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30 minutes

Customer Centricity in Public Transport

**UITP Online Course on Marketing and Communication
in Public Transport**

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WE ARE BASED
ON AUTONOMY
DECENTRALISATION

actively create the structures
needed to challenge

WE WELCOME
EVERYONE
AND EVERY PART
OF EVERYONE

Working actively to create safe
and more greenable spaces

WE SET
OUR MISSION
ON WHAT IS
NECESSARY

Establishing a culture of
collaboration and shared
responsibility

WE NEED
A REGENERATIVE
CULTURE

Creating a culture which is
inclusive, collaborative and
regenerative

WE VALUE
REFLECTING AND
LEARNING

Creating a culture which is
inclusive, collaborative and
regenerative

WE ACTIVELY
MITIGATE
FOR POWER

Breaking down hierarchies of power
for more equitable participation

WE AVOID
BLAMING
AND SHAMING

We live in a toxic system, but
we can change it

SAVE MOTHER EARTH!



**Even with no
Covid-19, we're
in trouble**



1 号线
Line



武林广场站
Wulin Square Station

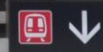
E 出入口
Entrance

严禁携带易燃易爆、管制刀具等危险品进站
Dangerous Articles Prohibited

2018年05月17日 星期四 12时08分01秒
杭州地铁1号线欢迎您！
先下后上车，不冲门不挡门，营造一个



安检通道
Security check
请您接受安检



➤ In a Covid World,
we have to wake up
and prepare
...now.

- Economic recession / unemployment
- Post-lockdown processes
- Changed 'priorities'.
- Disruption preparedness
- Work from home / telecommute
- Restrictions and control





