



Cases 16-E-0060 and 16-G-0061

Digital Customer Experience Quarterly Progress Report

Q2 2017

Dated: July 31, 2017

1. Digital Customer Experience Program Summary

The Digital Customer Experience (DCX) program is a multi-year program that is delivering an improved online experience for customers through a redesign that covers the www.conedison.com, www.coned.com, and www.oru.com external websites, mobile websites, “My Account” portals, and mobile apps. The Company seeks to provide a best in class customer experience by providing customers with better and more coordinated information across multiple channels. This will be achieved through a transformation of current digital offerings, new technology, improved analytics, and a new digital operating model. The program includes the purchase and implementation of new technology supporting enhanced digital interactions, development of a new web and mobile customer experience, and implementation of tools to support multi-channel communication such as chat, text, and email.

1.1 Customer-Centric Approach and Agile Project Management

The Company’s approach to digital transformation is a departure from its traditional project management methods. Consistent with a “customer first” philosophy, each phase of the project starts with an examination of what customers have told us they want. The Company learned from its Phase 0 benchmarking efforts that executing a successful digital transformation includes not only overhauling architecture and content, but also continuously striving to anticipate and meet evolving customer expectations. Accordingly, the Company developed six guiding principles for the DCX project:

- **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 to 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 position Con Edison 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.

With these principles as a guidepost, the Company is utilizing the “Agile” project management approach for this program. Agile is an iterative, incremental method of managing the design and build activities of a project, rather than treating analysis, design, building, and testing as discrete phases. Using Agile, the Company’s technical, communications, and business resources work together throughout each phase, allowing the team to adapt to changes quickly and reshuffle priorities to remain in line with customer priorities.

To illustrate, the team first identified the goals of the program and the most critical milestones necessary to achieve those goals over the course of several years (see the “DCX Roadmap” graphic below). Next, the team defined “user stories,” or what customers want the new websites and apps to do. User stories were prioritized, grouped into categories, and examined to determine the minimum viable product (MVP) necessary to meet the customer-driven need. Then, work is completed in three-week increments, referred to as “sprints.” Several rounds of design are shared with customers for feedback and then improved with each round for things like navigation, photography and naming conventions. Once an MVP is met, work to improve the product is scheduled in subsequent sprints, and sprints are grouped together based on a specific focus to meet a milestone, or “release.” Managing the program this way has many benefits, including optimizing resources and the ability to make timely, responsive decisions.

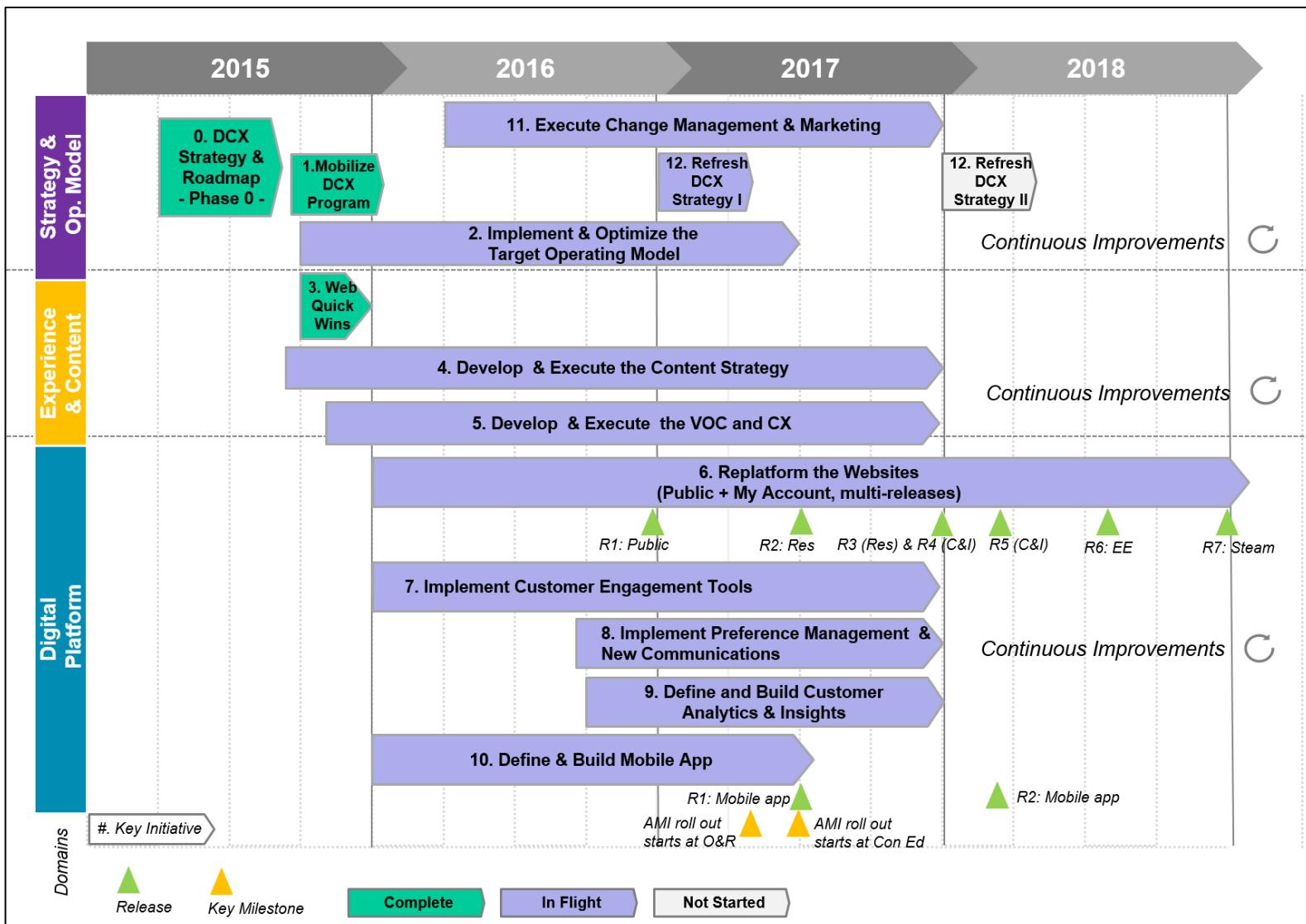
1.2 Content Strategy and Voice of the Customer

