
State Grid Shanghai Electric Power Company Document

GWSDSX (2019) No. 4

The State Grid Shanghai Municipal Electric Power Company Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service

To All Subsidiaries:

To thoroughly implement Xi Jinping's socialist ideology with Chinese characteristics in the new era and the spirit of the Nineteenth National Congress of the Party, comprehensively implement the work plan of the State Council on optimizing business environment, focus on changes in customer demand and bottlenecks in power supply service, intensify reform efforts, deepen and expand new measures for reform, continuously optimize the business environment of getting electricity, and further enhance the standard of power supply service, according to *The State Grid Shanghai Municipal Electric Power Company, Notice of The Company's Two-year Action Plan (2019-2020) to Continuously Optimize Business Environment and Promote Standard of Power Supply Service (GWSDSX (2018) No.1839)* and *The State Grid Shanghai Municipal Electric Power Company, Notice of Reform Measures of "5 Decreases & 5 Reduces" to Continuously Optimize The Business Environment of "Getting Electricity" (GWSDSX (2018) No.1838)*, Hereby formulate and

issue *The State Grid Shanghai Municipal Electric Power Company, Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service*. Relevant departments and units of the company are requested to comply with the implementation.

Appendix: The State Grid Shanghai Municipal Electric Power Company, Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service

The State Grid Shanghai Municipal Electric Power Company

January 16th, 2019

(The announcement shall be delivered to the headquarters and their subsidiaries of the receiving companies)

Appendix

The State Grid Shanghai Municipal Electric Power Company

Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service

1. Guiding Ideas

Guided by Xi Jinping's socialist ideology with Chinese characteristics in the new era, Shanghai Municipal Electric Power Company (SMEPC) fully implements the work plan of the CPC Central Committee and the State Council on deepening the reform of "Delegate, Manage and Serve" and optimizing business environment, practices the enterprise purpose of "People's Electricity Industry for People", complies with *The State Grid Corporation of China, Notice of The Company's Two-year Action Plan to Continuously Optimize Business Environment and Promote Standard of Power Supply Service (GJDWB (2018) No.1028)*, *The State Grid Shanghai Municipal Electric Power Company, Notice of The Company's Two-year Action Plan (2019-2020) to Continuously Optimize Business Environment and Promote Standard of Power Supply Service (GWSDSX (2018) No.1839)* and *The State Grid Shanghai Municipal Electric Power Company, Notice of Reform Measures of "5 Decreases & 5 Reduces" to continuously optimize the business environment of "Getting Electricity" (GWSDSX (2018) No.1838)*, adheres to customer-centered, consolidates the company's achievements in optimizing business environment in 2018, implements the reform measures of "Five Decreases, Five Reduces" to continuously optimize the business environment of getting electricity, and further enhances the level of "Getting Electricity" within the company's business scope. Hereby formulate the action plan.

2. Necessity of Implementation

At the first China International Import Expo, General Secretary Xi Jinping emphasized that we should "create an international first-class business environment" and "only a better business environment, no best one". The Shanghai Municipal Committee and the Municipal Government emphasize that we should closely focus on promoting reform and opening-up in depth, aim at the highest international standards and the best level, take advantage of the momentum and make further efforts to further strengthen the reform of business environment. State Grid Corporation of China (SGCC) points out that it is urgent, complex and long-term to accurately grasp the work of optimizing the business environment of getting electricity, solidify existing achievements, consolidate and upgrade the ranking of "Getting Electricity", and thus puts forward the *The Company's Two-year Action Plan to Continuously Optimize Business Environment and Promote Standard of Power Supply Service*.

SGCC summarizes the effect of the previous reform, goes all out to promote the

continuous optimization of the business environment of getting electricity, which is the new requirement of implementing the important directive spirit of the country to resolutely win the battle to optimize business environment; is an important support to help enhance the energy level and core competitiveness of Shanghai and build an excellent global city; is the best practice to fulfill the enterprise purpose of "People's Electricity Industry for People", carry forward the enterprise spirit of "strive to surpass, pursue excellence" and accelerate the construction of a world-class energy interconnection enterprise.

