

EMRS: Customer Survey Results 2014

Appendix 1



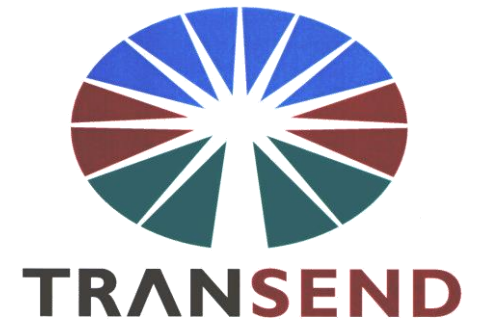
Tasmanian Networks Pty Ltd



Transend Networks Pty Ltd

Transend

Customer Satisfaction Report



In-Depth Interview Research

March 2014





This report has been prepared by
Enterprise Marketing and Research Services Pty. Ltd.
60 Main Road, Moonah, 7009

All enquiries should be addressed to:

Samuel Paske
Chief Operations Director
EMRS
PO Box 402
Moonah TAS 7009

Phone: (03) 62 111 222
Fax: (03) 62 111 219
E-mail: sam.paske@emrs.com.au

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Section One

Summary

Summary

In March 2014, 28 customers of Transend participated in in-depth interviews to gain an understanding of their level of satisfaction with services received from Transend in the previous 12 months, to highlight any areas where Transend can enhance or build on these services, and to gather their views on the future direction of the company. With 28 completed interviews from a sample of 37 customers, a response rate of 76% was achieved.

Transend's Practices

Transend has identified a number of features it hopes that its staff members will display when working with its customers. All respondents were asked to think about their relationship with Transend's personnel regarding these practices and provide a satisfaction score indicating how well they felt Transend to have performed regarding these practices. Scores were given on a 4-point scale of "very satisfied", "satisfied", "dissatisfied" or "very dissatisfied".

- ❖ The area with the highest level of satisfaction was "their friendliness" (with 100% of customers satisfied), closely followed by "professionalism when they deal with you" (96%).
 - ❖ The lowest level of satisfaction for any feature was recorded for "problem solving capacity", "being proactive" and "getting it right the first time", with in each case 79% of customers reporting that they were satisfied.
- It is worth noting that at an overall figure of 79%, the level of satisfaction with these elements was nevertheless still high.

Summary

Professionalism when they deal with you

Almost all participants (96%) were satisfied with Transend's "professionalism", the greater proportion of whom were "very satisfied" (61%). Frequent mention was made of Transend's responsiveness in providing feedback and follow-up, the support to achieve objectives and resolve issues, and the value of face-to-face meetings and continuity of contact with specific Transend personnel.

Just 1 respondent reported being "dissatisfied", stating that Transend should place more importance on the customer rather than the regulations and be open with customers in saying what they cannot deliver.

Technical knowledge

The clear majority of participants (89%) were satisfied that Transend personnel possess good technical knowledge, with 64% of this group confirming they were "very satisfied". Mention was made of the particular technical expertise and experience that contributed to addressing the customer's needs and was predominantly solutions oriented.

Some respondents felt that at times it was difficult to access the right personnel with the requisite technical expertise. The 3 respondents who were explicitly "dissatisfied" suggested that Transend could improve their services by reducing the layers of bureaucracy, widening their view of the rules, or simplifying the calculations of the charges.

Summary

Capacity to understand your needs

Around four in five (82%) of the customers interviewed were satisfied with Transend's capacity to understand their needs. Satisfaction with this element frequently centred around the long relationship with Transend, or the continuity of contact with particular personnel, that allowed for a thorough understanding of the nature of those needs.

Any dissatisfaction mentioned stemmed mainly from a lack of understanding of the customer's business model, of commercial drivers and the need for urgent action. Suggestions for improvement raised by the 18% of "dissatisfied" respondents included showing understanding through taking action and delivering results, and spreading the customer focus further through the organisation.

Problem solving capacity

Almost four fifths (79%) of respondents were satisfied that Transend have a good capacity for problem solving. Positive comments were made by several respondents on Transend's ability to accommodate the issues or requirements of the customer as they arose, to provide helpful feedback, and to achieve a resolution through joint effort on both sides or input from other parties.

Time delays in arriving at a resolution of the problem were a source of concern for some. Suggestions for improvement made by the 3 "dissatisfied" respondents were for Transend to focus on finding the root cause of a problem and fixing it in good time, to prioritise their responsibility to address the needs of their customers, and not to hide behind the legislation.

Summary

Getting it right the first time

79% of the customers interviewed were satisfied that Transend get it right the first time, or did so in most instances. Respondents attributed this to Transend's technical expertise, a long-standing and shared understanding of the operations, or the consultative approach taken to getting it right.

Some respondents acknowledged that it was not always possible to get it right first time due to external constraints, or that there wasn't always sufficient timeliness in the delivery to suit the customer's needs. 18% of respondents were dissatisfied with this element and suggestions for improvement included quicker timeframes, a greater attention to detail in what can be done for the customer, and prioritising the needs of the customer.

Service is easy to access

The ease of access to services and information that Transend provides its customers was rated highly, with 89% of those interviewed stating they were satisfied. Particularly appreciated were the good contact pathways via direct phone call/ email and the ready access to the dedicated account or customer relations manager.

Some participants, however, felt that effective access was dependent on knowing the right person to contact at the right time, and some inconsistencies in this were noted. Respondents mentioned it was not easy to search the web to find the right person, or requested the provision of online services including an interactive customer portal. The 3 "dissatisfied" respondents also suggested better response times, greater accountability, increased access to shared documentation, and regular newsletters/ bulletins updating customers on Transend's projects and costs.

Summary

Information received is well explained

The clear majority of respondents (86%) were satisfied that the information received from Transend is clear, detailed and accurate. Specific mention was made of the shared expertise which made the information easy to understand, the series of discussions and monthly updates to ensure that the customer had a clear understanding, and Transend's readiness to provide further guidance or analysis if needed.

The 14% of customers who were dissatisfied sought improvement in the provision of cost appraisals and value proposals, more customised information that was business specific, and less referencing of rules and regulations.

Performing in a timely manner

Around four fifths (82%) of the customers interviewed were satisfied that their dealings with Transend were performed in a timely manner. Satisfaction tended to be based on the consultative approach, the monthly reporting and regular meetings to establish the pace and urgency, and the prompt action on the part of the account manager. Some respondents also acknowledged that, whilst they always sought a fast turnaround, the degree of timeliness was often determined by the constraints Transend was operating under in terms of workload and resources.

The 4 "dissatisfied" respondents believed Transend could improve in this area by understanding and prioritising the customer's needs, reducing the role of Transend's internal bureaucracy and holding their personnel to account in achieving greater timeliness in their dealings.

Summary

Communicating with you

Transend's ability to communicate with the customer was rated highly. 89% of respondents stated they were satisfied, more than half of whom (54%) were "very satisfied". Several respondents noted that Transend was proactive in its communication, keeping them abreast of things they needed to know and showing diligence in the conduct of and reporting on meetings. The positive assessment was frequently based on the excellent efforts of the customer relations and account managers to communicate openly and effectively.

Some participants felt that certain information was not communicated sufficiently directly or precisely, with specific examples of charges or revenue proposals being cited in two instances. The 3 "dissatisfied" respondents felt Transend could improve by demonstrating an increased understanding of the customer's business, and of its specific needs, issues, urgencies and imperatives.

Being proactive

More than three quarters (79%) of customers were satisfied with Transend's ability to be proactive, with the key positives focussing on Transend's efforts to keep customers informed of any issues that may affect them or their company, thinking ahead on behalf of the customer, and communication regarding future planning.

Among the 4 respondents who reported they were dissatisfied with Transend's ability to be proactive, the most common suggestion for improvement was a cultural change, with the customer's needs and interests being placed at the heart of the organisation and transformed into future action.

Summary

Their Friendliness

All 28 customers interviewed were satisfied that “Transend employees are friendly when dealing with you”, with the clear majority (77%) “very satisfied”. Several respondents attributed this to the overall professionalism of Transend personnel, the ease of communication, and the long-standing relationships that had been established over time. Frequently mentioned too was the consistency of the friendly dealings, no matter what the context.

Summary

Change in Service Over the Last Year

Well over one quarter of the customers believed that the level of service they had received from Transend over the past 12 months had “improved” (29%, compared to 30% in 2013), while around two thirds stated that it had “remained the same” (64%, compared to 67% in 2013). Just 2 respondents felt that the standard of service had worsened.

Connection Agreement / Telecommunication Contract

Almost four fifths (79%) of all customers interviewed were satisfied Transend had continued to meet the obligations as set out in the agreement and/ or contract over the past 12 months. Two customers answered “no” they were not satisfied, while the remainder (14%) were unable to provide a definitive answer.

Direction of Transend

Three quarters of all respondents (75%) stated that they think Transend is generally heading in the right direction. 14% of customers believed it is heading in the wrong direction, while the remaining 11% were unable to provide a definitive answer.

Transend’s Greatest Strengths

Most often mentioned as key strengths of Transend in dealing with its customers were its technical capability, professional personnel and good communication channels. Several respondents also cited its strong customer focus and some made reference to the strength it derives from being a monopoly and a regulated provider.

Transend’s Areas for Improvement

Areas for improvement most commonly mentioned included Transend extending its customer focus and support, cost reductions and lower charges, more extensive communication, greater timeliness and adherence to timeframes, and a more commercial/ flexible approach.

Summary

'TasNetworks'

In the context of the merger of Transend Networks with the Aurora Distribution Business to form a new company, 'TasNetworks', from the 1st of July 2014, the key aspects that customers wished to see Transend retain as they move into the new business were:

- The strong focus on and direct relationship with the customer;
- The high technical capability and performance of the asset;
- A continuity of contact with current Transend personnel;
- The maintenance of Transend's culture and high reputation;
- Good communication; and
- A focus on the costing model and the lowering of electricity charges.

Section Two

Introduction

Introduction

Background & Objectives

Background

Transend Networks Pty Ltd owns and operates the electricity transmission system in Tasmania. With the ownership of 3,688 circuit kilometres of transmission lines, 48 substations and eight switching stations, Transend transmits electricity from power stations to substations around the State. Transend's transmission customers include generators, networks and a number of major industrials. It also provides specialist communications services to other members of the Tasmanian electricity supply industry (TESI) and to other external customers.

Transend provides safe, reliable and efficient electricity and telecommunications services and is registered with the Australian Energy Market Operator as a participant in Australia's National Electricity Market (NEM). The NEM operates on an interconnected power system that extends from Queensland to South Australia. Tasmania is connected to the NEM via Basslink — an undersea cable that connects the Tasmanian power system to the mainland system in Victoria.

By the 1st of July 2014, Transend's network operations will be merged with those of the Aurora Energy Distribution Business to form a new company, 'TasNetworks'.

