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# Online customer portal for Company X

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**Online customer portal for Company X  
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This thesis project was commissioned by the person in charge of customer retention at an electrical energy company, Company X. The purpose of the project was to determine the reasons why customers do not stay with the company when moving home. The aim was to identify the factors that affect customers' choice of energy provider and plan on how to make the customers stay with the company during change of address.

The theoretical framework focuses firstly on how the electricity market works in Finland, such as production and pricing. Secondly there is relevant information about customer relationship management, which is very relevant when thinking on customer loyalty.

As for research methods former customers of Company X were sent a text message survey where they had different answers options on why they chose to leave the company and lastly an option to leave open comments. This means that in the thesis there were both quantitative and qualitative research methods used.

Before the survey result analyzing there is a short market analysis of Company X, which examines the company, its competitors and customers. The market analysis concludes to a SWOT analysis stating the company's strengths, weaknesses, opportunities and threats based on the data the company provided.

The focus of the survey was on examining the customers' reasons for not continuing with the company, and whether certain responses could be linked to the participants' gender, age, contract type or yearly consumption. Open comments were analyzed to find out if there are some deeper for choosing a certain response option and whether these could lead to any development ideas. The overall result and analysis concluded in a SWOT analysis.

The development plan, an online customer portal, was planned based on the issues identified in the open comments. It could prevent customers from not continuing with the company when moving house by raising customer satisfaction.

Keywords: Electricity market, Customer management, Development plan

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## 1 Introduction

The thesis is for company X, which is an electric utility company, which headquarters are located in Helsinki. Company X is a part of a bigger business organization, which has headquarters in Norway and is operating in Finland, Sweden and Norway.

Company X sells electricity contracts to consumers and businesses, with different contract options. Consumer can choose, do they either want non-traceable electricity including nuclear power or environmentally sustainable hydro-, wind and solar power combination, solar power or bioenergy. They also have value-added products that consumers can choose with their electricity contracts. Few of the value-added products also are doing cooperation with different charitable foundations.

Telemarketing is mainly used with customer acquisition and contract extensions. Customer acquisition is mainly outsourced to few Finnish telemarketing companies, contract extensions are outsourced on first round of call but after that they are made from the home office of Company X.

Churn rate includes all the customers that leave Company X either from changing their electricity company or because of moving. All of the contracts ending to a move go directly to churn, whether they do continue with the company in their new house or not. Company X has a goal that 40% of customers would continue with the company during moving.

### 1.1 Aim of the thesis

The purpose of the thesis is to find out the factors that have affected on the customer's decision to change their electricity company during moving. The aim is to find attributes that Company X can evolve and by that increase customers continuing their electricity contracts with Company X after moving.

### 1.2 Implementation of the study

The thesis will present the reasons why the customers did not continue with the Company and what could the company change so that the customers would continue their electricity contract after moving.

Based on the results of the survey there will be a development plan done and it will be presented to all employees of the company if it is approved by the upper management.

## 2 Electricity market

Consumer electricity contracts were opened up to free competition in 1998 and Finland was one of the first countries accomplishing this with Britain, Sweden and Norway. Distribution of the electricity is still monopoly business, but consumers were able to choose from what company do they want to buy the electricity. Distribution fees cover for example electricity network building and maintenance, these costs are fixed and not affected by the amount of electricity distributed. (Hyvä tietää sähkömarkkinoista, 2013)

Electricity consumed per person is high in Finland and it ranks as one of the highest in Europe. Northern location and industrial life in Finland affect it greatly. (Hyvä tietää sähkömarkkinoista, 2013)

### 2.1 Electricity market in Finland

Industrial life in Finland is consuming a lot of energy in their production, such as forest and metal industry. They also produce a lot of their electricity by themselves and are committed to develop their energy efficiency based on energy efficiency contracts with other electricity production companies. (Hyvä tietää sähkömarkkinoista, 2013)

Since Finland is a northern country, a lot of energy goes to heating and lights. Living and agriculture is approximately a quarter of the whole energy consumption. Energy consumptions differ in different seasons and times of day. (Hyvä tietää sähkömarkkinoista, 2013)

Production of electricity is based on demand and supply and there are many different types of power plants. There are some power plants that have a low-cost structure and adjustment settings, but building them is very expensive, such as nuclear power plants. Nuclear power plants should be used as much as possible because of the variable costs are low. (Hyvä tietää sähkömarkkinoista, 2013)

When thinking of more ecological electricity formats, hydropower is covering half of Nordic countries electricity needs in a normal year. But there is a danger if there is not much rain, it will affect on how much hydropower is available. In Finland hydropower cannot cover all the demand which is why Finland is also buying hydropower from other Nordic countries to fill the demand. (Hyvä tietää sähkömarkkinoista, 2013)

## 2.2 Electricity contracts in Finland

Consumer can choose their electricity contract freely among all Finnish electricity companies, but the distribution of electricity comes from grid company based on where one lives. (Vähittäismarkkinoilta sähköä joka lähtöön)

The price of electricity or how it is determined is shown in the electricity contract with other information such as how the electricity is produced, the length of the fixed term period if there is one and the termination terms. All contracts are either fixed term for one or two years, or indefinite period. (Vähittäismarkkinoilta sähköä joka lähtöön)

Contracts for indefinite period have a fourteen days termination time. The electricity prices follow the development of the electricity market and might change many times a year, these changes need to be informed to the customer at least one month before the prices change. (Vähittäismarkkinoilta sähköä joka lähtöön)

Fixed term contract is either for one years or for two years and the price of the electricity does not change in that period. This type of contract can bring solidity to the consumer because the price of the electricity does not change. Fixed term contract makes it impossible for consumers to change contract type or company in the middle of the term. Fixed term can be terminated in some cases such as moving or death. When fixed term contract is coming to an end it will continue as indefinite period contract if there were no future contract made with a electricity company. (Vähittäismarkkinoilta sähköä joka lähtöön)

Electricity contract where price is based on stock market have grown more popular in the last few years. Consumers are more interested in affecting their electricity invoice with an hourly updated price of electricity in contract. Consumer can automate their heating to the lower price hours such as night. (Vähittäismarkkinoilta sähköä joka lähtöön)



### 2.3 Telemarketing

Electricity contract can be done in a physical location, online or by phone. Selling electricity contract through phone has a bit different rules compared to selling in a physical location. (Sähkön puhelinmyynnin hyvät toimintatavat)

It is very essential that the customer knows from what company is the sales person calling from, as well the offered contract has to be explained thoroughly. Customer has to know whether the contract is for fixed term or indefinite period, because the customer has to know the termination terms for the contract. (Sähkön puhelinmyynnin hyvät toimintatavat)

The order confirmation needs to be sent to the customer right after the sales, but at least in two weeks of time. The confirmation needs to have all the details of the electricity contract as well as termination terms. If the confirmation is not sent to the customer, can the contract be terminated. Telemarketing sales have a two-week cancellation time, from that time where the contract was made. (Sähkön puhelinmyynnin hyvät toimintatavat)

Electricity prices in fixed term contract cannot be changed during the term except in special cases, but for indefinite period contract can the price change within the contract terms. These changes need to be informed to customers at least one month before the change happens. (Sähkön puhelinmyynnin hyvät toimintatavat)

Basic rules in telemarketing are that customers can be contacted in weekday during 9am-8:30pm and on Saturdays from 10am to 6pm, except if there is a time agreed with the customer. (Sähkön puhelinmyynnin hyvät toimintatavat)

Consumers have also a right to decline telemarketing, company has to have a register with all the consumers who have declined said company's telemarketing. Companies should also take care that telemarketing does not focus on underage people, without permission of the parent, and elderly people without carefulness. (Sähkön puhelinmyynnin hyvät toimintatavat)

## 3 Methods

In research and development project it is important to plan out what types of methods are to be used in the project. The right methods will provide not only the right information but also different point of views. (Kehittämistyön menetelmät, 2014)

### 3.1 Research and development methods

Quantitative research method is mainly used in the thesis, precisely multiple-choice questionnaire. Since the questions are clear and short, this will provide different measurable variables, such as graphs and charts.

The questionnaire has a qualitative part where participants can leave open commentary. This can give more insight on why they answered the way they did. This data can be quantified manually by finding similarities and differences.

### 3.2 Designing the questionnaire

The text message survey was designed with the head of marketing in Company X. Information needed to gather from the survey was defined, which was, why the customer left the company during moving.

To be able to get the information had the survey question be short and precise, that is the reason multiple choice question was the method used in the survey. To get a deeper understanding of the customer there was also a qualitative part in the survey, where the customer could give a free speech feedback.

To meet the technical standards, had the survey be a certain length. This led to the survey to have three parts, where the two first messages had the quantitative and qualitative parts.

The questionnaire can be found in Appendix 1 in Finnish, as it was sent to the customers. On sixth chapter can the survey be found translated in English.

### 3.3 Research sample

Target group is customers who have changed their electricity company during moving. Time frame is from January 2017 to September 2017, the size is 8650 people. Target group only includes private individuals, businesses were left out on purpose.

The target group was divided in three smaller groups and the text message surveys was send in three patches to these smaller groups, this was because the company wanted to be prepared if these customers would contact the customer service. First group is movers from July to September, second from April to June and third is from January to March.

### 3.4 Data analysing

The questionnaire was sent through SN4, they were sent the excel sheet that contained customers phone number from the target groups. Every week SN4 send back an excel sheet containing phone number, multiple choice answers and the open comments if given.

Firstly, the data was gathered to one excel sheet and then with pivot, the information simplified to show the exact number of participants choosing a certain answer option. The customer information was also linked to this data, with participants age, gender, contract type and consumption.

## 4 Customer behaviour

Human brain is designed so that one will do least amount of work for completion. This affects consumers buying behavior, with needing to have things handled in the easiest way possible. People are nowadays very busy with many jobs and family life, which makes internet a very convenient way to shop. (Click.ology, 2014)

A big part of buying in internet is about saving money. Even though cheap prices are something that affect buying decision, the fact is that if one is planning on buying a luxury watch will one not settle for a cheap option found on sale. (Click.ology, 2014)

#### 4.1 Customer relationship management

Strategy on how company manages customers is called customer relationship management, people, processes and technology are biggest elements of it. With effective CRM will company have better information of sales and marketing, since the customer data would be detailed and correct. Detailed customer data also affects on company's operations, for example customer service quality rises because customers' needs and wants are more known with effective management. (CRM in Real Time: Empowering Customer Relationships, 2008)

Benefits of effective customer relationship management can be measured in numbers, such as how many calls does a sales representative do in a day, how many successful sales calls are made in a day, how many minutes do the phone calls last, etc. (CRM in Real Time: Empowering Customer Relationships, 2008)

Intangible benefits of CRM include growing motivation and satisfaction between employees, knowledge base increasing among employees and overall easiness between different functions in the company. Not only does CRM affect on customers and sales but also employee satisfaction. (CRM in Real Time: Empowering Customer Relationships, 2008)

#### 4.2 Competition in market

Companies need to adapt to potential customers needs and wants especially in business areas where competition is high. When the competition is increased there are more and more opportunities for consumers, especially because of the internet. It is way easier to find different choices and information about the product or service one is looking for in online environment.

Internet has also made it easier to share knowledge and experience of different products and services. (Neuromarketing in action, 2014)

Branding is a very important part of marketing in company. It is one factor affecting how potential and current customers can behold the level of service and products. (Decoded, 2013) It can also affect to the customers loyalty to the company which affects pricing. Content customer might pay a premium price for the product or service which could be found in a cheaper price elsewhere. (Market-based management, 2014)

How customers view the company, service or product can be evaluated with net promoter score. Customers scores are divided to three groups; Promoters, passives and detractors. Customers give a grade between zero to ten on how likely they will recommend the company to a friend. The NPS is calculated when percentage of promoters, who gave grade 9 or 10, are deducted with percentage of detractors, who gave a score from zero to six. In following figure, it will be shown how the NPS is calculated. (Net Promoter System)

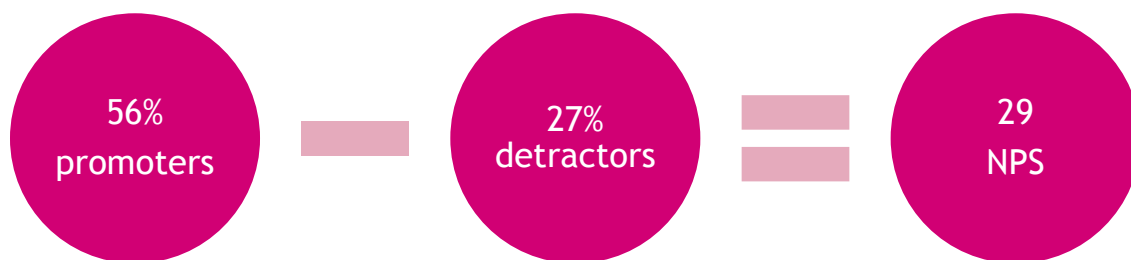


Figure 1 NPS model calculation

How one presents products and services can affect on how well they sell as well as how easily they are found. If one is buying certain products that are similar to one another, might one choose the products that are arranged to be more easily gathered than the others that one has to make an effort to look for. (Decoded, 2013)

#### 4.3 Market analysis

Segmentation helps to categorize customers based on shared attributes. Customer needs are influenced in many ways such as demographically, in the manner of living and consuming habits. Demographic factors include age, location and profession when compared to manner of living which covers beliefs, interests and activities. Consuming habits contains how much is used, how many times and social or personal use. (Market-based management, 2014)

To evaluate a company's current circumstance should one use SWOT analysis. It is used when examining both internal strength and weaknesses, and external opportunities and threats. The results of the SWOT analysis can be used when designing a development plan. (Market-based management, 2014)

## 5 Company X market analysis

In the following chapter will there be analysis of the company, its customer and competitors. This short market analysis will conclude to a swot analysis, where one can see the strengths, weaknesses, opportunities and threats of the company based on the current information, which was gathered from the representative of the company.

### 5.1 The company

Company X is an electricity company in Finland, with competitive prices. The company is a part of a bigger concern that has daughter companies also in Sweden and Norway. Customer base is around 130 000 customers all around Finland.

Besides providing electricity the company is very focused on environmentally friendly choices. Customers can choose freely if they want their electricity contract in a certain production type, such as solar power or bioenergy.

Charity is also a big part of the company's environmentally friendly output. For every customer who chooses a renewable energy source to their electricity contract, will the company donate a yearly donation to a certain charity foundation.

Company X also has a loyalty program where customers can earn free electricity by being the customer of the company, the amount of free electricity is determined on how long the

customer has been with the company in a certain period. This benefit cannot be refunded if the customer leaves the company during the benefit period.

The customers of the company are known to be satisfied with the customer service, Company X was awarded in 2017 to be the second-best electricity company based on customer experience. Kantar TNS made the research about customer experience in Company X and the result can be found in the next section about customers.

The sales are mostly outsourced telemarketing, but also there are sales teams in the head office of Company X. There are more than four million phone calls made out in a year to potential and existing customers through outsourced companies. Outsourced telemarketing companies have restrictions to their sales and can only offer few contract types to the customers, but in the head office can the employees offer every available contract type there is.

Company X has had some bad publicity during their operations. Mostly the news has been about claims in the telemarketing area. The manager of new sales has been working closely with the officials to better the company's reputation in the public eye. To conquer the bad publicity has the company started a new cooperation with a media company where they are planning a campaign where current and potential customers would see Company X in a different light. The campaign is designed to attract customer through emotional marketing.

## 5.2 Customers

Company X provided following basic information of their customer base, following information was updated in April 2018. The data was gathered from one of the programs the company uses to hold customer information.

Total amount of customers is around 126 400 with installations of 133 500. Installations means that one customer may have contracts in many locations of use, such as home and summer house. Average consumption between all customers is 6 122 kilowatt-hours per year. Following picture will show how biggest customer groups are located in the map of Finland.

