Executive Summary

The local distribution company industry in Ontario reflects a decade of amalgamations, consolidations and acquisitions. Moving forward, the landscape will continue to change and increased consolidation and competition will emerge in various aspects of our business. As such, we clearly see an opportunity to leverage ‘customer experience management’ in order to deliver exceptional service and quality to our customers and stakeholders. These opportunities are encapsulated in our 2012 Customer Experience Plan and enable our vision of a customer-centric organization, focused on delivering ‘...reliable power and related services safely and efficiently to support our customers’ quality of life...’

The PowerStream Customer Service Strategy is to achieve excellence in customer service in a progressive manner that balances customer needs with the ability to develop and implement tools, products, services, processes and innovations that fulfill customer requirements. To achieve this objective, we need to transform organizational behavior and conventional business processes for managing customer interactions. Ultimately, we need to adopt the belief that the customer shapes our business drivers. As such, the research, design and implementation of customer service solutions, requires a collaborative approach with customers and stakeholders.

At the core of the 2012 strategy are five strategic focus areas that prescribe a suite of people, process and technology oriented solutions. These areas are:

**Operations**
To ensure satisfied customers through operational excellence, robust customer communications and the provision of customer feedback opportunities.

**Reporting**
To ensure that quality reports are provided that meet the needs of all stakeholders and to facilitate process improvement.

**Employee Management**
To ensure that we have an engaged, empowered, satisfied and productive customer service team.

**Regulatory**
To ensure that we are fully compliant with all OEB and provincial codes, regulations and requirements as they pertain to the delivery of customer products and services.

**Change Management**
To ensure that we create a seamless and successful change integration of processes, tools and innovations as they relate to the delivery of customer service.

The outcome of this strategy will enhance our Customer Service to include business processes, tools and innovative technology that will strengthen our ability to provide exceptional customer service and quality. From a customer experience perspective, we will modernize our consolidated and ageing systems to scale to future increased customer demands. Our processes and data will be integrated and enabled by powerful business intelligence tools that will tie information between our customers, smart meters, smart grid, and our internal and external operations. The sum of these outcomes will reflect people, processes and technologies that support business agility and respond to increasing customer demands.
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1 Our Organizational Strategy

Strategic Mission
Why We Exist

To deliver reliable power and related services safely and efficiently to support our customers’ quality of life, and to provide value to our shareholders and the communities we serve.

Strategic Vision
What We Want To Be

We will be a socially responsible company, committed to the environment and sustainable growth, leading the way into the future with boldness, innovation and industry best in class performance.

Strategy

By 2020, we will build on our core electricity distribution business to become Ontario’s premier integrated energy services provider.

Values
What We Believe In

Respect, Teamwork, Performance, Accountability, Initiative

CEO’s Guiding Principles

The following principles provide a set of guidelines that help us to define and deliver the customer experience:

- Treat every customer as if they had a choice
- Provide customers with an emotional experience:
  - How do we want them to feel after interacting with us
  - How do we get them to feel that way
- Develop the tools, products, services, processes and innovations to:
  - Support the emotional customer experience
  - Support product and service innovation
  - Grow the business
  - Develop the PowerStream brand
2 Our Customer Service Strategy

Customer Vision

We are the customers’ preferred choice for information, innovation, advocacy and leadership in the services we provide.

Customer Mission

We deliver accurate, timely, safe, innovative and professional customer service in an environment which, fosters a positive and collaborative culture, supports the company and achieves a high level of customer satisfaction.

Alignment to the 2012 Strategy Map

Customers:

C1 - Provide Professional Customer Service
C2 - Foster Conservation and Sustainability

Processes:

I1 - Optimize Core Business Processes

Foundation:

E1 - Be a Best-In-Class Employer
E2 - Ensure a Safe and healthy Workplace
E3 - Build Integrated Technology Platforms

3 Our Customer Service Standards

PowerStream is obligated to provide specific services to customers per the Electricity Act, as outlined in its Electricity Distribution Licence, subject to the following Codes, and Licensee Rate Order, as approved by the Ontario Energy Board (OEB):

- Affiliate Relationships Code for Electricity Distributors and Transmitters
- Distribution System Code (DSC)
- Retail Settlement Code
- Standard Supply Service Code

The DSC requires that every Distributor produce its own Conditions of Service (COS) document, which communicates the types and levels of service available to customers. The Distribution Activities section contains references to services and requirements that are common to all Customer classes. This section
covers items such as Rates, Billing, Deposits, Hours of Work, Emergency Response, Power Quality, Available Voltages and Metering.