Objectives of the Research

EMRS understands the objectives of this research are to provide Transend with the level of satisfaction customers hold with Transend's services, to gain an understanding of whether there are areas where it can enhance or build on these services, and to gather the views of its customers on the future direction of the company while comparing these results to those gained in previous research.

Introduction

Methodology

In-Depth Interviews

The research has incorporated an exploratory approach, conducting in-depth interviews to determine not just what people think but *why*, and what proportion do so. A successful survey was completed for 20 of the 24 companies provided to EMRS, with three of the four remaining stating they were not eligible to participate and attempts to contact one proving unsuccessful. As well as asking respondents to provide satisfaction scores for a number of Transend's practices, those who stated they were dissatisfied for any element were also asked how they thought Transend could improve its service in that area to better satisfy the customer and their company. The interviews were conducted via telephone from the 6th to the 26th of March 2014, using Computer Assisted Telephone Interviewing (CATI) in our Moonah call centre, with an executive interviewer trained to national specifications.

Transend opted to alter the rating scale used in 2013, and it was applied again in 2014, meaning direct comparisons with 2011 and 2012 are not reliable. However, the total number of satisfied and dissatisfied people can be compared for each element.

The People Interviewed

Calls were made using a list of key customers provided by Transend from whom feedback was desired. Due to the small sample of contacts, it was deemed appropriate that all contacts should be interviewed if possible. The interviews were conducted by the same researcher to ensure consistency in the data obtained. Twenty minutes was generally sufficient to obtain all relevant and necessary information from each respondent.

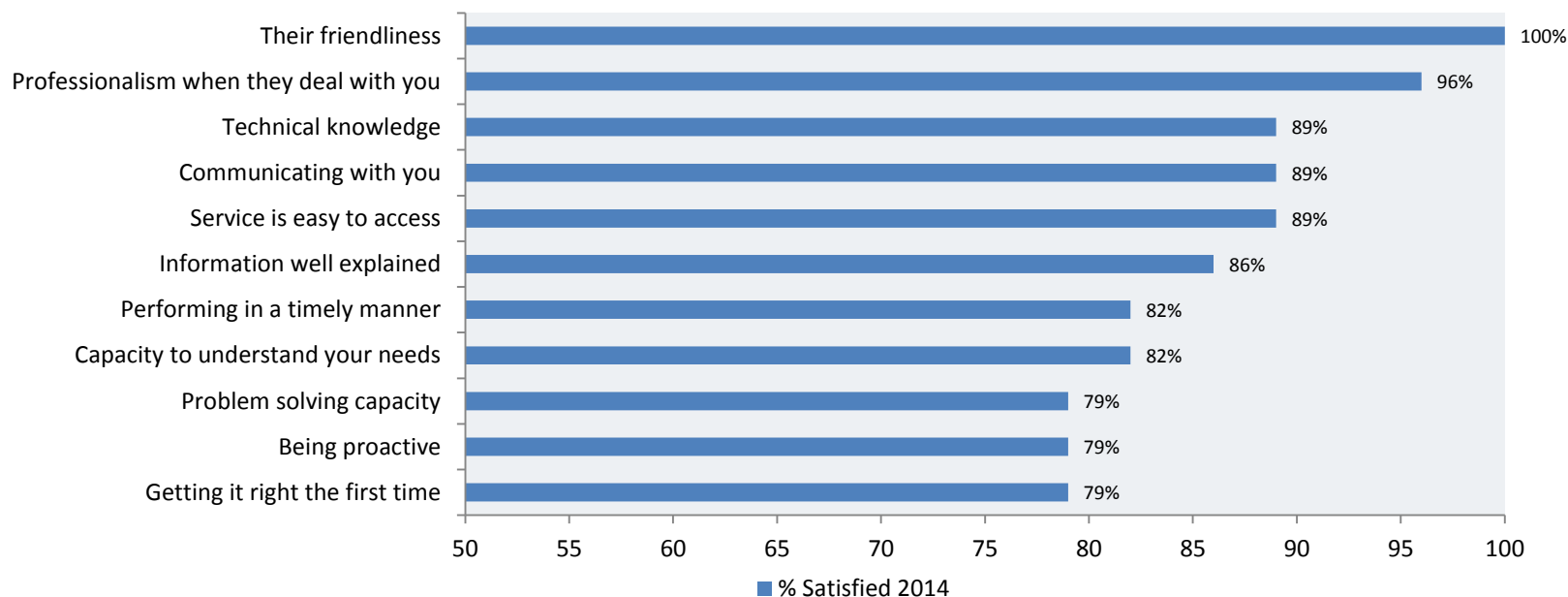
It must be remembered, however, that due to the very small sample size (28 individual respondents) results must be taken as indicative only. Percentage scores serve better to highlight problem areas than provide reliable satisfaction ratings. Under these circumstances, comments drawn from each question are far more critical to understanding how and why respondents feel the way they do and to help uncover areas where services can be enhanced or altered to better suit the needs of customers.

Section Three

Transend's Practices

Transend’s Practices – Overview

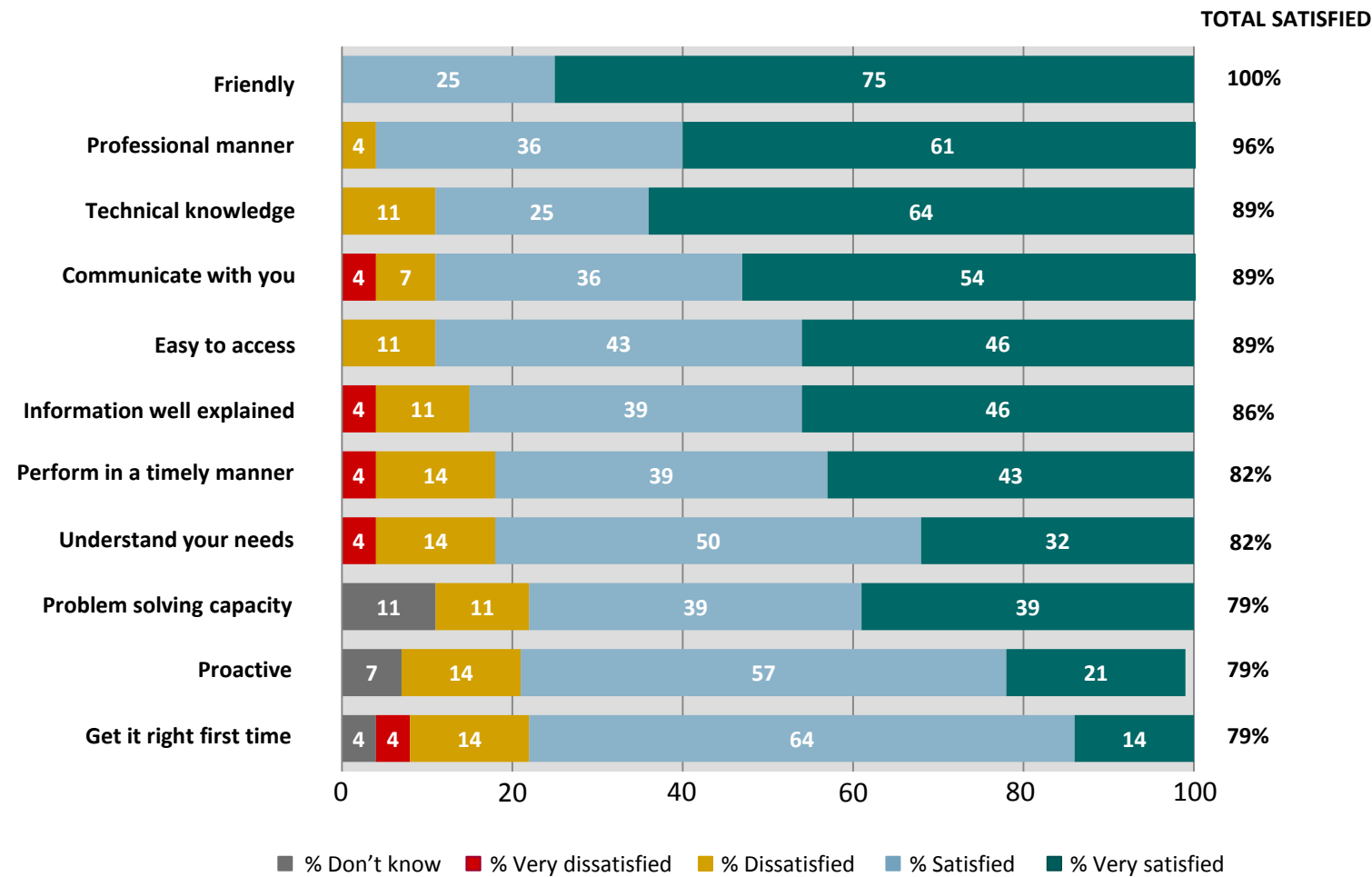
Transend has identified a number of practices it hopes that its staff members will display when working with its customers. All respondents were asked to think about their relationship with Transend’s personnel regarding these practices and provide a satisfaction score indicating how well they felt Transend to have performed regarding these elements. Scores were given on a scale of 1 to 4 where 1 was “very dissatisfied”, 2 was “dissatisfied”, 3 was “satisfied” and 4 was “very satisfied”.



The area with the highest level of satisfaction was “their friendliness” (with 100% of customers satisfied), closely followed by “professionalism when they deal with you” (96%). The lowest level of satisfaction for any feature was recorded for “problem solving capacity”, “being proactive” and “getting it right the first time”, with in each case 79% of customers reporting that they were satisfied.

Transend's Practices – Overview

The chart below shows both the total level of satisfaction but also the varying responses given for each element in 2014.