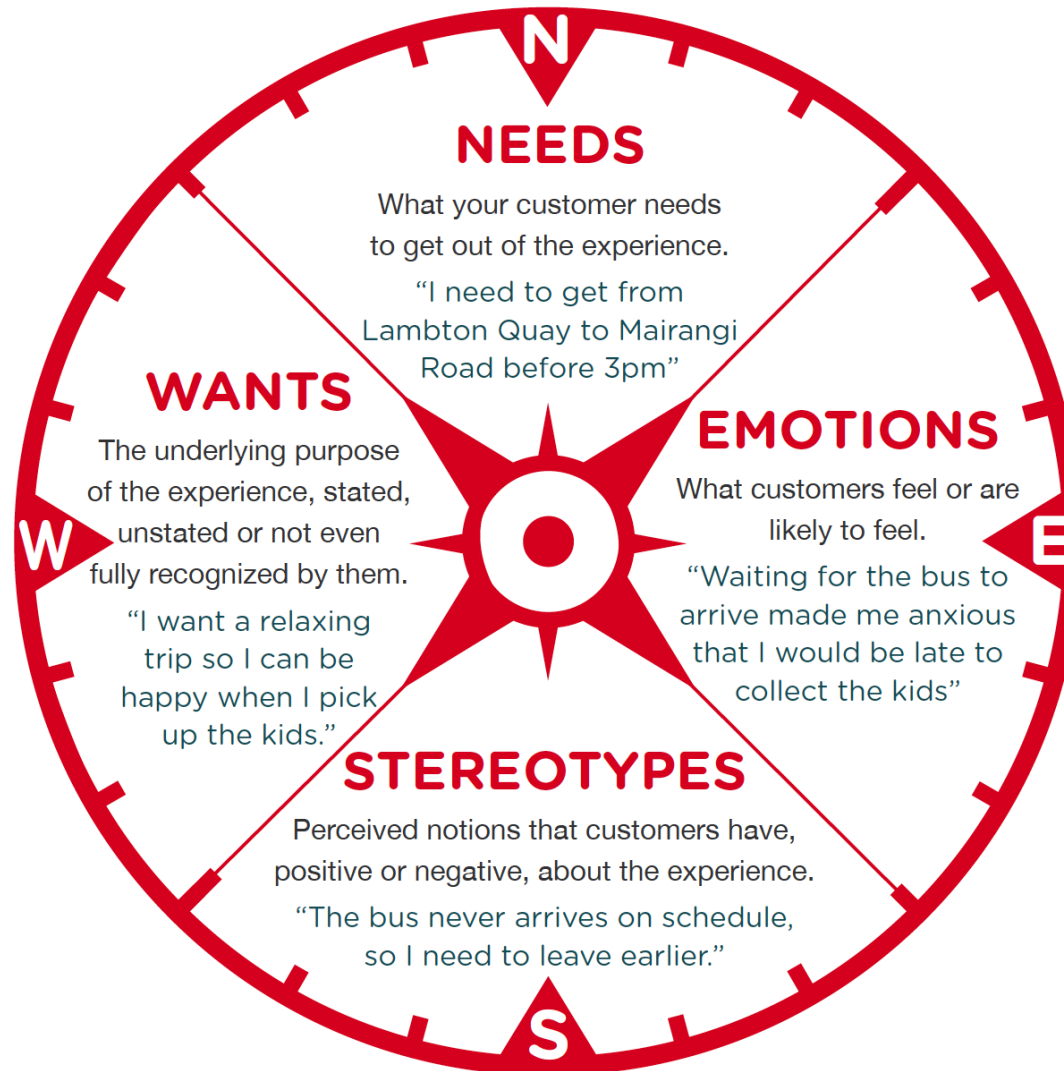
Customer Centricity

A happy customer goes a long way



WALT DISNEY MODEL

The compass model for customer satisfaction



MEGATRENDS

- **Individualisation**

- People expect to be treated as individuals.
- They expect companies to understand and deliver what they need without specifically asking for it.
- What does that mean for a mass produced service like Public transport?



- **Digitalisation**

- Anything that can be digital will become digital – and personalized!



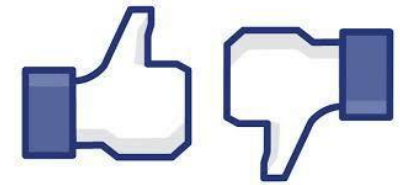


DIGITALIZATION IS CHANGING OUR LIVES ...



MEGATRENDS

- **A shift in power – customers are getting more and more powerful**
 - Companies no longer have any information advantages – customers are well informed
 - Communication is no longer about company megaphones in one way mass marketing
 - Communication goes both ways – as well as sideways - in social media
 - Communication is between customers!



DEFINITION OF CUSTOMER EXPERIENCE

Customer Experience is the **customers' engagement** with an organisation across **all touch points** of their end to end journey.

This will include the core transport service – in many cases getting them from A to B **reliably** and **safely** – and other interactions e.g. customer information, staff, the built environment, cleanliness, ease of buying a ticket, accessibility and levels of crowding.

Customer experience also includes the interactions customers have with us **whilst not travelling**. This includes the PT Operators website, customer contact centre, APPS, social media, refund procedures, direct mail, consultations, advertising campaigns and safety initiatives.

The ability of PTOs to provide a positive customer experience across all touchpoints is integral to ensuring **loyalty** and **trust** with the organisation and enhance the reputation of the organisation.



DEFINING PRINCIPLES OF CUSTOMER CENTRICITY

1. Customer Experience – get the basics right
2. Understand your customer
3. Develop a customer promise
4. Develop a customer culture
5. Customer Led Innovation
6. Measure how you are doing

➤ GET THE BASICS RIGHT - HYGIENE

- Punctuality, regularity, cleanliness
- Basic comfort, crowdedness
- Ticketing
- Passenger information
- Safety and security
- Communication channels



UNDERSTAND YOUR CUSTOMER

- **Ensure you understand all the customer touch-points end to end**
- **Collate and use customer data and turn this data into actionable insights**
- **Market research helps to understand:**
 - Who are the current and potential customers?
 - To whom the product should be targeted?
 - What marketing strategies should be used to target these groups?
 - Improvements/changes required to increase use
 - Reasons for individuals for using / not using Public Transport

➤ TYPES OF RESEARCH

- Customer Profile Research
- Customer Satisfaction Survey
- Market Share Survey
- Travel Characteristics
- Stated Preference Survey
- Revealed Preference Survey
- Elasticity Surveys (price, service, product)



➤ TYPES OF MARKET RESEARCH

- Observation
- Focus Groups
- Interview
- Survey / Questionnaire



➤ NEW WAYS OF DOING RESEARCH





UNDERSTAND YOUR MARKET USING BIG DATA

- **Collect and combine large amounts of data - Big Data - from various sources**
 - ticket data, journey data and customer satisfaction data etc.
- **Advanced analytics to understand overall potential and market share, customer segments etc.**
- **Possibility of analysing at more detailed level to identify for example market share and potential for certain areas or lines.**
- **Map customer behaviour – as a base for "personalized" services.**

➤ MAKING A PERSONALIZED RELATIONSHIP



CUSTOMER LED ORGANISATIONS

- **Develop a customer promise which is used internally and communicated to your customers**

➤ DEVELOP A CUSTOMER CULTURE

- Strong lead from the top / leadership
- Create advocates throughout the organisation through staff 'champions'
- Communicate and share successes



➤ THE CULTURE CHANGE IS ACHIEVED THROUGH LEADERS

- **Genuinely committed to customers and who see it as their job to always make them better**
- **A systematic work with focus on culture change, learning and improvement**
- **Requires training, training and training of management teams at all levels**

Success factor

The most important success factor is spelled...