The **Customer Class Specific** section contains references to services and requirements specific to individual Customer classes. This section covers items such as Service Entrance Requirements, Delineation of Ownership, Special Contracts, etc.

The COS form a comprehensive set of service standards that are followed and applied by all departments and staff at key customer contact points, as required by the DSC and PowerStream’s operating license.

Refer to the Conditions of Service for further details.

4 **IDENTIFICATION OF KEY CUSTOMER GROUPS**

Identification of key customer groups is required to determine and understand the unique needs of customer segments. Once these are determined, PowerStream can tailor product and service offerings to meet the specific needs of individual customer groups. Market research is being conducted by the CDM and Customer Service groups in 2012, to determine key customer segments and requirements, utilizing the results of four studies:

**B2B Profiling Study**

Sector: Medium to Large Businesses (over 50 kW)
Objectives: Survey – Identify key contact at facility, obtain key profiling information and determine attitudes towards conservation

**Awareness, Satisfaction, Attitudes (ASA) Tracking Study**

Sector: Residential, Small Business (under 50kW) and Medium to large Business
Objectives: Survey – Identify program awareness, eligibility, intention to participate, program satisfaction and other program specific metrics. Establish Customer Segmentation as it relates to improving on customer service opportunities, inclusive, but reaching further than energy conservation. Establish an enduring process to continue to capture customer sentiment for customer service.

**Segmentation to Consumption Study**

Sector: Residential
Objectives: Survey/data mining – Link each segment of the consumer market on factors relevant to electricity use (consumption and participation).

**Understanding the Channel Study**

Sector: Mechanical Contractors, IT Contractors, Industrial
Objectives: Focus groups – Understanding the relationship between customer and channel partners, understanding the decision making process and barriers to program uptake.

**NOTE:** Ongoing work will continue in 2013, to expand the range of market research to include additional customer segments and requirements to ensure an enduring program.
5 STRATEGIC FOCUS AREAS

The following customer service drivers will be used to develop project plans to enhance the customer service experience.

**Operations Goal**  ▶ Satisfied customers! Successful completion of the billing/collections cycle. Delivering appropriate and timely communication options (Social media, telephone, web-based).

**Reporting Goal**  ▶ Quality reports that meet the needs of all stakeholders.

**Employee Management Goal**  ▶ Engaged, satisfied and productive team.

**Regulatory Goal**  ▶ We are fully compliant.

**Change Management Goal**  ▶ Seamless and successful change integration.

6 VOICE OF THE CUSTOMER

**Customer Satisfaction Survey** - PowerStream implements an annual Customer Satisfaction Study using both qualitative and quantitative survey methodologies. The industry environment, trends and customer sentiment are assessed to develop appropriate survey strategies. Key findings (including data and analysis related to meeting current customer needs and expectations and analysis of customer comments related to future customer needs and expectations) are identified and a recommendation implementation strategy is determined by key stakeholders. Common elements allow for baseline tracking of current/future customer needs/expectations; topical elements help to identify emerging (i.e. future) Customer needs/expectations.

**Customer Contact Centre** - The Customer Contact Centre (CCC), Customer Information System (CIS) and document management system (FILE NEXUS) allows customers to speak to customer service staff to provide input on their specific needs, seek assistance and/or give feedback on a variety of subjects from account management through ‘operational’ type interactions. The extensive Notepad capability offered in the CIS system, and the FILE NEXUS system, are used to capture and record all customer contact, providing an ongoing history and related information, which is used to support and resolve customer issues and provide feedback. The coding of calls, by category, allows PowerStream to track, analyze, prepare for and/or respond to issues in a timely and effective manner.

**Corporate Website** - PowerStream’s corporate website is used in a variety of ways to: provide reference information on a large variety of subjects (e.g. rates, conditions of service, conservation and demand management initiatives, electrical safety) for customers seeking assistance; the PowerStream eStream social media website provides an online avenue for customers to provide feedback, express issues/concerns and provide input related to customer needs and expectations; access to web-based applications via the website allows customers to seek and obtain assistance, as it relates to various service and account transactions, at any hour (e.g. My Account registrations, web ‘move forms’, contractor express).
Social Media - PowerStream is leveraging the use of ‘social media’ opportunities with our eStream website (i.e. PowerStream Social Blog and RSS news feed, Linkedin, Twitter, PowerStream TV on YouTube, Facebook - coming soon) to provide alternative communication means to customers seeking assistance (e.g. CDM initiatives, conservation tips, managing costs with time-of-use), as well as providing input on service delivery and feedback on our programs and services.