Transend's Practices – Overview

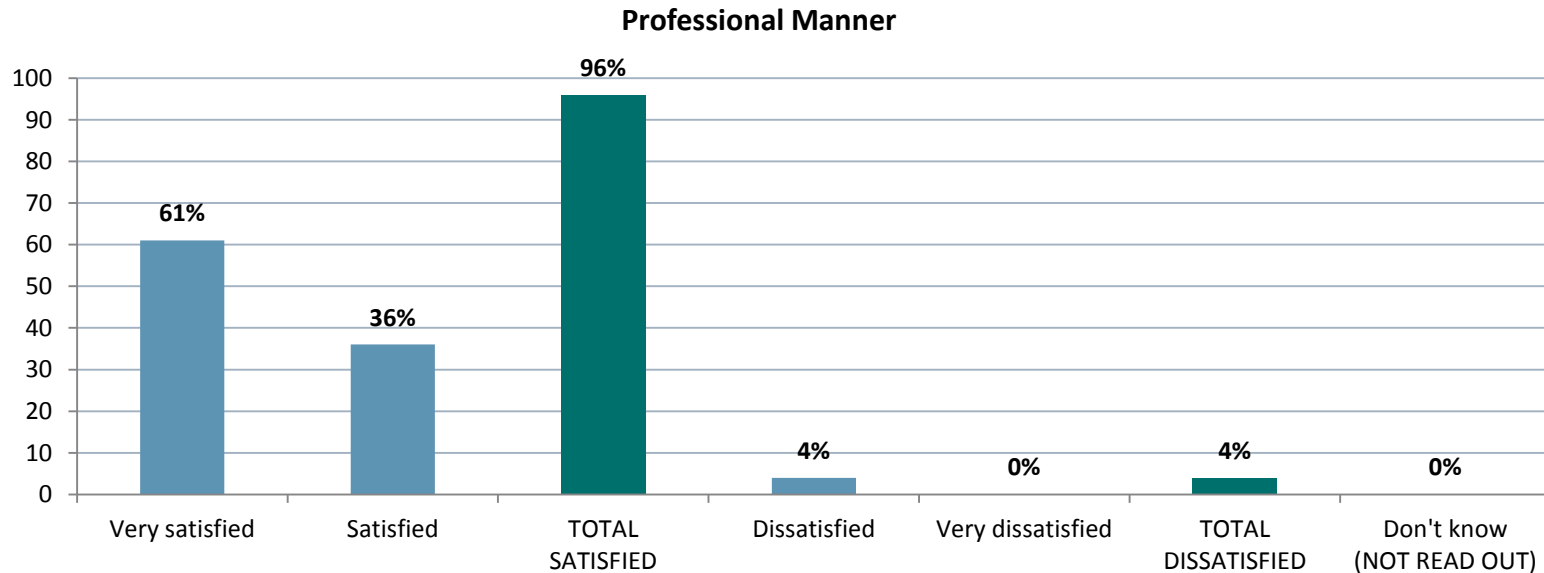
Below is a comparative table showing the total percentage of customers who were satisfied and dissatisfied with each element across all three years.

	2014		2013		2012		2011	
	TOTAL SATISFIED	TOTAL DISSATISFIED	TOTAL SATISFIED	TOTAL DISSATISFIED	TOTAL SATISFIED	TOTAL DISSATISFIED	TOTAL SATISFIED	TOTAL DISSATISFIED
<i>Their friendliness</i>	100	0	100	0	96	4	96	4
<i>Professionalism when they deal with you</i>	96	4	100	0	93	7	88	12
<i>Technical knowledge</i>	89	11	97	0	82	11	88	8
<i>Communicating with you</i>	89	11	100	0	89	11	88	12
<i>Service is easy to access</i>	89	11	97	3	86	14	88	8
<i>Information is well explained</i>	86	14	93	7	na	na	na	na
<i>Performing in a timely manner</i>	82	18	87	13	86	14	68	32
<i>Capacity to understand your needs</i>	82	18	90	10	68	32	80	20
<i>Problem solving capacity</i>	79	11	80	13	82	11	80	16
<i>Being proactive</i>	79	14	73	17	68	32	76	20
<i>Getting it right the first time</i>	79	18	83	13	75	18	84	12

Transend's Practices

Professionalism when they deal with you

Participants were first asked how satisfied they were “that Transend conduct their dealings with you in a professional manner”.



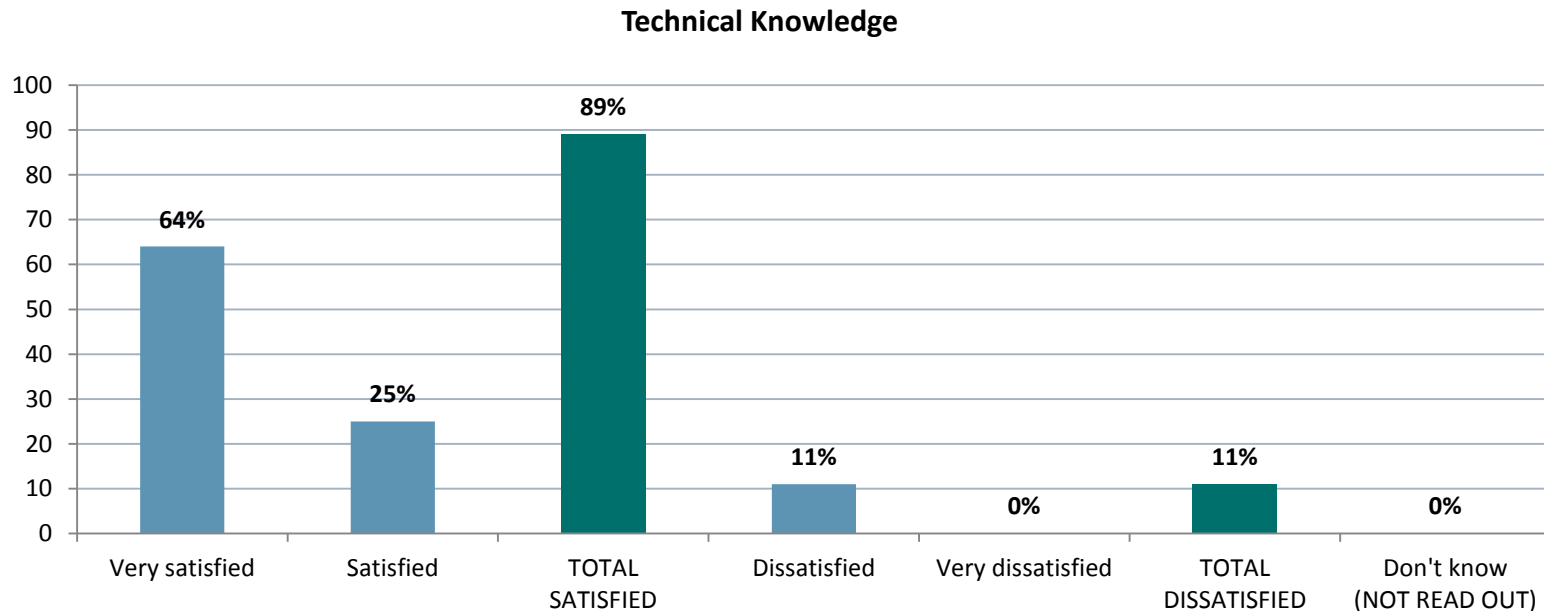
Almost all the participants (96%) were satisfied with Transend's “professionalism”, the greater proportion of whom were “very satisfied” (61%). Frequent mention was made of Transend's responsiveness in providing feedback and follow-up, the support to achieve objectives and resolve issues, and the value of face-to-face meetings and continuity of contact with specific Transend personnel.

Just 1 respondent reported being “dissatisfied”, stating that Transend should place more importance on the customer rather than the regulations and be open with customers in saying what they cannot deliver.

Transend's Practices

Technical knowledge

Respondents were asked for a satisfaction rating for “Transend personnel’s technical knowledge”.



89% of participants were satisfied that Transend personnel possess good technical knowledge, with 64% of this group confirming they were “very satisfied”. Mention was made of the particular technical expertise and experience that contributed to addressing the customer’s needs and was predominantly solutions oriented.

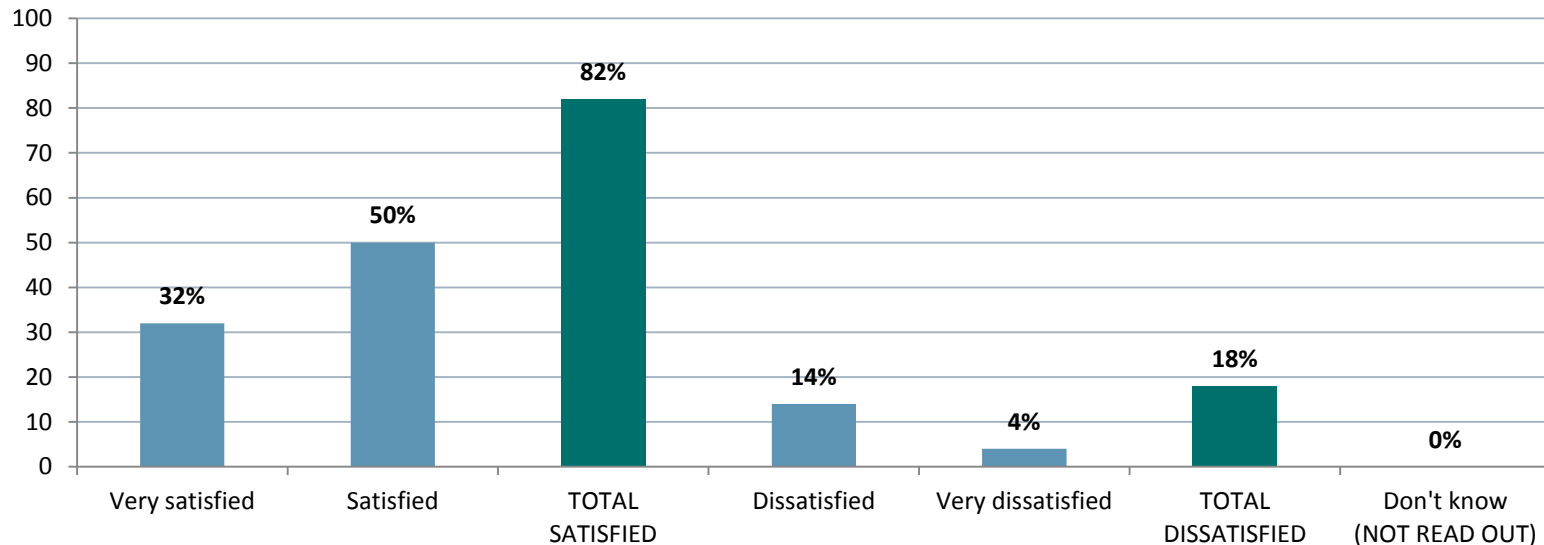
Some respondents felt that at times it was difficult to access the right personnel with the requisite technical expertise. The 3 respondents who were explicitly “dissatisfied” suggested that Transend could improve their services by reducing the layers of bureaucracy, widening their view of the rules, or simplifying the calculations of the charges.

Transend's Practices

Capacity to understand your needs

Respondents were asked how satisfied they were that “Transend possess the capacity to understand your needs”.