LEADERSHIP

The leadership must show the way...



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västtrafik

CUSTOMER LED INNOVATION



DEVELOP INNOVATION AT ALL
LEVELS OF THE ORGANISATION
WHICH GOES BEYOND TECHNOLOGY



SOLUTIONS CAN BE BIG OR SMALL
AND INVOLVE EVERYONE

MEASURE HOW YOU ARE DOING

- do this via a customer scorecard, 'effort' score and have KPIs linked to this
- know what your goal is in terms of your customer



COMPONENTS OF SERVICE QUALITY



Tangibles – Appearance of physical elements



Reliability – Dependable and accurate performance



Responsiveness – promptness; helpfulness



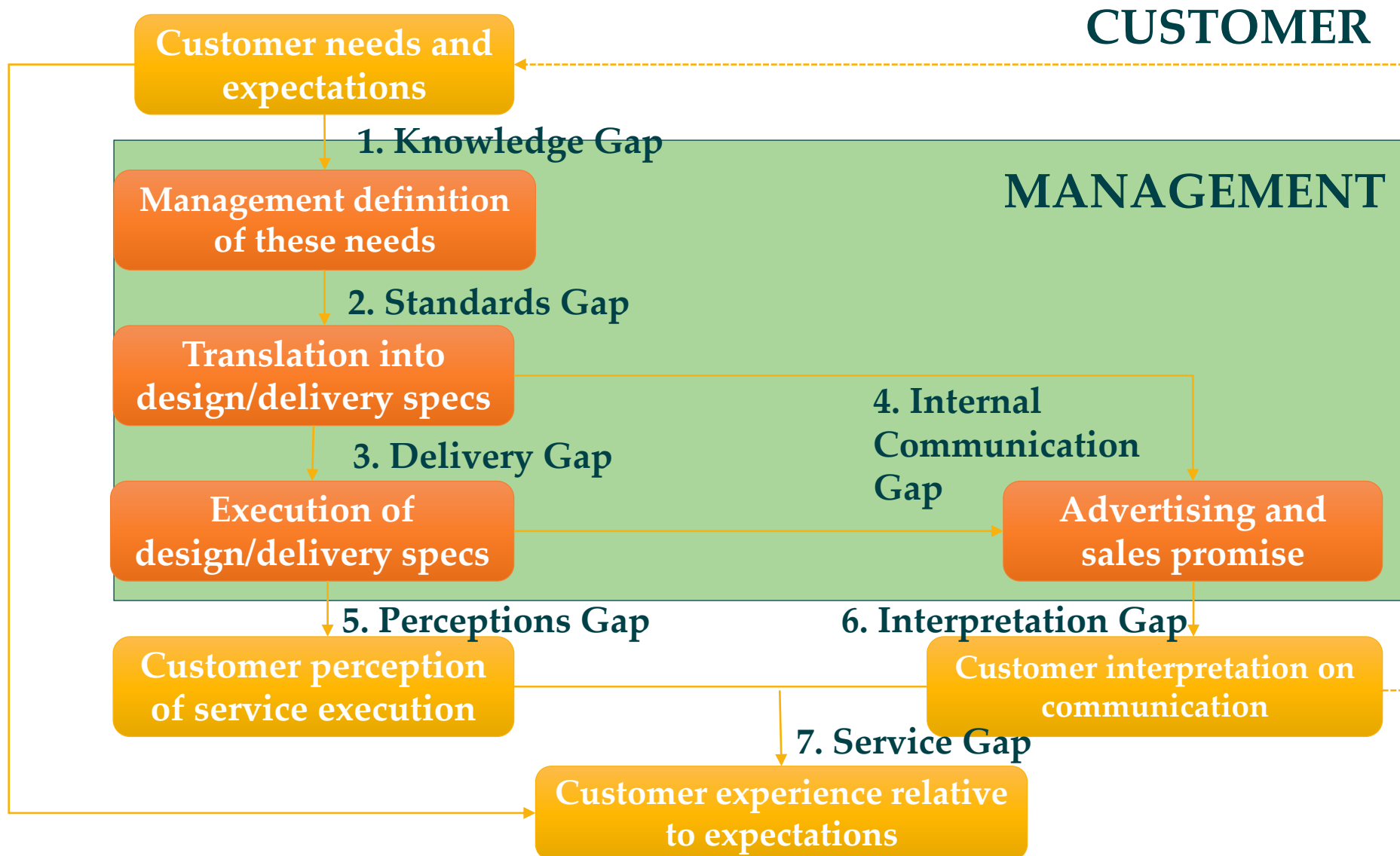
Assurance – competence, courtesy, credibility, security