3. Working Goals

On the basis of earnestly evaluating the company's ten initiatives of "5 saves & 5 raises", SMEPC closely adheres to the main line of high-quality development, comprehensively implements the new reform measures of "5 decreases & 5 reduces". In two years, SMEPC will create an international first-class business environment of getting electricity with excellent service. SMEPC will cut the getting electricity procedures of high-voltage customers to four, reduce the average getting electricity time of 10kV customers to less than 60 days, and 35kV and above customers to within 150 days, and further decrease the cost of getting electricity. Meanwhile, SMEPC will cut the procedures to 2 for low-voltage small and micro enterprises, reduce the average time to less than 10 days and bear all the costs of getting electricity for small and micro enterprises. SMEPC will fully cover the reserve materials required for power access projects of small and micro enterprises and deliver within 3 days. Besides, SMEPC will implement the time limit system for construction of customers' power access projects, and in principle, the construction period of 10kV projects shall not exceed 30 days, while projects of small and micro enterprises shall not exceed 5 days. Additionally, SMEPC will fulfill that the average number of outages per household (SAIFI) and the average outage time per household (SAIDI) are respectively decreased by 3% in 2019 and another 3% in 2020. Finally, the rank of "Getting Electricity" will be steadily improved.

4. General Guidelines

To implement the work spirit of the superiors, guided by the evaluation criteria of the "Getting Electricity", actively construct a "customer-centered, market-oriented, strong front-end, big back-end" cross-professional collaborative mechanism, improve quality and efficiency of business expansion; to courageously explore, boldly innovate, continue resource integration, organizational optimization, process re-construction, and continue normalized management on optimizing the business environment of getting electricity.

5. Working Principles

5.1 Adhering to goal leading. To strengthen customer-centered, benchmark the highest international standards and advanced practices, with the goal of improving customers' satisfaction with "Getting Electricity", make efforts accurately, and make getting electricity more labour-saving, trouble-saving, money-saving, time-saving

and energy-saving.

5.2 Adhering to problem orientation. To strengthen problem awareness, focus on key factors such as procedures, time, cost and reliability of power supply, find out their own gaps and shortcomings, highlight the key points of rectification, implement precise measures, and continuously improve customer service level.

5.3 Adhering to innovation driving. To use new concepts, methods and technologies to drive service innovation, fundamentally promote service mode change, service means improvement, service process optimization, and continuously improve service capabilities.

5.4 Adhering to coordination between government and enterprise. To seize the opportunity of the municipal government's "Delegate, Manage & Serve" reform, actively integrate into the local work of optimizing business environment, promote the Shanghai government to issue more supporting policies, and solve the external environmental constraints such as route planning, licensing, electricity pricing mechanism, road excavation and construction.

6. Organizations and Division of Responsibilities

The company sets up a leading group and a working group for "Continuously Optimize Business Environment and Promote Standard of Power Supply Service".

Leading group:

Group leader: Qian Chaoyang

Executive deputy leader: Zhang Junli

Group members: Huang Liangbao, Niu Rutao, Ma Sulong, Xu ayuan, Liu Yunlong, Liu Zhuangzhi, Wu Yingzi, Pan Bo, Xie Wei, Lou Wei.

The leading group is responsible for making overall plans for the company on optimizing business environment and promoting standard of power supply service, making overall arrangements for major issues in the process of decision-making and coordinating related resources in accordance with *The State Grid Shanghai Municipal Electric Power Company, Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service* and the reform measures of "5 Decreases & 5 Reduces".

Working group:

Group leader: Liu Yunlong

Deputy group leader: Tang Yuezhong

Group members: Lu Shuang, Jiang Fengqing, He Ming, Li Haiqun, Yu zhongmin, Fang Lingfeng, Wan Shan, Sun Yangsheng, Huang Jiabin, Chen Jie, Ye Hongbo, Hua Bin.

