Leveraging Social Media to Strengthen Customer Relationships

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Moments That Matter

Three themes account for more than 80% of why our customers contact us

My Bill
- Hear about cost changes
- Receive bill
- Experience high bill
- Pay bill
- Call about bill questions

My New Connection / My Move
- Start service – new mover
- Stop service
- Convert to natural gas
- New Connection (DG, new construction)

My Service is Out
- Experience an outage or storm
- Customer requests service
- Interact with field worker
- Company initiated work

“I need it to be simple”

“I need assurance”

“I need to feel in control”
Our Social Strategy

Reactive → Proactive
Strategy in Action

National Grid

January 11
If you suspect a gas leak in your home, leave immediately and call 911. Make sure you’re prepared: http://ngrid.com/2w7Csr

National Grid US @nationalgridus · 13 Dec 2016
#DYK: Natural gas has many uses. Our customers use it for heating, water heaters, gas fireplaces, clothes dryers and cooking appliances.

National Grid US @nationalgridus · Feb 9
Always clear snow and debris from vents and furnaces to prevent carbon monoxide back-up. #safety #NYC #LI

National Grid

April 13
Use your senses. An outdoor natural gas leak can smell like rotten eggs, look like a white cloud and make a hissing sound. If you smell gas, act fast. Call National Grid or 911 immediately.
Social Media Conversation Suite

- Listen and monitor conversations in real-time
- Immediately identify service issues and engage with customers
- Track brand reputation, customer sentiment, influencers and industry trends
- Host new employee trainings, how-to clinics and monthly KPI reviews
Lessons Learned

▪ Consistent communications before, during and after

▪ Promotion of self-service tools

▪ Real-time alerts and community connections

▪ Paid media support and audience targeting
Expectations are Changing
Customers Expect More

- Research shows a shift away from calls as the primary customer service touchpoint.

- We need to connect customer service efforts, provide self-service options and be solution driven in our approach.

### Primary Channel Used by Their Customers to Contact Customer Service According to Companies Worldwide, by Customer Age, 2016

<table>
<thead>
<tr>
<th>% of respondents</th>
<th>&lt;25</th>
<th>25-34</th>
<th>35-54</th>
<th>55-70</th>
<th>71+</th>
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</thead>
<tbody>
<tr>
<td>Social media</td>
<td>38.9%</td>
<td>13.7%</td>
<td>2.2%</td>
<td>0.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Mobile app</td>
<td>27.2%</td>
<td>23.7%</td>
<td>6.3%</td>
<td>0.8%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Email</td>
<td>12.2%</td>
<td>26.8%</td>
<td>32.7%</td>
<td>8.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Telephone</td>
<td>11.5%</td>
<td>18.4%</td>
<td>51.7%</td>
<td>87.0%</td>
<td>93.2%</td>
</tr>
<tr>
<td>Web chat</td>
<td>9.4%</td>
<td>16.5%</td>
<td>6.3%</td>
<td>1.1%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Other</td>
<td>0.7%</td>
<td>0.9%</td>
<td>0.9%</td>
<td>1.7%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

Note: n=787; among those that track channel popularity by age; numbers may not add up to 100% due to rounding.

Source: Dimension Data, “2016 Global Contact Centre Benchmarking Report,” April 5, 2016

Nearly 40% of customers under the age of 25 use social media to contact customer service worldwide.
Over 69% of Americans said that they are more loyal to organizations that ‘make me feel like they know me when I contact their customer service people.’ – Gen HQ
Evolved Channel Roles

Facebook
- The crossroads of service & promotion— we live here
- Conduct the majority of customer dialogue
- Use the platform for brand building and to drive equity
- Need ongoing paid support (not just events and offers)

Twitter
- Instant responses
- Storm, emergency and immediate updates
- Proactive outage information
- Timely community-based reminders including safety
- Trending, relevant events

Instagram
- Always visual-first
- Highlight brand equity and unique attributes
- Showcase employees and company stories
- Avoid stock imagery
- Human element (employees) at the forefront
Connecting with Customers in New Ways
Community Engagement

Helping you and your family stay safe with these important safety tips. Carbon Monoxide Safety Awareness for every month of the year.

