

SERVICE DESIGN AWARD – REPORT SUMMARY

E.ON's main offering as a leading energy provider – gas and electricity – are intangibles and unemotional products, but indispensable for everyday life. In this context E.ON managed to make significant adjustments in terms of becoming a customer-centric company and offering services that better reflect consumers' needs and motivations. Extensive customer journey work yielded the annual bill as the most important and in many cases only touchpoint between E.ON and its customers. Several issues regarding the bill were identified that led to dissatisfaction and a decrease in customer loyalty: Trouble understanding amount and components of the bill, unexpected surcharges and lack of payment support for customers in financial distress.

Through a service design project E.ON managed to uncover needs and motivations of private households regarding the reception, understanding and payment of the bill. The goal was to turn the touchpoint “bill” from a purely necessary and often less pleasurable moment into a positive and service oriented point of contact between E.ON and its customers.

Following the service design methodology and working closely with customers and further external stakeholders incorporating their feedback, the underlying needs and motivations of private household customers could be uncovered and respective services developed. E.ON managed to redesign the bill layout, which made the entire document easier to understand leading to a significant drop in service calls. “Shocks” of surprisingly high bills are now mitigated by informing customers in advance of upcoming unusually high bills and giving them detailed information for the underlying reasons (e.g. change in household structure or installation of new devices). Moreover do these customers receive tips on how to reduce their energy consumption in the future. Customers in financial distress are now contacted by a consultative E.ON team after the second payment reminder in order to find a suitable payment solution. A newly implemented service allows these customers to pay their bills in cash at retail stores for example, speeding up the payment process and removing the risk of being barred.

All developed services had the goal to make the “black box” energy bill significantly clearer for customers. Relevant project KPI such as number of service calls received, customer satisfaction with the new bill and NPS give us confidence that the successful project outcome is the right way in achieving full customer-centricity.