The working group is responsible for fully implementing the decisions and deployments of the leading group, promoting and carrying out various specific works, supervising the internal implementation of work requirements and making reports the leading group regularly. The working group takes responsibilities to put forward with suggestions to the leading group for making decisions on the major issues in the progress of research work.

7. Work Contents

7.1 More Labour-saving

Expected results: By 2020, through reducing procedures, streamlining application documents, promoting on-line application, door-to-door and business agency service, customers of large and medium-sized enterprises will get electricity with "counter visit only once" and customers of small and micro enterprises will get electricity with "no counter visit".

7.1.1 Further streamlining the electricity connection procedures. Regarding 10kV and above customers, if applying capacity is 800kVA and below, procedures of "customer site investigation" and "power supply scheme reply" are combined; power supply scheme adopts the filing system; procedures of "contract signing" and "meter installing" are combined. Concerning low-voltage small and micro enterprise customers, procedures of "application acceptance" and "contract signing" are combined. In summary, the number of procedures of high-voltage customers involving external projects are streamlined to 4: "application acceptance", "site investigation and power supply scheme reply", "external construction" and "meter installing and power delivering". The number of procedures of high-voltage customers without external projects are reduced to 3: "application acceptance", "site investigation and power supply scheme reply" and "meter installing and power delivering". Procedures of low-voltage small and micro customers are still "application acceptance" and "meter installing and power delivering"; Electricity connection is still free of charge.

Target and Task: Revise *the Guidelines for Business Expansion* and adjust the operational authority of marketing system.

Leading department: Marketing Department

Cooperating departments: Development Department, Maintenance and Inspection Department and Scientific and Information Department.

Completion Time: By the end of January 2019, complete the revision of the *the Guidelines for Business Expansion*. By the end of February 2019, adjust the marketing system and strictly follow the new process.

7.1.2 Simplifying the procedures for getting electricity. By further sorting out the documents needed for power connection, customers shall not be asked to submit other proof documents except documents and certificates explicitly required in regulations. Existing customer documents or certificates are no longer provided if still valid.

Target and Task: make clear lists of documents submitted by customers of different

business types, and publish it to the public through business hall, “Power at Hand” APP, “One website all services” platform and other channels.

Leading department: Marketing Department

Cooperating departments: Scientific and Information Department.

Completion Time: By the end of January 2019.

7.1.3 Promoting 24/7 online service. Fully implement the “Internet plus” marketing service, provide “Online SGCC”, 95598 website and other channels to achieve online application, query process and evaluate service quality, reducing counter visits for customers.

Target and Task: Develop “Online SGCC”, unify online service platforms.

Leading department: Marketing Department

Cooperating departments: Scientific and Information Department

Completion Time: By the end of April 2019.

7.1.4 Providing reservation service. According to information from “Online SGCC”, “One website all services”, 95598 website and other sources, SMEPC can take the initiative to dock and actively carry out services in advance. For 10kV and above customers, SMEPC shall implement advanced service system to provide guidance of applying power connection for customers, especially customers of major projects in the city. As for low-voltage small and micro customers, SMEPC shall offer on-door service from customer managers to collect customer needs and documents.

Target and Task: Revise the guidelines for business expansion, increase requirement for advanced and on-door service.

Leading department: Marketing Department

Completion Time: From January 2019, according to the list of projects pushed by the Housing and Construction Commission, SMEPC carries out advanced service; by the end of January 2019, revision of the guidance for business expansion will be completed; from February 2019, advanced and on-door service will be implemented.

7.1.5 Providing business agency service. For large and medium-sized enterprise customers, especially large-capacity customers such as city-level and above industrial parks, according to customer needs, SMEPC will implement pilot projects that provide agency service such as path planning, license applying, market-oriented electricity sales, integrated energy service and so on.

