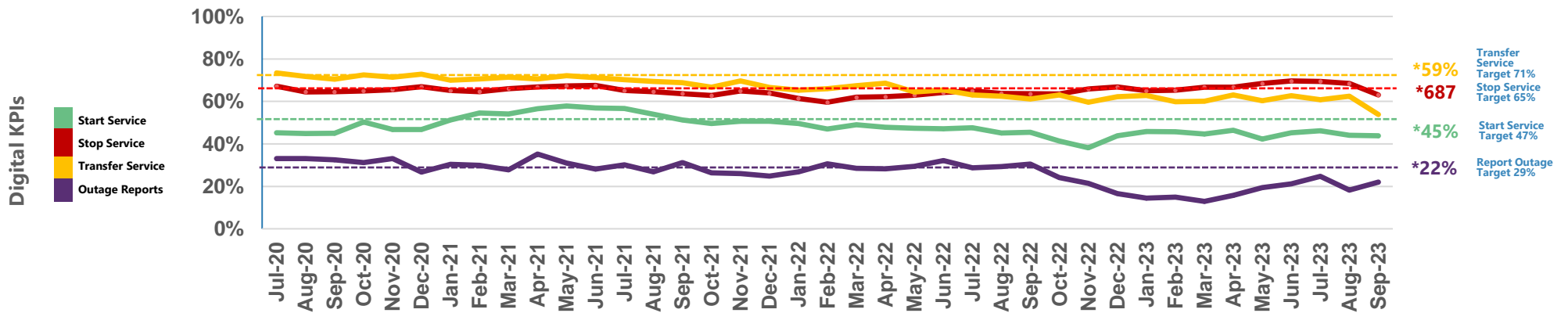


Residential & Commercial Data

CECONY App & Web digital completions. Note: Start service is not provided on the app. Source: ConEdison

*Report Outages includes IVR

Digital Success Rates: Percentage of Digital Transaction Attempts Successfully Completed, by month



*Numbers are cumulative averages of March '20 – March '21 Users starting a transaction on the web divided by successful completions. Start Service & Report Outage have "intent" actions tagged. Source: Google Analytics

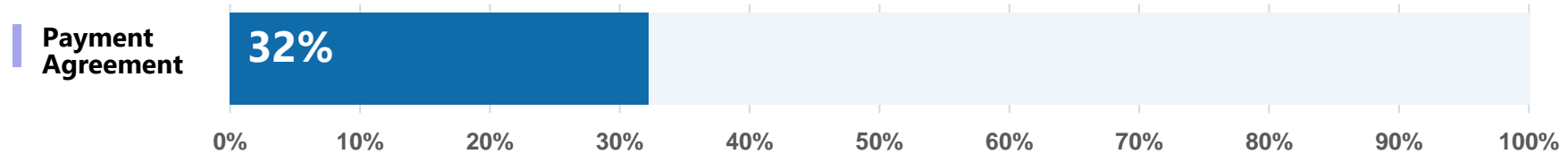
*Report Outage includes IVR

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Quarterly Digital (Online) Payment Agreement Usage (Q3 2023): Customers completing Payment Agreement Digitally, as a Percentage of Total Agreements