Empathy – easy access, good communication, understanding the customer



➤ SEVEN SERVICE QUALITY GAPS

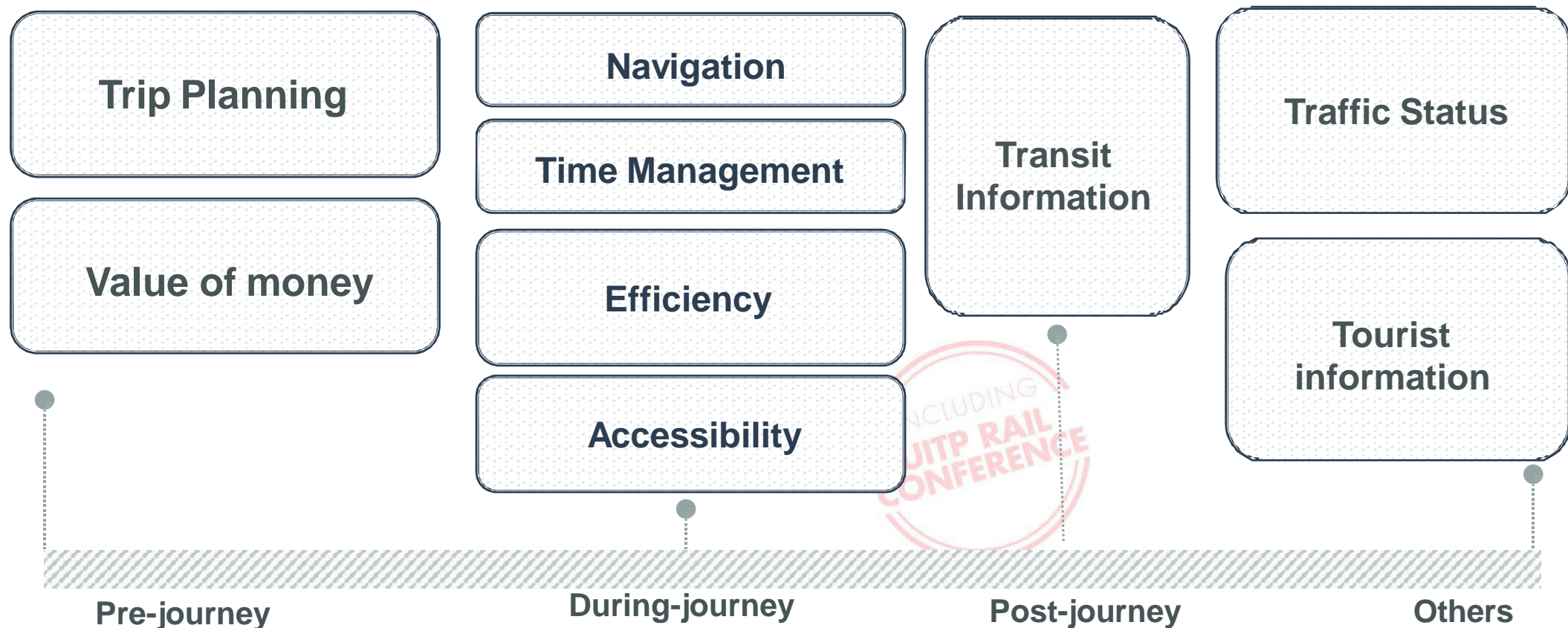


CLOSING THE GAPS

1. **Knowledge Gap** – Learn what customer expect
2. **Standards Gap** – Specify standards reflecting expectations
3. **Delivery Gap** – Ensure service performance meets standards
4. **Internal Communications Gap** – Ensure promises are realistic
5. **Perceptions Gap** – Educate customers to see reality of service quality delivered
6. **Interpretation Gap** – Pre-test communications for clarity and ambiguity
7. **Services Gap** – Close other gaps to meet customer expectations consistently

