



**A Case Study:
ACT (Automate Customer Transactions) Program
Knowledge 2007 Conference
Austin TX**

Presented By: Jack Bergen
NSTAR Director NIS Management Services

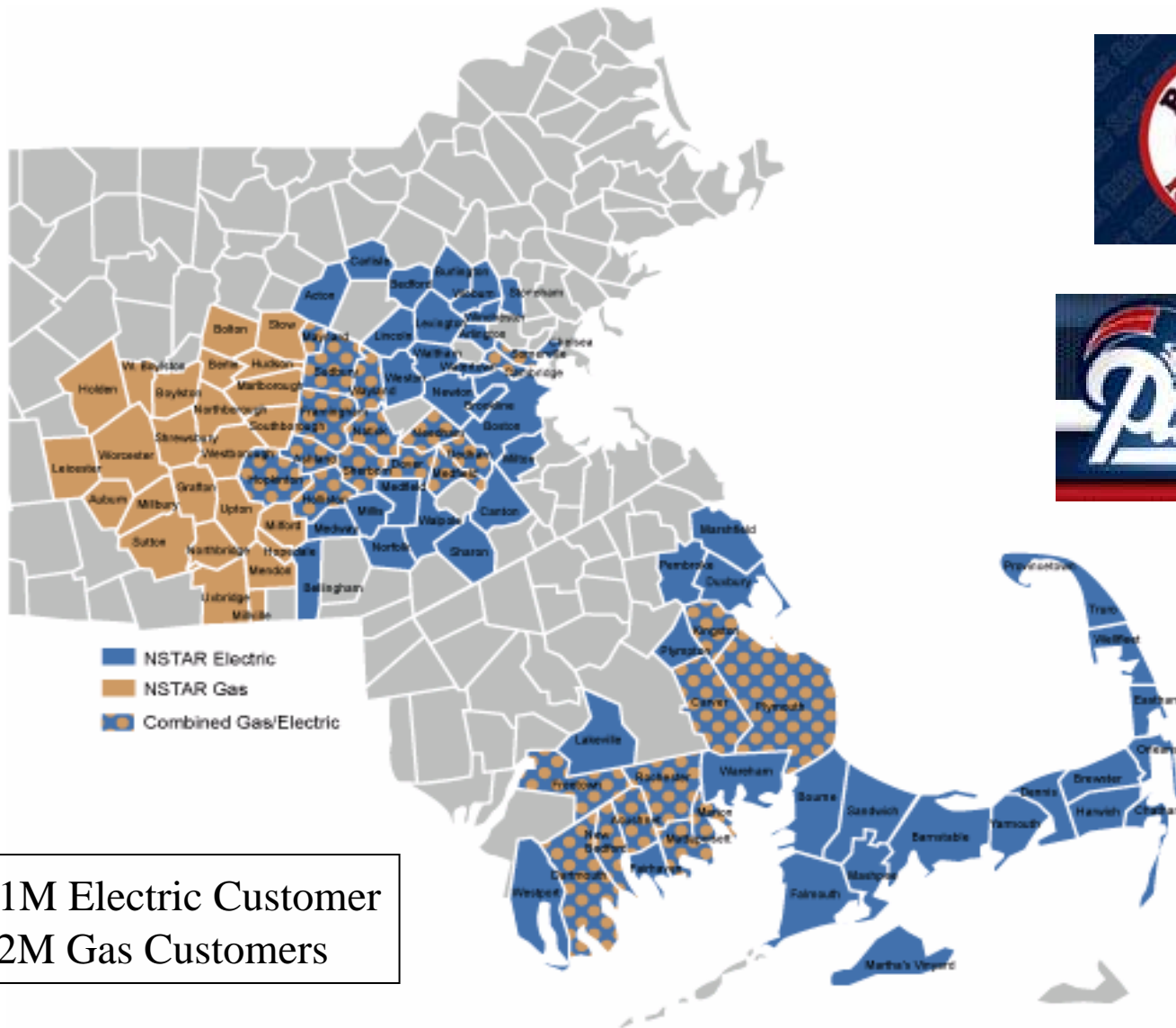
November 14, 2007

Agenda

- Corporate Background
- Business Opportunity
- Solution
- Business Results

Corporate Background

Premier Service Territory



- 1.1M Electric Customer
- .2M Gas Customers

OUR NSTAR MISSION

**We're Committed to
Delivering Great Service**



Safe & Reliable Energy

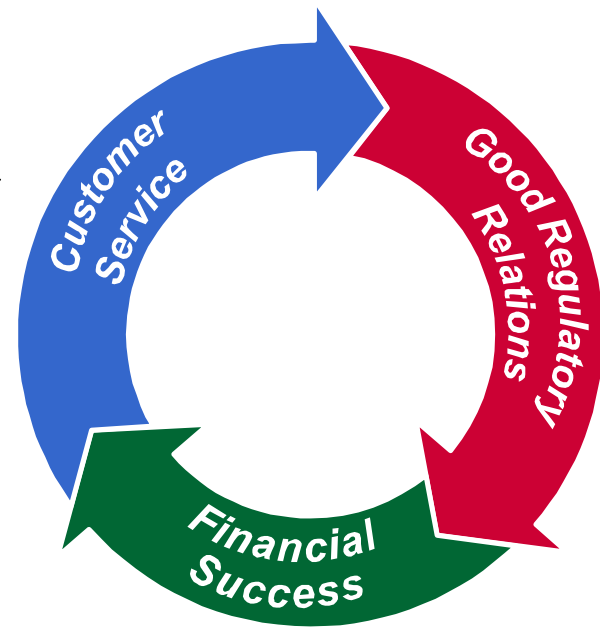
Accurate Information

A Superior Customer Experience

*We have achieved success when
customers recognize us as a
service leader and give us high marks.*

