



PROJECT MANAGEMENT CASE STUDY

NISOURCE IMPROVES CUSTOMER EXPERIENCE WITH BILL REDESIGN

A survey to 2,300 customers leads NiSource to make much-needed updates to bill design.

The Challenge:

Customers had concerns about bill readability and NiSource listened. They started by conducting customer surveys and focus groups for feedback on how to redesign bills in the best format possible. The effort would impact all six states NiSource serves, a total of 3.4 million households.

Given the high visibility and volume of the project, NiSource relied on trusted partner HMB to manage the project's execution which impacted two billing systems and customer bills across six states.

The Client

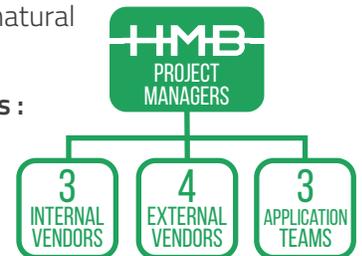
NiSource is a natural gas and electricity provider serving nearly 4 million customers across multiple states.

The Solution:

HMB's PM team managed internal and external vendors, and three application teams, including the HMB billing development team, to execute the bill redesign project across the NiSource natural gas and electric distribution footprint.

Over the course of the project the HMB-led team worked through the following milestones :

- Aligning on project timeline and budget with NiSource stakeholders - a monumental task for such a large-scale project
- Updating the bill design to work with two different customer billing systems and unique requirements for each state
- Creating and aligning on test cases for the redesigned bills and printing several hundred bills per state to verify bills were all production ready
- Ensuring payment processors were able to continue to capture bill data digitally after the bill redesign. Altering any existing integrations was considered outside of the project's scope
- Making sure NiSource's high speed printers and inserters are able to process the new bill format



The Results:

HMB kept true to 15-month project timeline and stayed within the project budget.

Additionally, the bill redesign resulted in fewer help-desk calls to NiSource and significantly higher customer satisfaction ranking from J.D. Power and Associates for all six states.

The Project Deliverables:

- New Bill Design
- Project Budget
- Project Plan
- Design
- Documentation
- Communication Plan
- Implementation Plan

