

Customer Relations: Matrix problems – policies – strategies – need for further investigation

Key challenges	Recommendations		
	Policy (objective, need for action)	Strategy (measures, concrete actions)	Further investigation
<ul style="list-style-type: none"> • Know your (potential) customers – their behaviour, attitudes, expectations, experiences • Lack of understanding of the transport market and the position of PT therein • Lack of consistent planning • Decreasing share of PT • Decreasing share of captive customers • Provide customer-oriented services • Believe in own strengths • Monitoring of the transport market 	<p>Stop (further) decrease of PT modal share – Increase modal share of PT</p>	<p>Create a better understanding of customers and potential customers:</p> <ul style="list-style-type: none"> • fight the still prevailing thinking that all PT users are captive – as their number is decreasing fast • decision for and against PT use is based on current situation => decision is made every time a new & everybody is a potential user / customer for PT • walking and cycling as potential source for customers and as partner for PT • collection not only of quantitative but also of qualitative data <p>Harmonise planning of PT services and urban planning</p> <p>Include the analysis of potential customers into the analysis and monitoring of the PT market to enable PT companies to increase their ridership</p>	<p>Research different markets / market situation (competitive PT operator market versus non competitive market)</p> <p>Research who should be responsible for monitoring of PT market in different framework conditions (depending on PT contracts and level of competition / openness of market)</p> <p>Useful customer satisfaction monitoring</p> <p>Improvement of methods for PT passenger satisfaction surveys</p> <p>PT ticket survey methods (purchase, use, elasticity, migrations)</p> <p>Better analysis of changes in the transport market. Mobility matrix (in order to map mobility need of people)</p> <p>Combination of research for urban planning and PT services</p> <p>Development of new electronic collection tools (e.g. SMS,</p>

		<p>Concentrate on central indicators</p> <p>Increase knowledge regarding the further analysis of collected data</p> <p>Establish marketing responsibilities</p> <p>Knowing about social groups using PT – overcome prejudices</p>	<p>Internet)</p> <p>Develop programmes to compare the use of data collection and to interpret the data.</p>
<ul style="list-style-type: none"> • PT companies often apply a number of single measures, such as advertising, direct marketing, passenger information – but have no integrated marketing strategies • PT marketing is still often seen as a cost factor rather than as an investment • Good PT services are not sufficient as it is vitally as important how they are communicated to the public • Create ‘marketing culture’ • Marketing needs sufficient resources 	<p>Create a comprehensive marketing approach towards the promotion of PT</p>	<p>Promotion of service quality (requires in some cases an initial increase of actual services and their quality)</p> <p>Clear responsibility for PT marketing in different framework situations</p> <p>Mobility management plans for companies and authorities</p> <p>Raising awareness of all target groups (elderly people, car users, children etc).</p> <p>Campaigns and information on changes in PT route or infrastructure.</p> <p>Integrating PT route network and its marketing with nearby municipalities and integrate different transport modes.</p> <p>Integrating ticketing system (nearby municipalities and different transport modes).</p> <p>Promote marketing as a means to work with customers and to improve</p>	<p>Harmonising payment system standards</p> <p>Survey on choice of transport mode. Finding out reasons that influence the choice of transport modes.</p> <p>Survey on efficiency of PT information channels (websites, newspapers, TV, radio etc)</p>

		customer satisfaction	
<ul style="list-style-type: none"> Identifying any mismatch between customer experiences and expectations Properly using customer complaints as a source of up-to-date information Improving the personal contact with customers is essential – appropriate training of “front” personnel Explore customers’ perceptions, experiences and expectations Take care of the customer as individual Provide customised information Create customer loyalty (do better than expected) 	<p>Match customer’s experiences with customer’s expectations towards PT</p>	<p>Creation of intermodal services (including new tariff systems) and provision of intermodal information materials (systems)</p> <p>Use marketing measures to show that the actual PT services are much better than their perception by the public</p> <p>Transformation of captive users into satisfied users so that they stay loyal when they are no longer captive</p> <p>Putting the customers into the centre of service provision</p> <p>Provide different avenues for customer comments and complaints to be collected. Reaction to customer input has to come within a realistic time frame (2-3 weeks).</p> <p>Adopt the customer’s eyes when viewing PT services</p> <p>Drawing up a development strategy for a sustainable mobility environment</p> <p>Train staff in order to be proud of their work and act as ambassadors</p>	<p>Research the value of customer comments / complaints for the improvement of PT services and customer relations – especially how to differentiate between relevant and irrelevant complaints</p> <p>Research long-term development of customer satisfaction.</p>

		for their company	
<ul style="list-style-type: none"> • Negative perceptions of PT caused by the conditions of rolling stock and infrastructure • Perception of PT as old-fashioned “mass transit” • Car as a strong competitor • Increasingly individualistic lifestyles that require a high degree of mobility • Increasing quality expectations of customers • Make people proud of using PT 	<p>Improve the image of PT in the eye of decision makers and the public (customers and potential customers)</p>	<p>Lobbying to convince decision makers of the values of PT; Improve relationship between PT stakeholders and decision makers</p> <p>Increase awareness of PT both in the eyes of decision makers and general public</p> <p>Opening companies to the public (more transparency / public participation)</p> <p>Internal marketing to convince the employees of PT companies of their product</p> <p>Advertising the strengths of PT instead of trying to compete with the car in areas in which PT is not competitive (Key word: “Self confidence”)</p> <p>Improve image based on emotional values (this is especially important if the actual system has some deficits – however its still relevant for a perfect system)</p> <p>Share best practices within the EU</p>	<p>Analyse the impact of environmental and social developments on the perception of PT</p> <p>Analyse how it would be possible to improve the image of PT (even if the current system has major deficits)</p> <p>Value and barriers of social marketing</p>