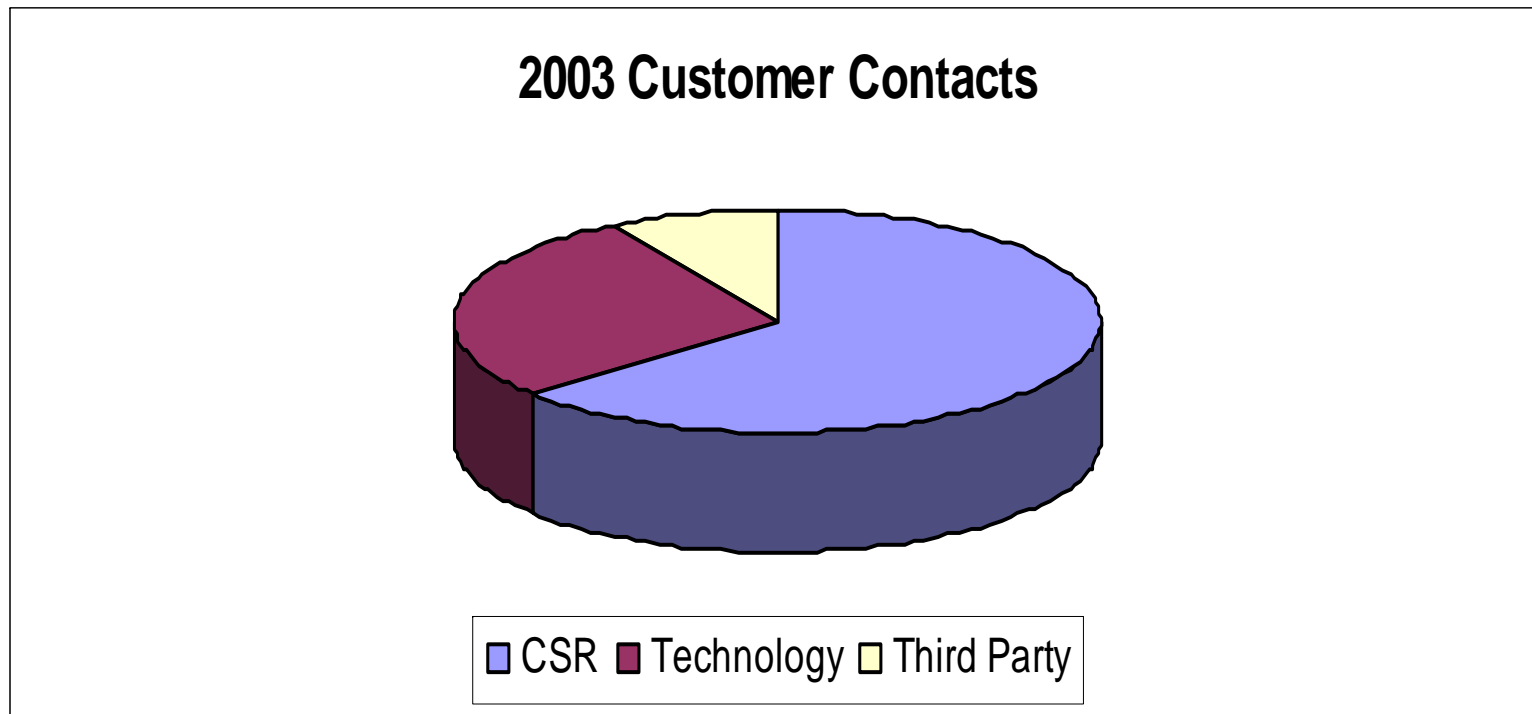
Focused on Performance

- Achieving high levels of customer service & reliability
- Improving productivity & controlling costs
- Delivering solid, consistent financial results



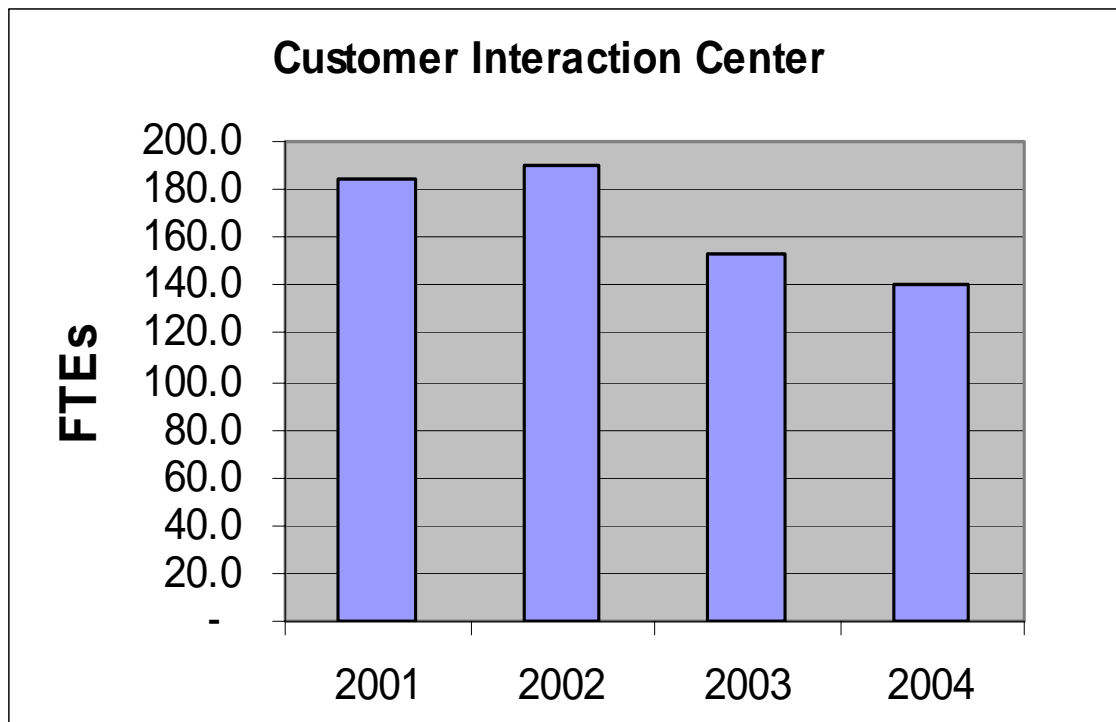
Business Opportunity

In 2003, Call Center processed 2.8 million customer contacts with 64% being handled manually by NSTAR resources.....



In five years, a 33% reduction in manual calls will reduce our annual budget by \$2 million!

