



# Enhancing revenue and CRM

MetroRail 2013  
Madrid

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Chief Operating Officer

# Santiago and its urban reality

## *Expansion of metropolitan area*



1950



1980



2010

The Fifties

Population:  
1,7 MM  
  
Hectares:  
20. 900

The Eighties

Population:  
3,6 MM  
  
Hectares:  
38.296

Today

Population:  
6,7 MM  
  
Hectares:  
64.100

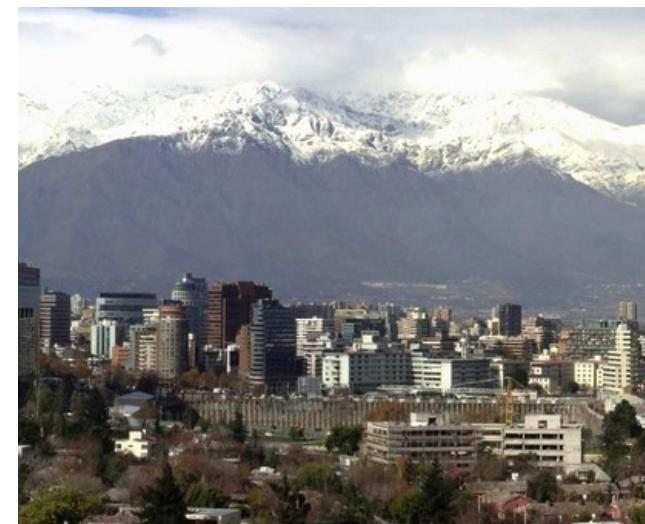
- **Year 2012:**

- 6,5 million urban citizens (37% country population)
- 2,6 daily trips/inhabitant
- 1,3 million private cars
- 0.2 cars/person



- **Year 2020:**

- 8 million urban citizens (+25%)
- 3 daily trips/inhabitant
- 3,6 million private cars (+177%)
- 0.5 cars/person