Target and Task: Formulate guidance for business agency service for customers and implement pilot projects.

Leading department: Marketing Department

Cooperating departments: Construction Department

Completion Time: By the end of January 2019.

7.2 More Time-saving

Expected results: By 2020, through setting time limit for every procedure, optimizing authority of constructing supporting power grid projects, promoting the

government to streamline approval procedures, speeding up construction and business processing, realizing the average connection time of large and medium-sized enterprise and small and micro enterprises is no more than 60 days and 10 days respectively.

7.2.1 Setting time limit for procedures. According to the regulation (National Energy Supervision [2017] No.110), SMEPC further strengthens monitor and control of each procedure by the process management and control platform. By improving the whole process monitoring, early warning and evaluation mechanism and adopting systematic early warning, short message informing and other means, SMEPC reminds the manager to process procedures in accordance with the prescribed time limit. In 2019, the average connection time of 35kV and above, 10KV and low-voltage customers is no more than 160 days, 70 days and 15 days respectively; while in 2020, the time is 150 days, 60 days and 10 days respectively.

Target and Task: Revise *the Guidelines for Business Expansion*, adjust customers' requirement on connection time and add process early warning and short message informing.

Leading department: Marketing Department

Completion Time: By the end of January 2019, complete the revision of the *the Guidelines for Business Expansion*. By the end of February 2019, finish setting time limit for connection procedures and start obeying.

7.2.2 Providing pre-consulting service. Fully implement pre-consulting service for customers of high-voltage (capacity of over 800kVA and above) and residential complementary projects, grasp information of energy planning and production arrangement in advance, synchronously push information to Development Department, Maintenance and Inspection Department, Construction Department and other departments to start pre-work of supporting power grid projects. Guide customers to reasonably determine internal energy usage mode, distribution facilities capacity, location and layout. The Marketing Department tracks process of customer projects and initiates pre-formalities of power supply supporting projects in advance, and then starts formal application for power connection when customer formalities are completed and power demand is determined.

Target and Task: Revise *the Guidelines for Business Expansion* and add requirements of pre-consulting service from customers of high-voltage and residential complementary projects.

Leading department: Marketing Department

Cooperating departments: Development Department, Maintenance and Inspection Department, Construction Department and Scientific and Information Department.

Completion Time: By the end of January 2019, complete the revision of the *the Guidelines for Business Expansion*. By the end of February 2019, adjust the marketing system. From March 2019, Customer Service Center fully carries out pre-consulting service for major customers.

7.2.3 Simplifying approving of power supply scheme. For high-voltage customers whose capacity is 800kVA and below, power supply schemes are on-site replied; while for 800kVA and above, power supply schemes are jointly signed online or offline. For projects of constrained access to the grid, implement “access first, transform later” or transitional scheme with synchronous distribution network upgrade.

Target and Task: Revise *the Guidelines for Business Expansion* and add requirements of pre-consulting service from customers of high-voltage and residential complementary projects.

Leading department: Marketing Department

Cooperating departments: Development Department, Maintenance and Inspection Department and Scientific and Information Department

Completion Time: By the end of January 2019, complete the revision of the *the Guidelines for Business Expansion*. By the end of February 2019, adjust the marketing system. From March 2019, All subsidiaries and Customer Service Center fully carry out the policies.

7.2.4 Accelerating construction of supporting power grid projects. Dynamically adjust supporting project package size, implement a combined material supply mode of supplier storage, physical reserve and negotiated inventory and carry out quota reserve, demand-based acquisition and timely replenishment. The management mode of “monthly package construction project” and full coverage of reserve materials for supporting grid projects will continue to be implemented. Further expand the procurement scope of negotiated inventory for 10kV and above projects. Promote integrated bidding and procurement of research design, design and construction, and construction materials. Implement time limit mechanism for power connection and supporting grid projects .