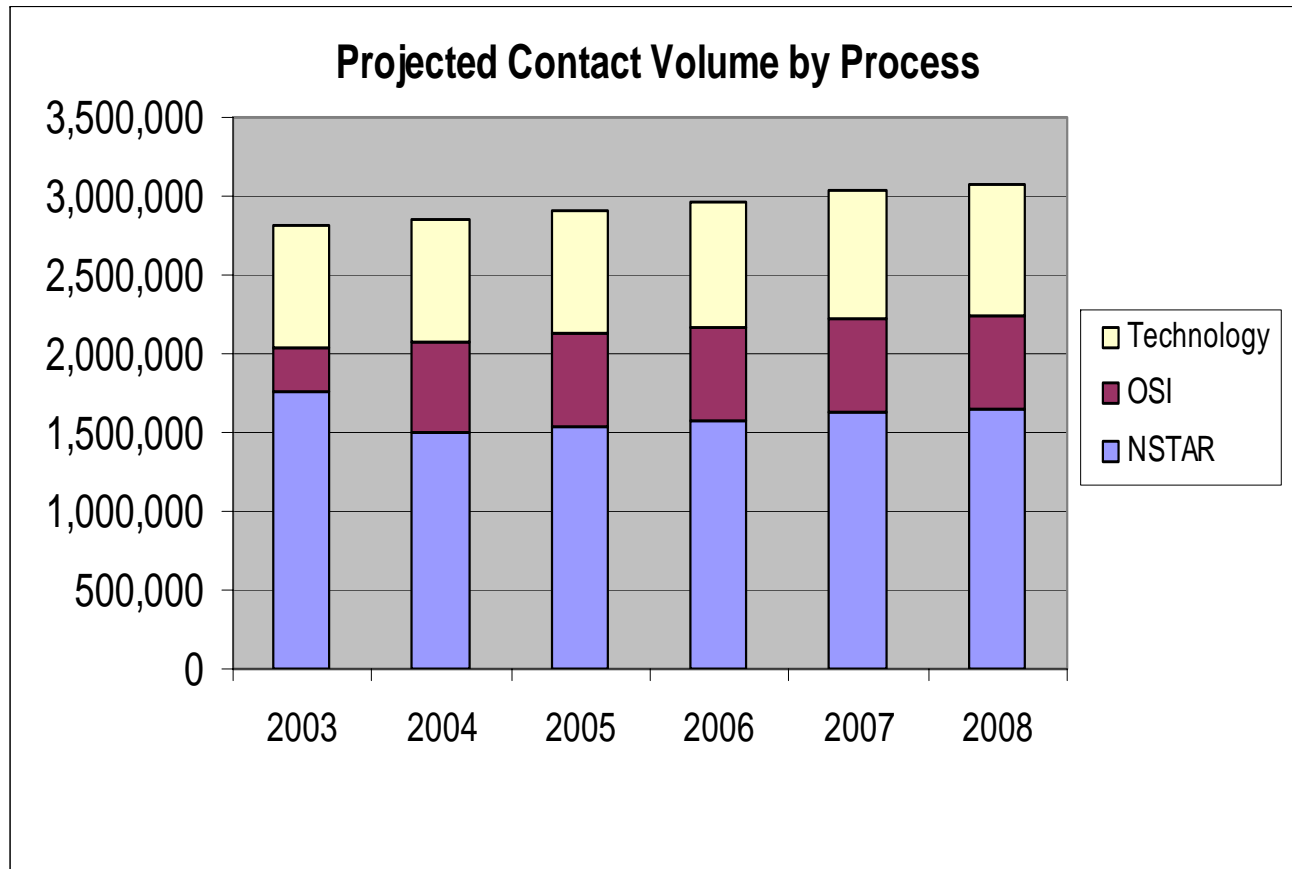
The process and technology improvements we've made has helped us to labor reduce our costs...



Implemented in 2004

- ✓ Outage IVR via 21st Century
- ✓ Mail Address Updates on Web
- ✓ Phone Number Updates on Web
- ✓ On-going AMR Deployments
- ✓ Galaxy

Based on trends in the last two years, we can expect contact volumes to increase

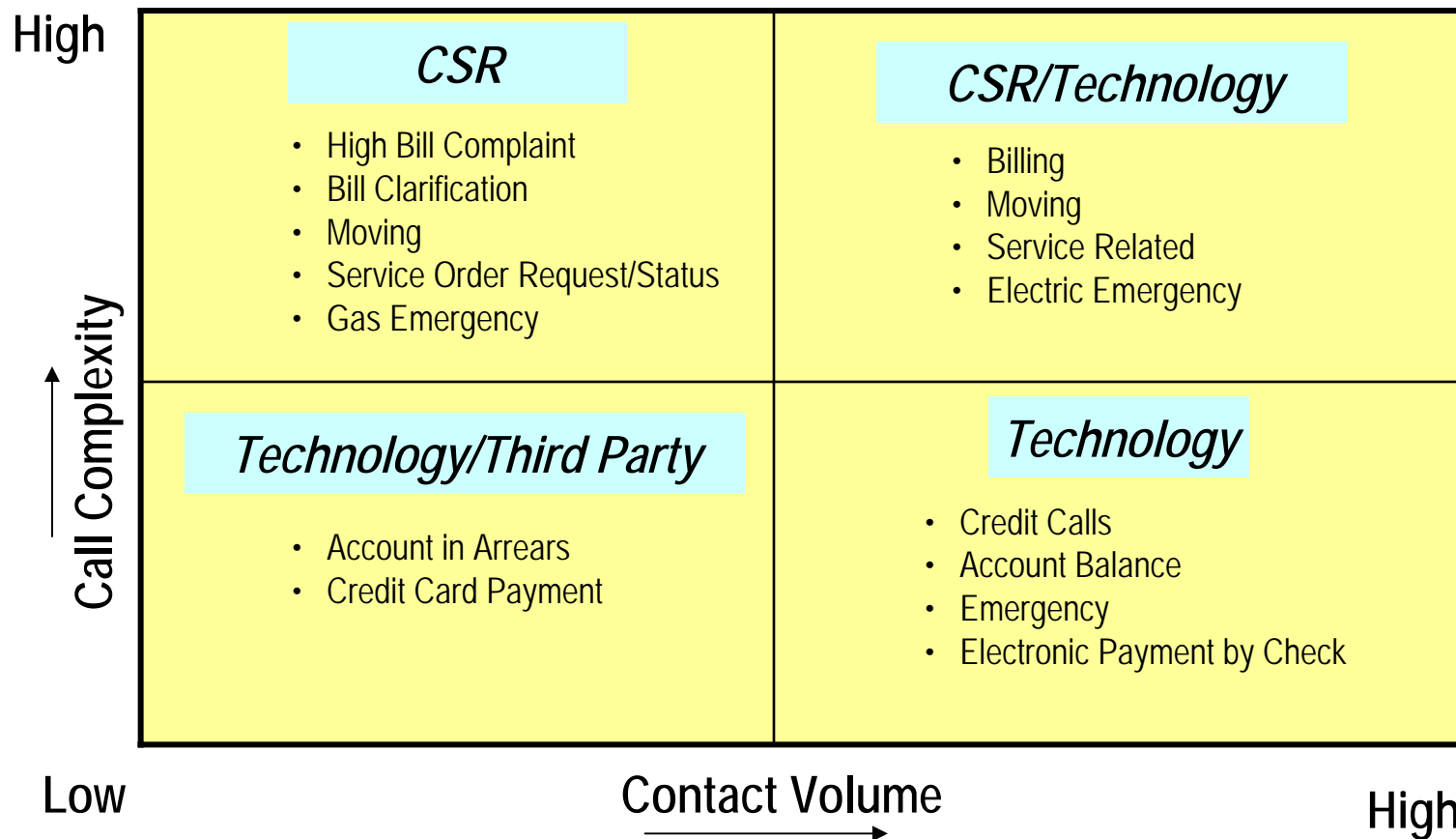


Research shows customer call contacts will increase as we open more channels of communications.

