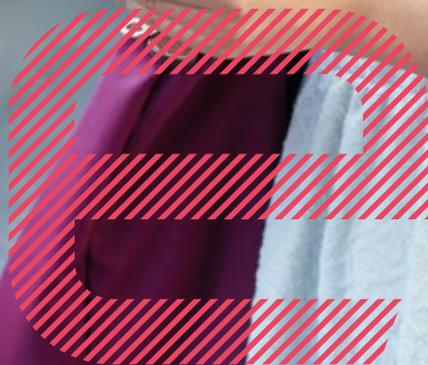


# THINKING LIKE A PASSENGER

→ BECAUSE CUSTOMERS  
COME FIRST



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**'Thinking like a passenger' is a key element of Keolis' continuous improvement approach, with the aim to redefine the customer experience in the digital age. The primary objective is to provide local authority clients and citizens with:**

- products, services and customer support solutions based on a comprehensive understanding of passenger needs, in all their diversity;
- adaptable, intelligent public transport networks, able to integrate new mobility modes and behaviours.

The 'Thinking like a passenger' programme has been adopted by Keolis subsidiaries across the globe. Whether they operate buses, metros, tramways or other mobility modes, our networks share a common goal: to provide passengers with an enjoyable, tailored mobility experience with a human touch.

3

billion passengers per year.

300

local authority clients.

16

countries.

**'Thinking like a passenger' is for everyone.**





'THINKING LIKE A PASSENGER'

## IMPROVING CUSTOMER EXPERIENCE

Keolis strives to provide the 3 billion passengers who travel on its networks each year with the best possible experience. 'Thinking like a passenger' is a Group-wide programme developed by subsidiaries, for subsidiaries. It helps networks across the globe design and operate transport solutions that are specifically tailored to local issues and adapted to citizens' individual needs.



## 1 PROGRAMME, 3 PROMISES, 9 COMMITMENTS '100% CUSTOMER-FOCUSED'



### COLLECTIVE DESIGN

**Understanding passengers' expectations and experiences better** to co-construct tomorrow's mobility solutions together.

- **Commitment 1**  
Acknowledging the individuals in the crowd.
- **Commitment 2**  
Listening to passengers in real time, all the time.
- **Commitment 3**  
Co-constructing tomorrow's mobility.

### SMART CHOICES

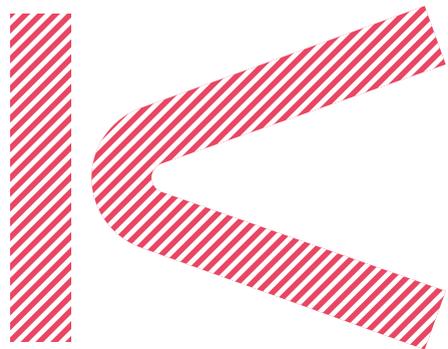
**Providing choice,** thanks to integrated networks and a range of services combining human contact with digital technology.

- **Commitment 4**  
Designing integrated multimodal networks.
- **Commitment 5**  
Combining digital technology with human contact to foster 'wellbeing on the move'.
- **Commitment 6**  
Boosting network patronage thanks to a targeted communication approach.

### RICHER EXPERIENCE

**Providing passengers with new experiences** and encouraging them to get out and discover more!

- **Commitment 7**  
Developing passengers' trust so that everyone can travel worry-free, everywhere, everyday.
- **Commitment 8**  
Building on customer culture with ritualised customer service gestures.
- **Commitment 9**  
Offering new ways to experience the city.



“The ‘Thinking like a passenger’ programme helps Keolis meet passengers’ diverse expectations and provides local authority clients with a customer experience tailored to their specific context, issues and priorities.”

**Kara Livingston,**  
Keolis Group Marketing Director

## A STRATEGIC CONTINUOUS IMPROVEMENT TOOL SUPPORTING SUBSIDIARIES AND THE LOCAL AREA



### A STRATEGIC TOOL

The programme helps subsidiaries co-construct integrated mobility solutions with passengers and local authority clients, focusing on their specific needs and issues.

A self-assessment framework allows each subsidiary to:

- evaluate maturity levels for each of the 9 commitments;
- identify strengths and areas for improvement;
- develop an action plan in line with local issues.



### A CONTINUOUS IMPROVEMENT TOOL

A collaborative intranet portal allows subsidiaries to:

- share initiatives and best practices;
- capitalise on other networks’ initiatives to complement and enhance local action plans.

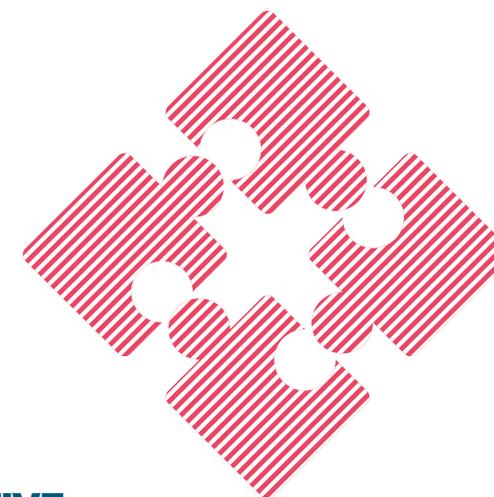
## 1 PROGRAMME, 4 STRENGTHS

### STRENGTH #1 STRUCTURED

A common set of customer experience standards.