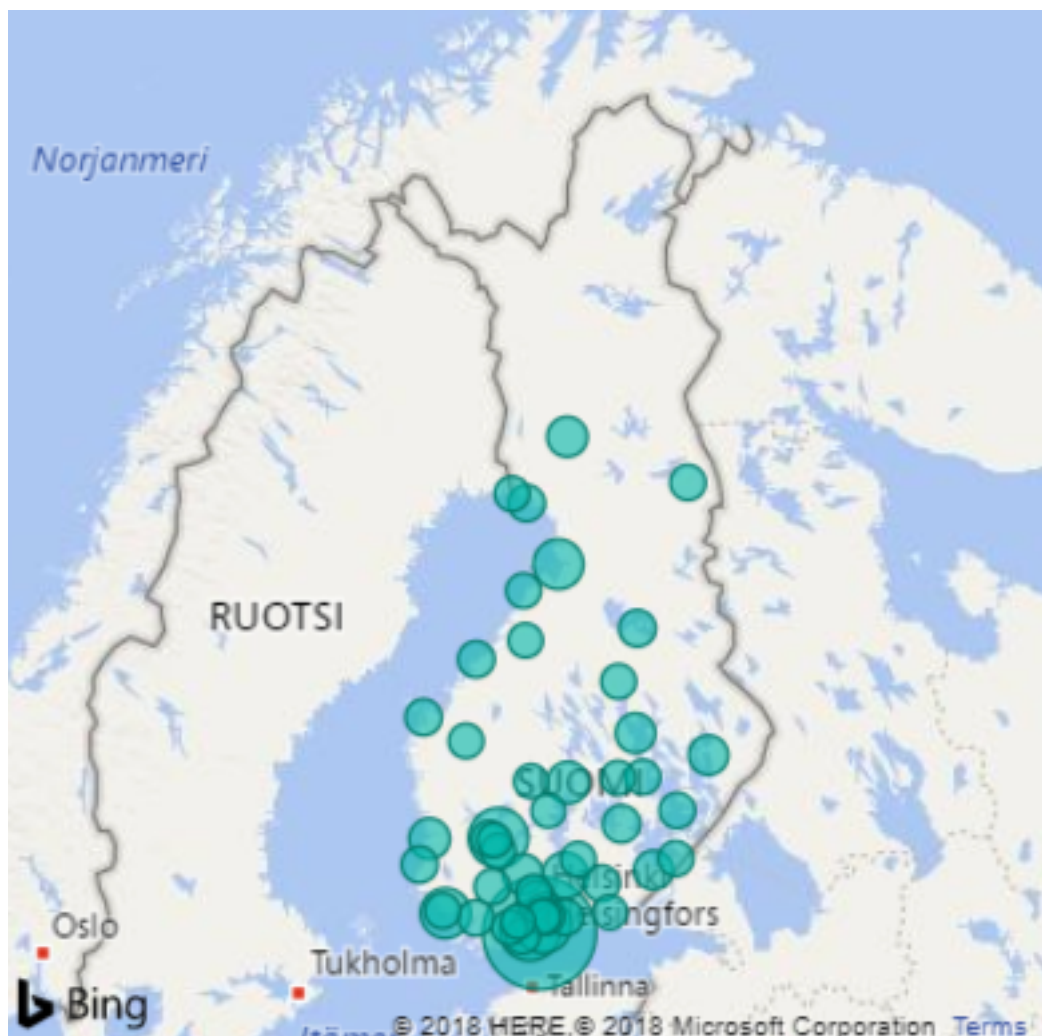


Figure 2: Biggest consumption areas in Finland

Fixed electricity price is more popular in Company X's contracts, around 77% of customers have a fixed electricity price in their contract compared to contracts with market-based electricity price.

Most of company X's customers are between ages 40 and 60, with over 25 000 customers aged around 60 years old. Smallest age categories are people over 80 years old and people in their twenties. Data also showed that over half of the customers are male, or at least the contract was made to a male person. Following graph shows how customer's age and gender are divided.



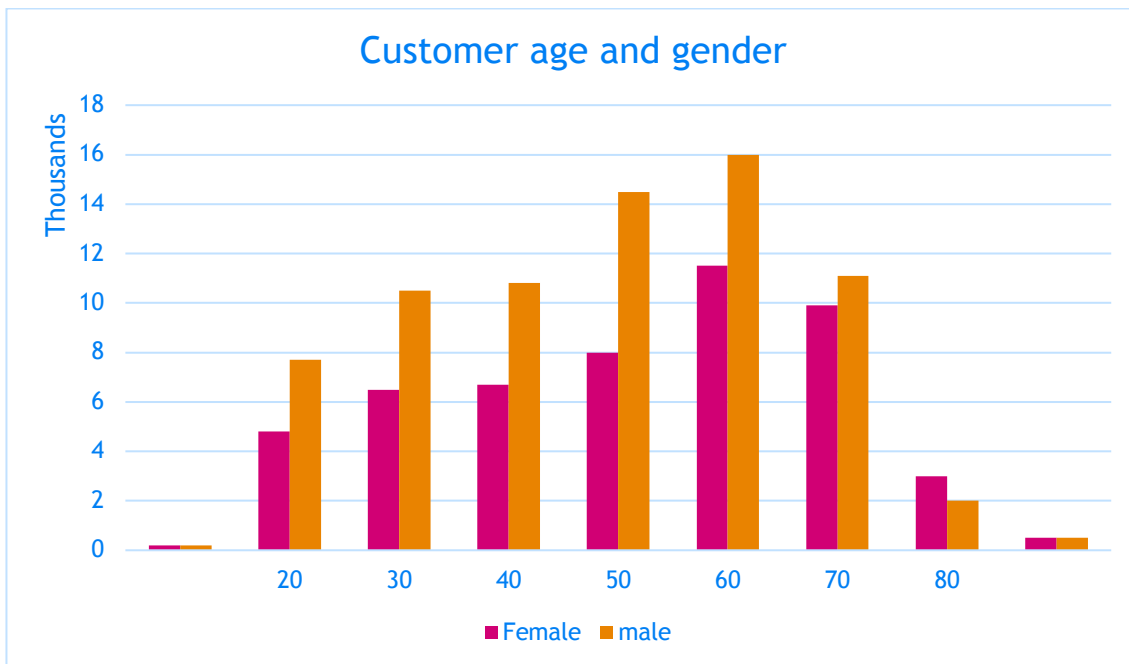


Figure 3: Customer age and gender

In 2017 was Company X awarded to be the second-best electricity company based on customer satisfaction. National Kantar TNS implemented the research where over 86% the respondents said that the customer experience was positive with the company. The research had over 1000 respondents in an online panel and 200 phone interviews. The sample group hold people from different age, nationality and gender groups.

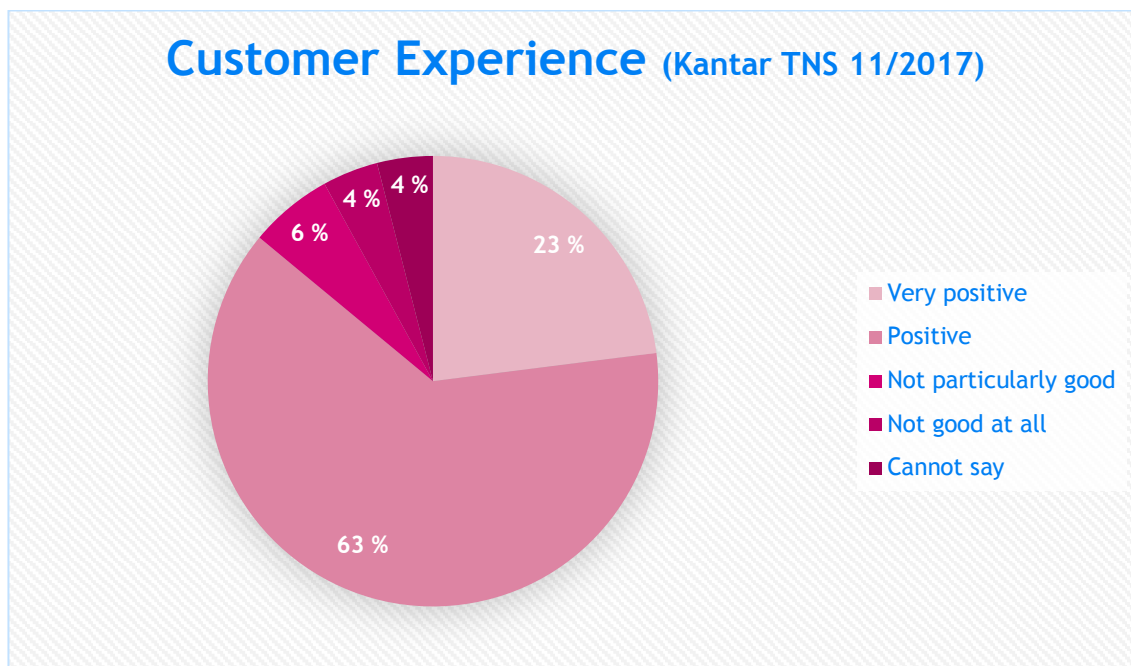


Figure 4 Customer experience (Kantar TNS 11/2017)

### 5.3 Competitors

Biggest competitors in the electricity market in Finland are Fortum, Helen and Vattenfall based on Largest Companies data. The following will shortly present these different rivalling companies and how they differ from Company X. (Largest Companies)

Fortum is the leading electricity company with development and delivering solutions to electricity, heat and cooling. Fortum has a 96% share carbon dioxide free electricity generation in the EU and their mission is to further the process of a cleaner world and electricity generation. (Fortum - Tietoa Meistä)

Fortum has fixed priced and market priced electricity contracts as does Company X. Fortum differs in a way that their electricity contracts have a certain electricity production attached to them, mostly hydro power. Meaning customer cannot choose the electricity type in the electricity contracts. (Fortum - Kotiasiakkaille)

Helen is an electricity company and a grid company owned by the city of Helsinki. The company is awarded as the best city electricity provider in the earth based on their web site. (Helen - Tietoa Meistä; Helen - Yritys)

Helen has same types of electricity contracts as does Company X. Helen differs in a way that they have an electricity contract that has a home insurance included. Helen has the same production type in contracts as does Fortum, their contracts are attached to a certain production type and cannot be changed. (Helen - Sähköä kotiin)

Vattenfall has a slogan of 'Fossil free life during one generation' and they are dedicated to fulfilling that statement. According to Vattenfall they have currently 66% nuclear and fossil fuel production and 34% Hydro power and other renewable energy production. (Vattenfall-Fossil Freedom)

Vattenfall has only few electricity contracts in their webpage, but they are similar to Company X's, fixed price and market priced contracts. Main difference is that Vattenfall offers also solar panels and air source heat pumps. (Vattenfall - Yksityisasiakkaat)

#### 5.4 SWOT analysis

Based on the previous material shown in chapters, here are gathered Company X's strengths, weaknesses, opportunities and threats in a SWOT analysis. The analysis will be opened more thoroughly in the following sections.

In the following analysis strengths show what attributes Company X is using currently and what can they make even better. Weaknesses point out what could the company eliminate or avoid in their business. Opportunities support strengths on how to make sure the attributes will be profitable in the future. Threats explains if there are some attributes that could be eliminated or turned to profit. (Strategiakirja: 20 työkalua)

<p>Strength</p> <ul style="list-style-type: none"> <li>• Cooperation with charity organizations</li> <li>• Customer service</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Outsourced sales through telemarketing companies</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Customer experience is highly rated</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Bad publicity of the telemarketing of the company</li> </ul>

- |                           |  |
|---------------------------|--|
| • Good marketing strategy |  |
|---------------------------|--|

#### 5.4.1 Strengths

Company X has cooperation with well-known charity organizations and that is a huge advantage, this is an attribute that few other electricity companies have. Instead of promising a carbon dioxide free world, the company is not only providing renewable energy but also making concrete actions by making donations to different charity organizations on behalf of customers.

Another strength is the quality of the customer service, Company X was rewarded to be the second-best electricity company in 2017 based on customer satisfaction. Over 86% of the customers had a good experience with Company X.

#### 5.4.2 Weaknesses

Telemarketing is a big part of Company X's sales and the quality of the service has to be high. Outsourcing a part of the sales has brought a lot of sales to the company but because of the high effectivity there are also downsides. The quality of service is harder to track because of the large number of employees and the call volumes in the outsourced telemarketing companies.

Sales persons in these outsourced companies have less options in contracts to offer to customers which can affect the quality of the service. Also, the amount of sale calls made in these companies is bigger than in the head office of Company X, which can also affect on the quality of the service.

#### 5.4.3 Opportunities

Marketing strategy in the company is on good ground, the company cooperates with charity organizations and a media company with whom they are planning a new campaign to attract new customers and strengthen the bond with current customer and the company.

Customer experience is highly rated and that could be taken in advantage. Company X has invented a customer loyalty program where loyal customers are gifted with a certain amount of free electricity in a certain period. This loyalty program supports the image on how Company X cares for their customer which in return brings good customer experience rates.

This customer experience rate and customer loyalty program should be made more known to the people, since it could be a great thing to attract new customers. This will be one focus on the new marketing campaign.

#### 5.4.4 Threats

Company X has had quite bad publicity because of their sales, mainly the reason being in the outsourced telemarketing companies making sales. Mostly customers have made a claim that they have asked for a written offer and ended up with a contract.

This publicity could be turned around if the media would take Company X's comments about the situation. All in all, Company X has a great customer satisfaction and the percentage of the unsatisfied customers is low. The volumes of calls made in the telemarketing companies compared to the complains is minor and if this would be pointed out, could the publicity be better for the company.

## 6 Conducting survey

To conduct a successful survey there were cooperation with company X's head of marketing and sales. Company X's technical support person gathered the list of customers who left the company during moving and provided other technical help.

The list was filtered two times to make sure there were no customer who had stayed with the company during moving. This was done by the technical support person but also manually, by choosing around 100 customer and checking their contract status.

The final list of customers was divided to three smaller groups, and the text message survey was then sent in three patches. SN4 was the partner in providing the platform where the text messages were sent to customer, the data gathered and sent back to the company X.

## 6.1 Designing

The draft version was an older questionnaire which the company previously used. That draft was edited to fulfil the needs of this thesis, such as what information was needed from the customers.

The text message survey had two to three parts, first a multiple-choice question on the decision why they chose to leave company X, were they unhappy with the service or the product, did they not have a need for electricity contract or were the problem in prices.

The second part is a free speech where a customer can voice more thoroughly why they chose the certain answer option. And for the people who answered the second text message were sent a third thank you message.

Table 1 Text message survey (Translated in English)

Text message 1	<p>Hi! We have noticed that you did not continue with our electricity contract during moving. We would like to know what the reason was to change electricity companies. Reply for free XX and A/B/C/D (ex. XX A). 100€ gift card will be drawn xx.xx.2018 among the all the people who answered this. Winner will be contacted personally.</p> <p>A. I got a better offer from another company</p> <p>B. I was dissatisfied with the product</p>
----------------	---

	<p>C. I was dissatisfied with the customer service</p> <p>D. I do not need electricity contract anymore</p>
Text message 2	Thanks for replying! Tell us if there were something we could have done to keep you as our customer. Reply for free XX and your comment. Br. Company X
Text message 3	Thank you for your feedback! Did you know that as our customer you can earn one hour of free electricity every day. You are always welcome to come back to us! Br. Company X

SN4 was sent the survey and the list of customers. In the certain dates that the company X provided were the text message surveys send to these customers. SN4 gathered the answers to an excel sheet and send them back to the company X every week.

## 6.2 Overall results

The target group had 8650 participants and from them 8%, 685 people, answered the questionnaire. The result can be generalized because the answer percentage is high.

The analysing was done based on the survey results and the customer data that was linked to these customers by the company. Customer data that was used in the analysing was participants gender, age, contract type and yearly consumption.

Mostly people did not continue their electricity contract with Company X because they did not have the need anymore, but also many people said that they got a better offer elsewhere. Following graph will show the different answer options and how many percent of the participants chose a certain one.