Avaya Call Management System - PowerStream utilizes an Avaya Call Management System (CMS) to log customer inquiries or requests for service, by project/issue codes. Changes in volume or trend of specific call codes, allows the utility to anticipate future customer needs or requests for service and make the appropriate changes to ensure customer needs are being addressed.

Interactive Voice Response System - PowerStream uses an Interactive Voice Response (IVR) system to record and report on information accessed by customers calling the utility, identify system navigation trends and options most often used by customers and provide statistics related to system access points. Analysis of the reports allows PowerStream to assess ongoing system effectiveness and modify or improve telephone services (similar to the Avaya CMS), in response to current and anticipated future customer needs and requirements. The IVR system allows 24/7 access to automated transactions and information.

Customer Information System - Records of all customer contact and interactions at the Customer Contact Centre are logged into the Customer Information System (CIS). The CIS provides a history and audit trail of all individual customer interactions – the intent is to collect customer information and share it with appropriate staff, as required; provide an online history, which aids in meeting the current customer need being addressed and provides the ability to capture future customer needs on an individual basis.

New Connections Advisory Committee - PowerStream has implemented a ‘New Connections Advisory Committee’ (NCAC) to allow for ongoing discussion between all stakeholders, in order to have a better appreciation of current and future customer issues and concerns, related to providing new connection services.

Key Account Customers - We have established a process to foster and enhance relationships through proactive engagement with Key Account Customers, in order to provide a single point of contact to manage the customer relationship, provide a communications channel for information exchange and provide the ability to respond to customers’ differentiated needs in an efficient and timely manner.

Key Developer Customers - The Engineering Services Department has established a process to foster and enhance relationships through proactive engagement with Key Developers, in order to manage the Developer customer relationship, provide a communications channel for information exchange and provide the ability to respond to their needs in an efficient and timely manner.

Industrial, Commercial, Institutional (ICI) Customers - We use ‘single points of contact’ for large Industrial, Commercial and Institutional (ICI) customers and for new service and renewable projects – an Engineering Technician is assigned to a specific project or ICI customer and manages the customer relationship from planning and design through to project completion. Customers can provide input on their projects, seek project assistance and provide feedback. Information is routed to and from appropriate stakeholders through the single point of contact.
Effectiveness and quality of the Customer Experience is measured by the annual Customer Satisfaction Study, which is conducted by UtilityPULSE. The survey results are based on telephone interviews of 603 respondents who pay or look after the electricity bills for PowerStream (NOTE: A sample size of 603 will provide a confidence level of 95% +/- 3.99%). Customers surveyed were based on a random sample approach. 2,898 households and small businesses were contacted – of these, 603 completed interviews, resulting in a 21% response rate. The following segments were surveyed: Residential-85%, Commercial-15%. PowerStream’s customers participated in an “in-depth” customer satisfaction telephone survey and the following tables provide a synopsis of the 2012 survey results. The results of the UtilityPULSE Report Card are computed by formulas which map the attributes of corporate image to customer satisfaction loyalty.

NOTE: The national benchmark data has been refined to reflect the demographic mix in Canada.

### Report Card ▼

<table>
<thead>
<tr>
<th>Performance</th>
<th>PowerStream</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category</strong></td>
<td><strong>Price and Value</strong></td>
<td><strong>Customer Service</strong></td>
</tr>
<tr>
<td>1 Customer Care</td>
<td>B+</td>
<td>B+</td>
</tr>
<tr>
<td>2 Company Image</td>
<td>A</td>
<td>B+</td>
</tr>
<tr>
<td>3 Management Operations</td>
<td>A</td>
<td>A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Service</th>
<th>PowerStream</th>
<th>National</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>The time it took someone to answer the phone</td>
<td>64%</td>
<td>69%</td>
<td>69%</td>
</tr>
<tr>
<td>The time it took someone to deal with your problem</td>
<td>68%</td>
<td>72%</td>
<td>75%</td>
</tr>
<tr>
<td>The helpfulness of the staff who dealt with you</td>
<td>79%</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>The knowledge of the staff who dealt with you</td>
<td>75%</td>
<td>76%</td>
<td>73%</td>
</tr>
<tr>
<td>The level of courtesy of the staff who dealt with you</td>
<td>83%</td>
<td>83%</td>
<td>85%</td>
</tr>
<tr>
<td>The quality of information provided by the staff who dealt with you</td>
<td>76%</td>
<td>77%</td>
<td>74%</td>
</tr>
</tbody>
</table>
### Service Quality ▼

