



BUSINESS INNOVATION PARTNERSHIP

EDESUR DOMINICANA, S.A, DOMINICAN REPUBLIC

Empowering the local workforce to improve customer service and operations to increase revenue

EDESUR was formed in 1999 after the unbundling of the Dominican Electricity Corporation. Its main function is to distribute electricity throughout the southern part of the country, including part of Santo Domingo. EDESUR currently serves more than 881,800 customers.

COUNTRY BACKGROUND

Electricity in the Dominican Republic was historically supplied by the Dominican Electricity Corporation (CDE in Spanish), a state-owned, vertically integrated utility. In 1999, a law was passed that divided the CDE into three generation companies, one transmission company, and three distribution companies. The Dominican Republic has more than eight gigawatts of installed capacity. Oil, diesel, and coal are the main sources of electricity, approximately 73 percent of total capacity. Small hydro, wind, solar, and biomass account for 11 percent of the energy mix. The Dominican Republic set a renewable energy target for 25 percent of the total energy generation by 2030. In 2021, clean energy generation accounted for approximately 16 percent of the 17,664 gigawatt-hours the country had consumed during the year.

On the distribution system, EDESUR is faced with high technical losses and high levels of unpaid electricity bills, reducing the amount of revenue collected. High retail tariffs, combined with low bill

PHOTO: EDESUR Dominicana, N.D.

collection rates contribute to a significant fiscal burden for the government through direct and indirect subsidies, and very high electricity costs for consumers. Customers experience prolonged blackouts and poor service quality.

IMPROVING CUSTOMER EXPERIENCE

Utilities today must prioritize digital transformation to meet the changing demands of their customers. When building a digital experience for customers, utilities must consider all customer interactions, including applying for service, billing, outage reporting, inquiries, and complaints. Every utility touchpoint should be available in a way that is easily and digitally accessible. A priority area for EDESUR's management is improving meter reading accuracy to reduce the number of estimated bills while improving customer satisfaction and reducing commercial losses. EDESUR focused their efforts on the digitization of customer interfaces to upgrade the customer experience.

BUSINESS INNOVATION PARTNERSHIP IMPACT

The Business Innovation Partnership (BIP) provided support from experienced facilitators, coaches, and utility mentors to two EDESUR teams. One team focused on streamlining business processes, while the other team strengthened EDESUR's change management capacity. Lean Six Sigma is a process improvement methodology designed to eliminate problems, remove waste and inefficiency, and improve operations to provide a better response to customers' needs. Lean Six Sigma's team-oriented approach has proven results in maximizing efficiency and dramatically improving profitability for businesses around the world. Using the Lean Six Sigma methodology, the BIP supported EDESUR to improve customer care processes and increase the number of paying customers, collections, and revenue. To achieve this goal, EDESUR developed a visual tool for documenting current customer service processes from beginning to end, providing a clearer understanding of the existing approach and the key stakeholders involved. During the BIP program, EDESUR redesigned its Service Philosophy, Integral Training Program and Customer Service Model, called "EDESUR LEAL". "LEAL" stands for Legal, Empathetic, Agile and Ready (Listo, in Spanish). More than three hundred commercial agents received specialized training on the new service philosophy.

With support from the BIP, EDESUR is building a stronger culture where diversity, equity, and inclusion for people with disabilities are foundational to improving customer service. A new Inclusive Service training module has been created where employees receive clear guidelines on how to approach service for customers with disabilities; whether visual, motor, hearing or cognitive. This module is taught by one of EDESUR's visually impaired employees. EDESUR has also ensured that each office has at least one person trained in sign language. So far nearly 80 employees received sign language training, which covers the majority of commercial procedure exchanges. EDESUR incorporated inclusive design into two new commercial offices that opened this year. These buildings are equipped to receive customers with motor disabilities with marked parking spaces, ramps, and accessible restrooms. EDESUR has strengthened their commitment to advance Diversity, Equity, Inclusion, and Accessibility (DEIA) principles by fostering a more inclusive work environment that values diversity, empowers individuals from all backgrounds, expands their customer reach, and reduces accessibility barriers.

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