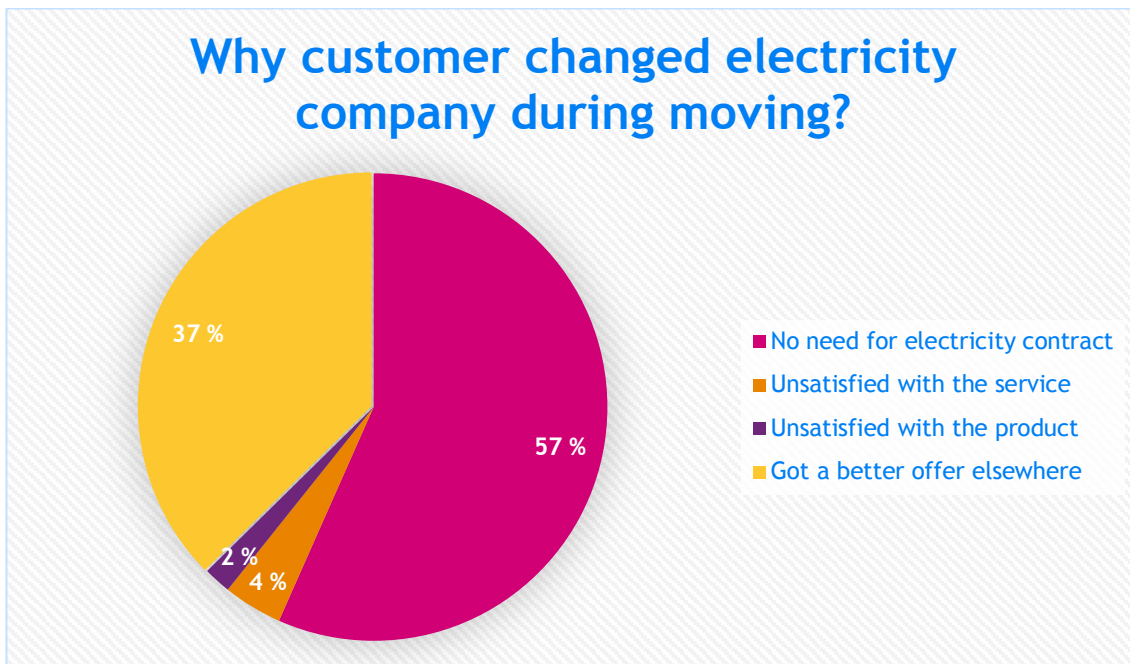


Figure 5 Reason why customers left the company during moving

In total 685 people answered the questionnaire and from them 224 people left an open comment. Most of the open comments came from people who had said that they had no need for an electricity contract or they got a better offer, these two categories also had most overall answers. In percentage terms most open comments were left by people who were unsatisfied with the service, with 68% of the total comments. The following graph will show how many answers there were in total in different answer categories and how much there were open comments.



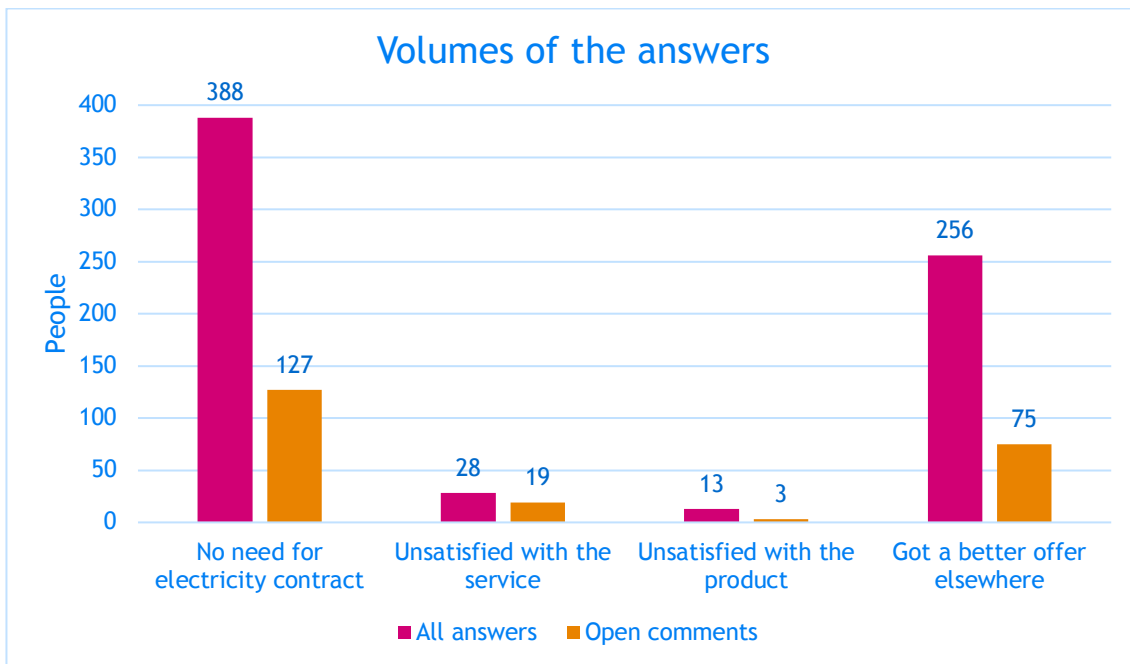


Figure 6 Volumes of the answers

Most open comments were left by the people who said that they did not continue with Company X during moving because they did not have a need for an electricity contract. Manually from those comments there were picked three main reasons why they did not need an electricity contract. Mostly the reason was that there was already an electricity contract included in housing fees, also many people said the reason was that there was another person in charge of electricity contracts. The following graph will show three main reason people did not need an electricity contract after the move.

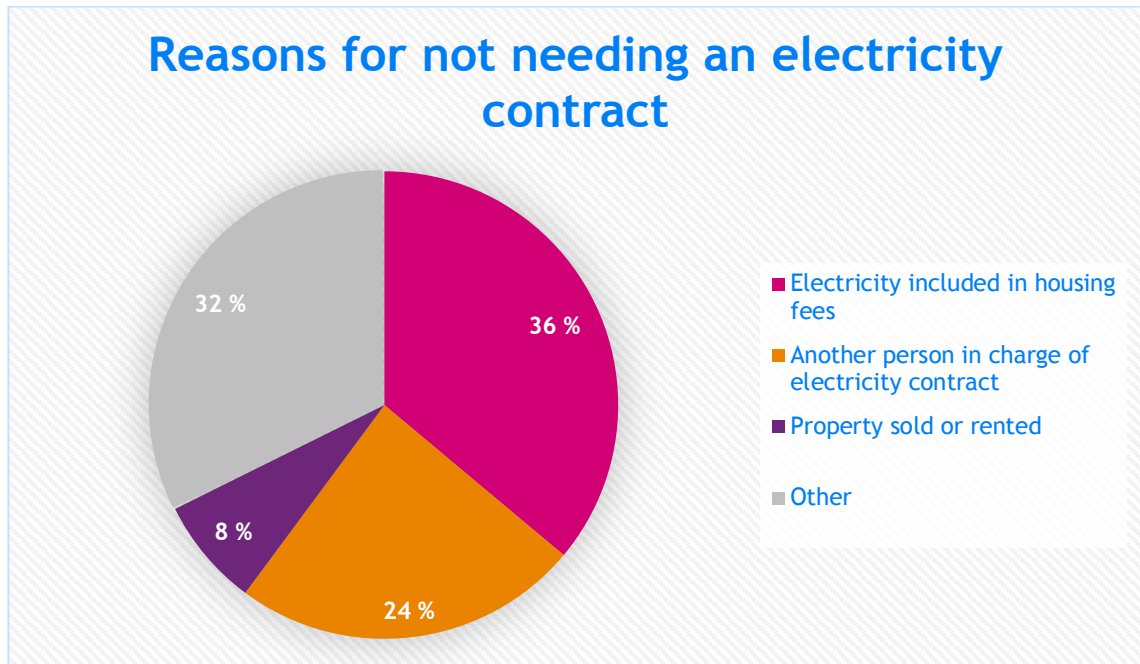


Figure 7 Reasons for not needing an electricity contract

#### 6.2.1 Types of contracts

Most of Company X's customers have fixed price electricity contract and this can be seen in the survey results as well. There were 481 participants who had a fixed price contract and only 204 participants with a market price contract. In percentages 70% had a fixed price contract.

As for the contract terms most of the contract were fixed term contracts, with 72% fixed price and 58% market price contracts. The following graphs will firstly show how the contract types were divided and then how many percentages were there fixed term and ongoing contract between contract types.

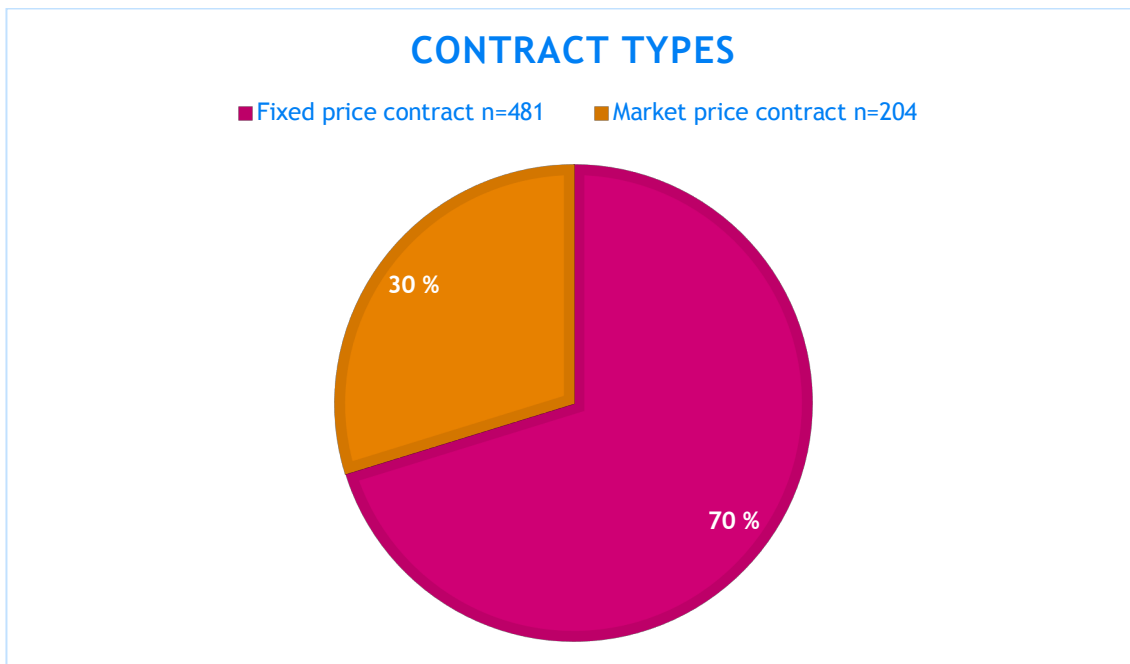


Figure 8 Volumes in contract types

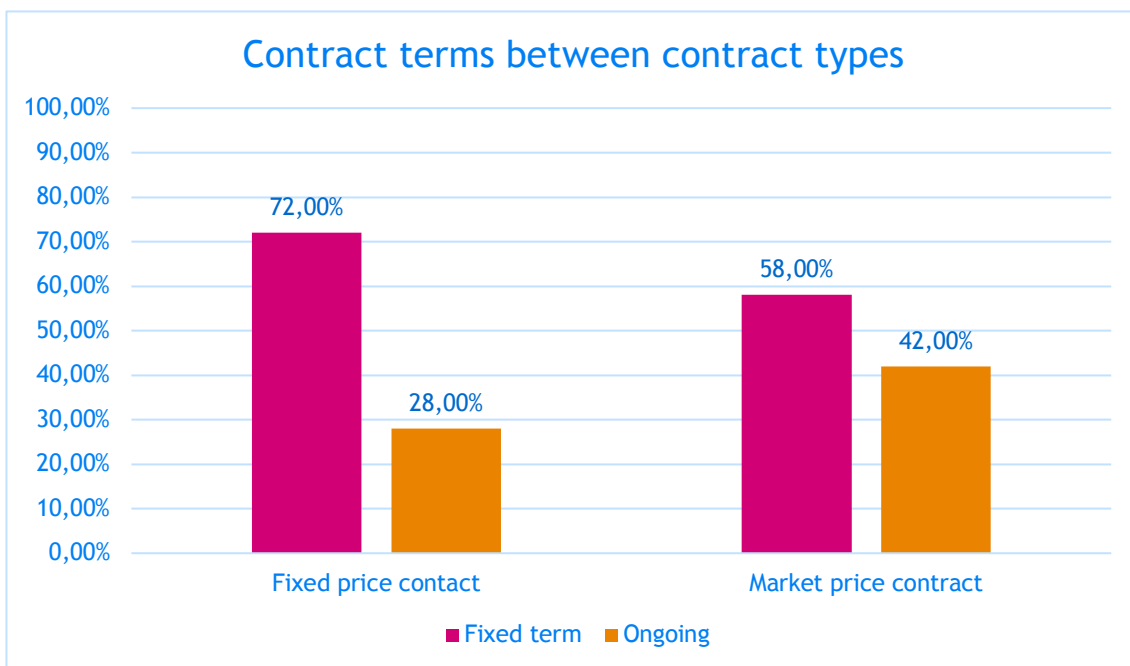


Figure 9 Contract terms between contract types

The participants can be divided to four different categories based on their yearly consumption. As it is known that there is more fixed term contract between participants, it is important to see if there are any differences between these different consumption groups.

Most of the participants have smaller yearly consumption under 3000 kWh where there are 337 fixed price contracts and 74 market price contracts, which means in percentages that 82% of the contracts in that consumption group are fixed price.

In other consumption groups the difference is not as radical as it is with participants who have lower yearly consumption than 3000 kWh. The following graph will show the how many fixed price and market price contracts there are in different consumption groups.

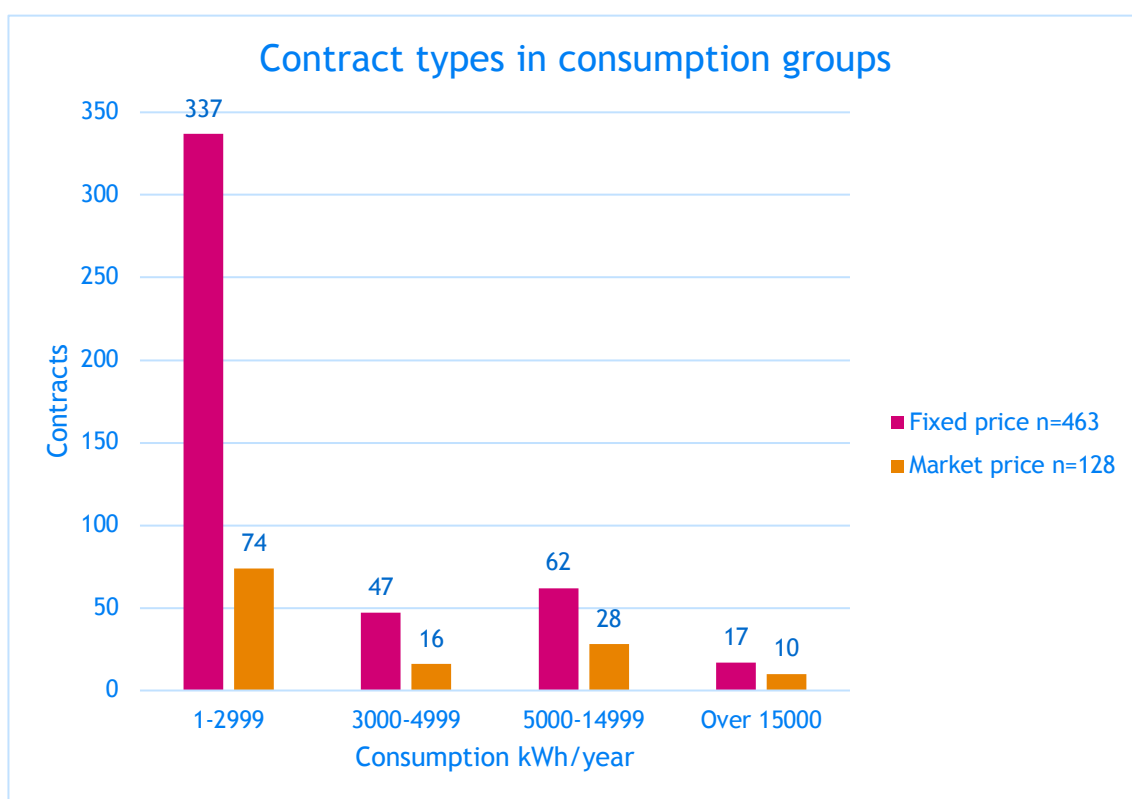


Figure 10 Contract types in consumption groups

Even though there were mostly fixed price contracts in all consumption groups, when those numbers were put in correlation of market price contracts in different consumption groups, the results were different.