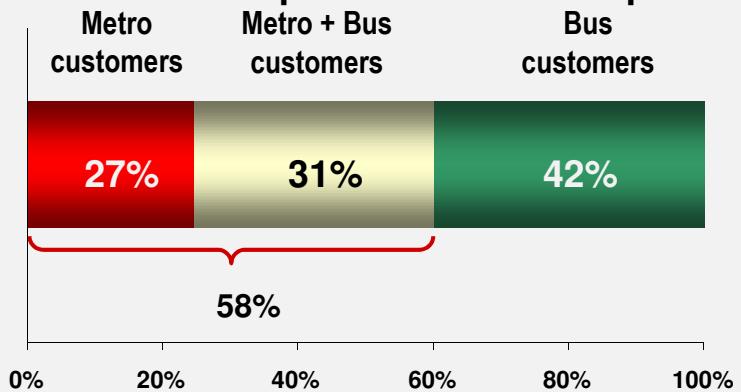
# Public Transport at Santiago



- **Integrated Public Transport (bus+ metro):**

- 4,0 million daily trips
- 6,2 million steps (bips)
- 1,6 rides per trip

## Public Transport Distribution Trips



- **Metro, main actor:**

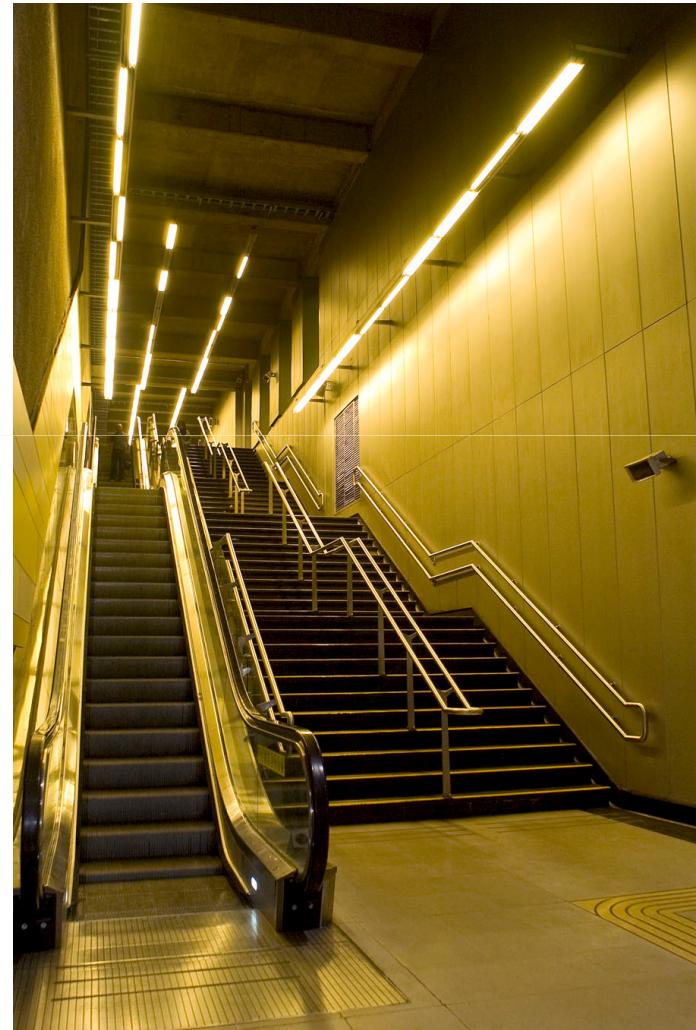
- 103 Km, 108 stations, 4 lines
- 1.075 coaches, 155 trains
- 115 s minimum headway
- 3.500 workers, 8.000 subcontractors



# 2012 Final Figures



- Ridership: 648,7 MM passengers (+1,4%).
- Working day ridership: 2,2 MM passengers (+2,5%)
- Car-Km: 132 MM (+0,7%)
- The average availability of trains at peak hour: 98,9%
- Failures over 5 min: 373 incidents (-15%)
- Security rate: 0,41 crimes/MM pax (+11%)
  - **Metro is considered the safest public place of the city**
- Operational Income: MM USD 496,7 (+4,1%)



# Recent Activities



- **Complete takeover of Transantiago's selling channel**
  - At Metro stations, surface POS and internet
  - Smartcard selling and customer service
- **Capacity increase by train length extension**
  - Increment of 9% of L2's and L5's capacity:
    - Reconfiguration of 5-6 car trains to 7 car trains
    - Platform extensions in 5 stations
    - Fleet distribution L1-L2-L5





But...



# Environment is changing...



- Service companies are changing..... **Customer orientation, inclusiveness and life quality concerns**
- Our customers are changing....**willing to plan, they want information and transparency. Be in control of their trip, specially in contingencies.**
- Customers are part of the product... **they ask for education**
- Customers require protection and orientation...**they ask for a leader**
- Staff is key....**they humanize and assumes leadership**



**We need a strategy centered in customer experience, creating memorables moments and protecting them during disruptions.**

# First: New Operation Mgmt Model



- **Reorganization of Operations**
  - Managers per line at the line, focus on team leading and customer experience.
  - Site Owners to promote proactivity, empowerment and accountability.
  - New positions in the field to support and develop our staff.
  - Team integration (Staff and Subcontractors)
  - Procedures centralization to assure quality of service, safety and security.



# Next: The Service Offer



- **Implementation of Service Strategy**
  - Ensure a good experience across the trip
  - Identification, understanding and development of 12 key moments during the trip
  - Implementation of a Service Training School
- **Customer Communication Strategy**
  - Fulfill the communication needs of customers in relation with service before, during and after the trip.
  - New platform screens, smartphone app, station entrance screens, touch screen lcd's with on line surface information.





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# Long-Term Challenges

# Long-Term Challenges



## Growth:

- **Maximization of current network capacity**
  - Target + (15% - 20%)
- **New lines 3 and 6**
  - UTO (driverless operation)
  - 37 Km extension
  - 28 new stations
  - MMUSD 2.800
- **Long-term expansion plan**
  - Horizon of 20 years.
  - Network size: 220 km (2025-2030)
  - Aligned with the Strategic City Transport Plan



# Long-Term Challenges



## Efficiency:

- **Development of an aggressive non-fare revenue plan**
  - Duplicate current revenue at the end of 2020 (20% of total revenue)
- **Refurbishment of old trains**
  - Extend in 20 years the trains' lifespan
  - Incorporation of A/C in cars



## Sustainability:

- Implementation of the New Corporate Sustainability Strategy



# Thank You!