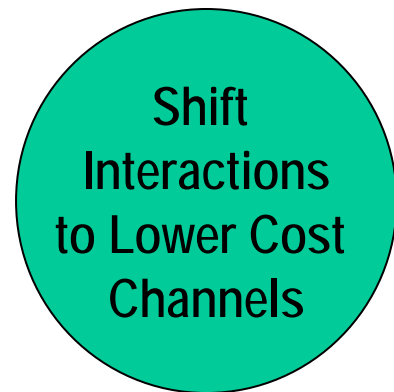
Customer Satisfaction Drivers (As Measured By JD powers)

JD Powers Category	Index
Company Image	Offering a variety of services
Price and Value Index	Help reduce bill, ease of understanding pricing
Communications	Effectively communicate changes that may affect your account, Keeping you informed about keeping costs low
Billing and Payment	Usefulness of options you have for how you pay your bill, usefulness of the information available on the bill
Customer Service	Ease of understanding the phone instructions, Ease of navigating the phone menu prompts and Usefulness of information on the web site

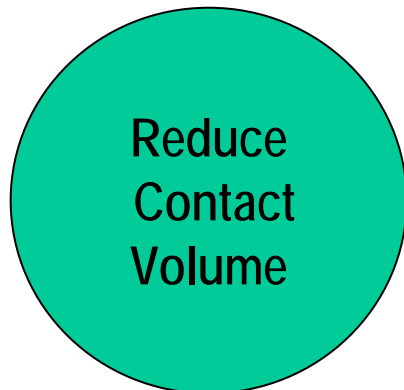
To evaluate potential solutions, we conducted a contact channel analysis



We have a two-prong approach to managing our business challenges

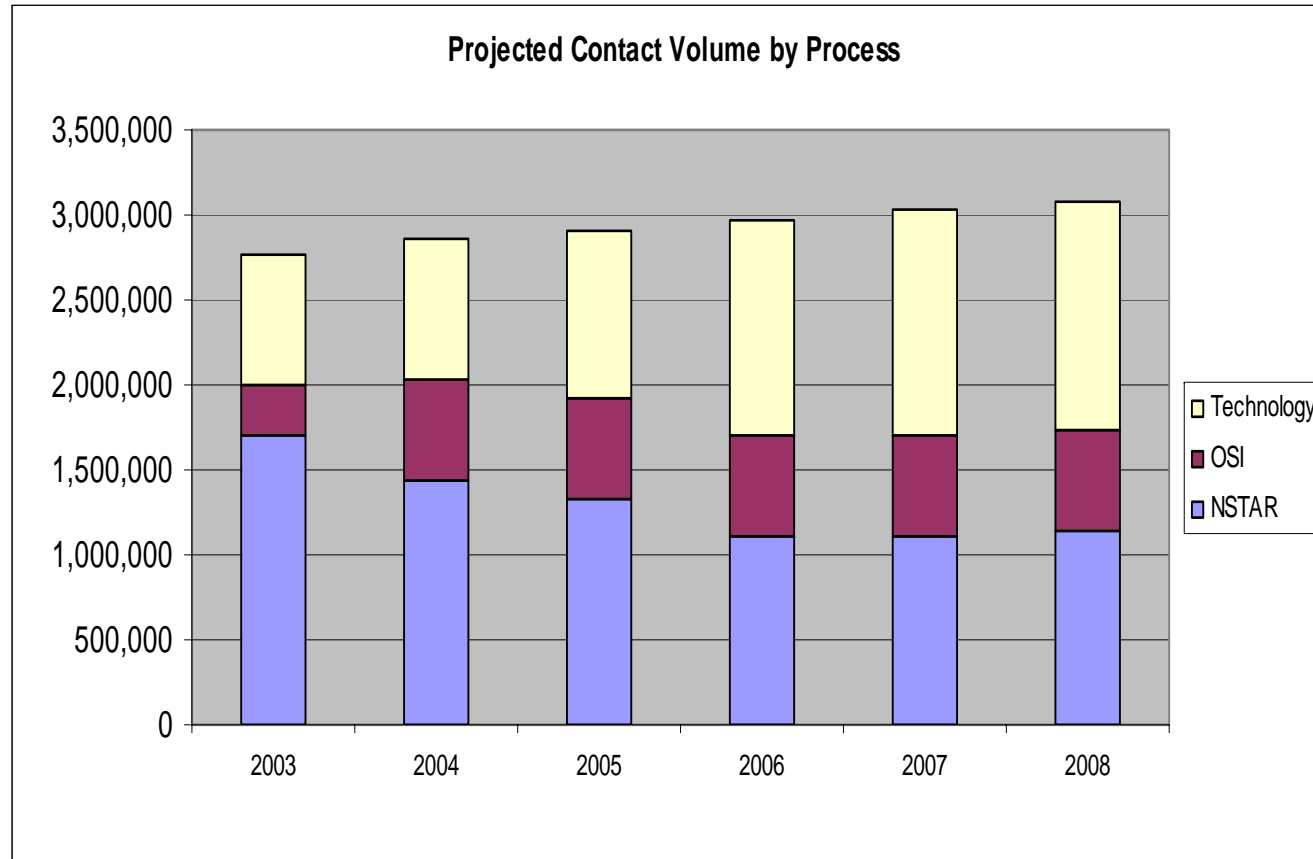


- Direct Connect (Outage IVR)
- New self service functionality on the IVR and Web
- Cost effective business partnerships - OSI
- E-Billing
- High Bill Analyzer tools



- AMR deployment
- Galaxy & TQM – repeat caller programs

So what does this integrated strategy get us?



We can decrease our manual contacts by 33% in 5 years with a well-executed plan!