In the following graph it can be seen that the customers who had smaller yearly consumption less than 3000 kWh had largest quantities of contracts both fixed and market price. But when looking at next consumption groups there can be seen differences since there are more

market price contracts in percentage. This means that market price contracts divide more to bigger consumption groups than the fixed price contracts do. The correlation between fixed price and market price contracts in different consumption groups can be seen in the following graph in percentages.

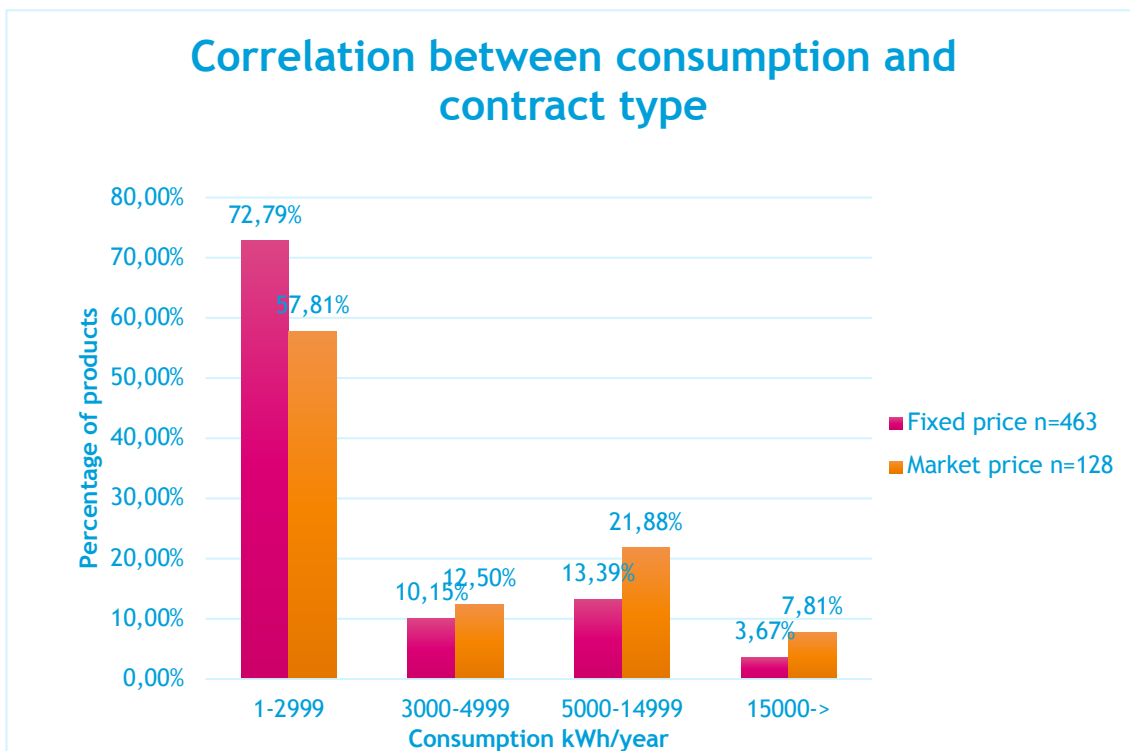


Figure 11 Correlation between consumption and contract type

### 6.2.2 Participant categorizing

To get a whole picture of the results in the survey participants need to be categorized in different groups, based on such information as age and gender. Starting with the relationship between participants gender, with 299 of the participants men and 386 women. The following graph will show this data in percentage.

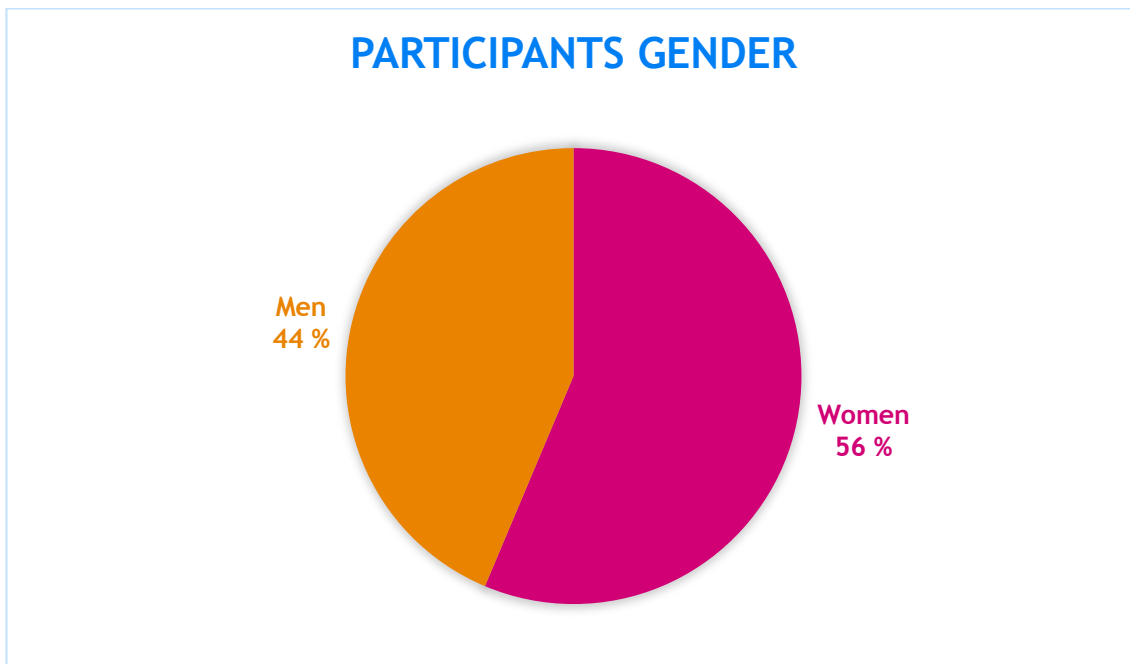


Figure 12 Participants gender

Participants were divided to different age groups, where the biggest group was people between ages 18 and 29 with 196 people. Second largest group was people between ages 30 to 39 with 154 people. After that the age groups were pretty even in size, with only small decrease in participants between ages 50 to 59. Following graph will show how many participants are in different age groups.

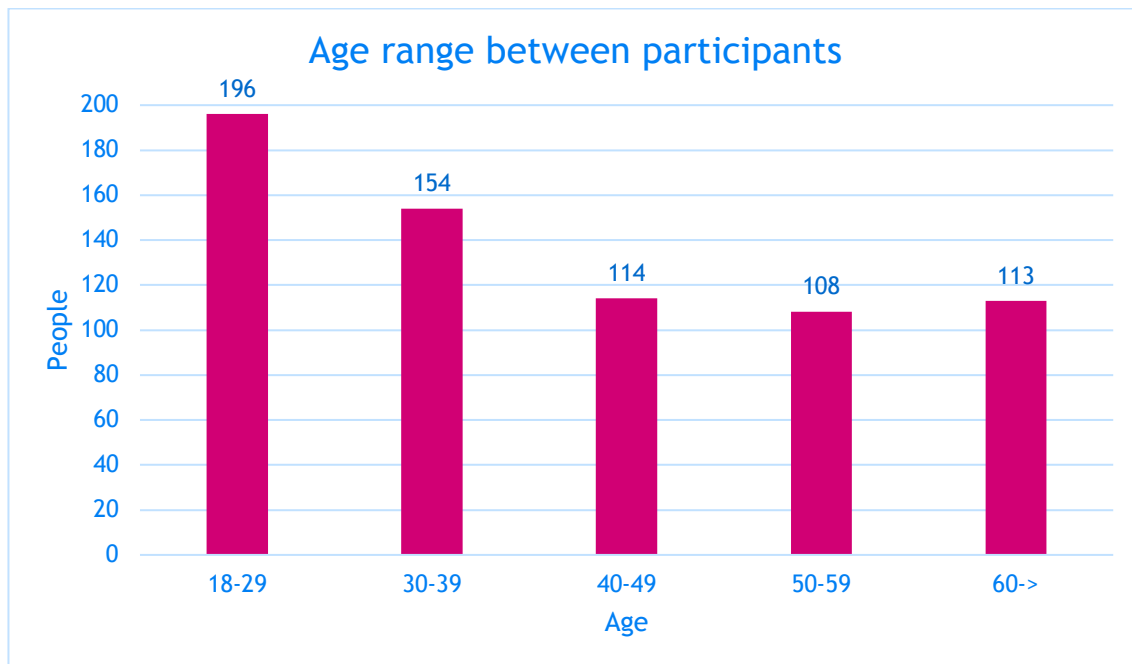


Figure 13 Age range between participants

The age groups can be divided based on the gender of the participant. In all age groups there were more women than men, smallest differences can be seen in age group of 30 to 39 years old where there were only four women more than men. Participants older than 40 were divided pretty equally between gender and age group.

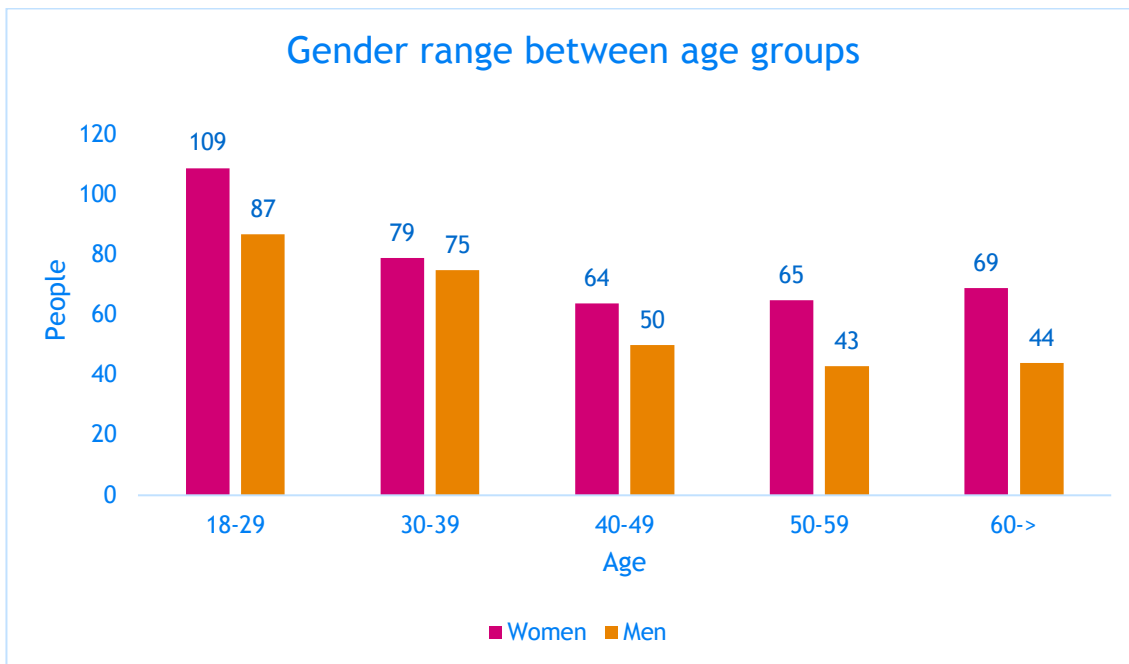


Figure 14 Gender range between age groups

In both men and women, the main contract type was a fixed term contract. Women had 286 fixed price contracts and 100 market priced contracts, compared to men's 195 fixed price contracts and 104 market price contracts. Women preferred a bit more fixed price contracts since they had 9% more fixed price contracts compared to men. The following graphs will show how the contract types were divided between male and female participants.



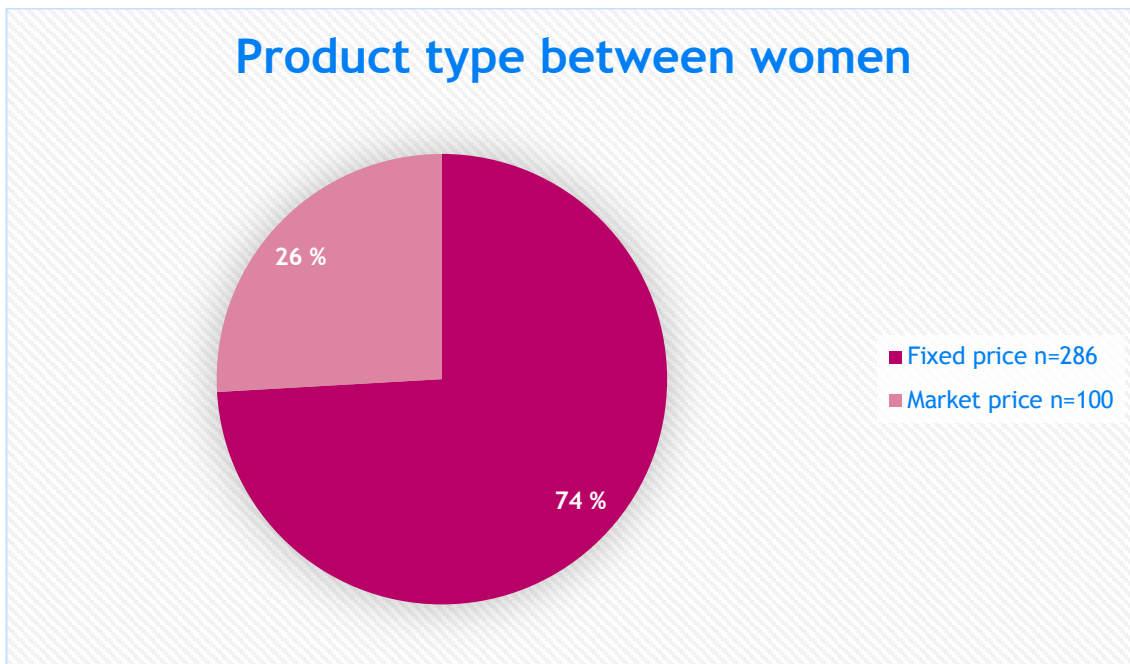


Figure 15 Product type between women

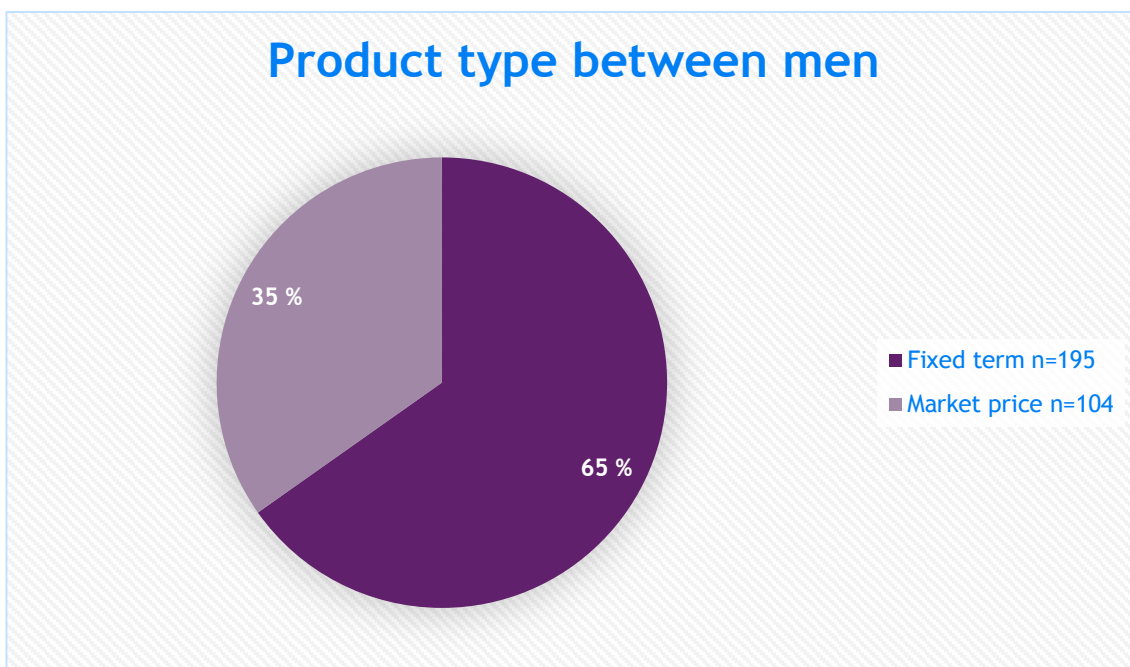


Figure 16 Product type between men

As the graphs before showed, in numbers there are more fixed term contracts, but when put in correlation with the gender and product type, the result is different. With women the result is similar with them having more fixed term contracts in percentage when compared to

the total number of fixed term contracts. But with men the percentages shift so that the men have more market price contracts in percentage when compared to the total number of market price contracts. The following graph will show you how the contract type differs between the genders.

