

Seeking Engagement

*Demonstration and Adaptation to
Deliver what Customers Want*



ENERGY MADE EASY

About Just Energy

20 years of experience as an alternative energy supplier

- Presence in the US, Canada, UK, and Germany
- Products help customers
 - manage price and volume risk for natural gas and electricity
 - reduce energy consumption through efficiency measures
 - support the transition to a low-carbon energy system

Growing by delivering value to customers

- Close to 2 million residential and commercial customers
- Every customer chose to be with an alternative energy supplier
- One-on-one interactions allow us to find the intersection of what's possible and what's meaningful to customers

The Trusted Advisor

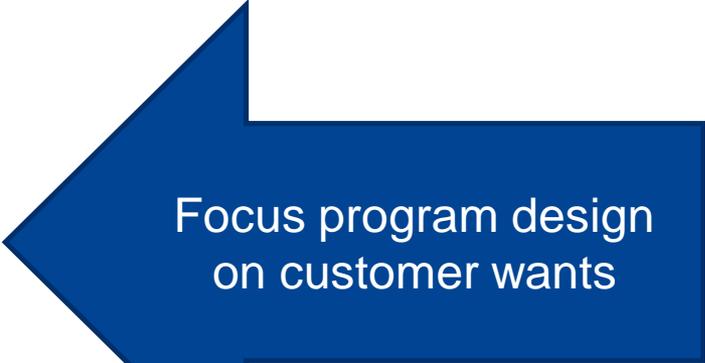
A trusted advisor delivering comfort, convenience and control...

Understands what customers want

- Engage with customers
- Invest in analytics
- Use international scale

Delivers what customers want

- Provide options
- Reduce customer effort
- Manage complexity



Focus program design
on customer wants



Deliver satisfaction to
drive adoption

Understand What Customers Want

→ Engage with Customers

🌿 “Voice of Customer” data provides ideas for improvement

- Customer suggestions:
 - Can you provide a free HVAC tune-up in spring/fall?
 - I’m always late paying my bill because I only get paid once a month. Can you change my bill due date to match my cash flow?
- Are you willing to be contacted for research to help improve our products and services? **57% Yes**

🌿 Gating process guides product investment

- Get out and learn from real customers

Concept

- Screen for strategic fit & customer value

Analysis & Launch Plan

- Accept pilot goals, success criteria and metrics
- Identify funding/staffing plan for pilot

★ Pilot Review

- Determine whether success criteria met
- Identify lessons learned and adapt / retire

Understand What Customers Want

→ Engage with Customers

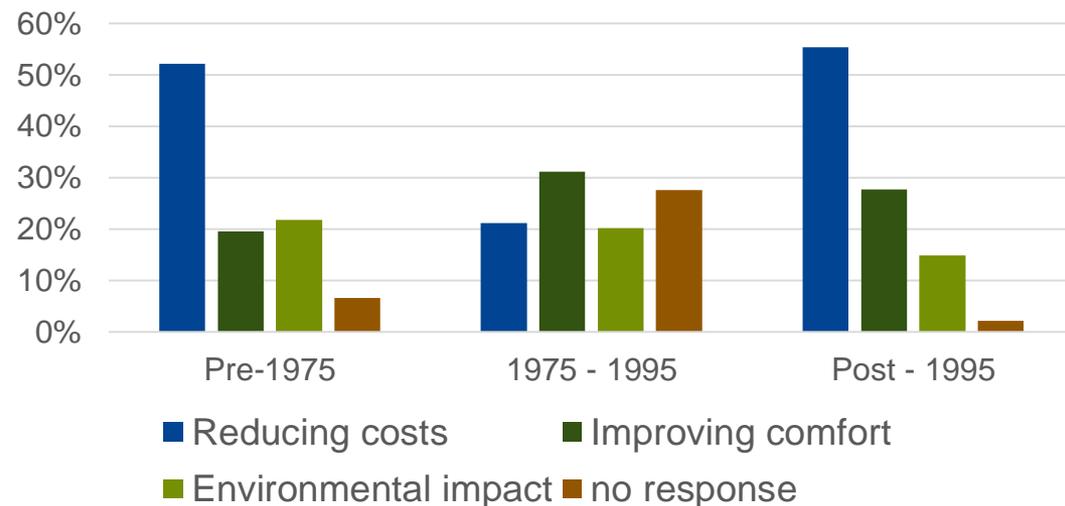
Example: Customers asked for help with water costs