Understanding the Customer's Needs



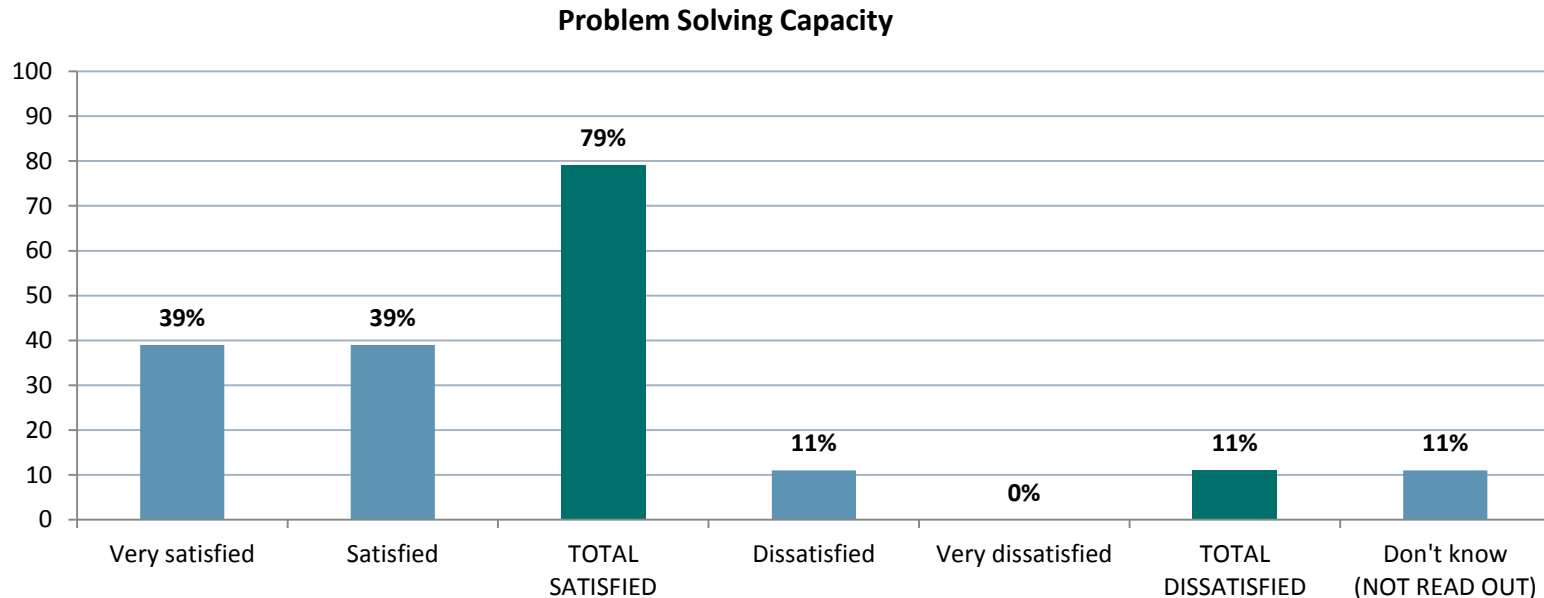
Around four in five (82%) of the customers interviewed were satisfied with Transend's capacity to understand their needs. Satisfaction with this element frequently centred around the long relationship with Transend, or the continuity of contact with particular personnel, that allowed for a thorough understanding of the nature of those needs.

Any dissatisfaction mentioned stemmed mainly from a lack of understanding of the customer's business model, of commercial drivers and the need for urgent action. Suggestions for improvement raised by the 18% of “dissatisfied” respondents included showing understanding through taking action and delivering results, and spreading the customer focus further through the organisation.

Transend's Practices

Problem solving capacity

Respondents were asked to rate their satisfaction with Transend's "problem solving capacity".



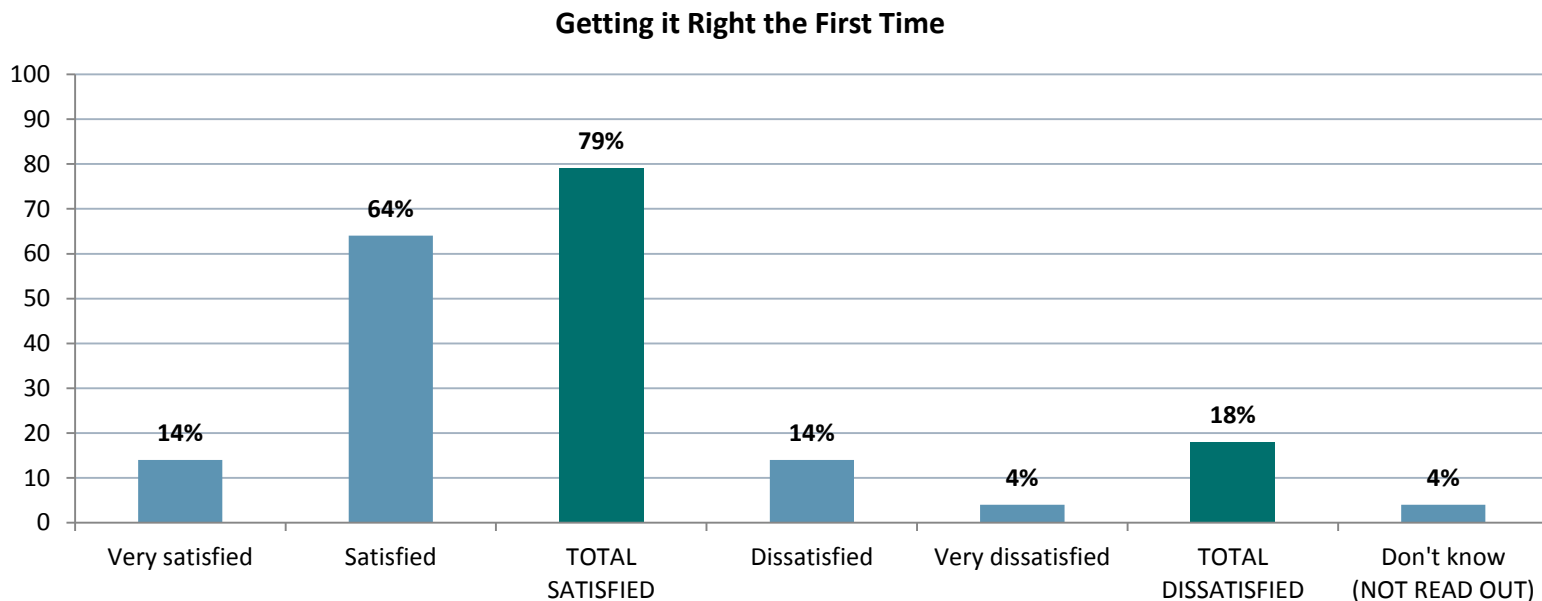
79% of respondents were satisfied that Transend have a good capacity for problem solving. Positive comments were made by several respondents on Transend's ability to accommodate the issues or requirements of the customer as they arose, to provide helpful feedback, and to achieve a resolution through joint effort on both sides or input from other parties.

Time delays in arriving at a resolution of the problem were a source of concern for some. Suggestions for improvement made by the 3 "dissatisfied" respondents were for Transend to focus on finding the root cause of a problem and fixing it in good time, to prioritise their responsibility to address the needs of their customers, and not to hide behind the legislation.

Transend's Practices

Getting it right the first time

Respondents were asked to rate their satisfaction with Transend's ability to "get it right the first time".



79% of the customers interviewed were satisfied that Transend get it right the first time, or did so in most instances. Respondents attributed this to Transend's technical expertise, a long-standing and shared understanding of the operations, or the consultative approach taken to getting it right.

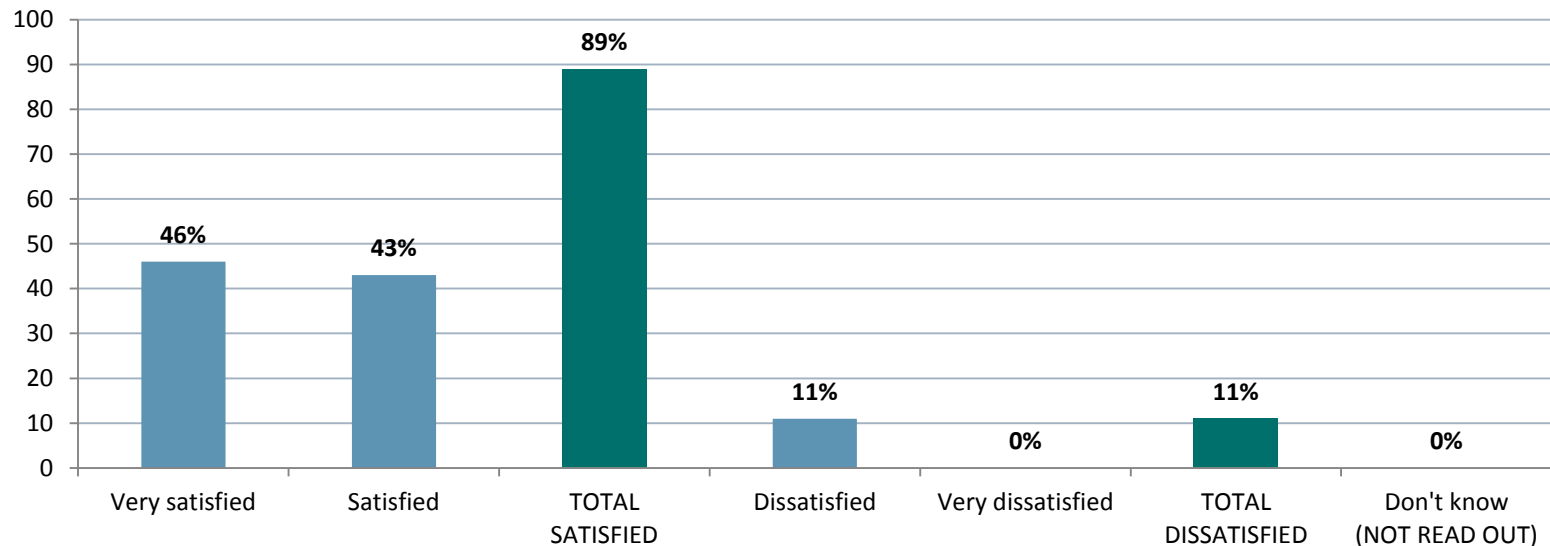
Some respondents acknowledged that it was not always possible to get it right first time due to external constraints, or that there wasn't always sufficient timeliness in the delivery to suit the customer's needs. 18% of respondents were dissatisfied with this element and suggestions for improvement included quicker timeframes, a greater attention to detail in what can be done for the customer, and prioritising the needs of the customer.

Transend's Practices

Service is easy to access

Respondents were asked how satisfied they were that “Transend’s services are easy to access”.

Service is Easy to Access



The ease of access to services and information that Transend provides its customers was rated highly, with 89% of those interviewed stating they were satisfied. Particularly appreciated were the good contact pathways via direct phone call/ email and the ready access to the dedicated account or customer relations manager.