➤ UNDERSTAND CUSTOMER NEEDS THROUGH JOURNEY MAPPING EXERCISE

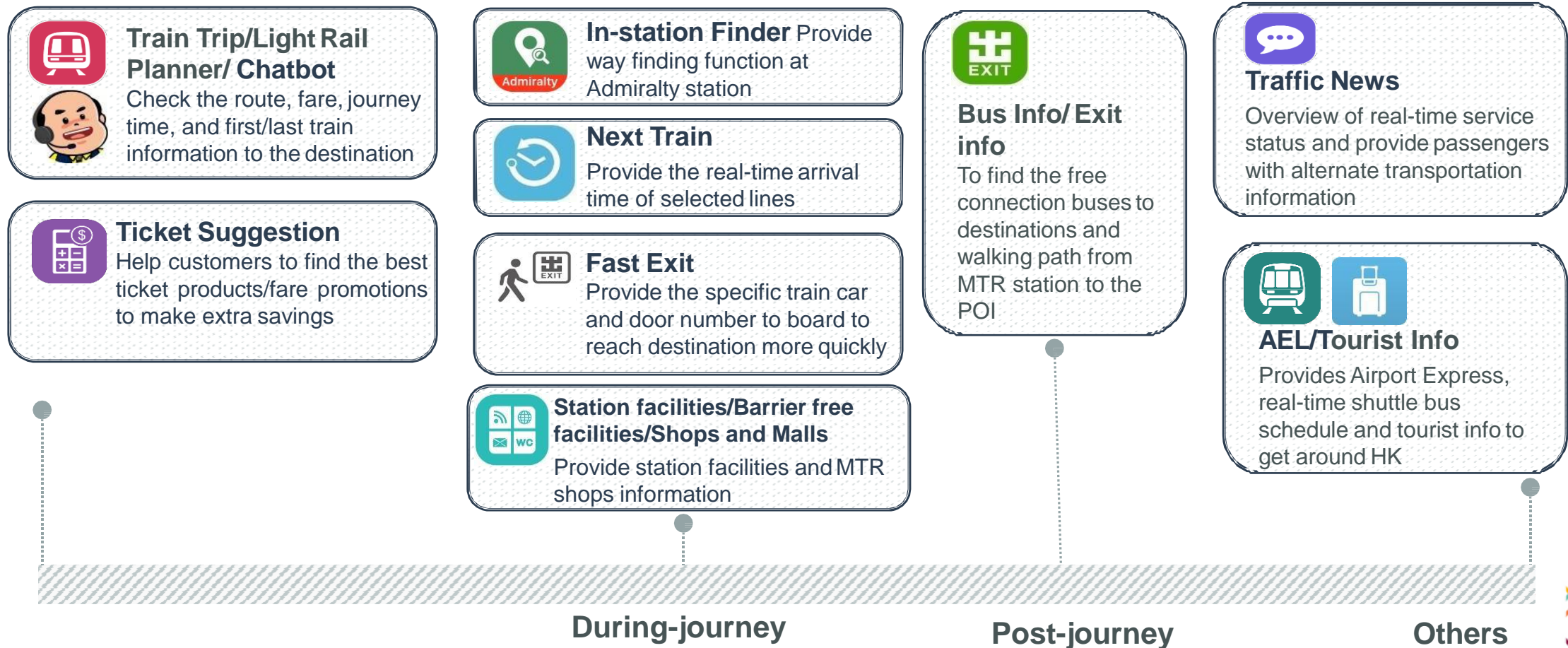
To envision what matters most to the customers and adopt **customer centric** approach