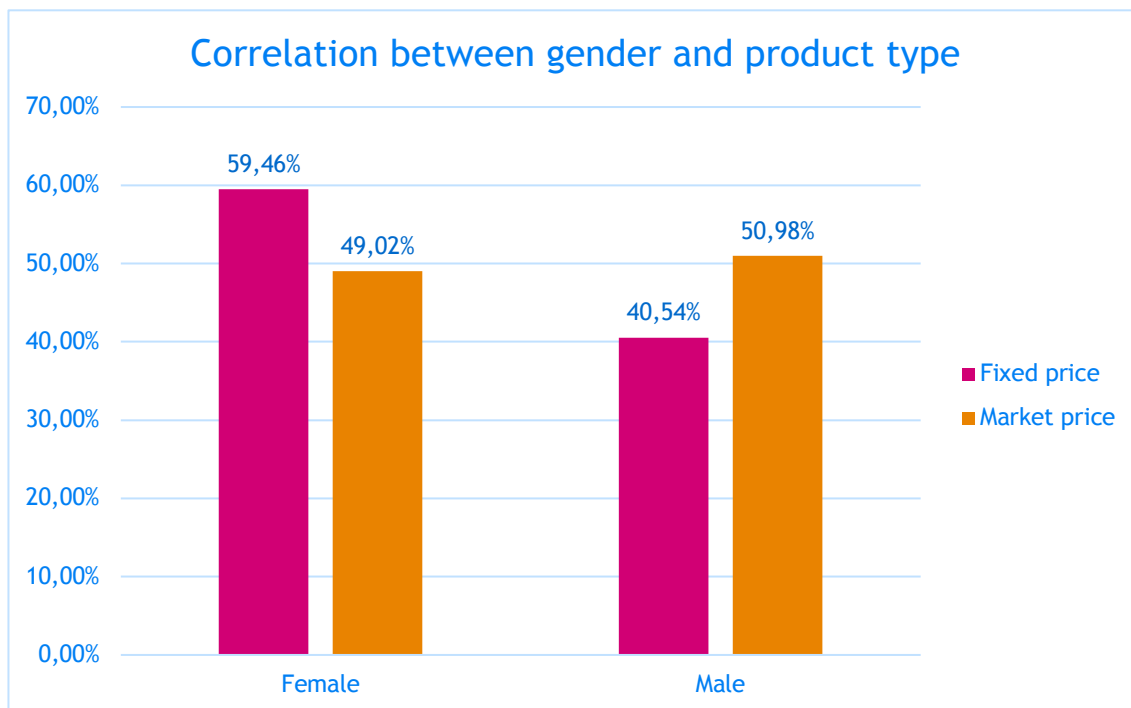


Figure 17 Correlation between gender and product type

### 6.3 Analysing

When looking at how the answers were divided between the participants, it was positive that 57% of the participants could not continue with Company X after their move because they did not need an electricity contract. It is important to find out if there still was a chance to get these participants to continue with Company X or was that impossible.

For Company X it is vital to find out how they can better their service and contracts because there were all in all 43% of the participants who could have continued their electricity contract after their move but chose not to because either dissatisfaction with service of product or because they got a better offer elsewhere.

Following subchapters will analyse participants answers in these different answer categories, based on their multiple-choice answers and also open comments they left. Participants will

be divided by their gender, age and product type to show if there are any significant differences between answer options.

### 6.3.1 Not needing an electricity contract

As it was said before, 57% of the participants chose the answer option of not needing electricity contract after their move. If looking at how the contract types were divided between gender in this answer option, there were no clear difference since both men and women had more fixed price contracts. Following graph will show how the contract types were divided by participants in this answer option.

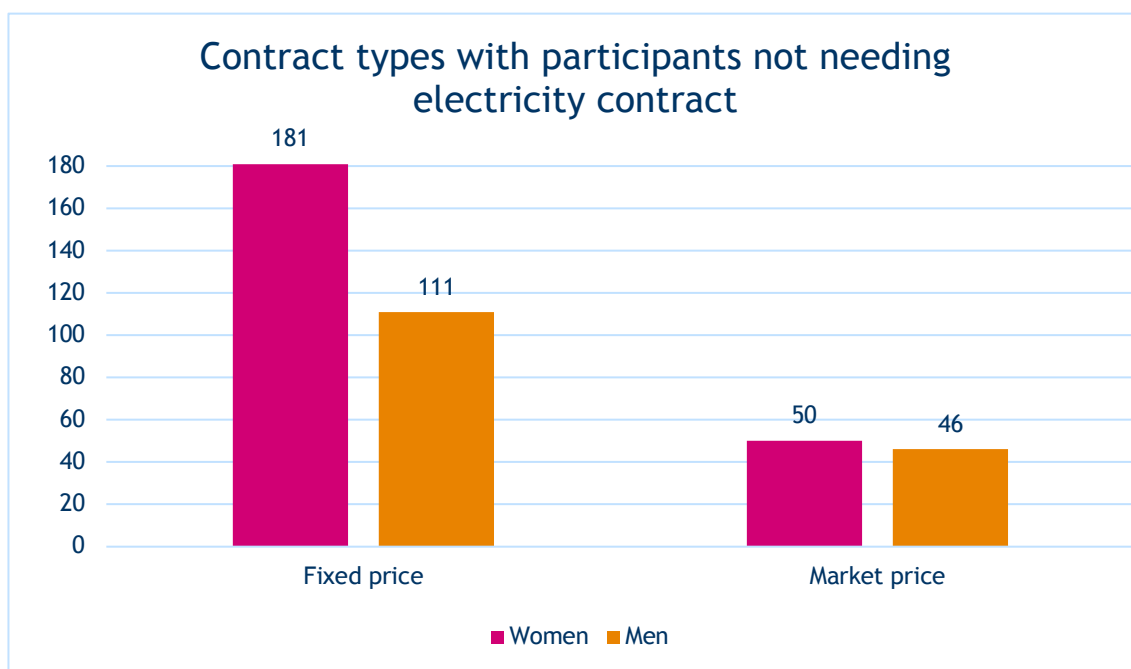


Figure 18 Contract types with participants not needing electricity contract

Open comments were left by 126 participants explaining why they chose that answer option as figure 7 showed that there were three main reason for not needing the electricity contract. Following sub chapters will open up some deeper reasons why the participants did not need an electricity contract after their move. Some of the open comments show that there might have been a chance to get these people to continue their contracts with Company X after their move.

#### 6.3.1.1 Electricity included in housing fees

It was positive to notice that 36% of the open comments state that they could not continue with the Company because had electricity included in their housing fees after their move. Some of the participants said that the electricity is included in their rent or there is integrated meter in their housing corporation, which means that participants pay their electricity with housing fees based on the consumption information that is gathered from the integrated meter.

These participants could not continue their contracts, but positively it was not linked to satisfaction with Company X based on the open comments.

#### 6.3.1.2 Another person in charge of electricity contracts

From the participants 24% said that they did not need an electricity contract because there was another person in charge of the contract in the household. These participants are potential because there was a chance that they could have continued with Company X. Most of the comments state that they had a spouse controlling the electricity contract after the move or there was another electricity contract in their new house.

These are opportunities since, during moving can people do some bidding for their electricity contracts, which means that some of the participants who said that their spouse is in charge the electricity could have continued with Company X if Company X's offerings would have been explained to the person in charge of the electricity contract.

All though in some comments there was said that the participant and their spouse did do some bidding for their electricity contract but chose another company, but if the company would have contacted them could they have continued with Company X.

#### 6.3.1.3 Property sold or rented

Around 8% of the open comments stated that they did not need an electricity contract because they have either sold or rented their house. In the comments it does not state that if there were a need for electricity company in another location, since many of these comments said that it was a summer house that was sold.

These participants could have been contacted and their electricity contract needs could have been mapped out and it would have been possible that they would have taken Company X's electricity contract in some other location.

#### 6.3.1.4 Development areas

Although the comments left by the participant in this answer option were positive, there were also some development areas pointed out. These participants could have stayed with the company after their move but chose not to, because of the following reasons.

One of the participants pointed out that they have got another electricity company in other locations for a long time where they have been satisfied which is the reason why not choosing Company X after the move. This shows potential for Company X, since the reason for not staying with the company was not that the participant would have been unsatisfied. If the participant would have been contacted there would have been a chance of continuing with the company. If the reasons of why the other company was better than Company X could have been mapped out, needs and wants of the participant taken care of, might have the participant continued with Company X.

Few participants commented on the quality of contracts and the service that is provided by Company X. It was pointed out by one participant that to better the customer satisfaction there could be a yearly report on how the electricity market is doing and how the prices are affected. This participant seems to need reassurance that the company is taking care of its customers, by giving electricity market information. If customers have a market price contract, Company X does have a value-added product that does include electricity market portraits. If the customer's needs would have been mapped thoroughly could there be a chance of continuing with the company after the move.

Also, there was a comment about the company providing online services where customers could check their electricity bills. If there would have been such a service could that participant possibly have continued with the company.

### 6.3.2 Unsatisfied with the service

Participants who left comments saying they were unsatisfied with the service were low on quantity but high on quality, meaning that there were fewer participants in this category, but they left very descriptive feedback. From the participants there were more men that had a market price contract and women with fixed price. Following graph will show how the contract types were divided by participants in this answer option.

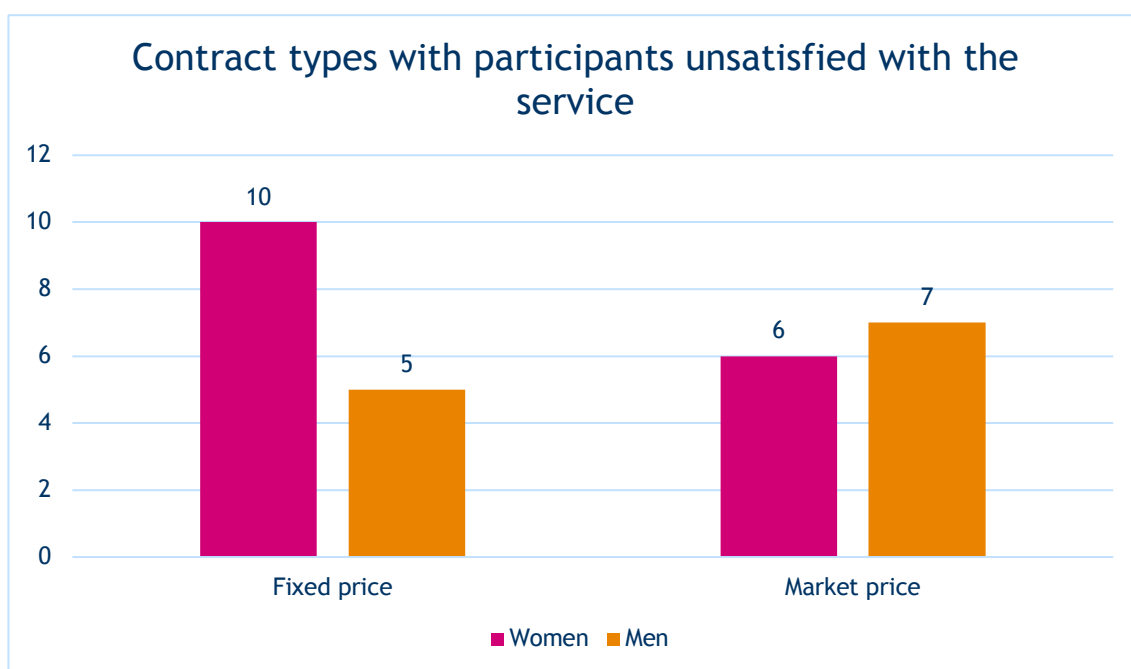


Figure 19 Contract types with participants unsatisfied with the service

Most of the comment were about billing and how disorganized it seems to be, there were no clear line linked to the participants contract type. Participants wanted billing to be more transparent, bills to be formatted better and an online service where customer could review their bills. These comments were in a positive note, but following points were not so.

Participant pointed out that if payed accidentally few euros less than the invoice sum was, the invoice went to debt collection and had to be paid with collection fees. One participant also commented on the problems that have occurred in the billing service with the company, where the customer did not get an invoice for a half a year and then got a huge one containing more than two months of electricity, which is the normal billing period. In situations like this should these customers be contacted by the company to find solutions that would make the customer happy.

In some of the comment about billing was there also some dissatisfaction about customer service. It was said that the answer times in customer service are too long. One participant had called many times to customer service with no answer and also left a call-back request that was never answered. This should not happen since customer service should be the part where the customers dissatisfaction is turned to satisfaction when their needs and problems are solved.

Few participants left also comments about customer service regarding contracts. One participant commented not know that their fixed term had ended with the company, and their prices had gone up, and because of that they decided to continue with another company. This shows that there has been a problem with the customer retention part of the sale. Customer had not been contacted about the contract term ending or the contact try have not been successful. All though if the customer did not get any phone calls about the contract term ending do all customers get an offer of a new fixed term contract either as a letter or in email before the end of term.

Figure 9 show that there was more fixed term fixed price contract but still there were 28% ongoing fixed term contract that should have been changed to fixed term to possibly prevent them leaving the company during moving.

One participant also pointed out dissatisfaction regarding not having the option to change contract type during fixed term. In this participants case might there have been insufficient need mapping during sale since the company does have a value-added product that makes contract type change during contract term possible. Possibly if this value-added product would have been introduced to the customer would the participant staid with the company.

### 6.3.3 Unsatisfied with the product

There were only few comments with participants unsatisfied with their contract, this is explained since only 13 people chose this answer option. Mostly participants choosing this answer option were women, following graph will show how the contract types were divided by participants in this answer option.

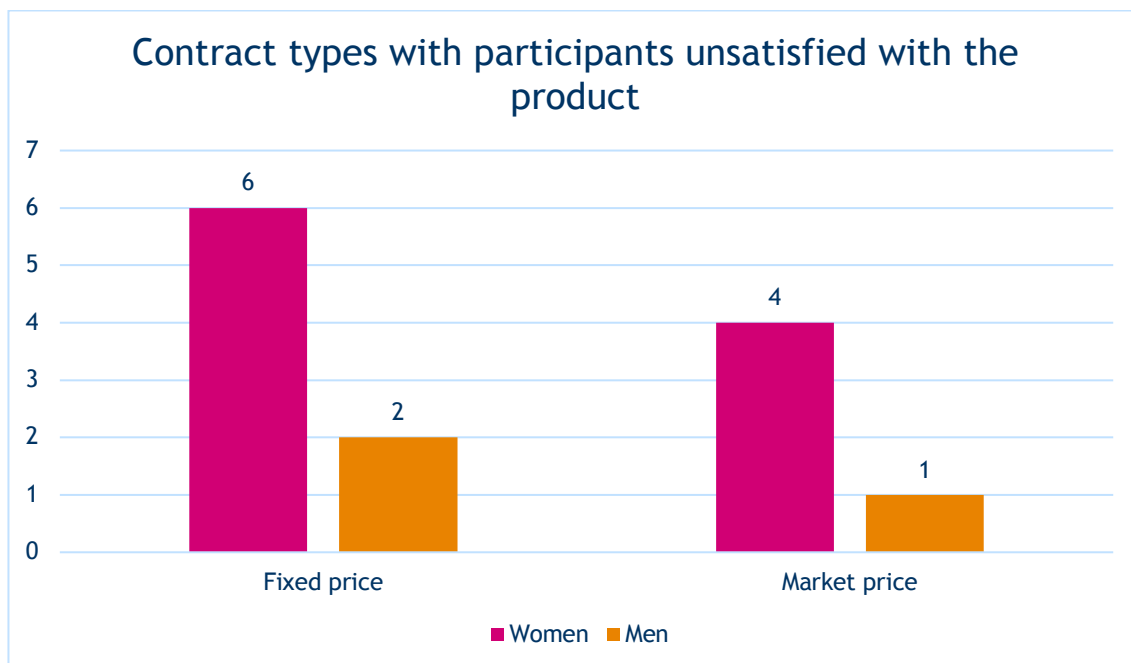


Figure 20 Contract types with participants unsatisfied with the product

Mostly open comments in this answer option were linked to grid companies. One participant said that to have continued with the company, should have the electricity invoice from Company X and grid company come in one invoice, instead of two separates. This cannot yet be done since there are many technical issues regarding combining these two electricity invoices, right now mostly only grid companies who also sell electricity can have these invoices combined.