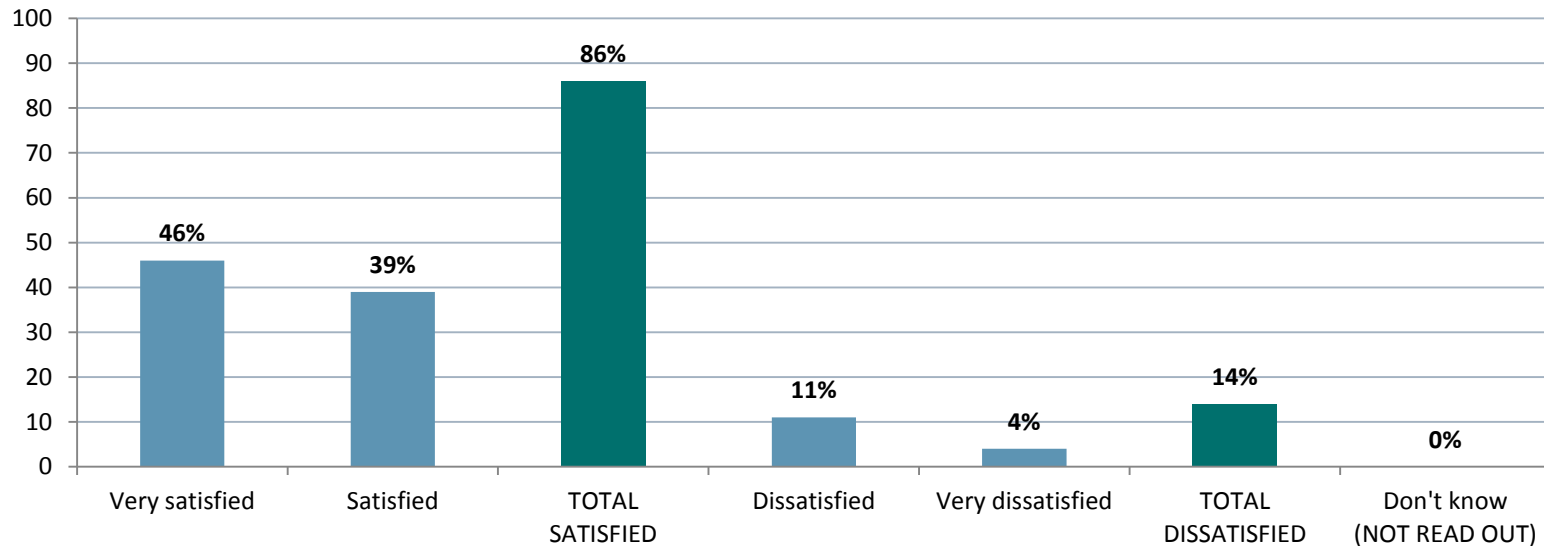
Some participants, however, felt that effective access was dependent on knowing the right person to contact at the right time, and some inconsistencies in this were noted. Respondents mentioned it was not easy to search the web to find the right person, or requested the provision of online services including an interactive customer portal. The 3 “dissatisfied” respondents also suggested better response times, greater accountability, increased access to shared documentation, and regular newsletters/ bulletins updating customers on Transend’s projects and costs.

Transend's Practices

Information received is well explained

Respondents were asked to rate the element that “the information you receive from Transend is well explained”.

Information is Well Explained



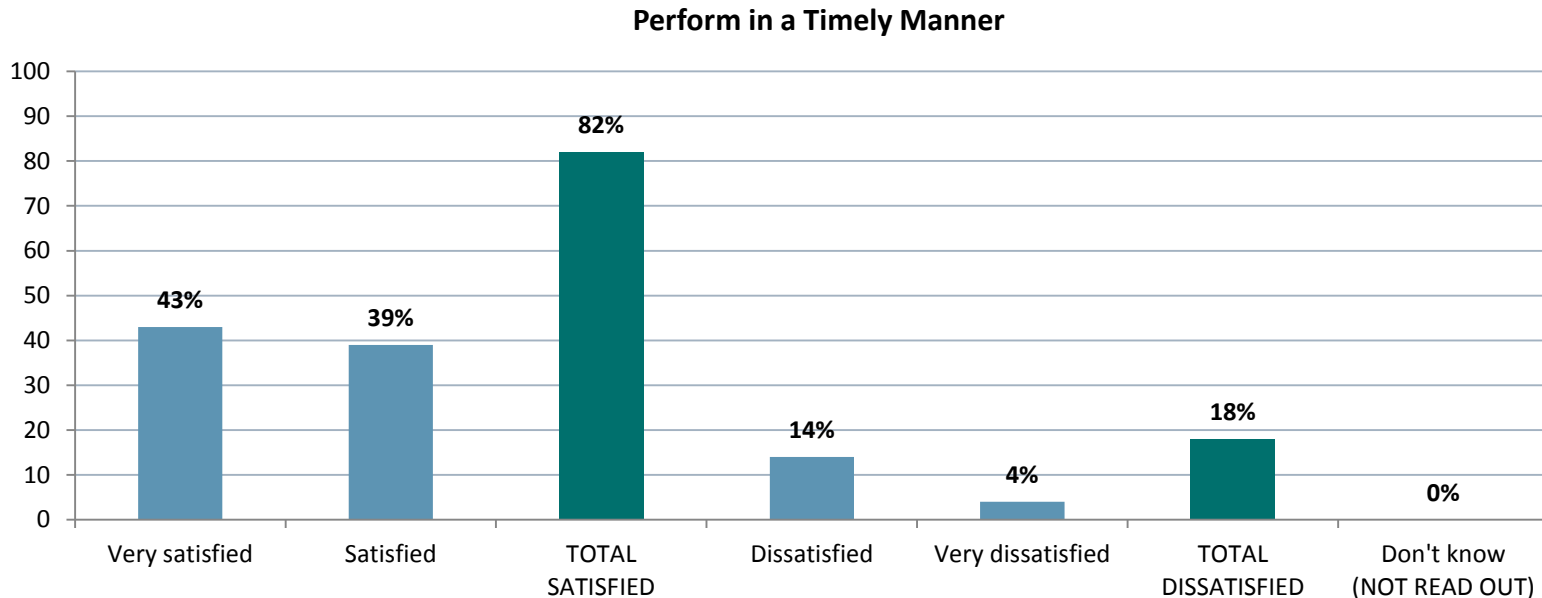
The clear majority of respondents (86%) were satisfied that the information received from Transend is clear, detailed and accurate. Specific mention was made of the shared expertise which made the information easy to understand, the series of discussions and monthly updates to ensure that the customer had a clear understanding, and Transend's readiness to provide further guidance or analysis if needed.

The 14% of customers who were dissatisfied sought improvement in the provision of cost appraisals and value proposals, more customised information that was business specific, and less referencing of rules and regulations.

Transend's Practices

Performing in a timely manner

Respondents were asked how satisfied they were that their dealings with Transend are “performed in a timely manner”.



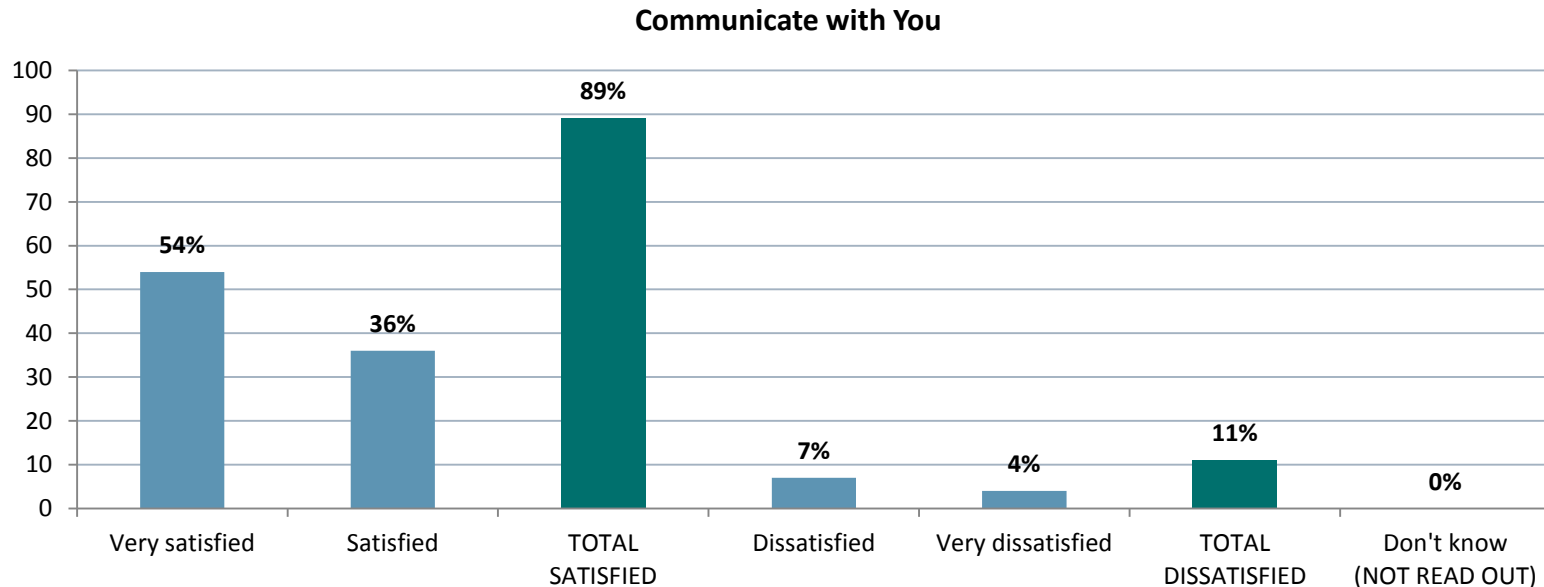
The customers interviewed who were satisfied that their dealings with Transend were performed in a timely manner were in the majority (82%). Satisfaction tended to be based on the consultative approach, the monthly reporting and regular meetings to establish the pace and urgency, and the prompt action on the part of the account manager. Some respondents also acknowledged that, whilst they always sought a fast turnaround, the degree of timeliness was often determined by the constraints Transend was operating under in terms of workload and resources.

The 4 “dissatisfied” respondents believed Transend could improve in this area by understanding and prioritising the customer’s needs, reducing the role of Transend’s internal bureaucracy and holding their personnel to account in achieving greater timeliness in their dealings.

Transend's Practices

Communicating with you

Respondents were asked to provide a satisfaction rating for “Transend’s ability to communicate with you”.