Quarterly Business Goal

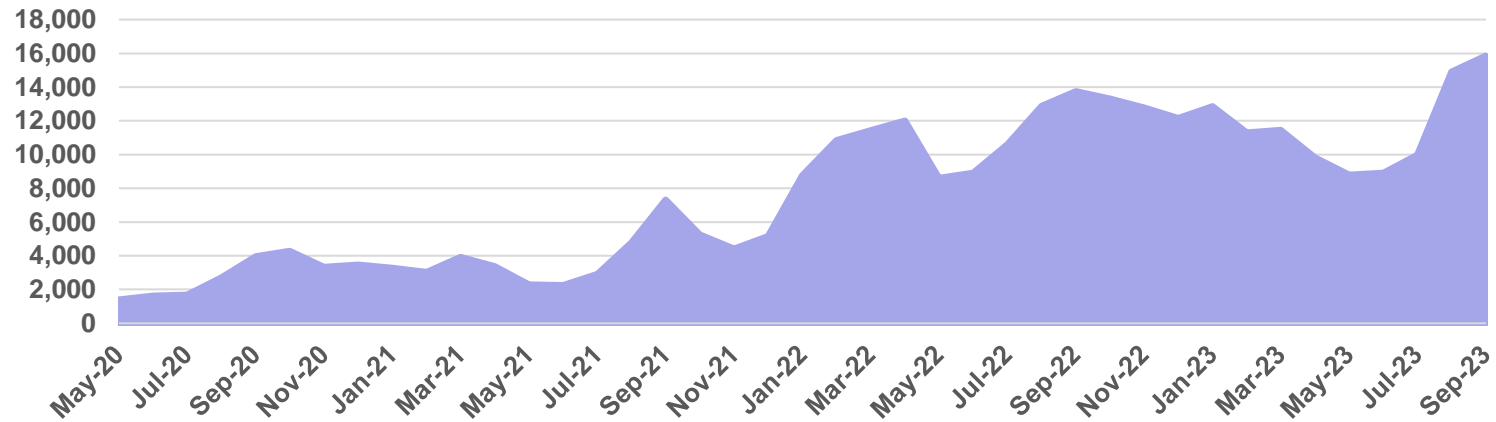


Source: ConEdison Online + IVR + VA

Digital Payment Agreement Completions: Volume of Payment Agreements successfully completed online (Web and Mobile), by month

Digital KPIs

103,851
Payment Agreements (YTD)

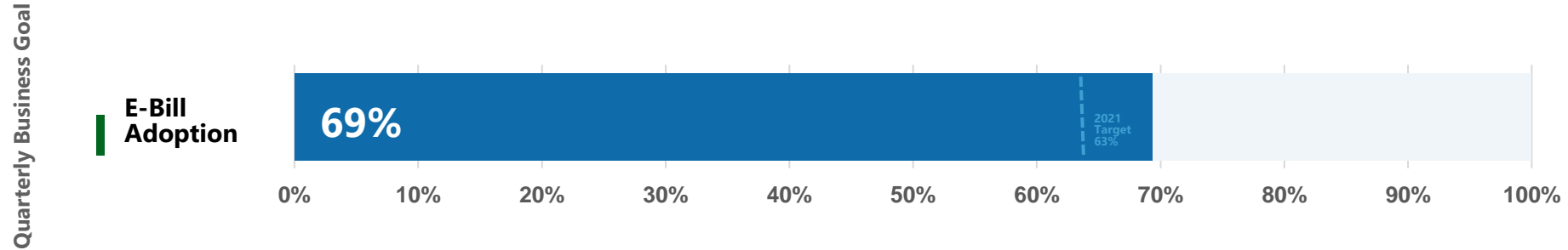


Source: Google Analytics

ENTERPRISE DASHBOARD – CON EDISON

BUSINESS COST OPTIMIZATION

Quarterly E-Bill Usage (Q3 2023): Customers who receive E-Bill, as a percentage of all customers

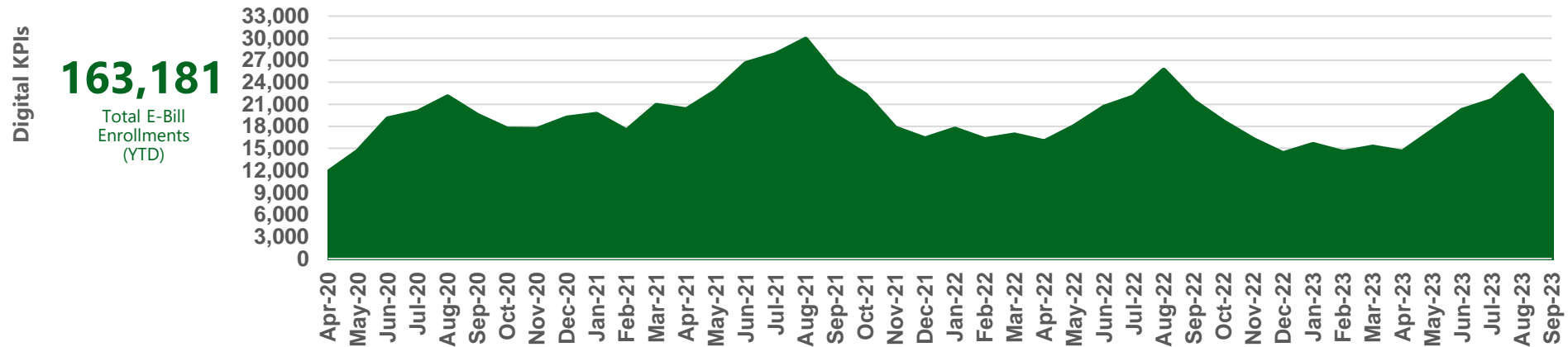


*Data cumulative of 2020 Data

*Percent Increases/Decreases is cumulative data vs benchmark

Source: ConEdison

E-Bill Enrollments: Volume of My Account Customers who enroll in E-Bill digitally, by month