MTRC HONG KONG

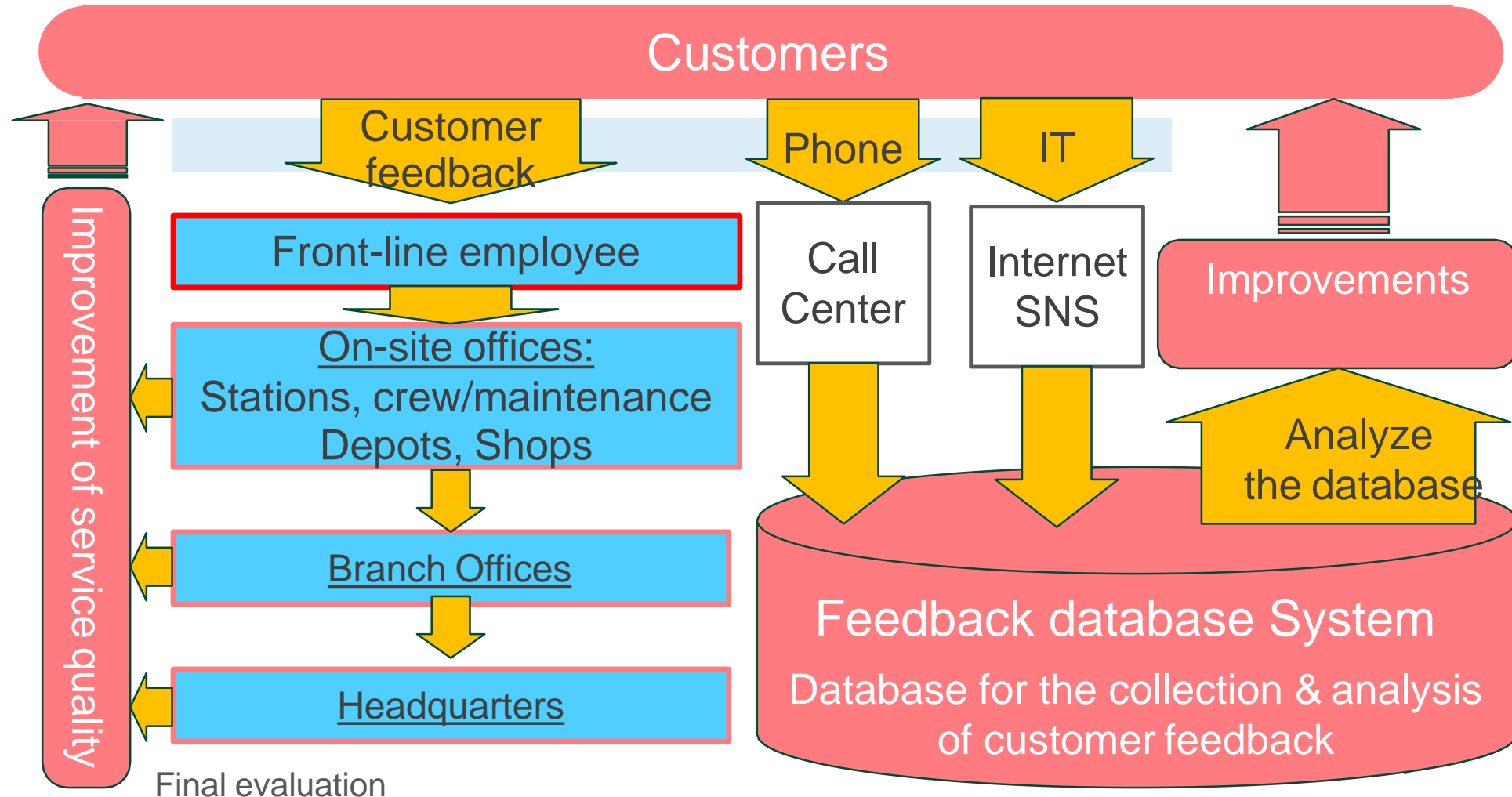
Innovate digital initiatives that cater customers' needs

MTR implemented the following innovative functions to deliver outstanding customer experience along customer journey.



➤ FEEDBACK DATABASE SYSTEM

Organizational and systematic improvements based on customer feedback.