One participant seemed to have a summer house that does not have electricity consumption overall the year, and when making the contract with the local grid company there would not be any fees from the time when there is no consumption. This is currently not possible with Company X, since all of their contract have a basic fee that will be billed even though there would not be any consumption in certain months. The customer could have stayed with the company if there would have been a contract that was designed to location that do not have consumption every month of the year.

These comments show the potential since their problem with the product was not exactly linked to the company as there were other factors regarding the dissatisfaction. The problems that the customers had with the company are in longer term fixable, but it does not give the answer if the customer would have continued with the company if there would not have been those issues.



#### 6.3.4 Getting better offer elsewhere

Electricity contracts are open to competition which means that customers can choose their own electricity company and the local grid company handles the electricity transformation. As one can see in figure 5, 37% of the participants in this survey changed the company during moving because they got a better offer elsewhere.

Women in this category had mostly fixed price contract and a smaller quantity of market price contracts, and the same was with men but they had a bit more market price contracts in comparison with fixed price than women. Following graph will show how the contract types were divided by participants in this answer option.

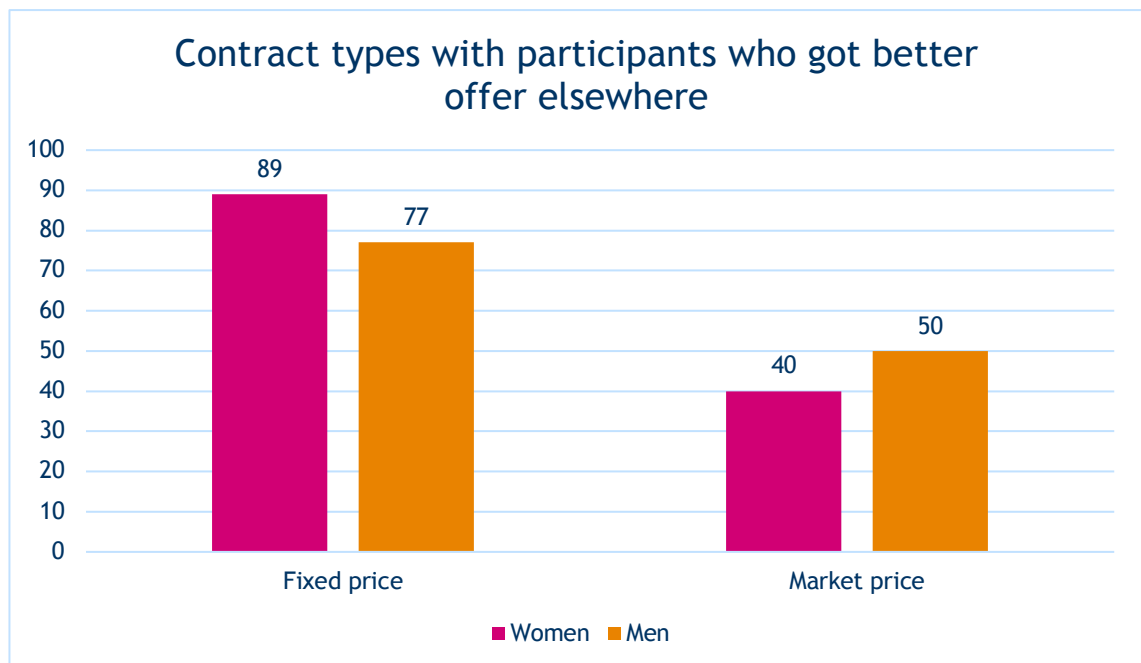


Figure 21 Contract types with participants who got better offer elsewhere

Many of the participants in this category also made comment about changing their electricity contract to their local grid company to get only one invoice containing all of the electricity fees. Some deeper reasons for the change can be found in the comments, an answer why they chose not to continue with Company X other than prices.

There were few comments regarding the electricity contract itself. One participant pointed out that the price fluctuations in the market priced electricity contract came by a surprise, and that the main focus when choosing electricity contract was price. This means that there might have been a problem when the market price contract was sold to the customer since the price fluctuations were a surprise for the customer. In market price contract it is important to look the electricity prices from a longer period, such as a year or two years. Since there can be months where the price is higher but when looking at the longer period, the average price can be much lower when compared to other contracts.

Some comments about product were just saying that the prices should be lower, and they chose another company only because they got a better offer. These types of customers do not seem to have customer loyalty, meaning they do bidding for their electricity contract whenever it is possibly, when fixed term is ending and during moving. Their priority seems only be the price and if there is another company that do have a lower price will they take that contract.

If looking at figure 8 it can be seen that there were 70% fixed price contract and only 30% market price contracts between all the participants. From the comments that were saying that the only reason for leaving the company was price, 67% had a fixed price contract. Other 33% had market price contract that seemed to have changed to a fixed price contract to another company if the market price contract had expensive prices in their mind. If examining these comments and participants contract types, it seems that the problem in the contract in fixed price is the high electricity cost and with market price contract might the participants lacked the knowledge of how the market price contract works or gotten a better fixed price contract from another company.

Few comments also were regarding of the value-added products that some customers have with their electricity contract. One participant thought that the value-added product in the contract was a hoax, feeling betrayed by the company. This could have been avoided if the customer would have been contacted and the sale call would have been checked to make sure that the sale was done properly. The customer could have changed opinion of the value-added product if the it would have been explained properly.

#### 6.3.5 Having a fixed price contract

As it can be seen in figure 10 there were more fixed price contracts in quantity between the participants in different consumption groups. It is important to find out if there are any differences in participants answers based on their contract type, gender, age and consumption.

Since the open comments have been analysed in previous subchapters, now the focus is on finding differences with people unsatisfied with either product or service, and who got a better offer elsewhere. In the following sub chapters are women's and men's answers categorized between gender, age and product type.

#### 6.3.5.1 Women with a fixed price contract

Firstly will the women's answers be divided by their yearly consumption and see if there are any significant emphasis between the consumption groups.

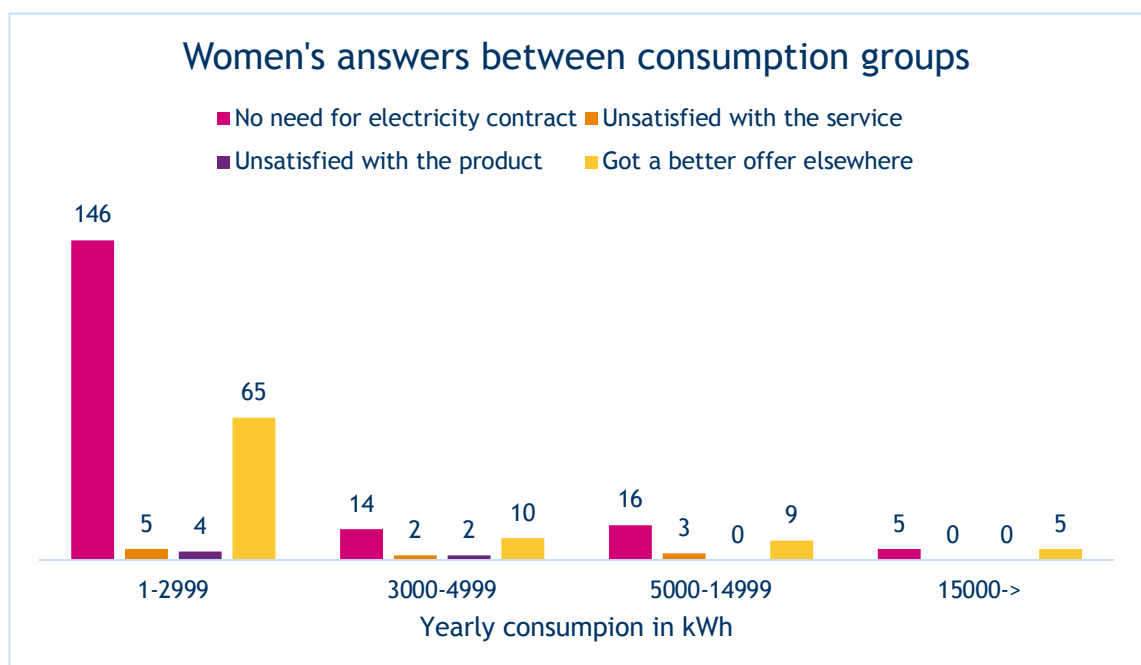


Figure 22 Women's answers between consumption groups (Fixed price)

How the answers are divided shows great potential, since mostly there are unsatisfaction with participants who have a lower early consumption than 3000kWh. Especially women who had higher consumption than 15000kWh left the company only because they either did not need an electricity contract or they got a better offer elsewhere. In all consumption groups the main reason for not continuing with Company X seemed to be that there was no longer need for an electricity contract.

There results show that some customers might not understand electricity market very well. Since 65 women with less than 3000kWh yearly consumptions left the company because they got a better offer elsewhere. People with smaller early consumption the price of the

electricity contract does not influence the bills as much when compared to higher consumptions. If these participants would have been contacted during moving and mapped their consumption predictions of the new apartment would they have continued if the relationship between consumption and price would have been explained thoroughly.

In comments by women in this section it can be seen that the price is priority for many. Some worrying comments show that there are some women who could have stayed with Company X if the electricity market would have been explained to them a little bit better. Since one of the comments stated that the person did not stay with Company X because the electricity transportation cost is too high, even though Company X is not a grid company and has nothing to do with grid company's prices. Also, one person thought that when moving one has to choose the local electricity company, which only can regard to the grid company not electricity company.

There were few women unsatisfied with service or product, but it can be seen to polarize to smaller yearly consumption groups. For Company X it can be seen positive since in general customers with higher consumption are most profitable for the company.

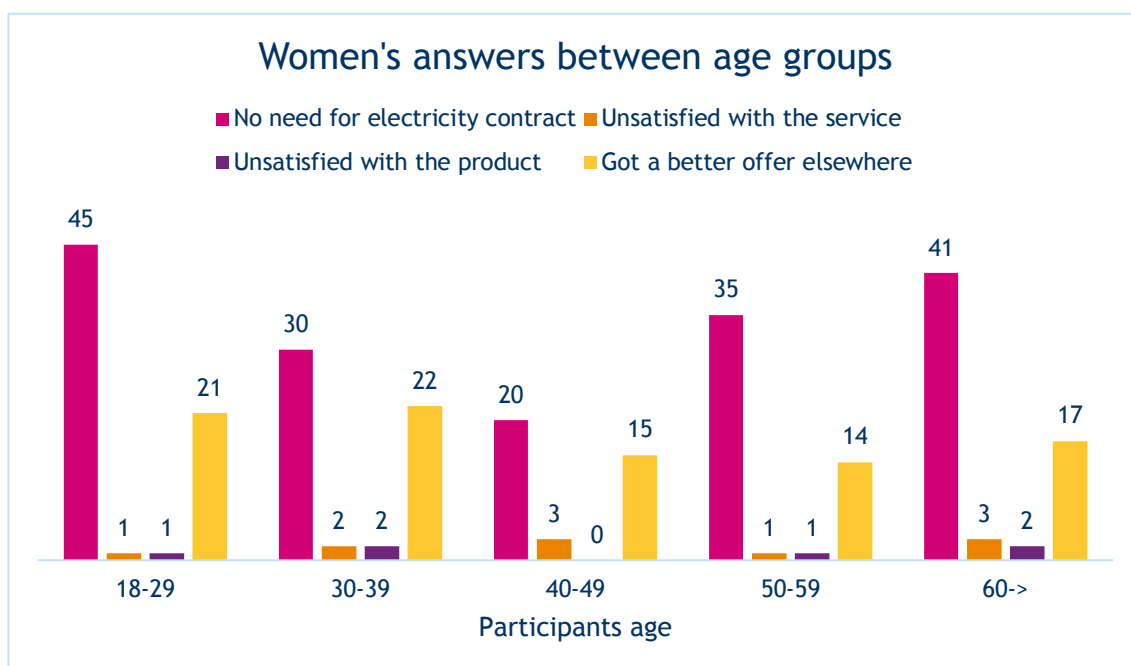


Figure 23 Women's answer between age groups (Fixed price)

Women had almost same polarization between all age groups that there were most answer saying that they did not need an electricity contract and after that the second most answered option was getting a better offer elsewhere.

Women saying that they got a better offer elsewhere had few deeper reasons, that were found in the open comments. Women under 30 years old seemed to have the priority in the electricity price but women older than that also said that beside the price they also changed because they got their electricity invoice combined with their grid company. Especially women older than 40 years old seemed to think that it was important to choose a local electricity company which is why they did not continue with Company X after their move.

The polarization with dissatisfaction with either service or product was pretty even in every age group, but when looking at comment there can be seen differences. Women younger than 40 years old seemed to have most problems with billing and call waiting times. But when looking older women, they seemed to prefer the local grid company because either the convenience with the invoices or because they did not get a contact from company X during moving.

Over all there were most differences in the consumption groups, especially focusing on women with smaller yearly consumption, but when looking at the age groups there were not that much differences between age groups and the answers. Between age groups there more differences when looking at the open comments.

#### 6.3.5.2 Men with a fixed price contract

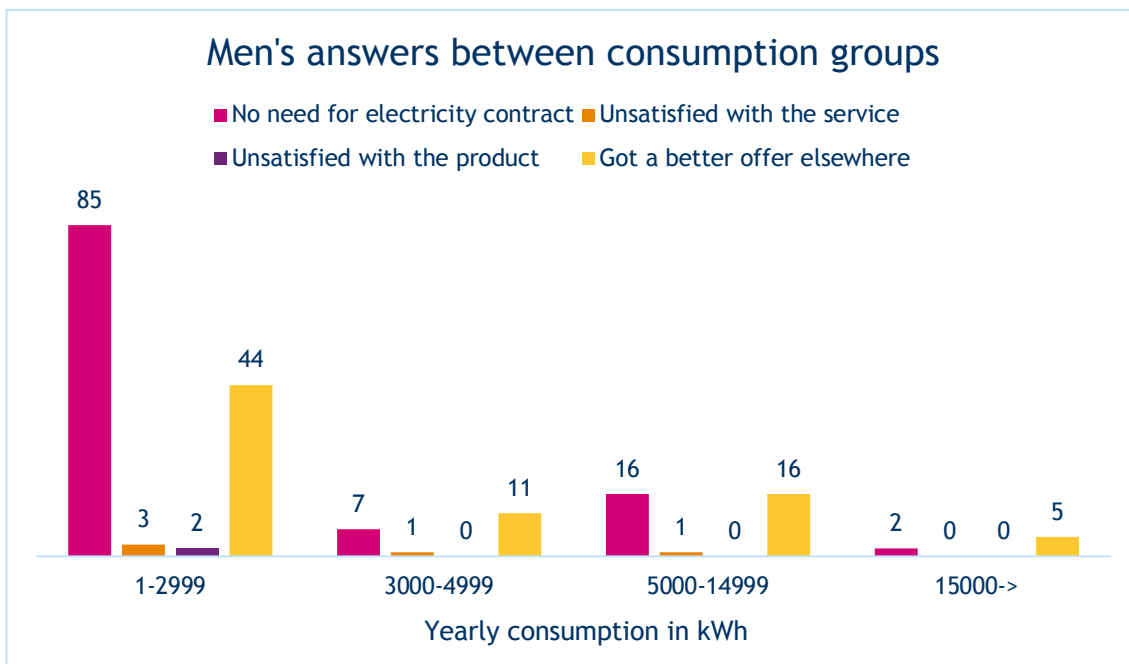


Figure 24 Men's answers between consumption groups (Fixed price)

Men's answers were divided very similarly if compared to women's, biggest differences between genders answers can be seen in with participants with yearly consumption over 3000kWh and less than 15000kWh. These differences will be opened in the following section.