CALL 911, H.E.L.P

Never burn coal or charcoal in an enclosed area. Call 911 or National Grid at 1-800-802-2235 immediately if you smell gas. #SafetyTip

You Retweeted

Boston Bruins @NHLBruins · Jan 22
Good morning! The inaugural BFit First Responder Challenge, pres. by @nationalgridus, taking place at @tdgarden.

You Retweeted

Emily Smaldino @EmGRID · Feb 22
We are set up & anxiously awaiting the dedicated @Cuse_MBB fans to enter the @CarrierDome MCI Shop by @nationalgridus in the backcourt – at Carrier Dome.
Employee Spotlights

National Grid
October 19, 2016

Henry Kurkowski, Long Island native and National Grid employee for 50 years, celebrated this milestone last month with his co-workers from the Roslyn Yard. Thank you for your hard work and dedication throughout the years, Henry!

National Grid
February 8 at 2:40pm

National Grid crews strive for safety, whether fixing lines or filing reports. Our Long Island Gas Field Operations team from Roslyn exemplifies this and recently celebrated a full working year incident free. Congrats and thanks for your dedication! http://bit.ly/2mU3TL

Roslyn Gas Field Ops reaches milestone worth celebrating

National Grid
August 10, 2016

Congratulations to Elbe Baisden, a Customer Meter Service employee, for achieving 50 years of being incident-free on the job. Thank you for your hard work and vigilance!
#GridKid

nationalgrid Mike Plunkett of Beverly, MA just started his journey here at National Grid. Looks like he's not the only one that's excited! 😊😊 Thanks for sharing this precious picture, Mike! #NationalGrid #GridKids #NationalGridKids #Beverly

❤️ 106 likes

nationalgrid "As a Grid parent, I want to teach & demonstrate to my son that hard work pays off. National Grid is a respected name & I'm proud to be part of a winning team." - Mike Kline, #StatenIsland Crew Leader. Thanks for sharing this adorable picture of your new #baby. #GridKid #babies #NY #NationalGrid #parenthood

❤️ 92 likes

nationalgrid Rob Ragusa started his journey at National Grid on Dec 19, 2016. He's looking forward to a great career working as a pipe-handler out of our Braintree yard. Looks like we aren't the only ones that are excited to have him onboard! #nationalgrid #gridkids #cute #massachusetts #MA #Braintree
#TBT

nationalgrid

You can never go wrong with the classics. Niagara Hudson Service crews, circa 1930 in Upstate #NewYork.
#tbt

Years later, we're still just as proud of our service. The only difference is - our hats might be a little harder. 🧢 #TBT #throwbackthursday #nationalgrid #vintage #oldpic
Connecting with More Customers

- Geo-targeted, seasonal efforts and safety tips to drive followers to our social channels

- Channels: Facebook, Twitter and Instagram

- Results: Campaign ran October through December 2016 and resulted in 22,000+ new followers
Measures of Success
## Monthly KPI Dashboard