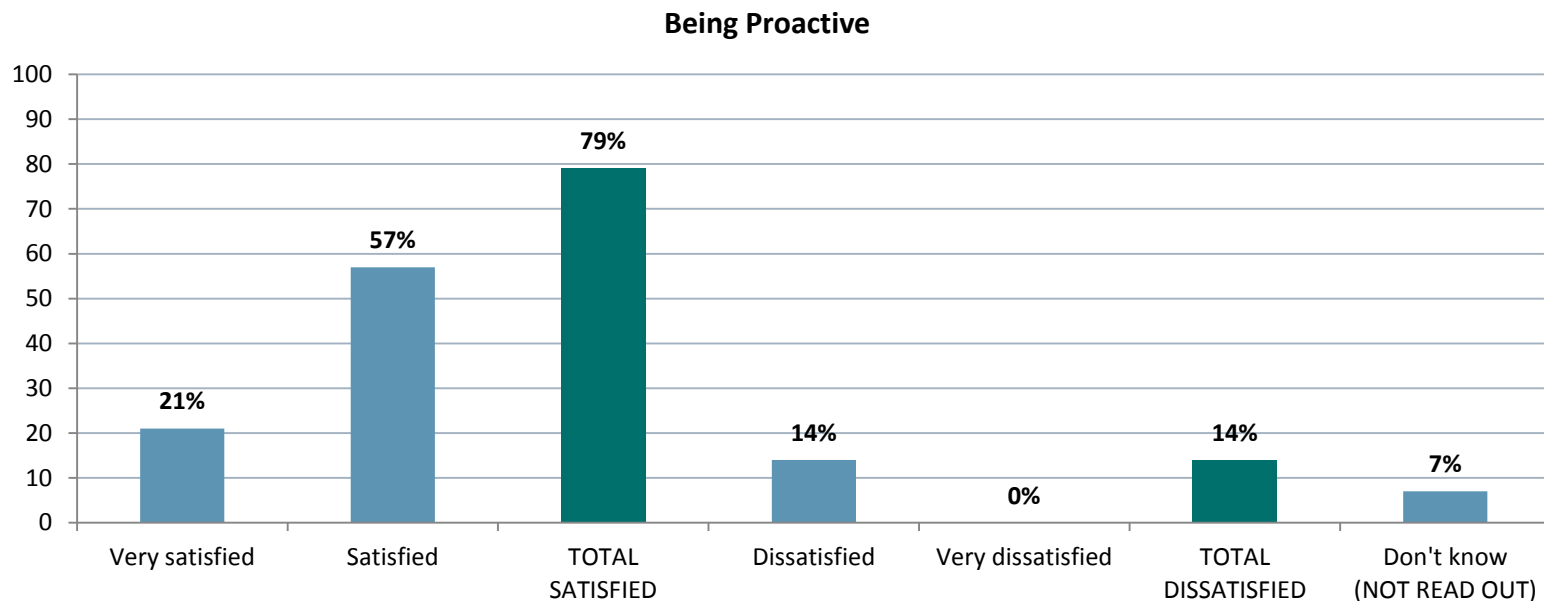
Transend’s ability to communicate with the customer was rated highly. 89% of respondents stated they were satisfied, more than half of whom (54%) were “very satisfied”. Several respondents noted that Transend was proactive in its communication, keeping them abreast of things they needed to know and showing diligence in the conduct of and reporting on meetings. The positive assessment was frequently based on the excellent efforts of the customer relations and account managers to communicate openly and effectively.

Some participants felt that certain information was not communicated sufficiently directly or precisely, with specific examples of charges or revenue proposals being cited in two instances. The 3 “dissatisfied” respondents felt Transend could improve by demonstrating an increased understanding of the customer’s business, and of its specific needs, issues, urgencies and imperatives.

Transend's Practices

Being proactive

Respondents were asked how satisfied they were with “Transend’s ability to be proactive in their service to you”.



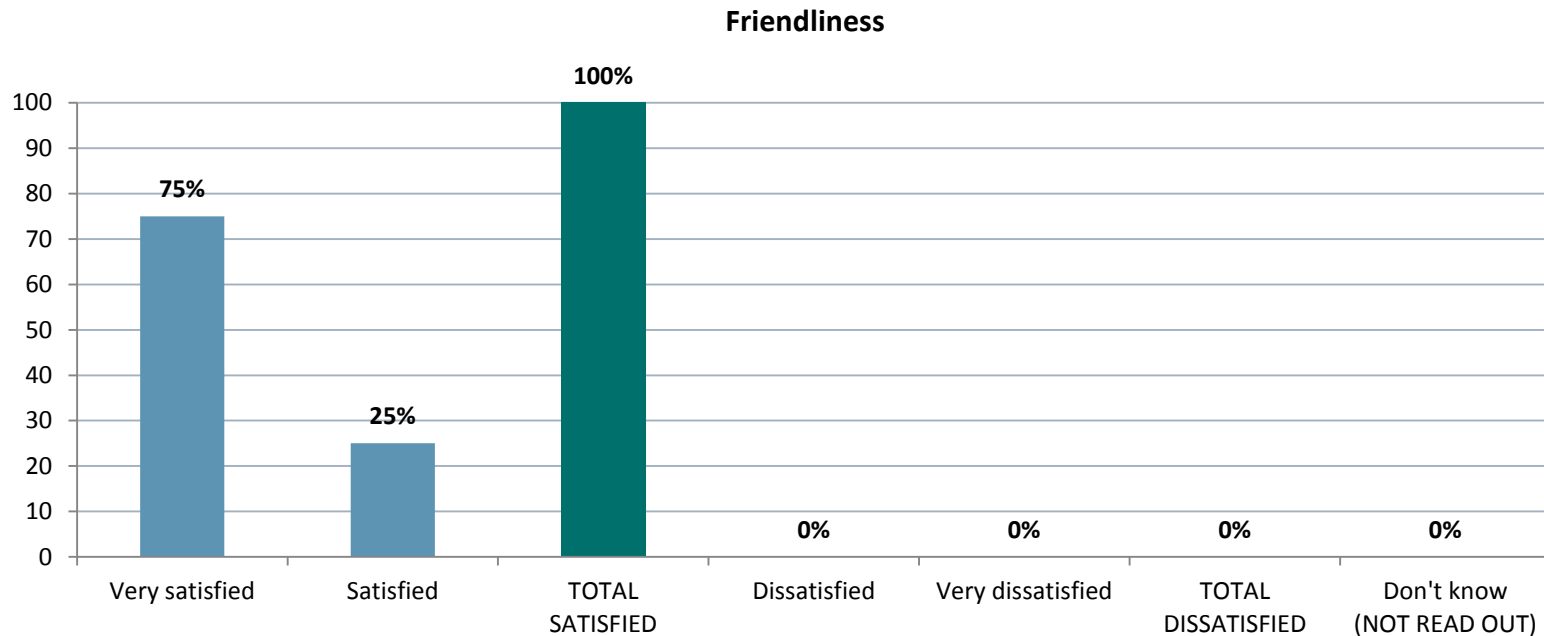
More than three quarters (79%) of customers were satisfied with Transend’s ability to be proactive, with the key positives centring on Transend’s efforts to keep customers informed of any issues that may affect them or their company, thinking ahead on behalf of the customer, and communication regarding future planning.

Among the 4 respondents who reported they were dissatisfied with Transend’s ability to be proactive, the most common suggestion for improvement was a cultural change, with the customer’s needs and interests being placed at the heart of the organisation and transformed into future action.

Transend's Practices

Friendliness

Respondents were asked how satisfied they were that “Transend employees are friendly when dealing with you”.



All 28 customers interviewed were satisfied that “Transend employees are friendly when dealing with you”, with the clear majority (77%) “very satisfied”. Several respondents attributed this to the overall professionalism of Transend personnel, the ease of communication, and the long-standing relationships that had been established over time. Frequently mentioned too was the consistency of the friendly dealings, no matter what the context.

Section Four

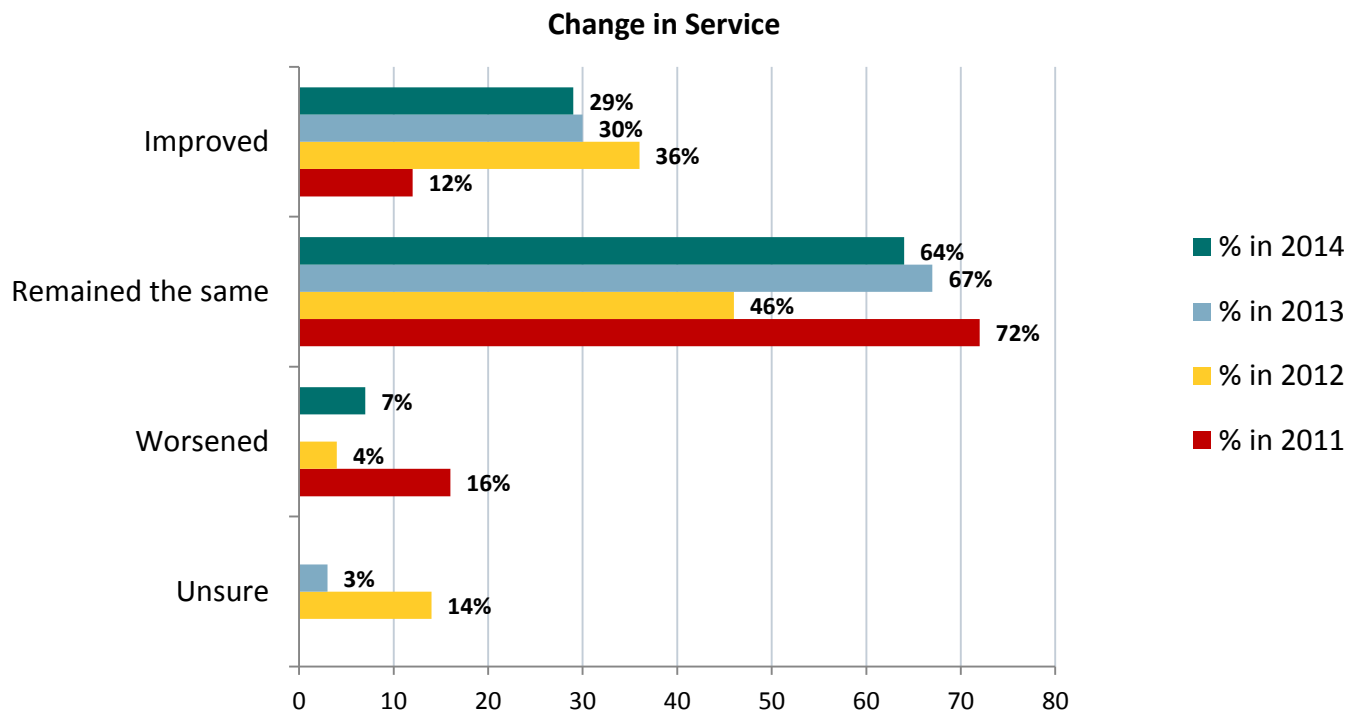
Change in Service Over the Last Year

Change in Service Over Last Year

Overview

Respondents were asked:

Do you believe that the standard of service you have received in the last year has improved, got worse, or remained about the same?



Well over one quarter of the customers believed that the level of service they had received from Transend over the past 12 months had “improved” (29%, compared to 30% in 2013), while around two thirds stated that it had “remained the same” (64%, compared to 67% in 2013).

Just 2 respondents felt that the standard of service had worsened.