**Public Transport
is all about
“Passenger
Experience”**

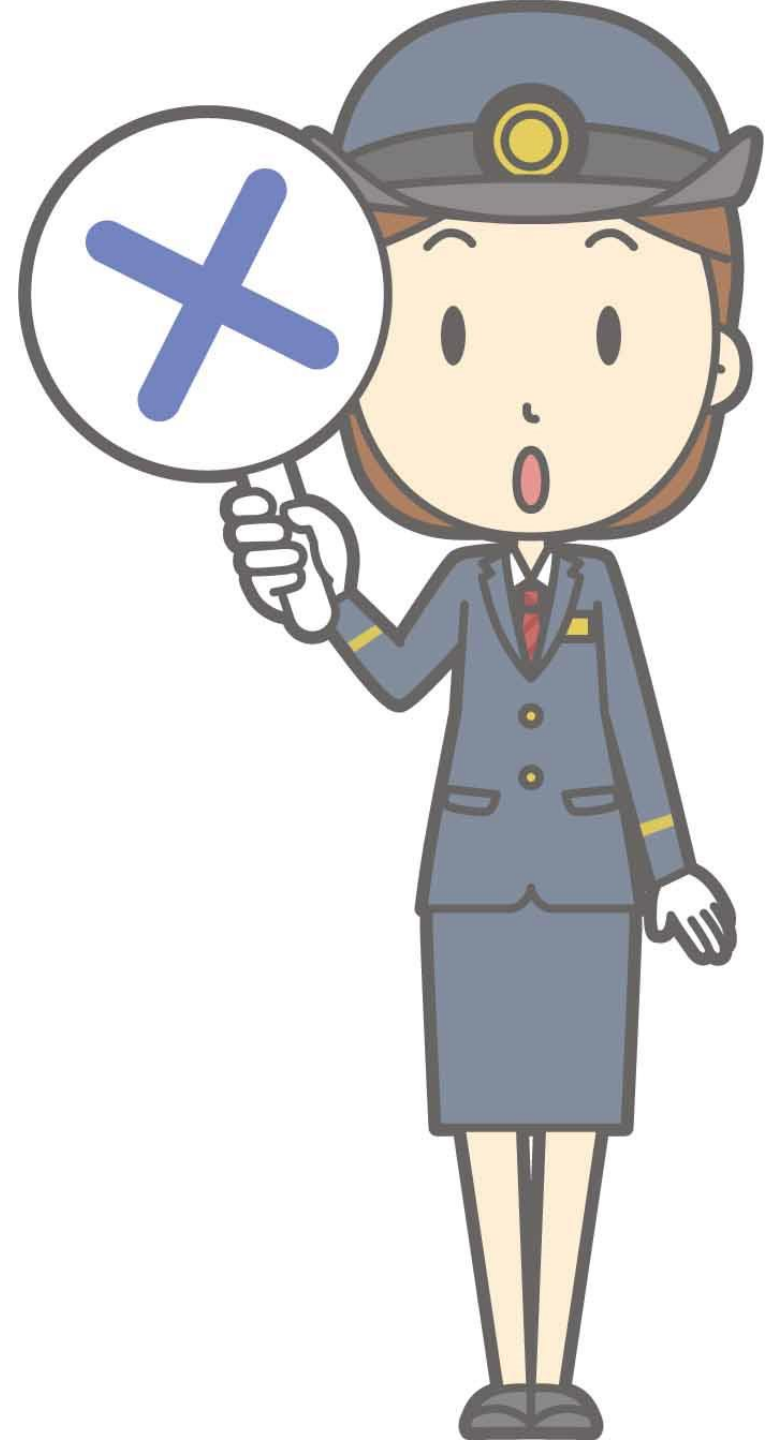
PX =

Design +

Marketing +

Communications

**Don't do
'PX by Accident'**



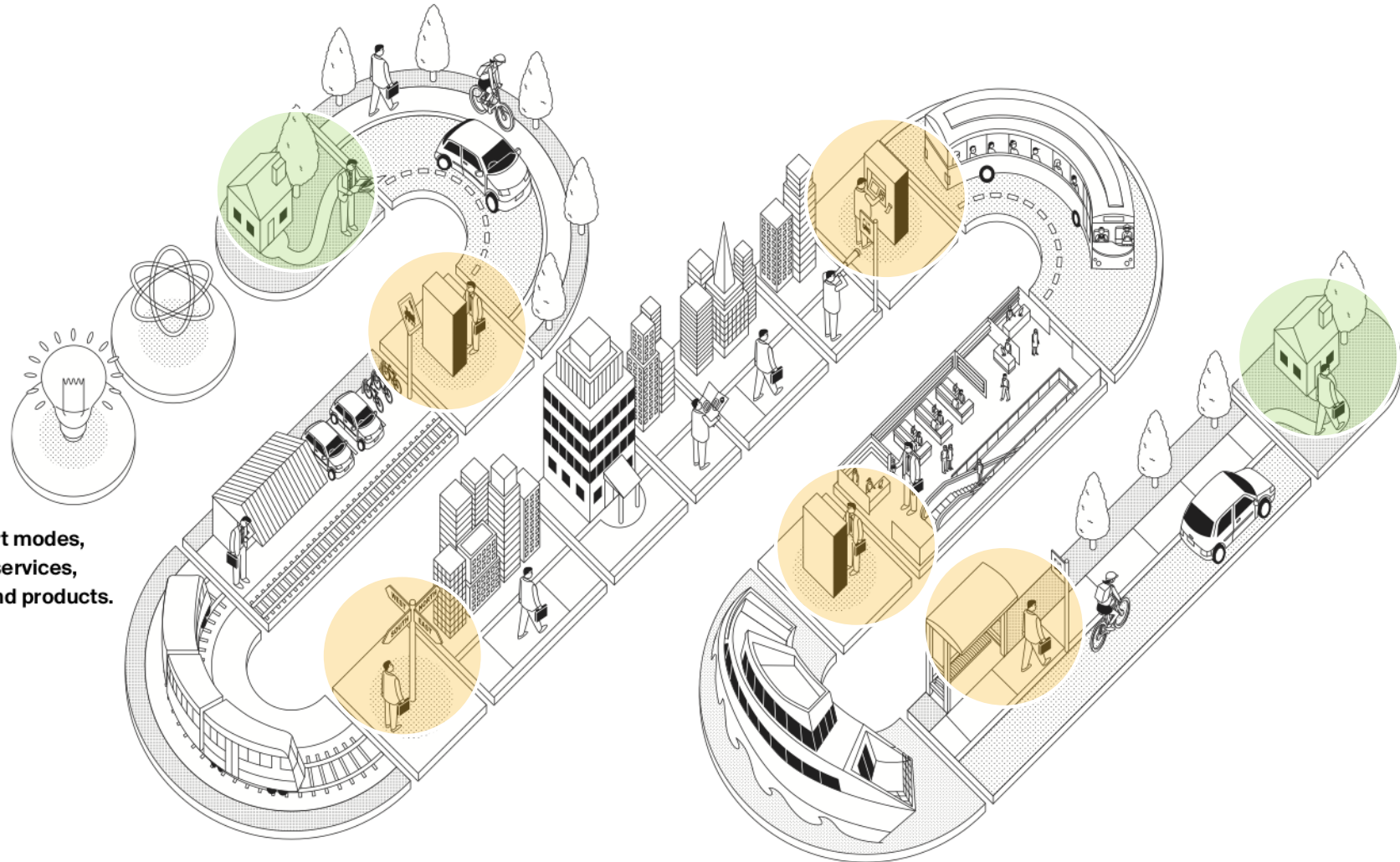
➤ PX: Building the Passenger Journey



What passengers want

– Seamless, accessible journeys aka **convenience**

Integrated transport modes,
operators, assets, services,
communications and products.





What passengers want

– Journeys built for ‘me’, ‘you’ and ‘us’

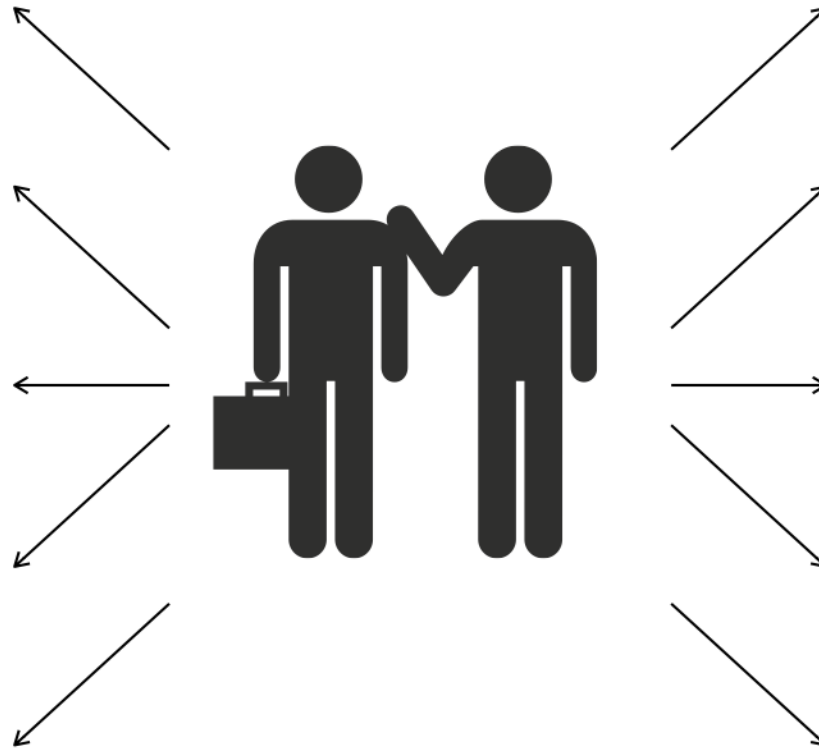
1. **Educate me** on how the PT system works.

2. **Orientate me** on where I am and where I am needing to go next.

3. **Encourage me** to further explore the city.

4. **Remove the barriers** to my regular use.

5. Make my wait **comfortable and productive**.



6. Provide me with a **viable alternative** to my car

7. **Reward me** for my good PT behaviour.

8. **Make me proud** of belonging to the PT community.

9. Better enable my **first and final leg**.

10. Prove to me you are **passionate about customers**.

To 'build'
passenger
journeys, you
must 'engage'





QUESTIONS?



THANK YOU!



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