- Our loyalty program includes water efficiency devices
- We now sell smart irrigation controllers



Example: Online self-guided scan of home energy use in Texas

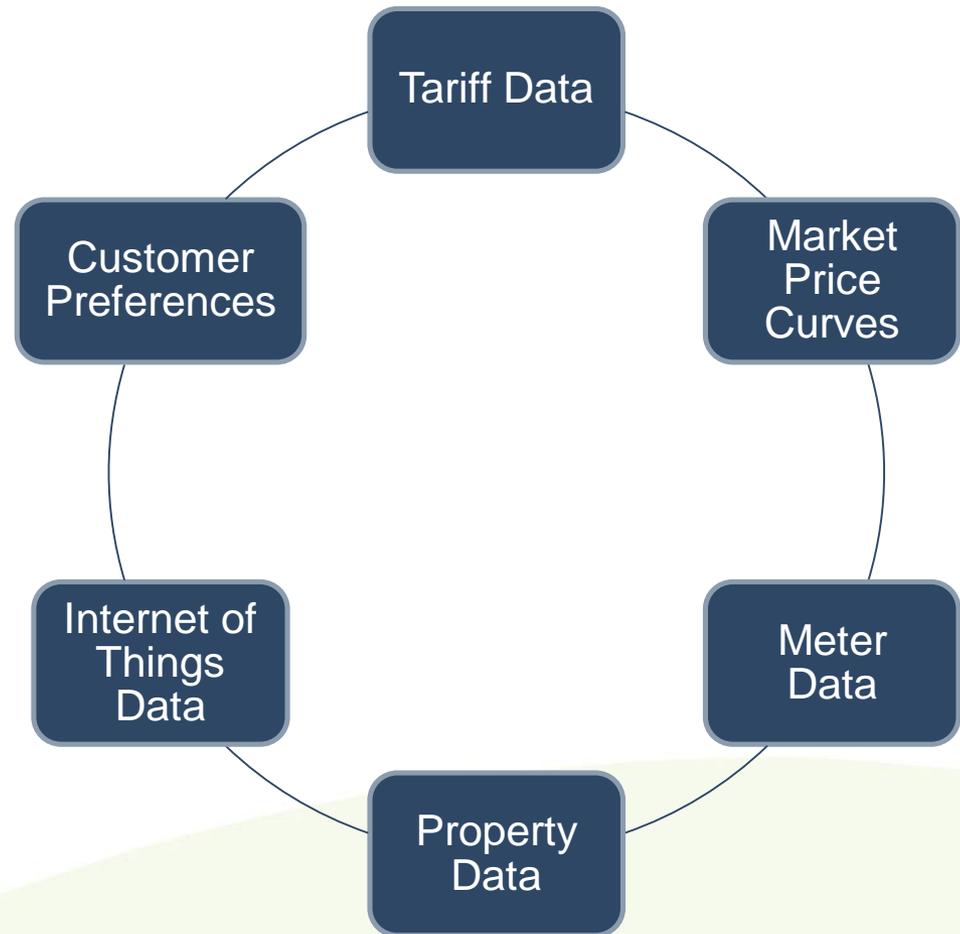
- Comfort motivation higher in homes built 1975-1995
- Environmental motivation lower in homes built after 1995



Understand What Customers Want

→ Invest in Analytics

- Combining market expertise, customer preferences and big data can deliver **accurate, relevant recommendations**
- Customers expect available data to be used – consider telecom: proactive alerts for data usage or roaming, credit card fraud detection
- Cost structures and eligibility criteria can feed into models
- Accurate targeting, forecasting, and verification can deliver **increased response to planning priorities in a cost effective way**