Target and Task: Revise *the Guidelines for Business Expansion*, add dynamic adjustment of supporting project package size, integrated bidding and procurement and requirement of full coverage of reserve materials for small and micro enterprises, adjust construction time of power connection and supporting projects, and improve management of supply of materials for high-voltage connection and “monthly package construction project”.

Leading department: Marketing Department

Cooperating departments: Development Department, Construction Department and Procurement Department

Completion Time: By the end of January 2019, complete the revision of the *the Guidelines for Business Expansion*. From February 2019, All subsidiaries, Customer Service Center and Material and Equipment Company fully implement the policies.

7.2.5 Promoting the government to optimize the licensing process. For low-voltage power connection projects, SMEPC promotes the government to use register system for excavation and other administrative approval. For 10kV high-voltage projects, approving time of excavation and other administrative approval should be regulated in

accordance with the time limit of low-voltage projects. As for 35kV high-voltage projects, the time limit of approving time should be executed accordingly.

Target and Task: Promote the government to formulate policies to optimize the licensing process.

Leading department: Marketing Department

Cooperating departments: Construction Department

Completion Time: By the end of February 2019.

7.2.6 Increasing the efficiency of meter installation and electricity connection. For common high-voltage customers, SMEPC simplifies the content of completion inspection, focuses on checking equipment connected with the grid, cancels checking of customers' internal non-grid-related construction quality, operation rules and regulations and safety measures. After inspection completed, the electricity is turn on. For micro and small enterprises with direct condition for meter installation, meter installation and electricity connection shall be finished during site inspection; for projects with supporting grid construction, meter installation and electricity connection shall be finished the day that external construction is completed.

Target and Task: Revise *the Guidelines for Business Expansion*, edit relevant regulations of completion inspection of common customers.

Leading department: Marketing Department

Completion Time: By the end of January 2019, complete the revision of the *the Guidelines for Business Expansion*. From February 2019, All subsidiaries and Customer Service Center fully implement the policies.

7.3 More Money-saving

Expected results: By 2020, through expanding investment interface, optimizing power supply schemes, promoting classical design and general materials, continuously decrease the cost of getting electricity for large and medium-sized enterprises, and electricity connection is still free of charge for low-voltage small and micro enterprises.

7.3.1 Formulating the investment interface division of business expansion. SMEPC undertakes the 110 kV and 220 kV projects of substation interval fee, expansion cost of the substation bays, cost of the non-customer used electricity pipe expansion, and cancels the drilling fee of the power line.

Target and Task 1: Formulate *the Guidelines on Investment Interface Division of Business Expansion for 220kV and 110kV Customers*.

Leading department: Development Department

Cooperating departments: Construction Department and Material and Financial Department

Completion Time: By the end of December 2018, complete the formulation of the *the Guidelines for Investment Interface division of Business Expansion*. From January 2019, All subsidiaries and Customer Service Center fully implement the policies.

Target and Task 2: Announce the cancelation of Charging customers the cost of

Drainage hole occupation fee.

Leading department: Marketing Department

Cooperating departments: Development Department, Construction Department and Financial Department

Completion Time: By the end of December 2018, complete the announcement of the cancelation. From January 2019, All subsidiaries and Customer Service Center fully implement the policies.

7.3.2 Raise the standard of external capacity. Open full access to the grid resources, promote the preparation of power supply scheme through the application of information technology. For high-voltage customers, further optimize the external capacity standard combined with the local grid carrying capacity.

Target and Task: Revise *the Technical Guidelines for non-resident high-voltage customers Business Expansion*.

Leading department: Maintenance and Inspection Department

Cooperating departments: Marketing Department, Development Department

Completion Time: By the end of January 2019, complete the revision of the *the Technical Guidelines For Non-resident High-voltage Customers Business Expansion*. From February 2019, All subsidiaries and Customer Service Center fully implement the policies.

7.3.3 Providing the guidance on typical construction of customer projects Provide free typical design of substation construction, enhance the guidance on the substation construction to promote the civil quality, enhance the technical guidance and inspection on distribution of important customers.

