

- 1 **Q. Appendix B: Customer Journey Mapping:**
2
3 a) **The persona are said to be “representative of a specific customer segment” (page**
4 **5). What percentage of customers correspond to each of the fictional personas.**
5
6 b) **For each of the customer journeys considered, is NP’s existing CSS unable to**
7 **resolve the fictional customers’ issues adequately?**
8
9 c) **Has NP done a survey of actual customers to ascertain their satisfaction with**
10 **their interactions with NP when making such inquiries?**
11
12 d) **Does NP have a record of complaints from customers who were dissatisfied**
13 **actual customer journeys such as those illustrated in Appendix B? If so, please**
14 **provide a quantitative summary. Does NP regularly receive requests from**
15 **customers for new features to be added to the CSS? If so, please provide**
16 **quantitative information in that regard.**
17
18 e) **Did NP at any time disclose to ratepayers the cost of this new system?**
19
20 A. a) Customer journey mapping is an industry standard methodology aimed at assessing
21 the customer experience. The 8 personas used in the customer journey mapping
22 exercise were developed to provide a broad representation of Newfoundland
23 Power’s customer base.
24
25 Each customer persona includes a variety of characteristics. This includes preferred
26 methods of communication and enrollment in a variety of different programs and
27 services. As a result, it is not feasible to assign a percentage of customers to
28 correspond to each persona.
29
30 However, the following provides examples of key data that corresponds to the
31 various personas used:
32
33 (i) Approximately 58% of customers prefer digital channels and do not call the
34 Company. This corresponds to the personas of Mike, Cory, Mel and Nick.
35 (ii) Approximately 47% of customers’ calls relate to credit issues. This
36 corresponds to the personas of Carl and Donna.
37 (iii) Approximately 48% of customers are enrolled in ebills. This corresponds to
38 the personas of Donna, Mel, Stella and Nick.
39 (iv) Approximately 28% of customers are enrolled in MyAccount. This
40 corresponds to the personas of Donna, Mike and Nick.
41 (v) Approximately 17% of customers are enrolled in the Equal Payment Plan.
42 This is consistent with the personas of Thelma and Stella.

- 1 b) Each customer journey mapping exercise ultimately resulted in the resolution of a
2 customer's enquiry. However, various challenges were experienced in meeting
3 customers' service expectations across the journeys that were mapped.
4
- 5 c) Yes, Newfoundland Power surveys approximately 1,800 of its customers each
6 quarter. These surveys measure customers' satisfaction with the Company's service
7 delivery both generally and on a transactional basis. Customers' general
8 satisfaction with Newfoundland Power's service delivery averaged approximately
9 86% over the period 2015 to 2019.¹
10
- 11 Satisfaction is higher among customers who recently interacted with Newfoundland
12 Power. Over the same 5-year period, satisfaction levels average approximately: (i)
13 92% for customers who interacted with Newfoundland Power via the phone; (ii)
14 89% for customers who interacted with the website; and (iii) 92% for customers
15 who interacted with employees in the field.
16
- 17 d) While the vast majority of customers are satisfied with Newfoundland Power's
18 service delivery, the most recent quarterly survey indicates: (i) "difficult to
19 navigate" was the primary reason customers were not satisfied with the website;
20 and (ii) "unable to get answer to question" was the primary reason customers were
21 not satisfied with their telephone interaction.
22
- 23 Newfoundland Power conducted qualitative research in 2020 to understand
24 customers' service expectations and potential changes to its service delivery. A
25 copy of the results of this work is provided in the *2021 Capital Budget Application*,
26 *Volume 1, Customer Service Continuity Plan, Attachment B*,
27 *Appendix I*.
28
- 29 e) The costs associated with Newfoundland Power's *CSS Replacement Project* are
30 contained in the Company's *2021 Capital Budget Application*, which is publicly
31 available through Newfoundland Power's customer website.

¹ General satisfaction is measured based on surveys of customers who recently interacted with Newfoundland Power and customers with no recent interactions with the Company.