New enrolments only. Source: Google Analytics

*2019 E-bill Enrollments includes enrollments during Start Service transaction

ENTERPRISE DASHBOARD – CON EDISON

CUSTOMER SATISFACTION IMPROVEMENT

Quarterly CSAT scores (Q3 2023)

Quarterly Business Goal



49 NPS
Overall Site
NPS



4.1 / 5
State
Mandated
CSAT



4.8 / 5
iOS App
Rating

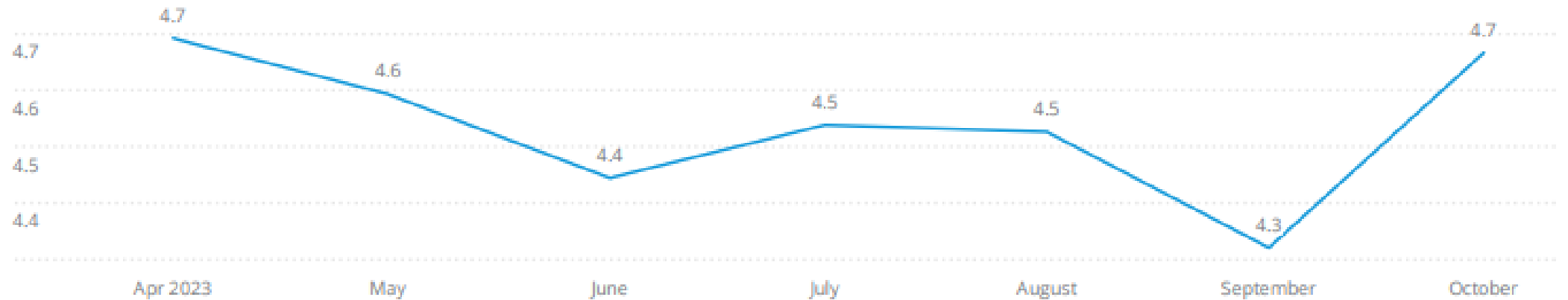


4.8 / 5
Android App
Rating

Source: Qualtrics, JD Power, iOS App Store, Google Play Store

Q2 Effort Score

Q3 4.5



Source: Qualtrics

ENTERPRISE DASHBOARD – CON EDISON

CUSTOMER EMPOWERMENT

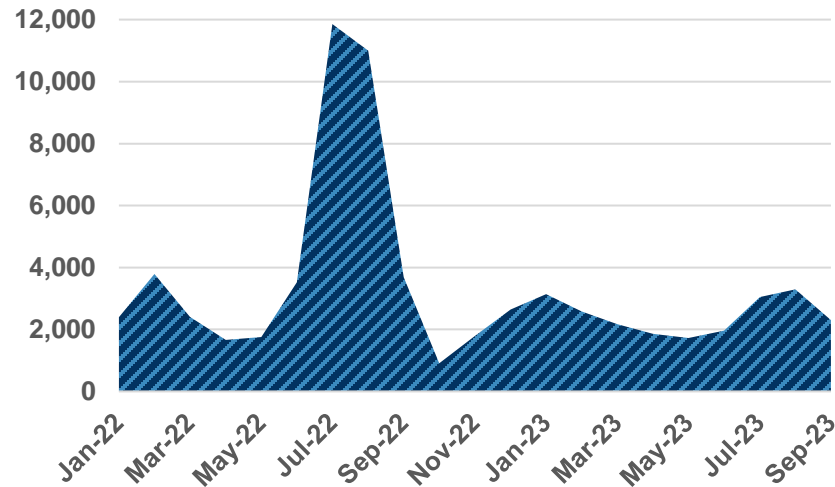
Quarterly Home Energy Analysis Survey (Q3 2023)