<table>
<thead>
<tr>
<th>Attributes About Service Quality</th>
<th>PowerStream</th>
<th>National</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deals professionally with customers’ problems</td>
<td>83%</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>Customer-focused and treats customers as if they’re valued</td>
<td>78%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Provides good value for money</td>
<td>67%</td>
<td>70%</td>
<td>65%</td>
</tr>
<tr>
<td>Works with customers to keep their electricity costs affordable</td>
<td>63%</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>Is pro-active in communicating changes and issues which may affect customers</td>
<td>79%</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>Adapts well to changes in customer expectations</td>
<td>74%</td>
<td>73%</td>
<td>70%</td>
</tr>
<tr>
<td>The cost of electricity is reasonable when compared to other utilities</td>
<td>60%</td>
<td>65%</td>
<td>57%</td>
</tr>
</tbody>
</table>

### Operational Effectiveness ▼

<table>
<thead>
<tr>
<th>Attributes About Operational Effectiveness</th>
<th>PowerStream</th>
<th>National</th>
<th>Ontario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides consistent, reliable energy</td>
<td>90%</td>
<td>90%</td>
<td>89%</td>
</tr>
<tr>
<td>Delivers on its service commitments to customers</td>
<td>85%</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td>Accurate billing</td>
<td>85%</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>Quickly handles outages and restores power</td>
<td>89%</td>
<td>89%</td>
<td>88%</td>
</tr>
<tr>
<td>Makes using electricity safely a top priority</td>
<td>90%</td>
<td>91%</td>
<td>90%</td>
</tr>
<tr>
<td>Uses responsible business practices when completing work</td>
<td>86%</td>
<td>86%</td>
<td>85%</td>
</tr>
</tbody>
</table>

### Key Metrics

PowerStream is required to adhere to a number of prescribed service quality requirements, as set out by the Ontario Energy Board (OEB) and the Distribution System Code (DSC). Key customer contact or touch points are defined by the Service Quality Indicators (SQIs), which define and measure the minimum service standards required for certain activities; and by the PowerStream Conditions of Service (COS).

**Distribution System Code Metrics**

- Connection of New Services
- Appointment Scheduling
- Appointments Met
- Rescheduling a Missed Appointment
- Telephone Accessibility
- Telephone Call Abandon Rate
- Written Responses to Enquiries
- Emergency Response
- Reconnection Standards
Reliability Metrics

- System Average Interruption Duration Index (SAIDI)
- System Average Interruption Frequency Index (SAIFI)
- Customer Average Interruption Duration Index (CAIDI)
- Momentary Average Interruption Frequency Index (MAIFI)

PowerStream also tracks results achieved against the 2015 Critical Success factors that relate to customer service (i.e. overall Customer Satisfaction target - 95%; Index of Reliability target - 99.999%, excluding Loss of Supply and Major Event days, for a minimum of 9 of 12 months).

9 Strategies to Address Gaps

The projects on the following pages will be implemented to address current customer service gaps - they address customer service issues in the five strategic focus areas and are aligned with the PowerStream Strategy Map and 2015 Critical Success factors:
PowerStream - Organizational Alignment

**Strategic Focus Areas And Goals**

**Operations** Goal: Satisfied customers! Successful completion of the billing/collections cycle.

**Reporting** Goal: Quality reports that meet the needs of all stakeholders.

**Employee Management** Goal: Engaged, satisfied and productive team.

**Regulatory** Goal: We are fully compliant.

**Change Management** Goal: Seamless and successful change integration.

**2012 & 2013 Annual Objectives Strategy Map**

- Manage the CS requirements of the CS project plan – 2012/2013
- **NQI**
  - Customer satisfaction
  - Shareholder value