Target and Task 1: Formulate *the Typical Design of Substation Construction*, formulation *the Inspection Standard of Distribution Substation Construction*.

Leading department: Maintenance and Inspection Department

Cooperating departments: Development Department

Completion Time: By the end of March 2019, complete the formulation of *the Typical Design of Substation Construction* and *the Inspection Standard of Distribution Substation Construction*. From April 2019, All subsidiaries fully implement the standard.

Target and Task 2: Formulate *the Technical Guidance and Inspection on Distribution Substation of Important Customers*.

Leading department: Marketing Department

Cooperating departments: Maintenance and Inspection Department, Equipment Department, Dispatch and Control Center.

Completion Time: By the end of March 2019, complete the formulation of *the Technical Guidance and Inspection on Distribution Substation of Important Customers*. From April 2019, All subsidiaries fully implement the standard.

7.3.4 Improving the electricity piping usage. According to *The State Grid Shanghai Municipal Electric Power Company guidance on underground electricity tunnels*.

Straighten out the ongoing electricity piping process management and reduce the design time and lower the getting electricity cost of 220kV and 110kV customers.

Target and Task: Revise *the Guidelines for Business Expansion*, add the process management of electricity piping.

Leading department: Marketing Department

Completion Time: By the end of January 2019, complete the revision of *the Guidelines for Business Expansion*. From February 2019, All subsidiaries and Customer Service Center fully implement the standard.

7.3.5 Help decrease usage cost. SMEPC will continue deepening the "1+N" comprehensive energy services. For large and medium-sized enterprises, SMEPC provides energy efficiency diagnosis, equipment maintenance, multi-energy complementary, improving the efficiency of power consumption and reducing customers' costs. For small and micro enterprises, SMEPC provides smart guidance and help reduce the cost.

Target and Task: Revise *the Guidelines for Business Expansion*, add "1+N" comprehensive energy services requirement.

Leading department: Marketing Department

Completion Time: By the end of January 2019, complete the revision of *the Guidelines for Business Expansion*, and implement the pilot project.

7.4 More reliable

Expected results: Through the implementation of the reliability improvement of urban distribution network and rural electrification project, SMEPC builds reliable grid structure, enhance the health level of the equipment, optimize the operation mode, accelerate the speed of fault clearing and promote the ability of non-outage operation.

7.4.1 Improving precision management of grid planning and construction.

According to the local economic development and changes in electricity demand, SMEPC will adjust the construction plan of distribution network in real time to ensure the grid meets the local needs. In order to build a strong, brief and unified network structure, SMEPC shall improve information interaction capabilities and self-healing ability to withstand various types of accident risks to increase network reliability.

Target and Task: Launch the improving project on promoting power supply reliability, and build the world-leading urban distribution network by 2020.

Leading department: Development Department

Cooperating departments: Maintenance and Inspection Department, Construction Department and Financial Department

Completion Time: From 2019, carry out upgrading projects on promoting power supply reliability.

7.4.2 Improve the lean management level. Fully summarize the power-saving experience in the "CIIE" and build the "Smart Supply" mode. Construct a future-oriented "Cloud" power-supply IoT, support the self-perception of equipment

status and the accurate control of maintenance intelligence. Promote the practical application of automatic distribution system, carry out the cloudification renovation of the master station. Strengthen the integrated monitor and unified management in the low-voltage distribution, implement rapid locating and processing the malfunction. Refine the construction of the service center, reduce the outage-repair plan, avoid the outage's repetition and frequency, enhance the reliability of the power distribution for customers.

Target and Task : In 2020, Shanghai shall fully realize a complete coverage of distribution automation and achieve the urban distribution's reliability rate of 99.99%. Establish a lean operation and maintenance system with a central brain of distribution service center.

Leading department: Maintenance and Inspection Department, Development Department.

Cooperating departments: Scientific and Information Department.