8,638k

Home Energy
Analysis Completions

Home Energy: Volume of Customers who complete the Home Energy Analysis, by month

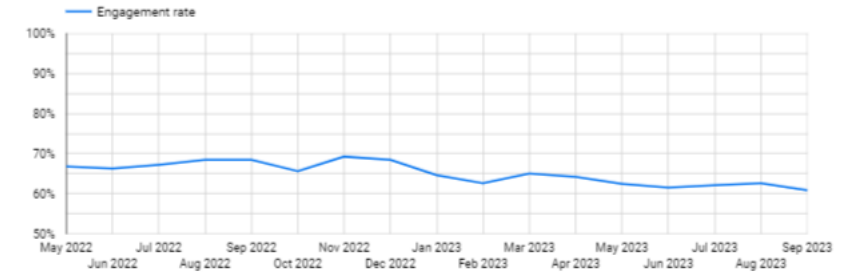


Source: OPOWER

Engagement Rate

Engagement rate
66.82%

Engagement rate is the percentage of sessions that were engaged sessions.

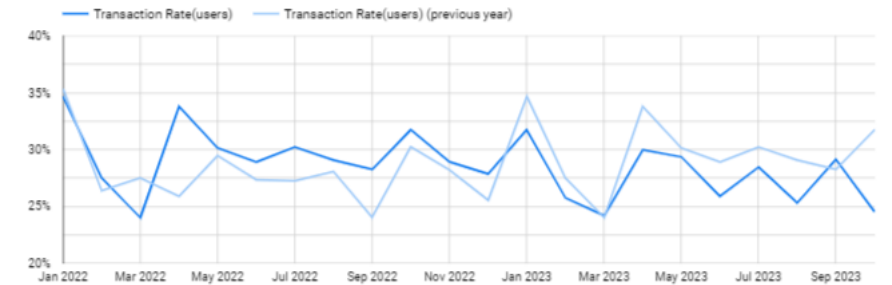


source: Google Analytics

Transaction Rate
19.03%

Transaction Rate:
(Total Users that submitted a Form or Pay a Bill)/Total Users of the page

-21.6%



Source: Google Analytics

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

Start Service Completion
Stop Service Completion
Report Outage Completion
E-Bill Adoption Completion
Payment Agreement Completion

CUSTOMER SATISFACTION IMPROVEMENTS

Start Service NPS Overall Site NPS
Stop Service NPS iOS App Rating
Report Outage NPS Android App Rating
E-Bill Adoption NPS

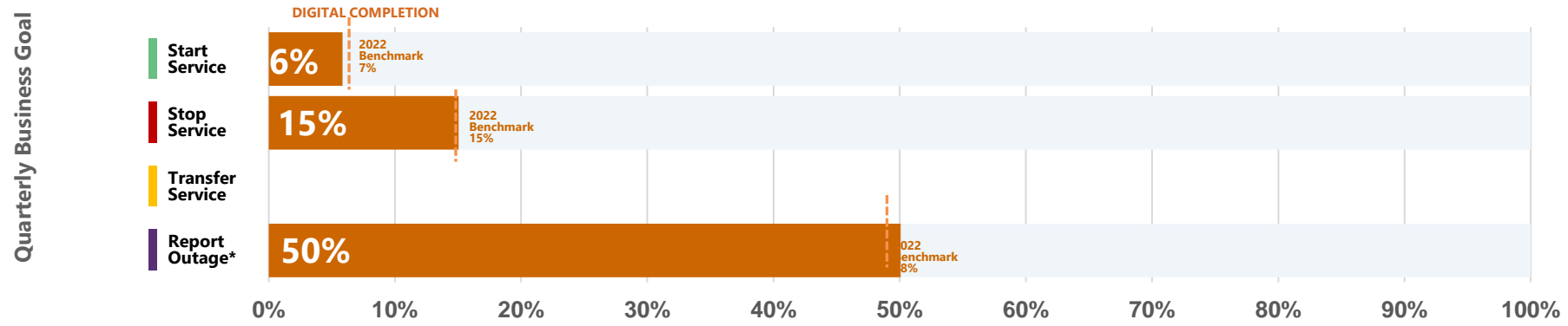
CUSTOMER EMPOWERMENT

Home Energy Enrollees
Home Energy Gas Report
Home Energy Electrical
Report
Monthly Average Users
O-Power Usage