**2011 - 2015 PowerStream Critical Success Results Areas**

- **NQI**
  - Customer satisfaction
  - Employee satisfaction
  - Shareholder value

1. Optimised core business processes
   - E1 - Become a best in class employer
   - C1 - Provide professional customer service
   - E3 - Build integrated technology platforms

**Connection with PowerStream Strategy Map**

- **NQI**
  - Customer satisfaction
  - Employee satisfaction

1. Optimised core business processes
   - E1 - Become a best in class employer
   - C1 - Provide professional customer service
   - E3 - Build integrated technology platforms

- **NQI**
  - Employee satisfaction

1. E1 - Become a best in class employer
2. C1 - Provide professional customer service
3. E3 - Build integrated technology platforms
4. E2 - Ensure a safe and healthy workplace

- **NQI**
  - Environmental sustainability

1. C2 - Foster conservation and sustainability

**Employee Management** Goal: Engaged, satisfied and productive team.

- Re-establish Joint Dare-to-Grow Advisory Committee

**Operations** Goal: Satisfied customers! Successful completion of the billing/collections cycle.

- Develop and deploy customer satisfaction studies and action plan from key findings

- **NQI**
  - Customer satisfaction
  - Environmental sustainability

1. E1 - Become a best in class employer
2. C2 - Foster conservation and sustainability
## PowerStream – Organizational Alignment

|--------------------------------|-------------------------------------------|--------------------------------------------------|----------------------------------------|
| **Employee Management** Goal: Engaged, satisfied and productive team. | Assess opportunities to support staff relocation to Barney office | *Employee satisfaction*  
*Health and safety* | 11. Optimized core business processes  
E1. Become a best in class employer |
| **Change Management** Goal: Seamless and successful change integration. | | | |
| **Operations** Goal: Satisfied customers!  
Successful completion of the billing/collections cycle. | Develop and deploy new customer welcome letters | *NQI*  
*Customer satisfaction* | C1. Provide professional customer service  
C2. Foster conservation and sustainability  
11. Optimized core business processes  
E3. Build integrated technology platforms |
| **Change Management** Goal: Seamless and successful change integration. | Develop and deploy billing marketing and implementation plan | *NQI*  
*Customer satisfaction*  
*Environmental sustainability* | |
| **Operations** Goal: Satisfied customers!  
Successful completion of the billing/collections cycle.  
**Reporting** Goal: Quality reports that meet the needs of all stakeholders.  
**Regulatory** Goal: We are fully compliant. | Implement regulatory changes related to Registered Reads | *Customer satisfaction* | C1. Provide professional customer service  
E1. Become a best in class employer |
| **Operations** Goal: Satisfied customers!  
Successful completion of the billing/collections cycle.  
**Reporting** Goal: Quality reports that meet the needs of all stakeholders.  
**Regulatory** Goal: We are fully compliant. | Implement regulatory changes related to “loss factor” display on bills | *Customer satisfaction* | C1. Provide professional customer service  
E2. Ensure a safe and healthy workplace |
| **Employee Management** Goal: Engaged, satisfied and productive team. | Implement union performance review process | *NQI*  
*Employee satisfaction*  
*Environmental sustainability* | |
# PowerStream - Organizational Alignment

## Strategic Focus Areas and Goals

| Operations | Goal: Satisfied customers! Successful completion of the billing/collections cycle. | Implement Field Worker Initiative in North service territory | C1- Provide professional customer service  
| Change Management Goal: Seamless and successful change integration. | *Employee satisfaction*  
| | *Health and safety*  
| | *Customer satisfaction*  
| Regulatory Goal: We are fully compliant. | 

| Operations | Goal: Satisfied customers! Successful completion of the billing/collections cycle. | Identify, assess and implement regulatory changes as required | Customer satisfaction | C1- Provide professional customer service  
| Change Management Goal: Seamless and successful change integration. | 
| Regulatory Goal: We are fully compliant. | 

| Employee Management | Goal: Engaged, satisfied and productive team. | Implement actions from the 2011 employee satisfaction survey for CS | *NQI*  
| Operations Goal: Satisfied customers. | *Employee satisfaction*  
| Change Management Goal: Seamless and successful change integration. | 
| Operations Goal: Satisfied customers. | 

| Employee Management | Goal: Engaged, satisfied and productive team. | Support and implement requirements of NQI initiatives | *NQI*  
| Change Management Goal: Seamless and successful change integration. | *Employee satisfaction*  
| Operations Goal: Satisfied customers. | *Health and safety*  
| Change Management Goal: Seamless and successful change integration. | *Customer satisfaction*  
| Operations Goal: Satisfied customers. | 

| Connection with PowerStream Strategy Map | 
| | 

| | 
| | 
| | 
| | 

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# PowerStream – Customer Service Plan 2012 Objectives