Change in Service Over Last Year

Improved

Reasons for improvement given by respondents were:

- ❖ *They have become a bit better at keeping us informed.*
- ❖ *We're finding it easier to get to the people we need to in the last 12 months.*
- ❖ *I say they have improved because they are more customer focused and more proactive in picking up the phone and talking to us as customers. I would certainly say there has been a change for the better.*
- ❖ *I've been spending at least 18 to 19 months dealing with Transend. In the first 6 months there were some things that involved my predecessor and sometimes there was a bit of a communication gap. But I've seen a change recently. There is a lot of customer focus in the conduct of their business and I've seen an improvement in that.*
- ❖ *Our quarterly meetings have improved. It's more from the efforts of the account manager being very proactive.*
- ❖ *We've had a few issues this year that were dealt with through the account manager. He has had to get the whole organisation to do work behind the scenes and they have been quite proactive in a lot of cases.*
- ❖ *It has improved because of the account manager and a better understanding of our business – prioritising our requirements.*
- ❖ *We have frustrations with some in the organisation. But Nick Beltz is doing a good job - he's very good at communicating. We have been able to get a lot of maintenance work done, and Nick's been instrumental in getting the right people to achieve it.*

Change in Service Over Last Year

Remained the same

Reasons for respondents stating that the service had “remained about the same” were predominantly very positive, conveying their belief that the customer service they were receiving from Transend had already reached a high standard, and that this high standard had been maintained over the past 12 months.

- ❖ *It is always at a high level, all the time. I think it's good.*
- ❖ *It's been at a pretty good standard over the last 12 months and they've maintained it.*
- ❖ *It already has a very high bar culturally and, also, they're already very good. But again I would say they can always try harder.*
- ❖ *It did improve a lot last year – that is, the more frequent contact – and has probably stayed at that level.*
- ❖ *The standard of customer service has always been at a high level. I have been dealing particularly with Richard Chu over the years and it has remained very satisfactory.*

Two respondents chose to mention their appreciation of the fact that the level of customer service had been maintained despite uncertain times for the organisation.

- ❖ *In spite of a lot of uncertainty for their employees in recent times, it has remained the same.*
- ❖ *I can't think of any radically improved change – it's been good. But beyond the last 12 months, over the last couple of years, I would say there have definitely been improvements. They've been under difficult times with uncertainty about their future roles, but they have not allowed that to stop the work that has to be done.*

Change in Service Over Last Year

Worsened

Just two respondents felt that the customer service received from Transend over the past year had worsened.

One mentioned a specific area perceived to be of a lesser standard.

- ❖ *Their responses are less timely, and their responses have become more one-sided.*

The second respondent qualified their assessment that the level of service had worsened.

- ❖ *Only from the sense of these merger issues. Not the service per se, that has not diminished markedly. But the impact has been noticeable – the general sense of uncertainty.*

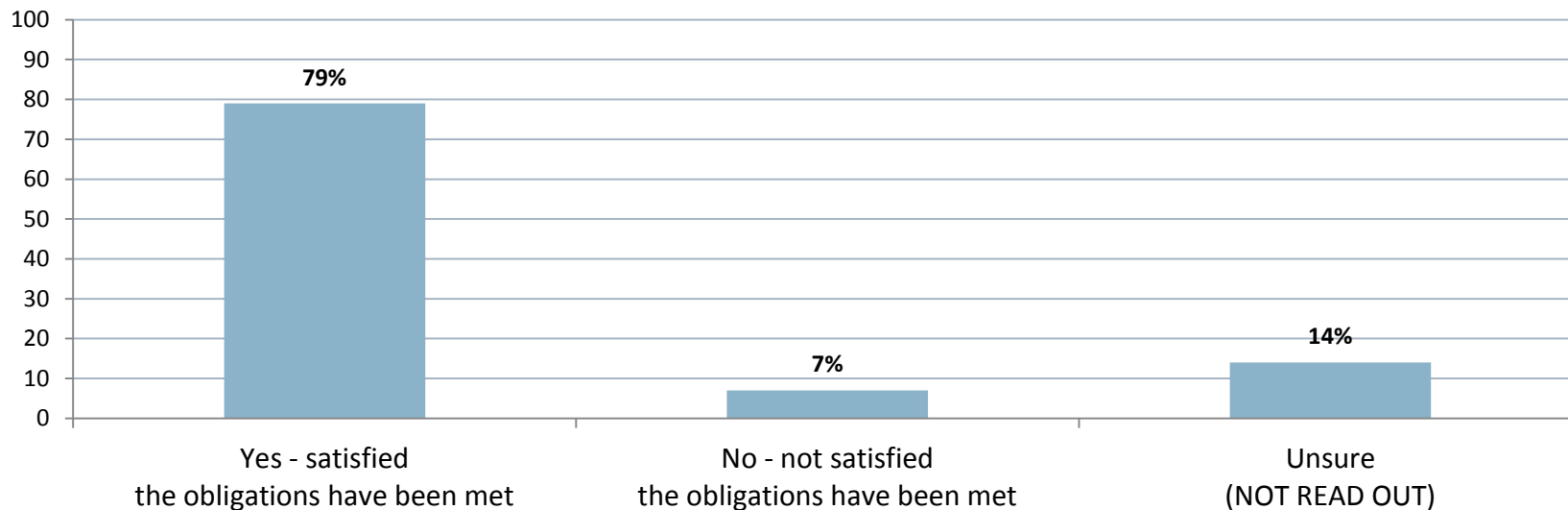
Change in Service Over Last Year

Connection Agreement / Telecommunication Contract

Respondents were asked:

Thinking specifically now about the signed Connection Agreement and/or Telecommunication Contract between your company and Transend. Are you satisfied that over the past 12 months Transend have continued to meet their obligations as set out in this agreement and/or contract?

Obligations of the Connection Agreement / Telecommunication Contract



Almost four fifths (79%) of all customers interviewed were satisfied Transend had continued to meet the obligations as set out in the agreement and/ or contract over the past 12 months.

Two customers answered “no” they were not satisfied, while the remainder (14%) were unable to provide a definitive answer.

Change in Service Over Last Year

Contractual Obligations – Reasons for Dissatisfaction

The 2 customers who were not satisfied that Transend had continued to meet their obligations as set out in the agreement and/or contract in the past 12 months were then asked for their reasons.

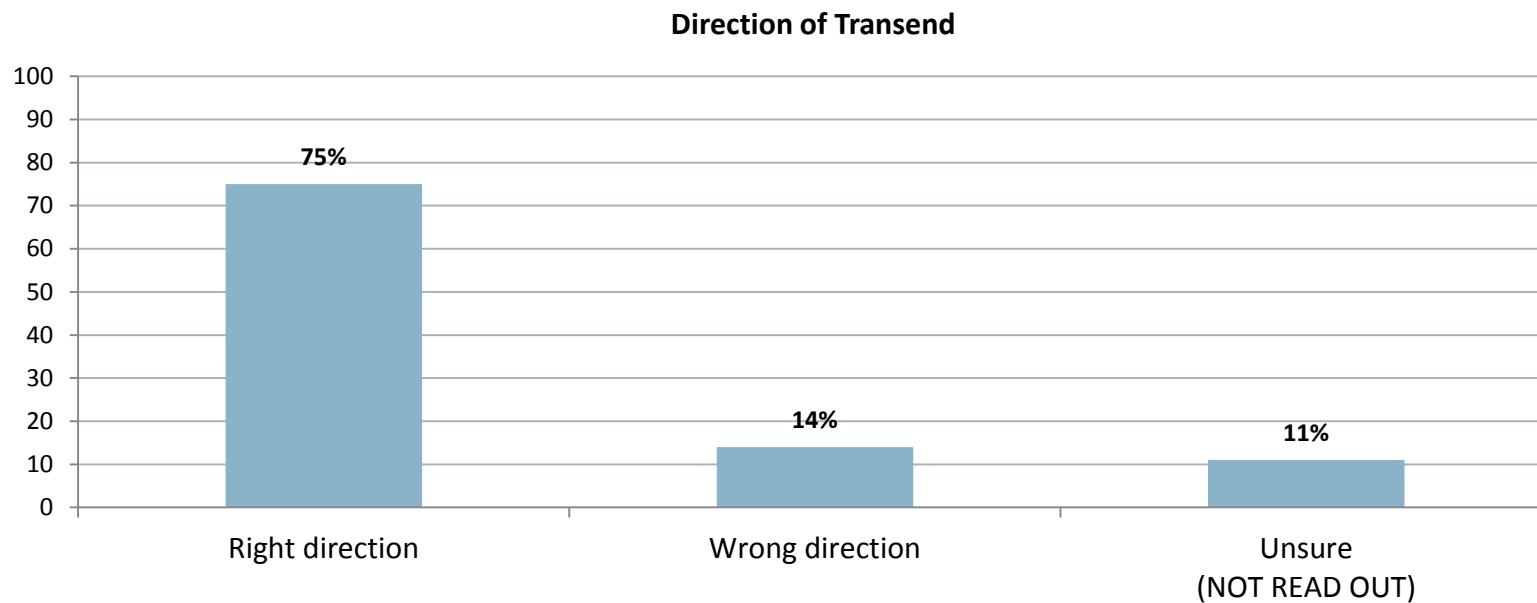
- ❖ *They selectively meet the obligations of the contract, but not the intent of the contract to deliver efficient customer services in a regulated environment.*
- ❖ *It's the fundamentals. It's about price and not getting value for money. The price of the service is very expensive.*

Change in Service Over Last Year

Direction of Transend

Respondents were asked:

Thinking about Transend overall – do you think Transend is generally heading in the RIGHT direction or do you think it is heading in the WRONG direction?



Three quarters of all respondents (75%) stated that they think Transend is generally heading in the right direction.

14% of customers believed it is heading in the wrong direction, while the remaining 11% were unable to provide a definitive answer.

Change in Service Over Last Year

Wrong direction

The 4 customers who held the view that Transend was heading in the wrong direction were asked to give their reasons.

- ❖ *I think they're heading in the wrong direction in the sense that I don't think they realise the impact of their increasing charges over the last 6 to 7 years, and particularly the impact on big business in Tasmania.*
- ❖ *The key thing is that the pricing track for customers is not in the right direction. The pricing track set for the next 5 years is the wrong direction.*
- ❖ *They are continuing to head down a track of gold-plating and future-proofing, and in fact the services they deliver now are delivered less efficiently than they were a few years ago.*
- ❖ *If it's going to become 'TasNetworks' I'm concerned that it won't be as good. There is a whole lot of change coming and I anticipate it won't have good outcomes for customers.*

Section Five

Transend's Greatest Strengths

Greatest Strengths

Overview

Respondents were asked:

What do you see as Transend's 3 greatest strengths in dealing with customers such as yourself?