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

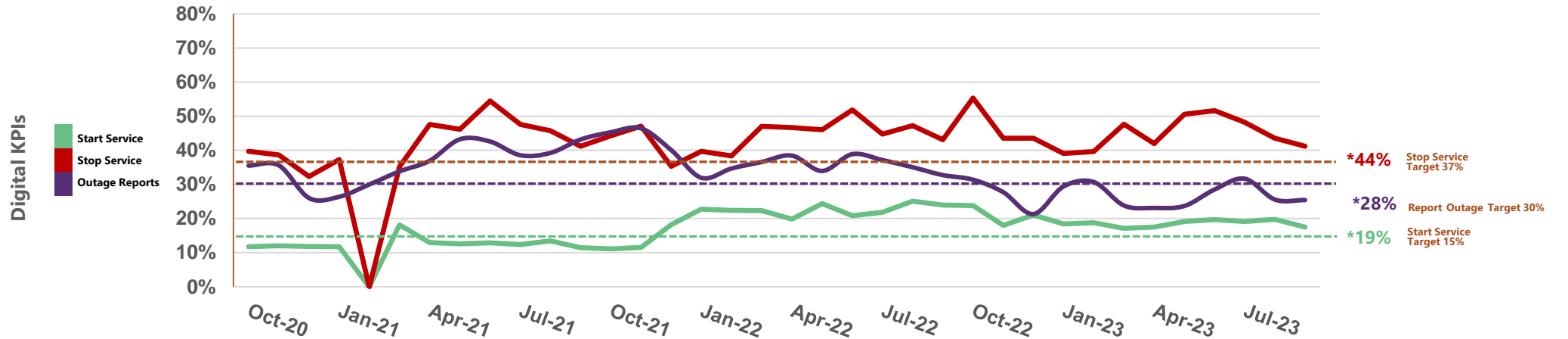
Quarterly Digital Usage (Q3 2023): Transactions completed digitally, as a percentage of Total Transactions



Residential & Commercial Data

ORU App & Web completions. Start Service is Web Only. Source: Orange & Rockland

Digital Success Rates: Percentage of Digital Transaction Attempts Successfully Completed, by month



*Numbers are cumulative averages of March '20-March '21

Users starting a transaction on the web divided by successful completions. Start Service & Report Outage have "intent" actions tagged. Source: Google Analytics

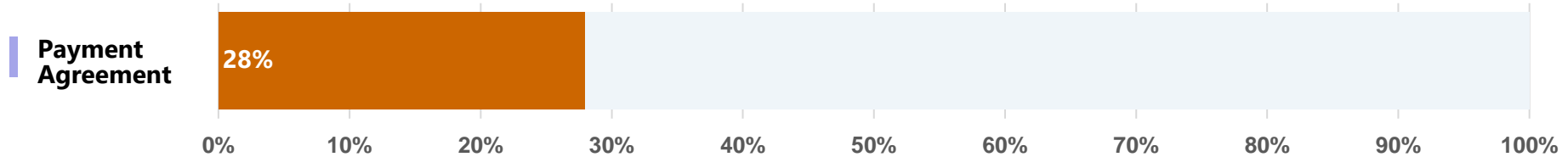
CIMs Web Service affected Start and Stop Service metrics from 2/1/21-3/25/21

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

Quarterly Digital Payment Agreement Usage (Q3 2023): Customers completing Payment Agreement Digitally*, as a Percentage of Total Customers

Quarterly Business Goal



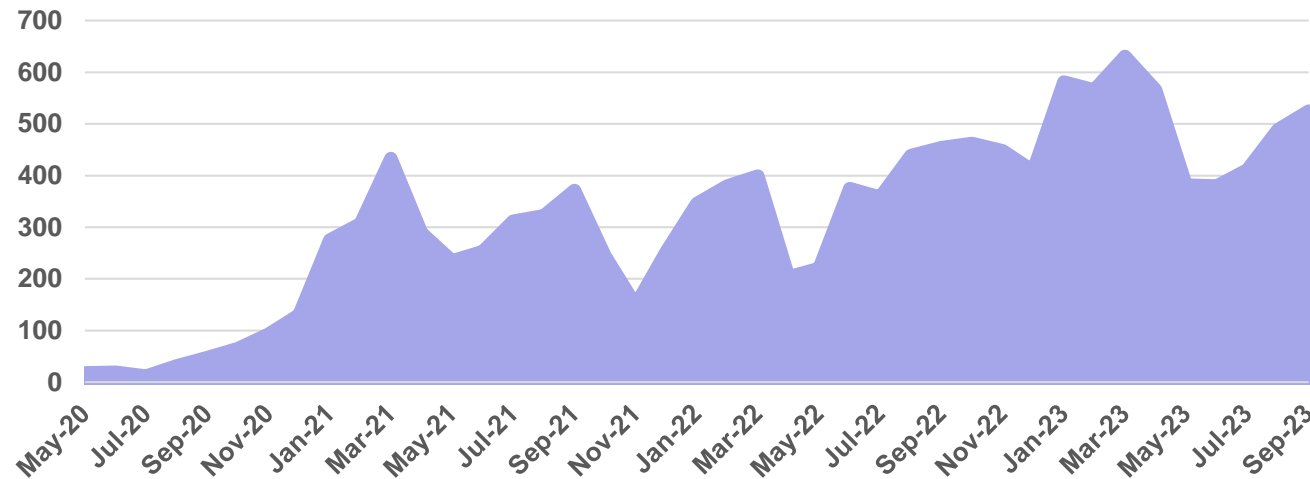
* In December, reporting criteria switch to report % of open payment agreements that were initiated digitally