There was no distinctive difference with men not needing an electricity contract when compared to women's answers. But men were not as unsatisfied with the service or the product since there were only two answers compared to women's seven. Also, there was a big difference between participants who did not continue with Company X because they got a better offer elsewhere. Between the participants with early consumption between 3000-14999kWh, was there 27 men who said that they got a better offer elsewhere if compared to the 19 women saying the same in the same consumption groups.

When looking at open comments left by men saying that they got a better offer elsewhere, were comments focusing on getting better prices in another company. One comment stated that he thought that market price contract sounded good which was the reason he decided not to continue with Company X. Clearly that person did not get any contact from Company X, since if his needs would have been mapped could he continued with Company X's market price contract.

It can be seen clearly that men were more prone to do bidding for their electricity contracts since the answer are more divided between consumption groups. Especially men who had

lower yearly consumption than 3000kWh over half chose another company because of the price. In women's answer there were no such polarization between the answer options.

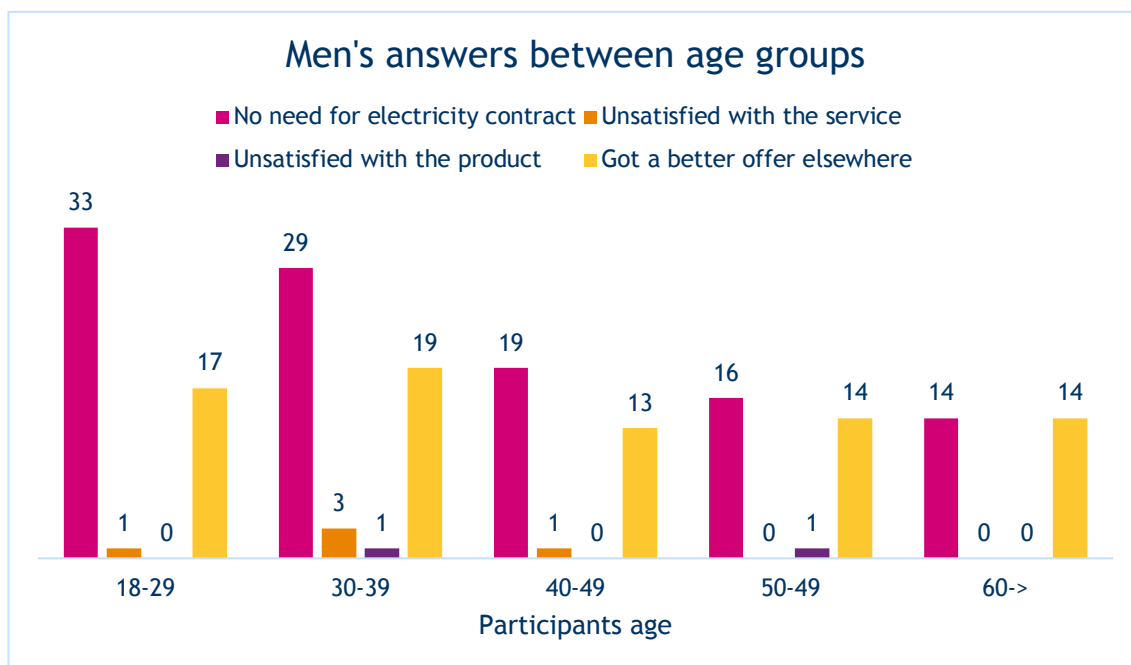


Figure 25 Men's answer between age groups (Fixed price)

Comparing men's answers to women's there can be seen a drastic difference with dissatisfaction with service or product and getting a better offer elsewhere. With men only in under 40 years old was the main reason for not continuing with the company not needing an electricity contract, after that there could be seen a slow decrease in that answer option and a slow increase in getting a better offer elsewhere.

Men with fixed price contract seemed to only prioritize the price when choosing got a better offer elsewhere if looking at the open comments. One comment from age group 18 to 29 stated that the electricity price and s-bonuses were the main reason for not continuing with Company X, but possibly if that person would have been contacted would he have continued if his possible yearly consumption and other needs would have been mapped and met.

Men seemed to have also less dissatisfaction with service or product when compared to women, and from the ones that answered in those categories only two left an open comment, stating their dissatisfaction with billing.

Overall, men with a fixed price contract seem to have a priority in the price of the contract, even though most answer were by men who have lower than 3000kWh yearly consumption. If

these men would have been contacted and their new houses yearly consumption expectancies would have been mapped and calculated how much would have been Company X's contract, some of these men could have continued with Company X after their move.

### 6.3.6 Having a market price contract

Even though in quantity there were more fixed price contracts, when put in comparison with the total amount of the contract type, as in figure 11, it showed that participants with higher yearly consumption than 3000kWh had more market price contracts in percentage. It is important to find if there are any differences between participants answers when their answers are categorized between gender, age and consumption group, mainly focusing on answer options of dissatisfaction on service or product or getting a better offer elsewhere.

#### 6.3.6.1 Women with a market price contract

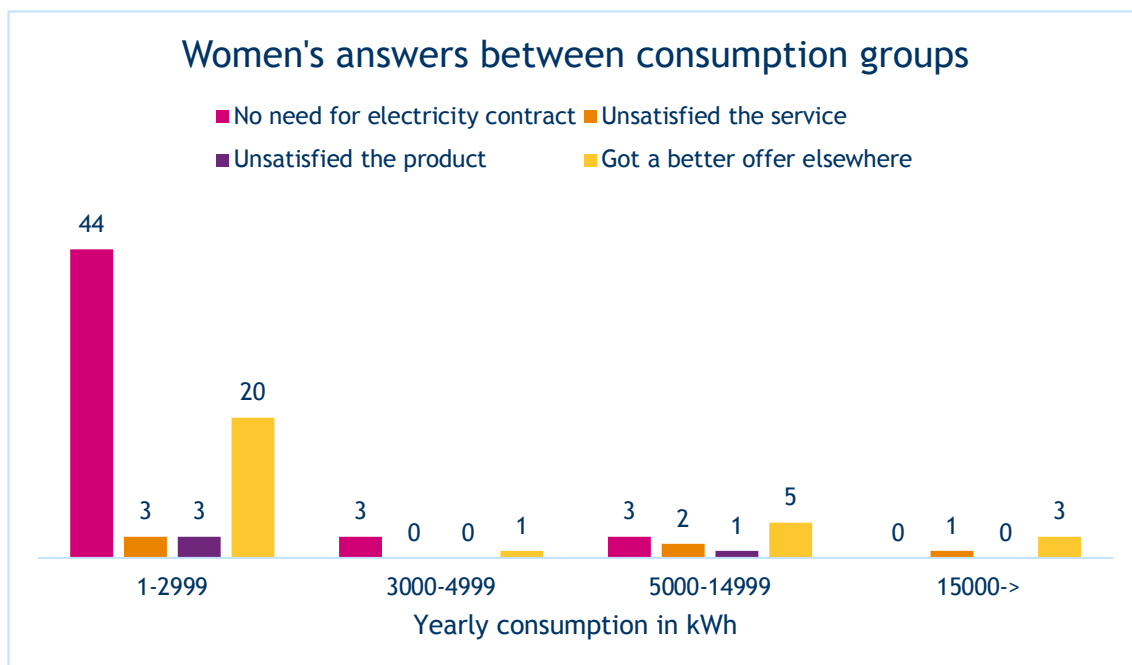


Figure 26 Women's answer between consumption groups (Market price)

In women's answers it can be seen that there are clearly more answers in every answer option between participants with lower than 3000kWh yearly consumption. Lowest amount of



answers is between consumption groups of 3000-4999kWh and higher than 15000kWh yearly consumption.

As for participants who were unsatisfied with the service or product, were located in consumption groups of 1-2999kWh and 5000-14999kWh yearly consumption. There were only 10 women with market price contracts that answered these two answers options, which is a low amount compared to other answer options.

Participants who said that they did not continue with the company because they got a better offer elsewhere were people with lower than 3000kWh yearly consumption. But if the that answer option was compared to others in a same consumption group, the result is different. Participants with 5000-14999kWh yearly consumption had five people saying that they got a better offer elsewhere, as to other answer options the amount was less.

All in all, still most participants did not continue with Company X because they did not need an electricity contract anymore, but there were significantly more participants saying that they got a better offer elsewhere. Based on the comments from women in this section the main reason seemed to be that another company contacted them and offered new contract which seemed good in their minds which was the reason they did not continue with Company X.

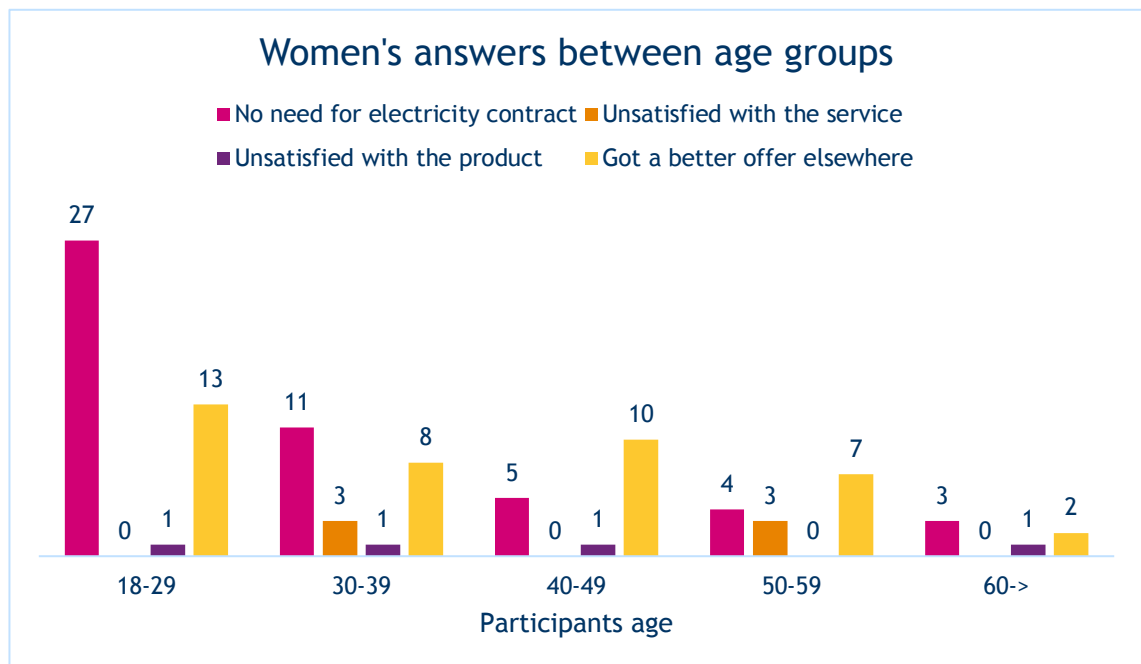


Figure 27 Women's answers between age groups (Market price)

When looking at how the answer were divided between age groups, it can be seen that women younger than 30 years old seemed to be otherwise happy with Company X, but did not stay with the company after moving because they did not need electricity contract, or they got a better offer elsewhere. If looking at other age groups there are more polarization seen.

Women between ages 30 and 39, had still most answer in not needing electricity contract but they had also most answer in dissatisfaction with service or product between all age groups. If looking the comments from the women who were unsatisfied with the service or product, were the open comments pointing out problems in billing, such as getting an electricity invoice including six months fees when normally it should be two months.

If looking at women who said that they got better offer elsewhere, were most answers in quantity in age group 18 to 29 years old women. But if put in comparison with all the other answer options in the certain age groups, it can be seen that women aged 40 to 49 had most answers when compared to other answer options in that age group. When looking at open comments from the women in this category, seems the price of electricity been the only priority when choosing the electricity contract, there was no mention of dissatisfaction in other aspects.

These result show that there were dissatisfaction with the company with women over 30 years old but younger than 60 and that women with a market price contract seem prioritize the price very high in all age groups, even if their yearly consumption were lower than 3000kWh. These women could have continued with the Company if the price and consumption equation would have been explained.

#### 6.3.6.2 Men with a market price contract

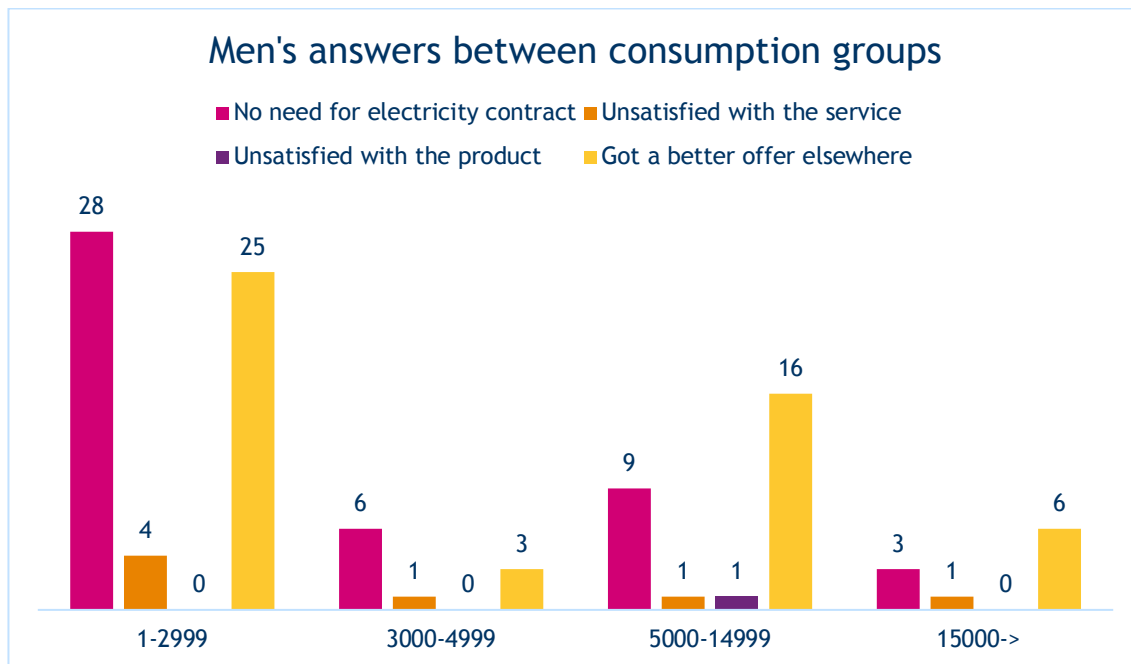


Figure 28 Men's answers between consumption groups (Market price)

Men's yearly consumptions were broader with market price contracts. But the significant difference when comparing to figures 22-24 is that men with market price contract had most answers saying that they did not continue with Company X because they got a better offer elsewhere. Only participants with lower than 3000kWh yearly consumption had more answer in another answer option.

If looking at the quantity in answers, it can be seen in figures 22-23 that there are more answers saying that the reason for not continuing with Company X was because getting better offer elsewhere. But in those figures the quantity in another answer options are also greater. In figure 25 it can be seen clearly that men who had market price contract with Company X mostly did not continue with the company because of the prices.

It is important to understand that the electricity prices in market price contracts are not fully decided by Company X, since the base electricity is based on the electricity market price. Company X can decide the margin in electricity price and the basic fee, but many customers might think that the all in all electricity price is managed by the electricity company.

In this case since the polarization with men with market price contracts is much higher when put in comparison to women or men with another contract types. The open comments will be analysed if there could be found something significant.

There were 19 open comments left by men with market price contracts in this answer option. Many of the comments stated that they would have continued with the company either if they

have gotten a contact from the company or if the prices would have been lower, in these cases a contact from the company with mapping of customers' needs and wants could have changed the situation. The comments did not open up anything other than the price was lower with another company, so there could have been other reasons for not continuing with Company X other than the price.

Two comments stated also that the market price contract was not very well known, so that the changes in electricity prices came as a surprise. Men with market price contract mainly changed the company because of the prices, but based on the comments they could have continued with Company X if there would have been a contact with the customer mapping their needs and wants.