Solution

ACT Program

- Developed a comprehensive program to focus on driving results
- Mutli-year vision and investment roadmap
- Governance
- Metrics
- Architecture
- Executive level support and visibility

NSTAR Customer Self Service Vision

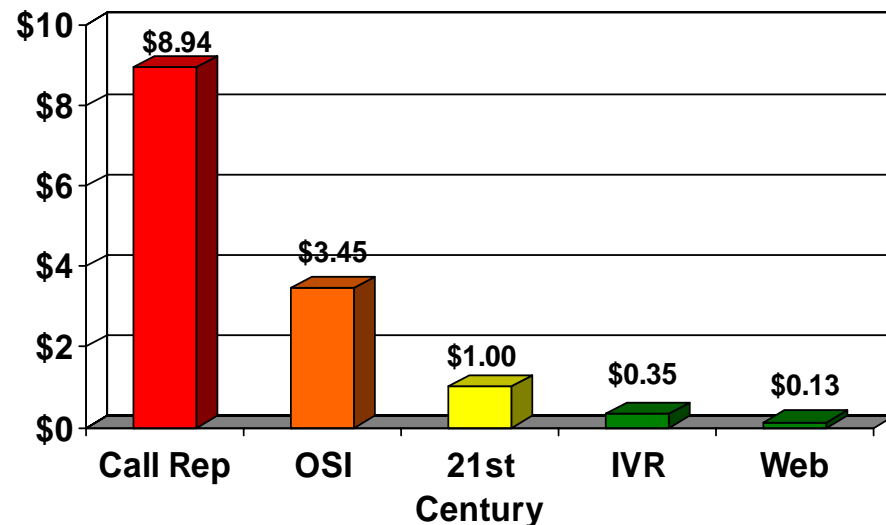
Vision

- To offer our customers self-service in the way they want, when they want it, at the lowest cost available to NSTAR.

Objectives








- To enable NSTAR operational efficiencies
- To increase customer satisfaction
- To reduce call volume and shift to lower cost channels
- Provide for common customer experience leveraging re-usable back-end components

Cost Per Channel - 2007



“Understanding the cost to do business allows us to leverage investments to fulfill our self service vision”

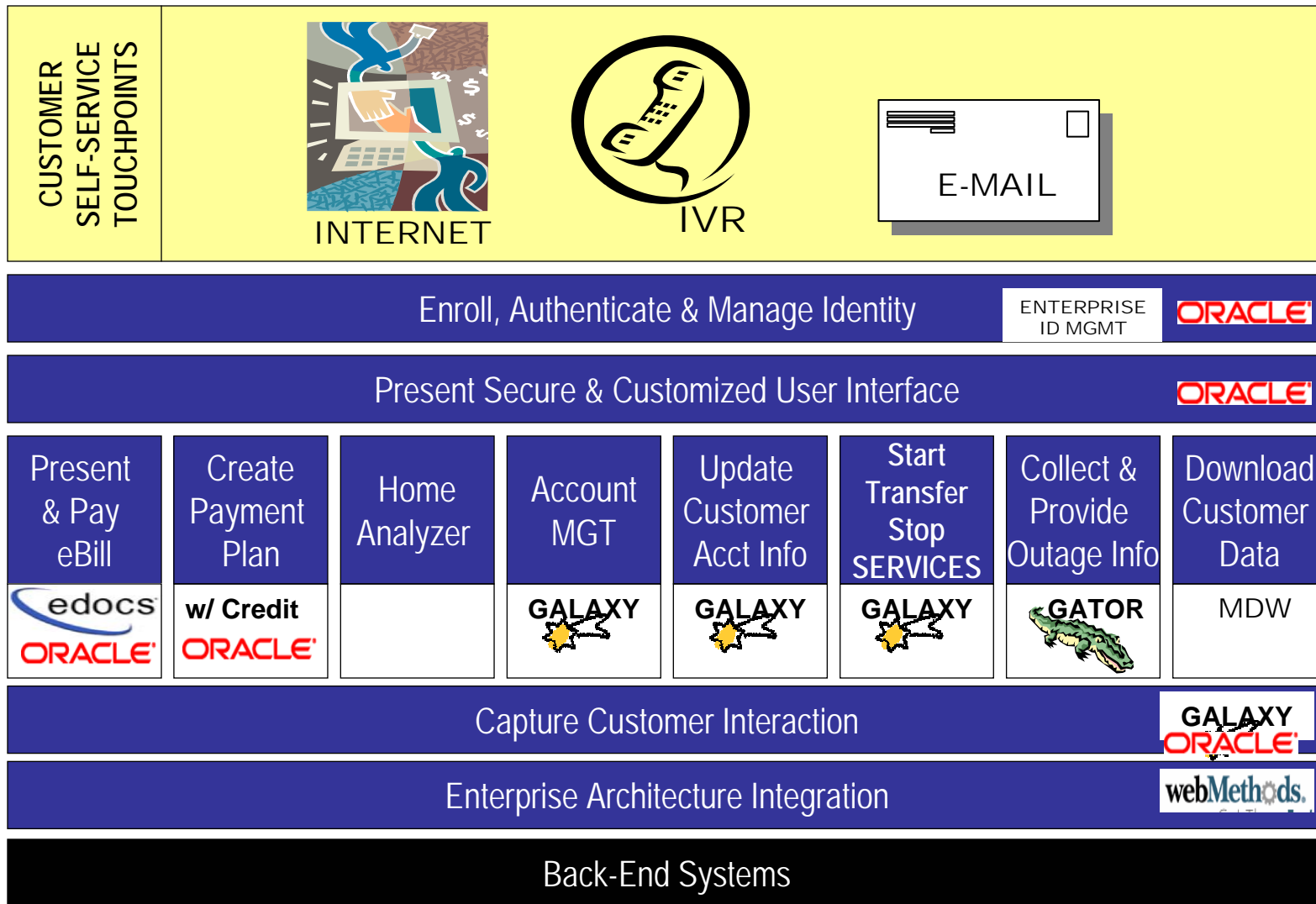
Key Initiatives to Manage Increasing Contacts & Drive Automation

	Initiative	Type	Description
A	<i>Outage IVR Enhancements</i>		All electric calls to TFCC IVR for timely & consistent job level messages; Redirect exceptions & Life support; Restoration Callback.
B	<i>IVR Redesign</i>		Using directed dialogue speech and Galaxy CTI, expand NSTAR's IVR to include disconnect; partial application, customer updates, outage, and pay by check
C	<i>Web Back-End Automation</i>		Enable front-to-back automated self service for 1) customer data updates and 2) application & discontinuance.
D	<i>eBilling with ePayment</i>		Provide energy bills to customers via web and e-mail with options to pay electronically via IVR or Web by check, debit card and money market.
E	<i>Galaxy & TQM</i>		Using Galaxy reporting analytics, create campaigns to provide repeat callers with answers in advance
F	<i>AMR</i>		Actual reads on a monthly basis eliminate customer calls on estimated bills
G	<i>Bill Analyzer</i>		Web and CSR Desk Tool to support deeper analysis and polished, consistent responses to billing inquiries