Source: Orange & Rockland

Digital Payment Agreement Completions: Volume of Payment Agreements successfully completed online (Web and Mobile), by month

Digital KPIs

4,531
Payment Agreements (YTD)



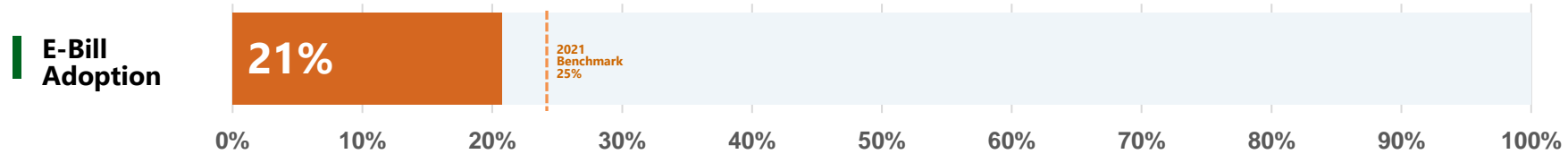
Source: Google Analytics

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

BUSINESS COST OPTIMIZATION

Quarterly E-Bill Usage (Q3 2023): Customers who receive E-Bill, as a percentage of all customers

Quarterly Business Goal

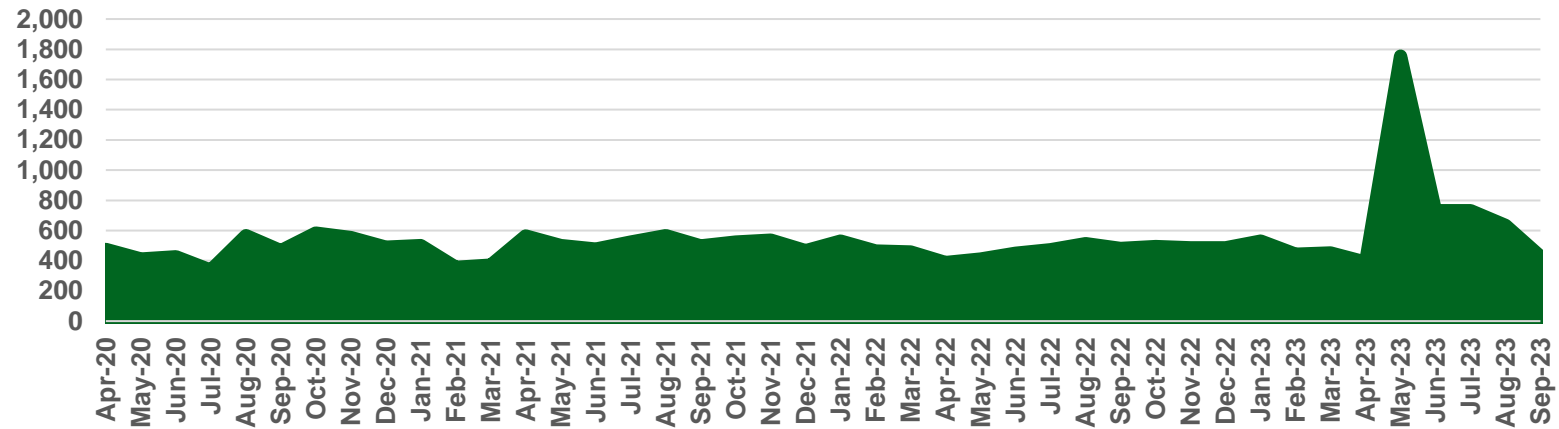


Source: Orange & Rockland

E-Bill Enrollments: Volume of My Account Customers who enroll in E-Bill digitally, by month