<table>
<thead>
<tr>
<th>2012 Objectives</th>
<th>Detailed Actions</th>
<th>When</th>
<th>Measures</th>
<th>Who</th>
<th>Who L-lead (S-supports)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS Business Process Mapping for GIS project</td>
<td>Strategy planning and execution, resourcing plans, training/education, job training, etc., and recommendations</td>
<td>2012</td>
<td>Execution of all project plans and time lines</td>
<td>L-Team</td>
<td>L-Team, Managers, Supervisors</td>
</tr>
<tr>
<td>Assess 3rd party contact centre functional and billing model</td>
<td>Assess call centre skills based routing volumes. Develop quality assurance measures. Assess further opportunities. Review billing model.</td>
<td>Q1-Q2 2012</td>
<td>Criteria determined &amp; agreed upon</td>
<td>L-Unas</td>
<td>L-Unas, Tammi</td>
</tr>
<tr>
<td>Enhance customer self service applications</td>
<td>Establish most valued apps. Develop and deploy apps</td>
<td>Q1-Q2 2012</td>
<td>Apps created</td>
<td>L-Unas</td>
<td>L-Unas, Tammi, Stephen</td>
</tr>
<tr>
<td>Re-establish Joint Dare to Grow Advisory Committee</td>
<td>Establish committee, create terms of reference, assess existing concerns and implement changes to minimize impact to operations yet continue to support staff</td>
<td>Q1-Q4 2012</td>
<td>Committee re-established</td>
<td>L-Ed</td>
<td>L-Ed, L-Ed, Debbie, Stephen</td>
</tr>
<tr>
<td>Develop and deploy an action plan from 2011 customer satisfaction study key findings</td>
<td>Develop and implement action plan from 2011 study. Communicate findings to organization</td>
<td>Q1-Q2 2012</td>
<td>Action plans completed and executed</td>
<td>L-Unas</td>
<td>L-Unas, Stephen</td>
</tr>
<tr>
<td>Assess opportunities to support staff relocation to Bann office</td>
<td>Assess GIS project impacts, establish support resources, headcount, budget requirements and develop business processes</td>
<td>TBD</td>
<td>Recommendations established, approved and implemented</td>
<td>L-Ed</td>
<td>L-Ed, L-Ed, Debbie, Stephen</td>
</tr>
<tr>
<td>Develop and deploy billing marketing and implementation plan</td>
<td>Technical requirements completed 2011. Implement roll out abilities to customers</td>
<td>Q3-2012</td>
<td>Fully functioning process. Customers signing up</td>
<td>L-Unas</td>
<td>L-Unas, S-Team</td>
</tr>
<tr>
<td>Implement regulatory changes related to Registered Readers</td>
<td>As per the 2011 plan</td>
<td>Q1 2012</td>
<td>Registered Reads displayed on bills</td>
<td>L-Ed</td>
<td>L-Ed, S-Team</td>
</tr>
<tr>
<td>Identify, assess and implement regulatory changes as required</td>
<td>Identify GIS process and business change requirements. Interact with OEB to fully understand requirements</td>
<td>TBD</td>
<td>Implementation of required process changes</td>
<td>L-Ed</td>
<td>L-Ed, S-Team</td>
</tr>
<tr>
<td>Implement union performance review process</td>
<td>Preparation for meetings and one on one meeting with employees. Provide feedback on the system. Ongoing review of development</td>
<td>Q1</td>
<td>Reviews completed</td>
<td>L-All</td>
<td>L-All, Supervisors</td>
</tr>
<tr>
<td>Support and implement requirements of NCA initiatives</td>
<td>Revise New Contactors Advisory Committee. Establish main contact points within each department to support customer services and assist in gathering information. Survey developers, builders, consultants, contractors, customers on satisfaction with new connection processes and services</td>
<td>Q1-Q4 2012</td>
<td>Initiatives completed</td>
<td>L-Unas</td>
<td>L-Unas, S-Team</td>
</tr>
<tr>
<td>Develop and deploy 2012 Customer Satisfaction Study</td>
<td>Develop study goals and strategy. Implement study and assess key findings</td>
<td>Q1-Q4 2012</td>
<td>Survey completed</td>
<td>L-Unas</td>
<td>L-Unas, S-Ed</td>
</tr>
</tbody>
</table>
# PowerStream – Customer Service Plan 2013 Objectives