Completion Time: By the end of December 2020.

7.4.3 Accelerating the efficiency of fault clearing. SMEPC could accurately locate the fault point and capture the involving range of the outage through a panoramic monitoring which can make a smart fault judgment on operation of the distribution system, and post the latest information to customers about power cut and rush-repair status by SMS, APP and WeChat etc., SMEPC could perceive the power failure by means of transformer meter and smart meter, and improve the efficiency of emergency repair and shorten the outage time fully taking advantage of the resources integration of distribution automation system.

Target and Task: By means of Access ID identification, voice recognition and repair path planning etc., reduce the processing time to less than 45 minutes in grid troubleshooting.

Leading department: Maintenance and Inspection Department

Cooperating departments: Marketing Department, Dispatch and Control Center, Financial Department.

Completion Time: By the end of June 2019.

7.4.4 Applying the live line work. Increase the technical cooperation with Tokyo Power Grid and expand the application of complex non-outage operation, vigorously develop the bypass operation and integrated live line work, study special topics on the application of live line work in large projects such as "overhead line to cable" project and insulation transformation etc., phase out the scheduled maintenance involves customer projects and reduce the customer interruption in maximum by promoting the 0.4kV live line work

Target and Task : The rate of electricity connecting without power outage reach above 95% in 2019

Leading department: Maintenance and Inspection Department

Cooperating departments: Dispatch and Control Center, Marketing Department, Financial Department and Enterprise Association Department

Completion Time: By the end of December 2019.

7.5 Better customer service

Expected results: By 2020, sharing data with the government, ensuring transparency and openness of getting electricity information, enhancing the closed-loop management and control mechanism of customer consultation, comment evaluation and service improvement, so as to raise the level of service and improve customer experience.

7.5.1 Sharing information with government departments. SMEPC shall develop the data interface between its own marketing system and the government's platform to automatically obtain customers' information such as business license, project approval documents, excavation permits, etc., so that customers are able to apply for electricity with any valid qualification certificate.

Target and Task: Complete the development of data interface with government's "One Website All Services" platform.

Leading department: Marketing Department

Cooperating departments: Scientific and Information Department

Completion Time: By the end of April 2019, complete the development of system interface; from May 2019, start pilot projects of "One Certificate to Get Electricity".

7.5.2 Ensuring transparency and openness of getting electricity information. Through online and offline channels such as business hall, "Online SGCC", "One website all services" platform, etc, SMEPC shall publicize and update information such as grid resources, electricity tariff, service process, operation standards, commitment time, etc., and push information of service process to customers in real time.

Target and Task: Complete information updates of electricity tariff, service process, operation standards, commitment time, etc. Develop real-time information push system for business processing.

Leading department: Marketing Department

Cooperating departments: Scientific and Information Department

Completion Time: By the end of January 2019, complete online and offline public information updates; By the end of February 2019, complete system development of information push function.

7.5.3 Strengthening closed-loop control of the whole process. The whole process of business expansion, management and construction of supporting grid projects will be integrated into the information disclosure & real-time management and control platform. SMEPC will fully utilize the power supply service command center, strengthen supervision and control over quality and efficiency of cross-disciplinary collaboration in online electricity application, business expansion projects, supporting grid projects and so on.

Target and Task: Adjust the information disclosure & real-time management and control platform, achieve full coverage control and regularly compile analysis report.

Leading department: Marketing Department

Cooperating departments: Scientific and Information Department, Development Department, Construction Department, Maintenance and Inspection Department, Procurement Department and Dispatch Center

Completion Time: By the end of March 2019, complete the system adjustment. From April 2019, regularly publish monitor and analysis report. By the end of December 2019, finish multi-dimensional evaluation reports of customers, power supply enterprises and third-party organizations.

7.5.4 Creating a good atmosphere for electricity service. SMEPC carries out internal training for all employees and establishes service concepts. SMEPC strengthens communication and contact with governments, news media and the public, actively publicizes typical practices of optimizing getting electricity business environment through press conferences, official websites, network media and other channels, and creates a good external atmosphere.