Throughout 2016 and continuing into 2017 the DCX team has focused on developing and executing its digital content strategy and defining the voice of the customer. These work streams focus on defining a consistent creative look and feel that is in line with what customers convey they want. Work items include:

- **Internal stakeholder needs assessment** – Identify essential content for migration to new sites vs. outdated information.
- **Usability testing** – Test new site navigation, look and feel with customers representing major customer segments such as residential and business customers, mobile site users, renters and homeowners.
- **Editorial and style guides** – Create a comprehensive digital editorial style and design style guides so that web copy and design layouts are user friendly, meet accessibility standards, conform to current digital best practices, and provide a uniform look and feel.
- **Iterative creative user testing** – Customers reacted to over 20 versions of homepage layouts and imagery, which test administrators continuously adjusted throughout the test to develop content.
- **Iconography** – Implement a new, standardized icon library to simplify navigation and action options for customers at a glance.

1.3 DCX Road Map

Major work streams are represented in the below DCX Roadmap.



1.4 Q1 DCX Accomplishments

DCX completed key foundational work for the CECONY and O&R My Account releases planned for mid-year 2017 in Q1 2017. By continuing to apply new standard digital style guidelines and voice of the customer tone to the My Account portals and mobile app, customers will experience a consistent look and feel, easy-to-understand language and improved navigation via any device through which they access the site. The My Account customer interface was designed using a module-based, templated structure for consistency in user experience and allowing flexibility to easily evolve content as customer needs change over time. In addition, the team made major progress on service building and testing to pull data from the Company's legacy customer information systems and display that information via the new Content Management System which will ultimately enable customers to view their account and usage data.

2. DCX Progress Report – Q2 2017

2.1 DCX 2017 Planned Initiatives

In 2017, the DCX team is working to complete the following aspects of the DCX Roadmap:

- Re-design and re-platform all *authenticated* web pages which are part of the “My Account” portal.
- Deploy the IAM product – featuring multi-factor authentication and new usernames and passwords – as part of the newly designed “My Account.”
- Deploy energy insights and tips to both AMI and non-AMI residential and commercial customers.
- Expand the customer feedback survey tools to be integrated with authenticated webpages, allowing customers the ability to provide comments and feedback on all pages, and after completing transactions.
- Redesign the mobile web and mobile app experience.
- Implement Live Chat functionality.
- Implement a “Preference Center,” allowing customers to establish their communications preferences for outage communications, bill alerts, etc.
- Redesign web services related to large commercial and industrial and multi-account customers.
- Develop analytics capabilities to track customer web and mobile activity and identify key pain points.

2.2 Q2 2017 Accomplishments

In July Q2, the DCX team launched the new My Account for CECONY customers. The new user experience provides customers with intuitive navigation, significantly streamlined bill pay experience and brand new views into their energy usage - the top improvements customers directly requested. Designed for customers based on industry best practices and feedback from customers, the new portal provides customers with both the functionality they have become accustomed to and a number of new features which include:

New My Account Features	Enhanced Legacy My Account Features
<ul style="list-style-type: none">• OKTA Login• Registration• Opower/FF• Chat• Preferences - Express Consent• User Profile• Account Overview (Dashboard)• Account Overview (Tips)• Account Overview (Program Tiles)• Account Overview (Bill Comparison)• Account Overview (Alerts)• Bill and Usage - Data Browser• Bill and Usage - Similar Homes• Bill and Usage - Customer Care or RTPH• Bill and Usage - view Bill & correspondence• Notification Center - Account Verification• Notification Center - Registration Activation• Notification Center - MFA Link• Notification Center - Auto-Add Account• Notification Center - Exception Reports• Pay Multiple Accounts• Notification Center - Transactional• Preferences – Transactional	<ul style="list-style-type: none">• Start, Stop and Transfer Service• Add Account• Reset Account Password• Account Overview including Full Amount Due• Check and Credit Card Bill Pay Options• Billing History• Payment History• Green Button Download• Self-posting Meter Reading• ESCO Comparison• Market Supply Calculator• Payment Extension• Sign up for and Manage Autopay and Ebill• LSE• LPP• Manage Personal Information• Check Outage• Guest Pay

In Q2, the team also iterated and refined public site pages and began discovery and development on the remaining major work streams for 2017 for residential and business customers.

In Q3, the DCX team will optimize My Account with a series of smaller releases and continue development and testing toward releasing commercial and industrial customer enhancements, the Leave on for Landlord portal, and Green Button Connect My Data functionality by year end.