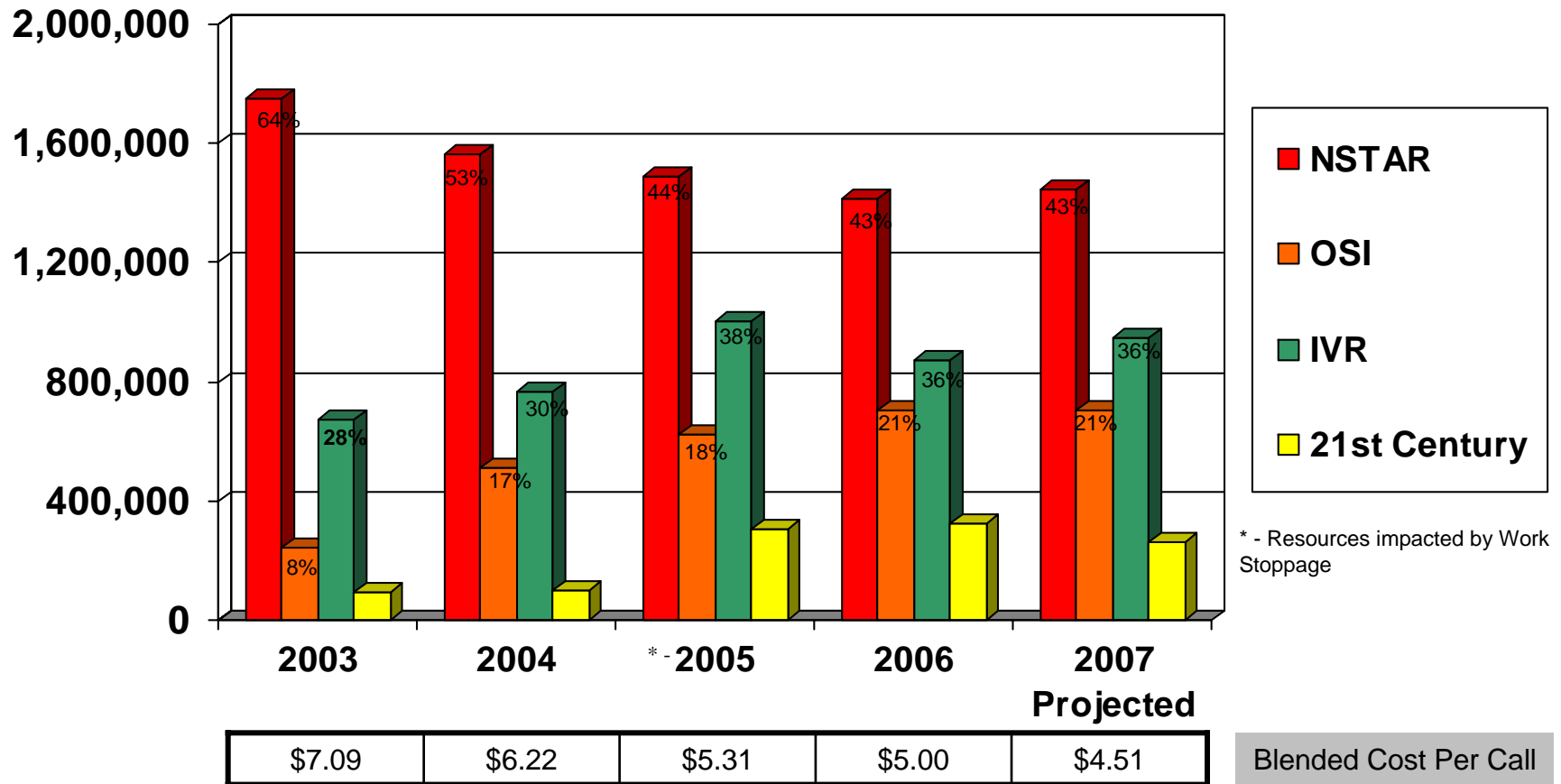
- Web Initiative
- IVR Initiative
- Business Process

NIS Supporting Component Architecture



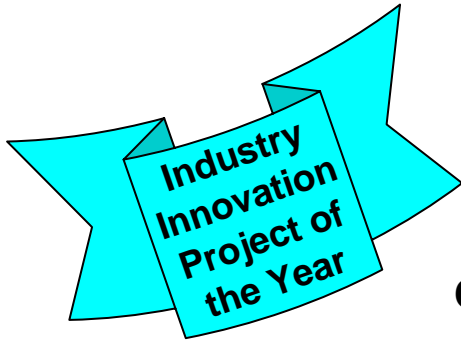
Business Results

Call Answered By Resource

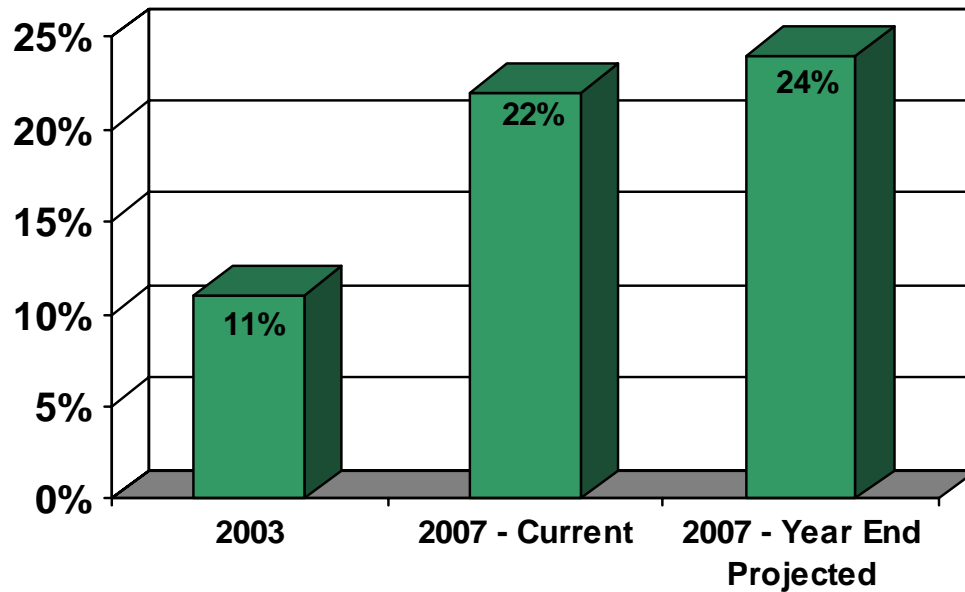


“Projections and the new results show the "right" trends - 2004 goal to decrease manual contacts by 33% in 5 years following a well-executed plan!