Digital KPIs

6,094
Total E-Bill Enrollments (YTD)



New enrollments only. Source: Google Analytics

Site Maintenance affected Start and Stop Service metrics from 2/1/2021-3/25/21

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

CUSTOMER SATISFACTION IMPROVEMENT

Quarterly CSAT scores (Q3 2023)

Quarterly Business Goal



51 NPS

Overall Site
NPS



4.8/₅

iOS App
Rating



4.7/₅

Android App
Rating

Source: Qualtrics, JD Power, App Store, Google Play Store

Q2 Effort Score

Q3 4.4



Source: Qualtrics

ENTERPRISE DASHBOARD – ORANGE & ROCKLAND

CUSTOMER EMPOWERMENT

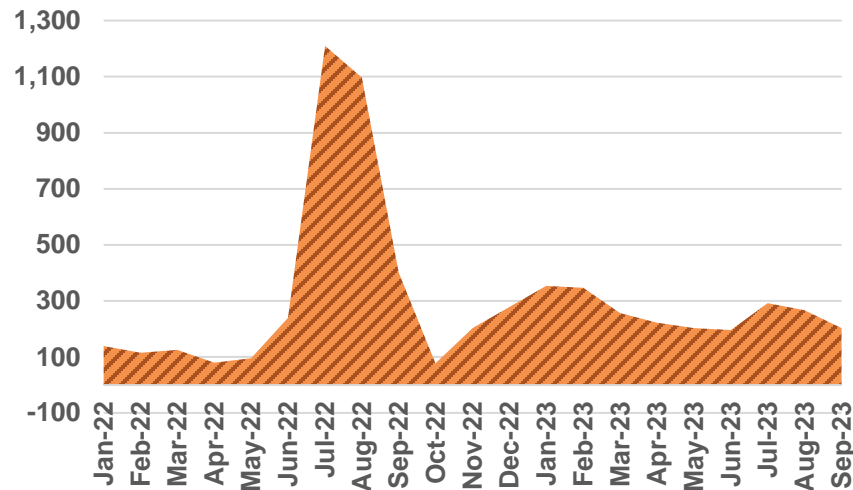
Quarterly Home Energy Analysis Survey (Q3 2023)



762

Home Energy
Analysis Completions

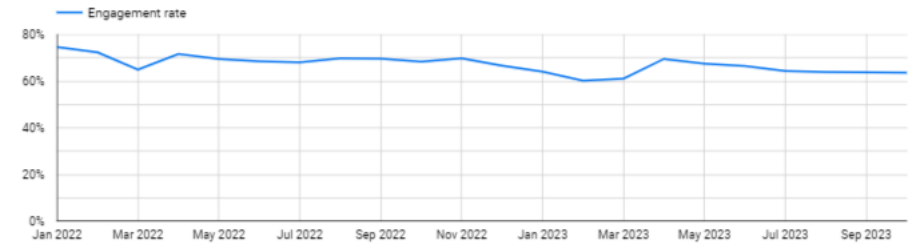
Home Energy: Volume of Customers who complete the Home Energy Analysis, by month



Source: OPOWER

Engagement rate
67.69%

Engagement rate is the percentage of sessions that were engaged sessions.



Source: Google Analytics

Transaction Rate

Transaction Rate
26.63%
↓ -8.1%



Source: Google Analytics

Appendix

- **Engagement Rate:** The percentage of sessions that were engaged sessions. An engaged session is a website visit in which two or more pages were visited or the visitor spent more than 10 seconds on the website; or they completed one of their goals either completing a transaction such as start, stop, payment agreement, etc or viewing help related information such as entering meter information or looking into how to file a claim form. In order to calculate it, take the number of engaged sessions and divide it by the total number of sessions. As a B2C we are aiming for 71% as an engagement rate, but for the Oil and Gas Industry we are well above the engagement rate of 58%.
- **Transaction Rate:** The total users that submitted a form or submitted a payment divided by the total users visiting the Con Edison website.