The key strengths mentioned most often included:

- **Technical capability**
- **Professional personnel**
- **Good communication channels**
- **Strong customer focus**
- **Monopoly and a regulated provider**

Greatest Strengths

Customers' comments

Examples of comments regarding Transend's greatest strengths are shown below:

Technical capability

- ❖ *Their technical capability and their due diligence; and acknowledging the things we say are important to us.*
- ❖ *They understand their own networks and capabilities; and they have a good understanding of what our needs are.*
- ❖ *The way they do the accounts for their projects through their personnel, like Richard, has worked very well. And their technical stuff is a strength. So the administration side and the technical side of their work on the asset are the main strengths.*

Professional personnel

- ❖ *They are open, they are consultative, and they have a good culture.*
- ❖ *Their professionalism, their apparent honesty, and their passion – the people we've dealt with have a passion for what they do.*

Good communication channels

- ❖ *They're easy to get on with, we can get hold of them any time we like, and they give us all the contact numbers we need to ring.*
- ❖ *The friendly face-to-face contact in their communications – it's not just dealing with others through long email chains. Any communication is backed up by face-to-face contact and that makes a huge difference.*

Strong customer focus

- ❖ *There is some degree of change in customer focus – that is, greater customer focus.*
- ❖ *Their openness to communication with their customers and their willingness to communicate; their change in cost focus – there is more cost focus now; and their willingness to help when we have an issue.*
- ❖ *They understand the customers; they engage with the customers; and they are aware of the contractual obligations from both parties. They are the top 3 characteristics that help them do their business for large customers like us.*

Section Six

Transend's Areas for Improvement

Areas for Improvement

Overview

Respondents were asked:

And what are 3 things Transend could do better?

Areas for improvement mentioned included:

- **More customer focus and support**
- **Cost reductions and lower charges**
- **More extensive communication**
- **Greater timeliness and adherence to timeframes**
- **More commercial/ flexible approach**

Areas for Improvement

Customers' comments

Of the 28 respondents, 6 could not specify any areas for improvement, with 4 stating they were happy with Transend's current service provision. Where suggestions were made, examples of the customers' comments are presented below:

More customer focus and support

- *They could be more lined up in terms of supporting the customer – the whole organisation lining up to the true customer service values.*
- *Much more supportive customer focus; the pricing of the product and the service; and understanding the customer's needs – not just a cursory understanding.*

Cost reductions and lower charges

- *To not spend money where they don't need to – both capital and operational spending; to explain the charges – where our money goes to; and to rationalise staffing numbers.*
- *Lower their transmission charges; look at running a more efficient business; introduce cost-reduction KPIs for their business and share these with the customers – inform customers of these KPIs.*

More extensive communication

- *They could improve their communications systems. Not all their communication systems are effective. We were told about the customer portal some time ago but we've heard nothing about it for two years. And their website could be improved – it is difficult to find information and is not as user-friendly as the websites of other electricity providers.*
- *The shared documentation – there have been a lot of inefficiencies and hassles in not having shared documentation.*

Greater timeliness and adherence to timeframes

- *In some areas they tend to be a bit slow in completing the work – it's a resourcing issue.*
- *Sticking to their planning a bit closer, particularly regarding outages – although it's not always their fault; and their services are a bit expensive for us.*

More commercial/ flexible approach

- *Their commercial attitudes could be a lot better – they fundamentally exploit the monopolistic situation.*
- *Sometimes the technical diligence overshadows best-for-market commercial outcomes.*

Section Seven

'TasNetworks'

'TasNetworks'

Overview

Respondents were finally asked:

As you may be aware, Transend Networks is merging with the Aurora Energy Distribution Business to form a new company, 'TasNetworks', from the 1st of July 2014. What do you believe is important for Transend to retain as they move into the new business?

Key aspects mentioned as important for Transend to retain included:

- **Strong focus on and direct relationship with the customer**
- **High technical capability and performance of the asset**
- **Continuity of contact with current Transend personnel**
- **Maintenance of Transend's culture and high reputation**
- **Good communication**
- **Focus on the costing model and lowering of electricity charges**

'TasNetworks'

Customers' comments

The majority of customers were able to specify in detail the aspects they felt were important for Transend to retain. Examples of the customers' comments are provided below:

Strong focus on and direct relationship with the customer

- *Keep that customer focus at the level it is, keep the direct contact, and have it ingrained into the coming organisation that customer perspective.*
- *The technical base that they have at the moment, and some continuity with the commercial manager who works with us. We do have a concern that they will lose their customer focus – we're not sure whether the units that were focused on customers like ourselves will continue. We're a bit disappointed that we haven't had a letter or email or anything providing some reassurance as they move through the restructuring that they will continue to deliver the services they have provided to us and where we would fit into their future corporate strategy in the services they're delivering.*

High technical capability and performance of the asset

- *The fundamental underlying thing is their technical capability in terms of the transmission network. It's their core business at the end of the day.*
- *The reliability of the network, of the transmission system. We would want to see the same, or even better, reliability. So the technical performance of the asset is the key thing.*
- *Clearly their professional expertise is vital to extend and enhance their electrical transmission network; their technical expertise; and their chance to enhance the transmission network that Aurora has in the distribution business.*

Continuity of contact with current Transend personnel

- *The customer focus – not just to their biggest customers but to all their customers. And we are hoping to continue working with people who are really engaged with us and hoping the merger doesn't disengage them from us.*
- *The local staff – the switchyard operators – they should not be lost. That knowledge should not be lost. I would hate to see them shuffled around somewhere else.*
- *I'd like them to retain my contract manager and to maintain their culture – the open dialogue, the consultative process and their ethics.*

'TasNetworks'

Customers' comments (continued)

Maintenance of Transend's culture and high reputation

- *Their actual vales – their existing values and the customer focus. So, I would say their values and their mission.*
- *To maintain their identity and their current ability to deal with stakeholders. I fear that we will lose the good customer service that we are now getting. I also fear for Transend's reputation when they link with Aurora as they are two very different animals.*

Good communication

- *The communication with their customers such as us. We have built up a relationship with Transend over the years and it would be good to retain that relationship.*
- *Open and frank communication – Aurora is abysmal, appalling. In a number of dealings with Aurora they have failed to get back to us. Transend never fail to get back to you.*
- *The key knowledge between the two businesses and particularly the specific knowledge they have around our site – the connections and the access – and to ensure that those processes that have been established are maintained. Ensure that the relationship with us as a customer is maintained and keep up the improved communication that has been happening over the last 12 months – make sure that is maintained.*

Focus on the costing model and lowering of electricity charges

- *Their customer focus; and the focus on their costing model and the pricing of their electricity charges.*
- *I would want no reduction in customer services or customer focus; and I would want them to continue reducing costs.*
- *They need to look at the synergies and their estimated cost reductions. The synergies through that merger need to ensure capitalisation on those synergies far beyond their initial estimate.*

Appendix A - Questionnaire

My name is and I am calling on behalf of Transend. They have asked us to conduct an independent survey to gather feedback from their customers regarding the level of service they have provided to you in the PAST 12 MONTHS. As a customer, would you be kind enough to spend 15 to 20 minutes answering some questions about your company's experience with Transend?

Please be assured that all your responses will remain confidential with results being reported at the aggregate level only.

I would like you to rate a number of aspects from your dealings with Transend over the past 12 months. In doing so, can you please tell me whether you are Very Satisfied, Satisfied, Dissatisfied or Very Dissatisfied.

Secondly, I would like you to tell me why you gave them that rating for each aspect.

IF RESPONDENT WAS "DISSATISFIED" OR "VERY DISSATISFIED" ASK:

How do you think Transend could improve their services in this area to better satisfy your company?

Appendix A - Questionnaire

Section A – Satisfaction with Transend Dealings

<p>1. How satisfied are you that Transend conduct their dealings with you in a PROFESSIONAL manner?</p>	<p>1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don't know – DO NOT READ OUT</p>
<p>2. How satisfied are you with Transend personnel's TECHNICAL KNOWLEDGE when dealing with you?</p>	<p>1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don't know – DO NOT READ OUT</p>
<p>3. How satisfied are you that Transend possess the capacity to UNDERSTAND YOUR NEEDS?</p>	<p>1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don't know – DO NOT READ OUT</p>
<p>4. How satisfied are you with Transend's PROBLEM SOLVING CAPACITY?</p>	<p>1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don't know – DO NOT READ OUT</p>

Appendix A - Questionnaire

Section A – Satisfaction with Transend Dealings (cont.)

<p>5. How satisfied are you with Transend’s ability to GET IT RIGHT THE FIRST TIME?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT
<p>6. Thinking about the services and information Transend provide you with, how satisfied are you that those services are EASY TO ACCESS?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT
<p>7. How satisfied are you that the information you receive from Transend is WELL EXPLAINED?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT
<p>8. How satisfied are you that your dealings with Transend are PERFORMED IN A TIMELY MANNER?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT

Appendix A - Questionnaire

Section A – Satisfaction with Transend Dealings (cont.)

<p>9. How satisfied are you with Transend’s ability to COMMUNICATE WITH YOU?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT
<p>10. How satisfied are you with Transend’s ability to be PROACTIVE in their service to you?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT
<p>11. How satisfied are you that Transend employees are FRIENDLY when dealing with you?</p>	<ol style="list-style-type: none"> 1. Very satisfied 2. Satisfied 3. Dissatisfied 4. Very dissatisfied 5. Don’t know – DO NOT READ OUT

Appendix A - Questionnaire

Section B – Overall Satisfaction

<p>12. Thinking specifically now about the signed Connection Agreement / Telecommunication Contract between your company and Transend.</p> <p>Are you satisfied that over the past 12 months Transend have continued to meet their obligations as set out in this agreement and/or contract?</p>	<ol style="list-style-type: none"> 1. Yes (GO TO Q13) 2. No 3. Unsure – DO NOT READ OUT (GO TO Q13)
<p>12a. And why do you say that?</p>	<p>RECORD COMMENTS IN DETAIL</p>
<p>13. Do you believe that the standard of customer service you have received in the last 12 months has improved, got worse or remained about the same?</p>	<ol style="list-style-type: none"> 1. Improved 2. Remained about the same 3. Got worse 4. Unsure – DO NOT READ OUT
<p>13a. And why do you say that?</p>	<p>RECORD COMMENTS IN DETAIL</p>

Appendix A - Questionnaire

Section B – Overall Satisfaction (cont.)

<p>14. Thinking about Transend overall - do you think Transend is generally heading in the RIGHT direction or do you think it is heading in the WRONG direction?</p>	<p>1. Right direction (GO TO Q15) 2. Wrong direction 3. Unsure – DO NOT READ OUT (GO TO Q15)</p>
<p>14a. And why do you say that?</p>	<p>RECORD COMMENTS IN DETAIL</p>

Section C – Final Comments

<p>15. What do you see as Transend’s 3 greatest STRENGTHS in dealing with customers such as yourself?</p>
<p>16. What are 3 things Transend could do better?</p>
<p>17. Are there any other comments you would like to make regarding Transend?</p>
<p>18. As you may be aware, Transend Networks is merging with the Aurora Energy Distribution Business to form a new company, ‘TasNetworks’ from the 1st of July 2014. What do you believe is important for Transend to retain as they move into the new business?</p>

Thank you for completing this survey and assisting us by providing feedback on your relationship with Transend. This survey has been conducted in accordance with national privacy legislation to respect the rights of all respondents.