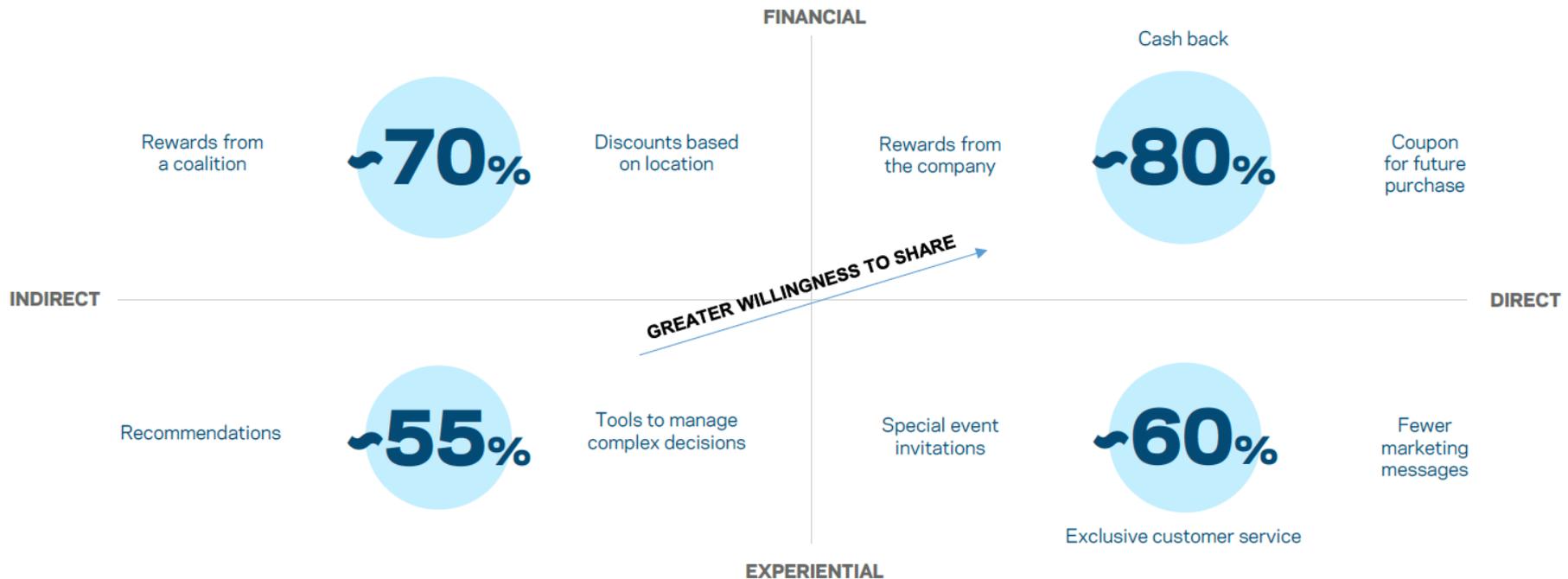


Understand What Customers Want

→ Invest in Analytics

🌱 Customers are willing to share data with trusted brands in exchange for clear benefits

Are you willing to share (email, cell phone, purchase history, social network data, household income) for these benefits?



🌱 Going from recommendation (indirect) to financial savings (direct benefit) increases the perceived value of sharing - action beats advice

Understand What Customers Want

→ Invest in Analytics

🌱 Customers are increasingly savvy about data and expect

- **Security:** data gathering, processing and use should not lead to data disclosures that harm customers
- **Control:** customers should have the opportunity to decide which information can be collected and/or used, and understand the benefits of data sharing
- **Transparency:** service providers should disclose their practices and what choices are available to customers

🌱 Industry and brand have a strong influence on trust with data

- High-trust industries include financial services, telecom, home security
- The impact of a brand can increase trust beyond the industry average by 6-19%, “The Amazon Effect” (considering same 5 data points as on previous slide)

Understand What Customers Want

→ Use International Scale

- 🌱 **The diversity of structures in energy markets provides fuel for innovation and venues for new product testing**
- 🌱 **Rapid scaling of success benefits everyone – and customers expect it**

- 🌱 **Example: Georgia Unlimited Plan**
 - Initial product allowed for customers to pay a flat monthly bill for natural gas commodity regardless of usage
 - Customer feedback led to a new “all in” unlimited product with a flat monthly bill for all natural gas charges, including regulated charges
 - Working with GA PSC on bill formatting to support the product

- 🌱 **Example: Green Star Energy Meter Reading Tool**
 - Just Energy’s residential brand in the UK added a feature to its customer app that lets customers submit meter readings
 - Increased customer satisfaction and reduced billing delays