<table>
<thead>
<tr>
<th>Channel</th>
<th>KPI</th>
<th>Benchmark Range</th>
<th>September 2016</th>
<th>October 2016</th>
<th>November 2016</th>
<th>December 2016</th>
<th>MoM % change</th>
<th>December 2015</th>
<th>YoY % change</th>
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<tbody>
<tr>
<td><strong>Facebook</strong></td>
<td><strong>Sentiment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Positive</td>
<td>48%</td>
<td>45%</td>
<td>47%</td>
<td>55%</td>
<td>18%</td>
<td>50%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Neutral</td>
<td>7%</td>
<td>7%</td>
<td>9%</td>
<td>8%</td>
<td>-6%</td>
<td>6%</td>
<td>37%</td>
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<td>Negative</td>
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<td>30%</td>
<td>-18%</td>
<td>44%</td>
<td>-17%</td>
<td></td>
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<tr>
<td></td>
<td>Timeline Impressions</td>
<td>-</td>
<td>115,776</td>
<td>199,233</td>
<td>185,151</td>
<td>326,787</td>
<td>76%</td>
<td>132,366</td>
<td>147%</td>
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<tr>
<td></td>
<td>Engagement Rate</td>
<td>1.62 – 3.53%</td>
<td>2.42%</td>
<td>1.64%</td>
<td>2.16%</td>
<td>4.02%</td>
<td>86%</td>
<td>3.84%</td>
<td>5%</td>
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<tr>
<td></td>
<td>Campaign Impressions</td>
<td>-</td>
<td>146,229</td>
<td>2,159,627</td>
<td>176,203</td>
<td>282,462</td>
<td>60.3%</td>
<td>152,353</td>
<td>85%</td>
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<tr>
<td></td>
<td>Fans</td>
<td>-</td>
<td>118,972</td>
<td>139,495</td>
<td>140,476</td>
<td>141,771</td>
<td>0.9%</td>
<td>81,395</td>
<td>74%</td>
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<tr>
<td><strong>Twitter</strong></td>
<td><strong>Sentiment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Positive</td>
<td>48%</td>
<td>53%</td>
<td>49%</td>
<td>43%</td>
<td>-12%</td>
<td>57%</td>
<td>-25%</td>
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<tr>
<td></td>
<td>Neutral</td>
<td>39%</td>
<td>33%</td>
<td>15%</td>
<td>9%</td>
<td>-40%</td>
<td>15%</td>
<td>-40%</td>
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<tr>
<td></td>
<td>Negative</td>
<td>13%</td>
<td>14%</td>
<td>36%</td>
<td>48%</td>
<td>33%</td>
<td>28%</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer Thank You Rate</td>
<td>30 - 35%</td>
<td>28%</td>
<td>36%</td>
<td>41%</td>
<td>38%</td>
<td>-7%</td>
<td>30%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Instagram</strong></td>
<td><strong>Engagement Rate</strong></td>
<td>1.73 – 2.41%</td>
<td>1.86%</td>
<td>2.74%</td>
<td>2.05%</td>
<td>3.01%</td>
<td>47%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Followers</td>
<td>-</td>
<td>3,050</td>
<td>3,098</td>
<td>3,175</td>
<td>3,218</td>
<td>1%</td>
<td>2,096</td>
<td>54%</td>
</tr>
</tbody>
</table>
Customer Response

Elizabeth Mitchell @bizmitchell · Aug 1
@nationalgridus you surprised me! After thinking I’d be waiting 16 hrs on Fri for help, an NG tech just showed up & fixed problem! Thanks!!

UberLaria @UberLaria · 29 Dec 2016
@nationalgridus thanks for the response. I have scheduled a payment for due amount directly from my bank & will call collections to advise

Linda Taylor How nice 😊 i am, by the grace of GOD, a breast cancer survivor AND i am a Niagara Mohawk / National Grid retiree 😊 Thank you 😊
Like · Reply · October 6 at 6:02pm

Jonathan Olson @JonOlson62 · Sep 15
@nationalgridus hey Grid thanks for checking yup it’s on you folks did a great job

David Duff So, the power went out in my town last week. It was back on about as fast as they could drive out to the issue.
You guys then went into Facebook pages with titles of our town on them, and asked residents, if there power was on yet. And where they were so on so forth.
I have never seen a company so big, put in so much effort and caring for there customers ever!
I wish every big company put in 10% of the effort you guys do
Hats off to you, well done and keeping it classy
Like · Reply · Message · 9 hrs

Patty Stephens National Grid
March 11 at 9:40pm ·
Just wanted to say thank you! Had the nicest gas technician here tonight. Answered all my questions and was patient and sweet. Once again thank you!

JPR @jprfilms_jpr · 19h
@nationalgridus I HUGE THANKS TO THE SERVICE THAT CAME ON SUMNER ST. QUINCY, Ma. The Frozen Gas line was repaired quickly to restore heat! 😊😊
Advanced Data and Reporting

Reach Demographic Profile

- Female: 37K, 25K, 244K, 238K, 236K, 97K, 2.8K
- Unknown: 3K

Social Media Engagement

- Instagram: 400 (20.9%)
- LinkedIn: 242 (12.6%)
- Facebook: 858 (49.3%)
- Twitter: 318 (16.6%)
What Is Next?

- Channel growth
- Increase digital self-service options
- Enhanced reporting and insights
- New channels