IVR Success



Call Completion Rate



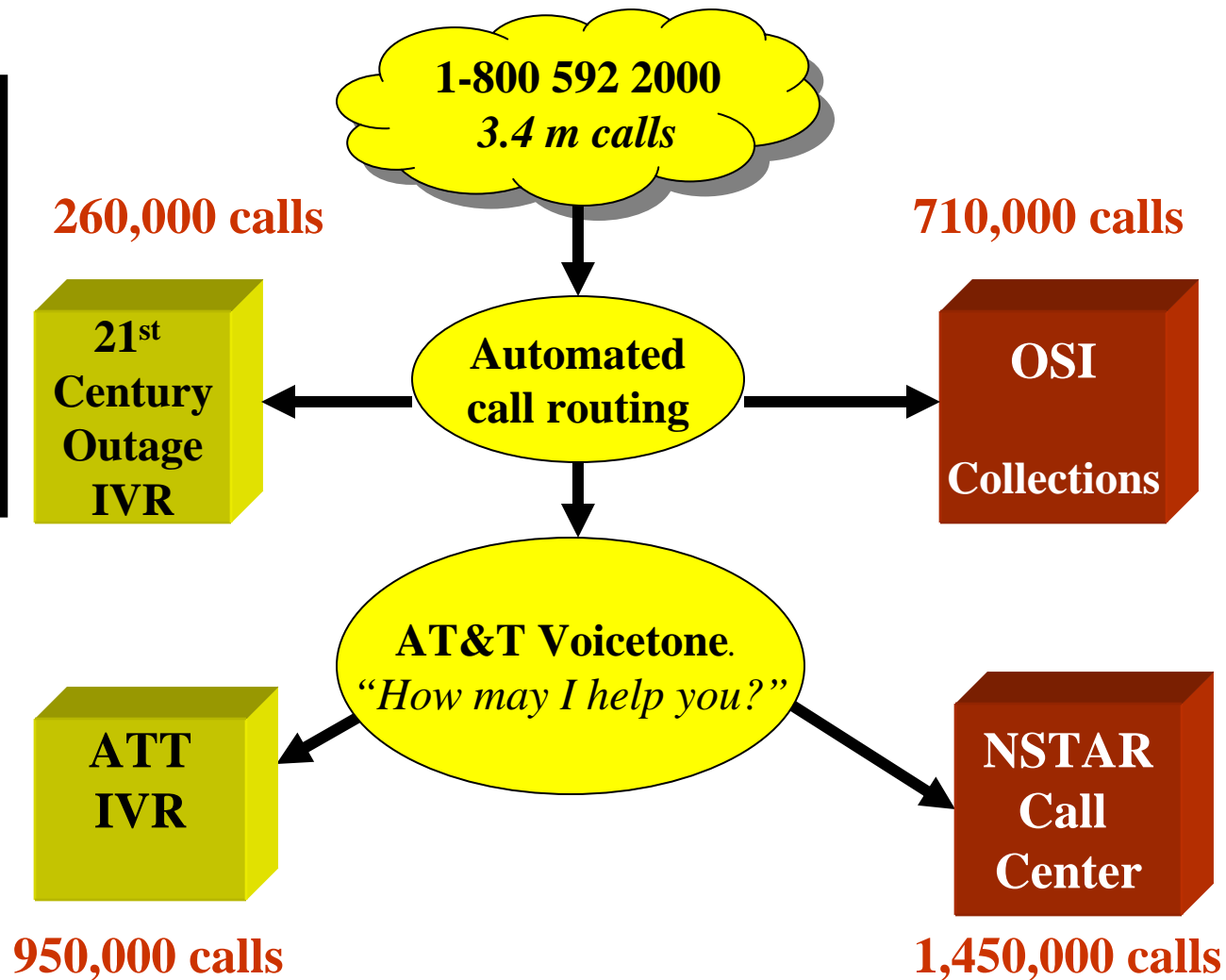
Metric	Results
Industry Recognition Award	CIS Conference Innovation Project of the Year
Increased Call Completion Rate	100%
Increased number of self service transactions	6 to 14

NSTAR's "Annie" is better than Amtrak's "Julie"

IVR- An Example of Leveraging Technology

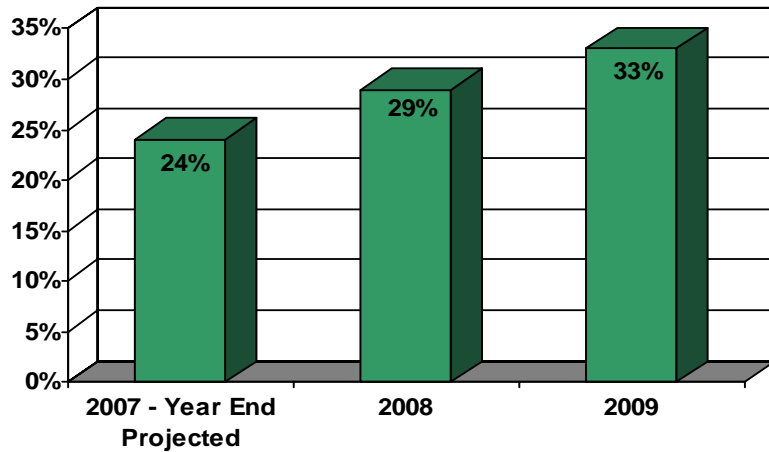


IVR
3.4 mil calls/yr



IVR – Opportunities

Call Completion Rate



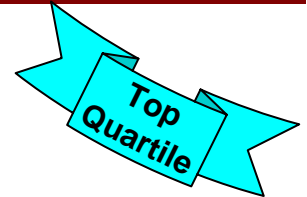
Initiative
Tuning Voice Tone Platform
Tech Center and 21 st Century Migration
Duplicate Bill
Appointment Schedule for Gas Service
Payment Plans