Deliver What Customers Want

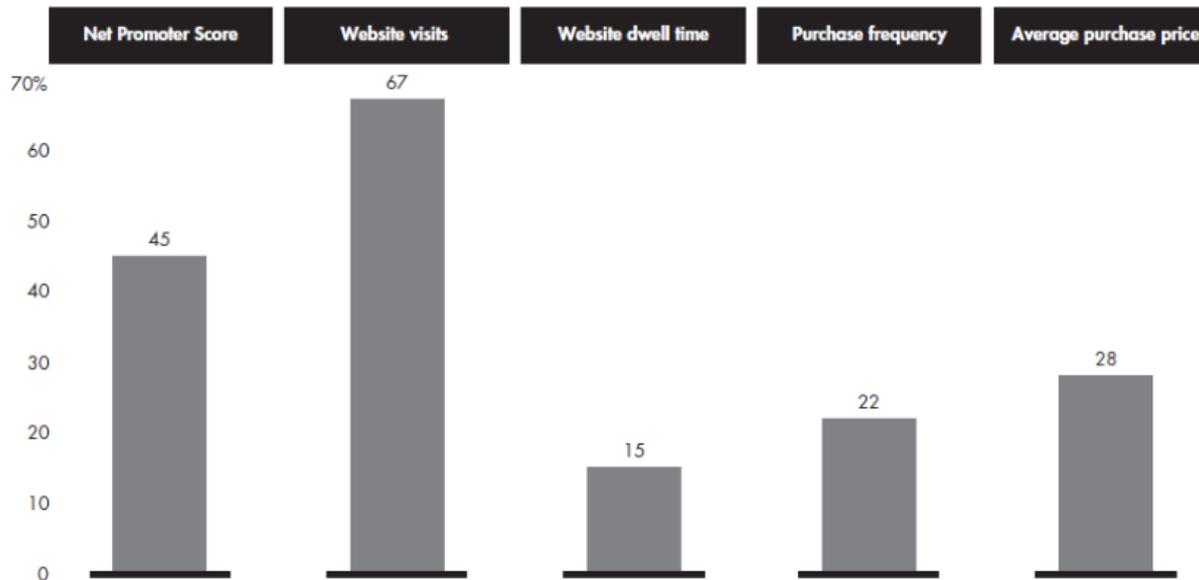
→ Provide Options

Just Energy customers can

- switch between our products any time
- cancel their contract with no exit fee by contacting us
- redeem loyalty points for hundreds of different lighting, energy conservation, and water conservation products

Customers reward those who deliver customized products

Key engagement metrics for customizers vs. purchasers of standard products



Sources: Bain Consumer survey, 2013; Fluid Inc.

Deliver What Customers Want

→ Reduce Customer Effort

🌿 CEB / Gartner identify Customer Effort as correlated to likelihood to recommend, repurchase intent, consideration of new products

🌿 Customer Effort is measured by agreement with 3 statements:

- The company made it easy for me to handle my request
- Contacting the company about this request was worth my effort
- It took less time than I expected to resolve this request

🌿 Drivers of Customer Effort

- Repeat Contacts
- Repeating Information
- Channel Switching
- Generic Service

34.6%

What customers have to **do**

(“Do” Side)



65.4%

How the rep made the customer **feel**

(“Feel” Side)

Deliver What Customers Want

→ Reduce Customer Effort

🌿 How to increase redemptions through loyalty program?

- **Test:** include customized product recommendations in existing email communications
 - No channel switching or repeat information to get ideas
 - More engagement through customized recommendations (based on usage, premise, and points balance data)



Niagara Chrome Earth
Showerhead - 1.5 gpm

[Redeem](#)

[View Similar Products](#)



Kidde Nighthawk Smoke
Alarm

[Redeem](#)

[View Similar Products](#)



Ecobee3 Wi-Fi
Thermostat with Remote
Sensor, HomeKit -

[Redeem](#)

[View Similar Products](#)

- **Result:** increased click-through and redemption rates

Deliver What Customers Want

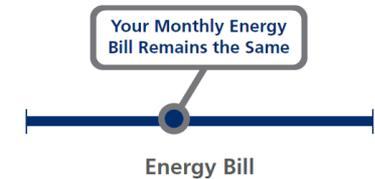
→ Manage Complexity

Energy costs are driven by factors beyond a customer's control

- Flat bill product shifts weather and market price risk away from customer



Energy Consumption



Estimated Product Savings

 Kilowatt Hours Saved

8 per year

123 life of product

 Dollars Saved

\$0.97 per year

\$14.54 life of product

Uncertain payback on energy efficiency measures

- Custom recommendations identify the biggest return on time & investment
- Guaranteed performance allows confident action and financial planning
- Financing options can deliver predictable benefits

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