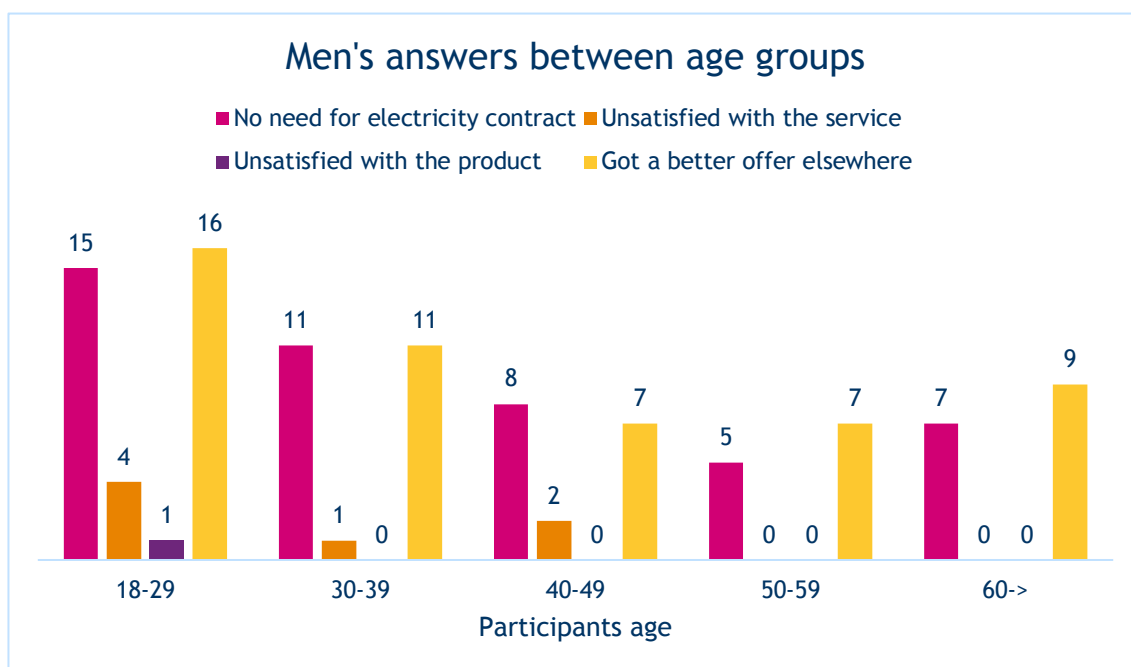


Figure 29 Men's answers between age groups (Market price)

If comparing these results to women's, there can be seen a great difference with participants changing the company because they got a better offer elsewhere. With men in every age group there were either the same amount or more answers in getting a better offer elsewhere if comparing to other answer options. This shows that men prioritized the price of electricity more than women.

The open comment show that men over 60 years old also had some confusion with the concept of a market price contract, since there were comments about not really knowing how the market price contract works and how the price was high, even though in this type of

contract the electricity price is not linked straight to the company. Younger men seemed to be more interested in the electricity price itself, knowing the concept of market price contract, but finding cheaper price elsewhere.

There were only one answer saying that they were unsatisfied with the product, which is a positive thing. And if compared to women there are only one more answer in dissatisfaction with the service and if looking at the open comments the dissatisfaction seems to be related to billing but with men also to overall satisfaction to the customer service.

Overall, in all age groups there were either even amount or a little bit more answer saying that they got a better offer elsewhere when compared to not needing an electricity contract. Only difference can be seen with dissatisfaction to service or product which focused on men younger than 50 years old. If looking at the consumption groups there can be seen most answer between consumption groups 1-2999kWh and 5000-14999kWh, with most answers in quantity of getting better offer elsewhere emphasizing especially to men with 5000-14999kWh yearly consumption.

#### 6.3.7 SWOT analysis

After analysing results of the survey and open comments left by the participants can there be made a SWOT analysis to simplify the results. Firstly, there will be a summary of the analysis and after that there will be more thoroughly explained the different parts of the analysis.

<p>Strengths</p> <ul style="list-style-type: none"> <li>• Value-added products with electricity contracts</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>• Billing problems</li> <li>• Call waiting lines long</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Customers who say they have other person in charge of electricity contract or their property is sold/rented</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>• Customers knowledge of electricity market</li> </ul>

#### 6.3.7.1 Strengths

Company X have value-added product that can be added to the electricity contract to bring more value to the customer. In the open comments could be found few comments stating the need for a certain value-added product.

If these customers need would have been mapped properly and the value-added product introduced, could the person have been more satisfied with the company. These value-added products bring not also value to the company but also to the customer.

#### 6.3.7.2 Weaknesses

Many of the negative comments were focusing on the problems with billing and call waiting lines, which are linked to Company X's customer service. As it can be seen in figure 4, the customer satisfaction is very high in Company X, but these negatives comments need to be taken seriously to be able continue having high customer satisfaction.

Billing problems are harmful for customer satisfaction especially if there are long call lines in customer service. Long call lines can also make Company X loose customers if they are planning on continuing their contract and becoming a customer and cannot get a hold of customer service.

#### 6.3.7.3 Opportunities

Participants who answered that they did not need an electricity contract after their move, showed great potential, especially when looking at the open comments left in that section. As it can be seen in figure 7 there were 32% people saying that the reason for not needing an electricity contract was because there was another person in charge of contract or because the property was either sold or rented.

These comments show that there could have been a change to get these people to continue with the company. Where there was another person in charge could that person be contacted, and their needs mapped out if there is a change to get them to take Company X's contract.

And for the people who sold or rented their property, the same mapping could have been done because there is no mention if there is another location where they have an electricity contact.

#### 6.3.7.4 Threats

When looking at the open comments there can be seen some lack of knowledge about the electricity market. For example, there were few open comments stating that the electricity transportation fees are high which was the reason to not continue with Company x during moving, even though the local grid company always handles the electricity transportation and not the electricity company.

Some comments were linked to the prices of the market price contract. For example, one customer had a fixed price contract with Company X and said that the reason for not continuing with the company was because of getting a market price contract in another company, even though Company X also has market price contracts.

Also, some customer who had a market price contract said that the prices were too high which was the reason for choosing another company. It is unknown if the customer understood the idea of a market price contract where the average electricity price means more than the few months price.

There were many customers who had a lower than 3000kWh yearly consumption and said that they got a better offer elsewhere. Depending on the new house's yearly consumption, with smaller consumptions the electricity price changes do not affect very much on the amount of the bill.

## 7 Development plan

Customers in the survey left open comments and based on them can be a development plan made. Many of the comments were regarding on the prices, but there were also many comments on billing, call waiting lines and one customer even said that a customer portal would be great for the company. When thinking about development ideas based on the feedback of the comments, was online customer portal the option that met many of the customer's needs. Customer portal would not only benefit the customer but also the company.

In the customer portal would customers log in with online bank login info because of the general data protection law. Customer portal would show relevant information to the customer right in the main page, there can be seen customer information, contract information, consumption information and invoices. The following figure shows a draft version on how the site would look like.

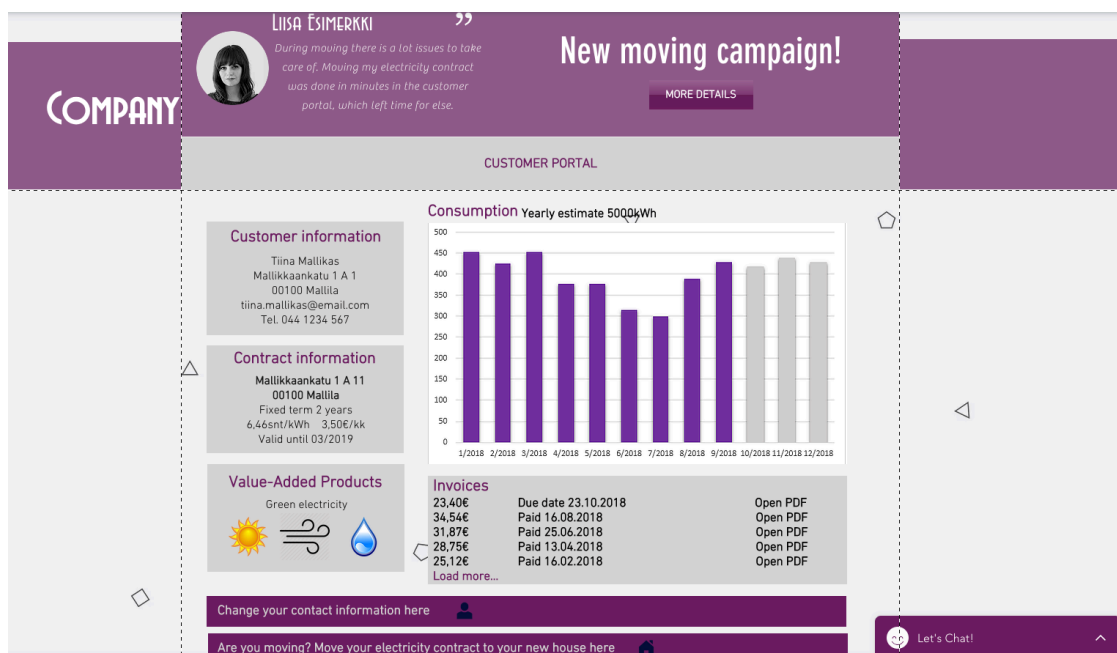


Figure 30 Customer portal main page

As one can see there is only one page where customer can see all the information, in the right side there are all the customer and contract information. In the middle there are invoices and consumption information where the customer can see actual consumption for past months and also estimates for the rest of the year. In the header there are relevant campaign information to attract the customers attention, in the picture shown as a moving campaign to get people to continue with the company during moving.

Customers can make some changes in the customer portal such as changing customer information, contract renewing and moving contract. If there are some issues that cannot be solved in the portal the customer there is no need to call the customer service, customers can use the chat built in the site. This will fasten customer service, since all the customer information is seen in both customers and customer services ends, and there is no more need to authenticate again when contacting customer service.

When thinking of the changes the customers can do themselves, can in the bottom of the main page be seen to options. First changing customers contact information and then moving



contracts. In the following figures are draft versions on how the page would look if the customer would like to edit contact information or move the contract to another location of use.

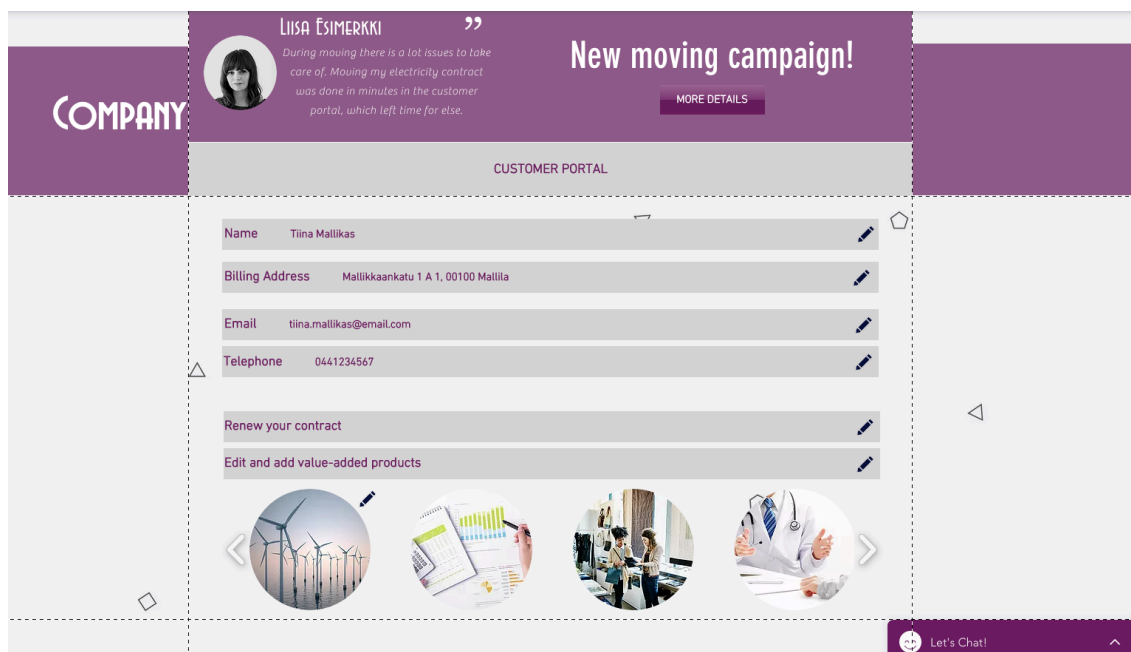


Figure 31 Customer portal - changing information

As it can be seen not only can the customers change their personal information, they can also renew their contract and edit or add value-added product. As it can be seen this draft version customer has green energy value added product, which is shown in the main page and in here. Customer would see here information about the value-added products and they could easily add another value-added product if wanted. The renew contract button would be seen for the customer if the current contract is ending in a half year, but there the customer would see the contract that is recommend but also other contracts if the recommended one is not right in the customers mind.

**COMPANY**

**LISA ESIMERKKI**

During moving there is a lot of issues to take care of. Moving my electricity contract was done in minutes in the customer portal, which left time for else.

**New moving campaign!**

MORE DETAILS

CUSTOMER PORTAL

Customer information	Contract information	Value-Added Products	Make changes
<b>Tiina Mallikas</b> Mallikkaankatu 1 A 1 00100 Mallila tiina.mallikas@email.com Tel. 044 1234 567	<b>Fixed term 2 years</b> 6.465nt/kWh 3.50€/kk Valid until 03/2019	<b>Green electricity</b> 	End date Change billing address SAVE

**Move your contract here**

Address (Metering point)

Billing address different from place-of-use address

Start day of contract   As soon as possible

Let's Chat!

Figure 32 Customer portal - Moving contract

Here can the customer end their contract during moving and give the new billing address in cases when the customer does not need an electricity contract anymore. When moving the current contract to the new address can the customer just fill out few information and then the contract is moved to the new house, the customer also needs to end their current houses contract if it is now longer needed.

This draft version would solve many of the problems the customers said in the open comments and would also benefit the company, since all customer information is shown clearly to the customer. Especially chat would be beneficial to the customer and the company, since the open comments stated that there were unsatisfaction with the call waiting lines.

## 8 Conclusion

In conclusion the survey showed great potential for Company X, since many did not continue with the company because they did not need an electricity contract. Still many of the customer seemed not have great knowledge of the electricity market, which was the reason they decided not to continue with the company even though they could have. This could have been fixed with customer service contacting the customer.

The issues that were presented in open comments were mainly fixable, such as billing and call waiting lines. The online customer portal would benefit not only the customer but also the company, and provide more customers continuing with the company during moving.

Some of the issues regarding the price could also be fixable if the information about the contracts and prices would have been presented to the customer, such as it would have been in the customer portal. Especially regarding to the comments about prices, could the information about value-added products have led to the customer staying with the company during moving.

If looking at the company's information, it can be seen that the customer satisfaction is high but still there are issues to fix to better the customer satisfaction more. After all the company thrives when the customers are satisfied.

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## Appendices

### Appendix 1: First appendix

1. Hei! Huomasimme, ettet jatkanut yhtiö X sähkö sopimusta muuton yhteydessä. Haluimme tietää, miksi vaihdoit sähköyhtiötä. Vastaa maksutta XX ja vastausvaihtoehto (esim. XX A). Vastanneiden kesken arvomme xx.xx.2018 100 € K-lahjakortin. Voittajalle ilmoitetaan henkilökohtaisesti. A) Sain paremman tarjouksen toiselta sähköyhtiöltä B) Olin tyytymätön tuotteeseen C) Olin tyytymätön palveluun D) Minulla ei enää ole tarvetta sähkö sopimukselle
2. Kiitos vastauksestasi! Kerrothan vielä, mitä olisimme voineet tehdä paremmin pitääksemme sinut Kotimaan Energian asiakkaana? Vastaa maksutta XX ja kirjoita perään palautteesi. T. Yhtiö X
3. Kiitos palautteesta! Tiesithän, että meidän asiakkaana voit tienata tunnin ilmaista sähköä joka päivä. Olet aina tervetullut takaisin. T. Yhtiö X