Voice Tone Transactions

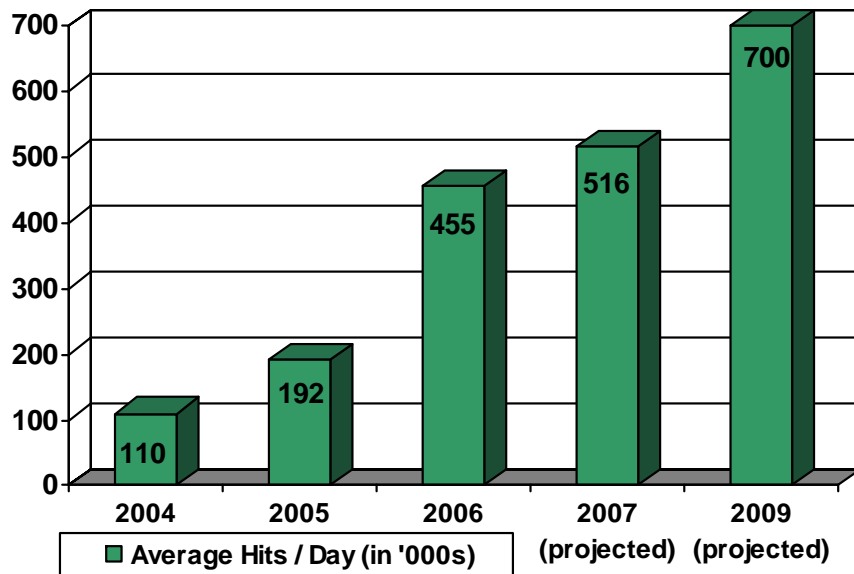
Application	----- Transactions -----				%
	Request	Cust ID	Bus Rules	Compl	Compl
Pay-by-phone	144,830	101,383	99,494	48,182	48.4%
Account Balance	89,665	65,530	65,530	65,530	100.0%
Disconnect	33,945	18,606	14,996	3,973	26.5%
Payment Plan	16,870	13,511	2,587	1,272	49.2%
Last 3 Payments	8,755	8,755	8,755	8,755	100.0%
Claim Payment	8,490	6,313	4,878	1,173	24.0%
Update Account Info	4,983	4,983	4,983	4,983	100.0%
NSTAR Address	3,224	3,224	3,224	3,224	100.0%
Budget Plan	3,161	2,263	387	198	51.2%
HHPA Appl	2,324	796	128	57	44.5%
Street Light Outage	1,251	1,105	1,105	1,105	100.0%
Fuel Assistance	822	656	656	656	100.0%
Meter Read	196	133	109	65	59.6%
Total	318,516	227,258	206,832	139,173	67.3%

“Continue to leverage technology investment to increase efficiency and add additional transactions.”

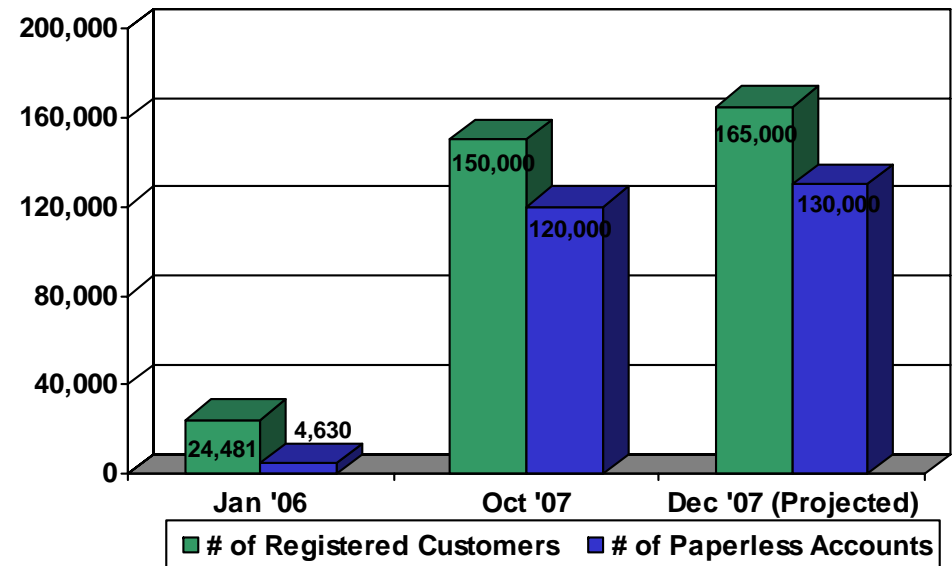
Web Technology Success



NSTAR.COM Activity

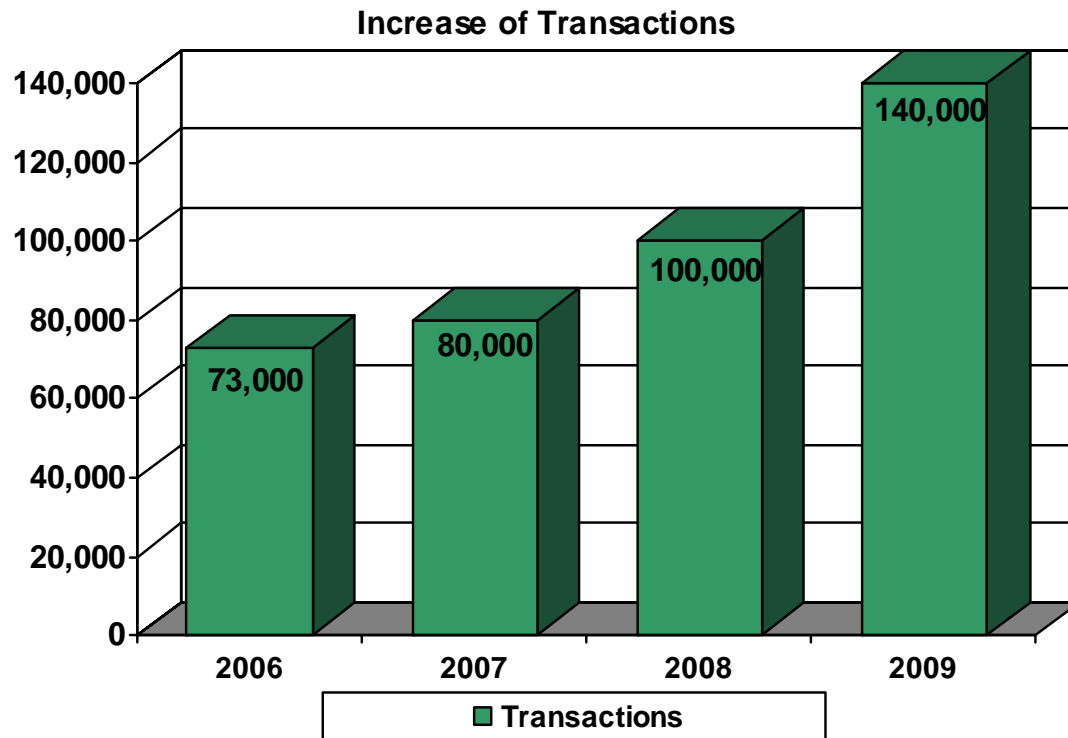


E-Bill Activity



“The additional self service tools and automated transactions are driving NSTAR.COM activity”

Web Technology Opportunities



Initiative
Bill Analyzer
Payments Plans
Outage Calls
Landlord and University Portals
NCC Offerings
Other Language Options
Single Sign On
Enhance Email Capability

“Opportunities to significantly increase web transaction traffic”

Summary

- Critical success factors
 - Clear business case
 - Focused program to manage delivery
 - Senior management support
 - Defined metrics and goals
- Results
 - Increased automation
 - Improved customer satisfaction
 - Managed costs