Target and Task: Carry out internal training and extensive publicity through social media.

Leading department: Marketing Department

Cooperating departments: Human Resources Department and Public Relations Department

Completion Time: By the end of February 2019, complete the company's internal training; In April and May, complete media publicity.

8. Implementation Plan

8.1 Preparation Stage (November 2018 to January 2019)

It mainly includes improving relevant management systems, technical guidelines and information systems, perfecting the content of publicly publishing information, formulating customer business agency rules, compiling customer internal construction cost guidance, clarifying the investment interface of business expansion projects, launching pilot projects of comprehensive energy service, promoting the government to implement relevant policies, implementing investment plans for grid supporting projects, and determining business agency pilot projects, etc.

8.2 Organization and Publicity Stage (January 2019 to February 2019)

8.2.1 Publicizing *The State Grid Shanghai Municipal Electric Power Company, Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service* and comprehensively launching relevant works.

8.2.2 Organizing and carrying out promotion and training of new version of documents and propaganda, strengthening operation training of system personnel, improving professional knowledge level of grass-roots staff and preparing for investigation on "Getting Electricity".

8.2.3 Publicizing specific measures, practices and experience of continuously optimizing business environment and promoting standard of power supply service through the company's portal website, promotional corridors, venues and social media, etc, so as to create a good atmosphere of optimizing business environment.

8.3 Comprehensive Implementation Stage (February 2019 to December 2019)

All subsidiaries shall carry out works in accordance with the relevant requirements of *Action Plan of Continuously Optimizing Business Environment and Promoting Standard of Power Supply Service*.

8.3.1 Making full use of customer information collected by the government's "joint work platform", industrial parks, etc., and carrying out advanced service.

8.3.2 Strictly implement the documents and regulations of "5 Decreases & 5 Reduces" reform measures, making customer feel more convenient, efficient and trouble-saving.

8.3.3 Actively cooperating with the government and industrial parks, strengthening communication and improving promotion mechanism.

8.3.4 Enhancing internal coordination and management mechanism, improving internal communication and work efficiency; strengthening quality of advance service and time limit control and truly realizing the transformation from "waiting for customers" into "looking for customers".

8.4 Summarizing and Consolidation Stage (January 2020 to December 2020)

8.4.1 All units shall summarize the implementation of documents, regulations and opinions issued by the company and compile a summary report.

8.4.2 All units shall complete the third-party evaluation and put forward suggestions and measures for improvement, optimization and promotion based on the evaluation results.

8.4.3 All units shall comb typical projects, take these projects as model, establish standard operation template, and perfect normal operation and management mode of business expansion projects.

9. Work Requirements

9.1 Strengthening organization and leading. All units shall attach great importance to incorporating the optimization of getting electricity business environment into the "Leader" project, set up special working groups, normalize the work of optimizing business environment; adhere to customer-centered and market-oriented, improve the "Market Department Do the Replying" trans-department coordination mechanism and

promote quality and efficiency of business expansion; actively explore, boldly innovate, integrate resources, optimize organization and re-construct process.

9.2 Implementing responsibility for work. All units shall refine specific measures, clarify key tasks, responsible persons and completion time according to the action plan; learn from advanced experience of other units, continue to innovate service, and keep consolidating service effectiveness and improving rank of "Getting Electricity" index. Relevant departments of the company shall actively guide subordinate units to refine implementation plans, optimization of authority, system adjustment and so on.

9.3 Strengthen supervision and inspection. All departments of the company shall make good process control and follow-up supervision, focusing on the implementation of issued documents. Customer Service Center shall strengthen customer consultation, focusing on customer perception as well as outer-system processing and other issues. All units shall establish regular meeting systems to follow up progress of projects, coordinate and solve problems, and analyse and control service quality and effectiveness.