



Enhancing revenue and CRM

MetroRail 2013
Madrid

Ramón Cañas
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

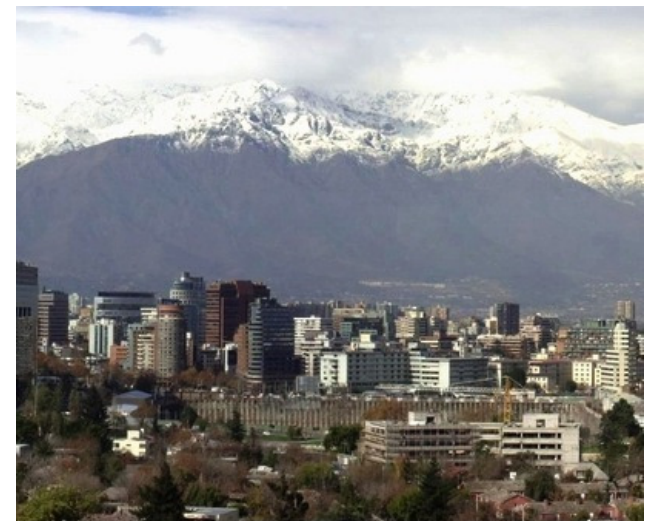
■ Year 2012:

- 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

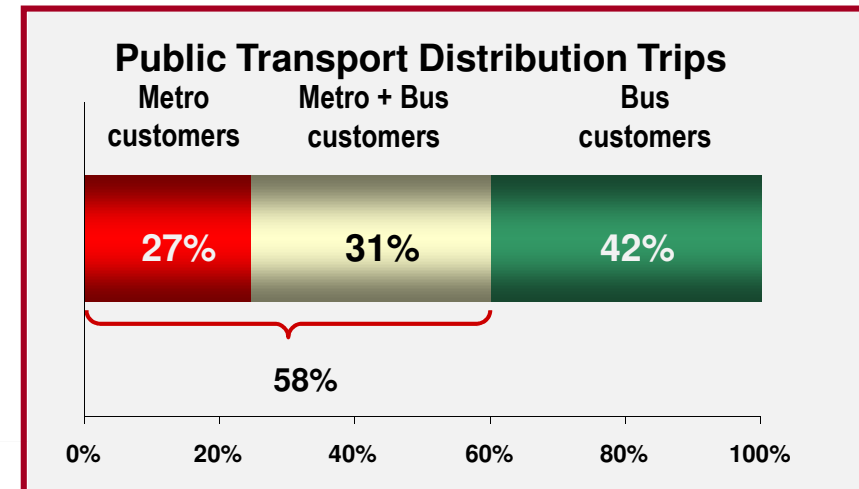


■ Integrated Public Transport (bus+ metro):

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

■ Metro, main actor:

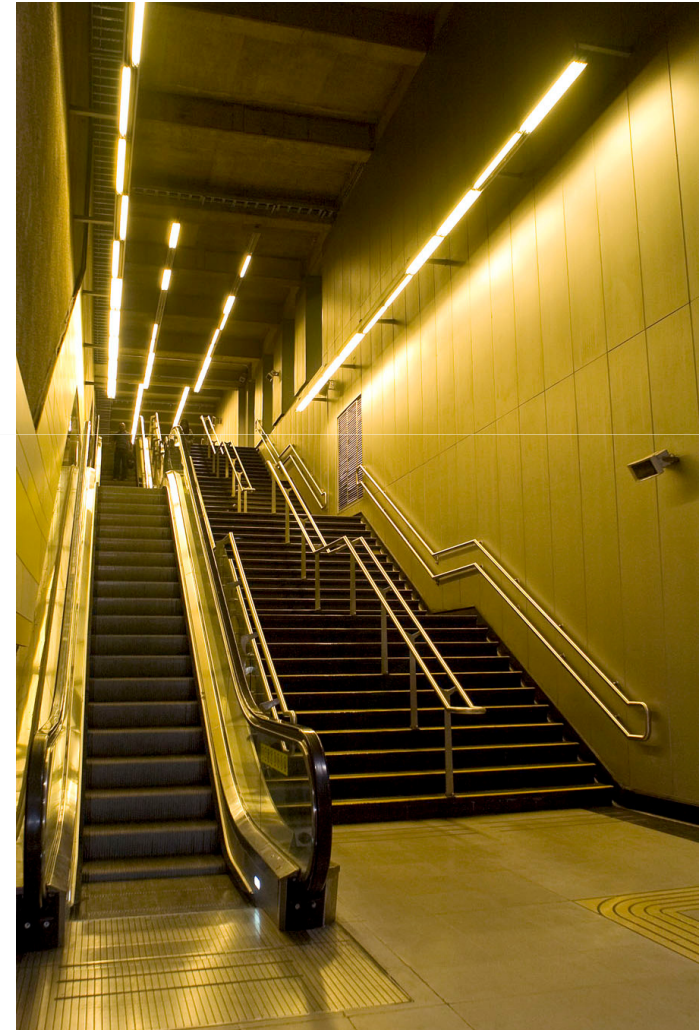
- 103 Km, 108 stations, 4 lines
- 1.075 coaches, 155 trains
- 115 s minimum headway
- 3.500 workers, 8.000 subcontractors



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.



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!