<table>
<thead>
<tr>
<th>What are we going to accomplish?</th>
<th>Detailed Actions/What are the high level tactics?</th>
<th>When</th>
<th>How will it be measured?</th>
<th>Who lead &amp; S-supports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage the implementation of the CIS project plan</td>
<td>Training/education/job skilling of resources, existing system exit, new system launch and testing, process review and recommendations, data conversion.</td>
<td>2013</td>
<td>Successful CIS launch</td>
<td>L-Managers</td>
</tr>
</tbody>
</table>
| Secure a formal 3rd party contact centre contract                                              | Develop RFP for services. Q3 Formulate contract. Q4                                                          | Q3 & Q4 2013 | Successful contractor secured | L-Lines
| Implement call recording application for contact centres                                      | Assess vendor options, establish application requirements, formalize contract, develop and execute project plan. | Q1-Q3 2013 | Implement application    | L-Lines S-Stephen, Nancy Tammi, Gail |
| Provide continued support to the Deto-to-Grow initiative                                       | As per the 2012 plan                                                                                           | Q1-Q4 2013 | Actions implemented      | L-Ed S-Linas, Debbi, Stephen |
| Develop and deploy an action plan from 2012 customer satisfaction study key findings          | Review findings, develop and implement action plan for 2012 survey.                                            | Q1-Q4 2013 | Action plans executed    | L-Lines S-Ed          |
| Implement regulatory changes related to “loss factor” display on bills                         | Implement regulatory changes regarding the display of the line loss adjustment on customer bills.                | Q2 2013   | Bills are compliant      | L-Sandi S-supervisory team |
| Implement Field Worker initiative in North service territory                                   | Purchase and install hardware. Train staff on new process. Review success                                        | Q1-Q2 2013 | System installed, trained, successfully implemented | L-Gail S-Team |
| Identify, assess and implement regulatory changes as required                                  | Identify CIS process and business change requirements. Interact with DEB to fully understand requirements.       | Q1-Q4 2013 | Implementation of required process chg’s. | L-Ed S-Team |
| Support and implement requirements of NQI initiatives                                          | As per corporate plan - TBD                                                                                  | Q1-Q4 2013 | TBD                      | TBD                   |
There are two factors that will help ensure PowerStream is able to sustain the strategy and successfully execute:

- **Customer Experience Governance**
- **Periodic Reviews of Progress Against Our Plan**

The governance of Customer Experience is the process of making key decisions on the application of and the investment in customer experience management. A governance model defines the key decisions, who gets to make the decision and the process we follow to make the decision. Customer Experience governance does not live in isolation from other governing bodies within a corporation.

- PowerStream needs to design and implement a Customer Experience Governance model that clearly articulates the responsibilities and accountabilities for customer experience management.
- Customer Experience should be governed at all organizational levels, however the Senior Leadership Team must drive the use and application of customer experience management.
- The Customer Service department needs to increase its competencies to include business analysis, improved processes and tools, and promoting the use of new and innovative technologies (e.g. web-enabled applications, social media).

At a minimum, the Customer Experience Strategy should be reviewed annually to:

- Assess our progress
- Confirm our objectives continue to reflect our customer and business priorities
- Adjust the plan and strategy as required

Performance against the Customer Experience Strategy needs to be measured annually by the Senior Leadership Team. Performance gaps or deficiencies may require an update to the Customer Experience Strategy. At the end of this review process we will update the Customer Experience Strategy to reflect changes to the corporate strategy, customer needs and requirements.

**NOTE:** In 2013, we will undertake a more fulsome Customer Experience Strategy development exercise.

We will be undertaking a more robust inspection of the business strategy, customer needs and requirements, to develop a renewed Customer Experience strategy. The full review will enhance the ongoing development of customer experience management in the enterprise and ensure alignment to the Strategic Themes and Objectives on the 2013 Strategy Map.