### STRENGTH #2 ADAPTABLE

Adaptable to each subsidiary’s specific context.



### STRENGTH #4 COLLABORATIVE

Designed and driven by subsidiaries and developed via an online collaborative platform.

### STRENGTH #3 DYNAMIC

Constantly updated and enriched with local initiatives.





## COLLECTIVE DESIGN

### CREATING MOBILITY TOGETHER

Understanding passengers' expectations and experiences better to co-construct tomorrow's mobility solutions together.

→ **74%** of French citizens are interested in collaborating with brands to co-construct products or services (source: Cetelem Observatory).

→ **1,450** daily validations at the Parly 2 bus stop (Le Chesnay, France) = a total of 6,500 individual passengers each week.

### COMMITMENT 1

## ACKNOWLEDGING THE INDIVIDUALS IN THE CROWD

Keolis is committed to bringing a "human touch" to public transport and strives to provide solutions that are adapted to everyone. The Group's Keoscopie approach delivers detailed insight on citizens' behaviour. This innovative method helps Keolis address new mobility solutions from a different angle; moving beyond the parameters of patronage and passenger flows to understand just how travel habits are evolving.

#### Mobile data in Besançon

Keolis uses data provided by mobile phone operators to study the movement of individuals across the region: approximately 450,000 people visit the city each month, including 125,000 people from outside France (28%).



### COMMITMENT 2

## LISTENING TO PASSENGERS IN REAL TIME, ALL THE TIME

The Keolis Customer Journeys approach combines four different and complementary methods to help subsidiaries – whatever their size – understand citizens' needs, expectations and uses at every step of their journey.

#### Keolis Angers survey tool

Customers are asked random questions when they use their credit card to purchase a ticket. Answers are analysed on a weekly basis. This quantitative assessment of customer satisfaction levels helps the teams identify critical points on the customer journey and implement actions to improve services.

### COMMITMENT 3

## CO-CONSTRUCTING TOMORROW'S MOBILITY

Focus groups, project proposals, collective brainstorming and more — Keolis subsidiaries use a variety of participatory techniques to understand the requirements and expectations of all those who engage with public transport on a daily basis. Passengers, employees and local authorities work in close collaboration to create networks and services that are adapted to the local context and to people's specific needs.

#### Hyderabad customer journey audits

Six months before the official launch of the city's automatic metro, 577 people with special mobility needs travelled on the network to evaluate services and equipment. Their feedback helped Keolis improve accessibility and passenger information.



## SMART CHOICES

### JOURNEYS DESIGNED FOR INDIVIDUALS

Providing choice, thanks to an integrated network and a range of services combining human contact with digital technology.

#### COMMITMENT 4

### DESIGNING INTEGRATED MULTIMODAL NETWORKS

Keolis creates intelligent efficient integrated transport networks that take passenger diversity, as well as economic considerations, into account. The Group has extensive experience in combining conventional transport modes with new mobility solutions such as bike-sharing, private driver services, car-sharing or car-pooling.

#### Newcastle: the first multimodal transport system to be outsourced to a private operator in Australia

Keolis redesigned Newcastle's public transport system to integrate a new mode: the tramway. Since July 2017, the Group has been responsible for the operation and maintenance of the city's multimodal network, which includes regular bus and ferry services, as well as on-demand mobility solutions. Tram services are about to be launched.



→ **5.6%**  
increase in passenger numbers on Bordeaux's TBM network in 2016, thanks to improved synergies between transport modes. This achievement helped the network win 3<sup>rd</sup> place at the 'Palmarès de la mobilité' awards in December 2017.

→ **150,000**  
targeted emails are sent each month to STAR network customers, using Keolis Rennes' CRM tool.

#### COMMITMENT 5

### COMBINING DIGITAL TECHNOLOGY WITH HUMAN CONTACT TO FOSTER 'WELLBEING ON THE MOVE'

Comprehensive understanding of the entire service value chain is key to providing a fulfilling, personalised mobility experience for everyone. By developing synergies between human contact (network agents, drivers, customer relationship staff) and digital technology (mobile apps, websites, social networks), Keolis is enhancing customer experience at each point of contact and at every step of the customer journey.

#### Boston mobile app

Passengers on Keolis Commuter Services trains in Boston benefit from a comprehensive mobile app to help simplify their journeys. The digital solution provides commuters with geolocation information, informs them of any delays or disruption and allows them to report lost property or visualise time and energy saved by choosing the train instead of their private car.

#### COMMITMENT 6

### BOOSTING NETWORK PATRONAGE THANKS TO A TARGETED COMMUNICATION APPROACH

The key to successful customer acquisition and loyalty lies in inspiring and encouraging citizens to use the network. CRM (Customer Relationship Management) and digital tools help subsidiaries build individualised relationships with passengers: providing them with personalised information, suggesting new services or encouraging them to discover new ways to travel.

#### Rennes: strengthening customer relationships with CRM

Rennes' STAR network maintains close relationships with its passengers, thanks to personalised contact plans. Messages are sent at key points in a subscriber's contract (for example a welcome mail when a customer purchases a travel pass, or an alert informing them that their Korrigo card will soon expire) as well as during network or local events.

## RICHER EXPERIENCE

### MORE MOBILE TOGETHER

Providing passengers with new experiences and encouraging them to get out and discover more!



#### COMMITMENT 7

### DEVELOPING PASSENGERS' TRUST SO THAT EVERYONE CAN TRAVEL WORRY-FREE, EVERYWHERE, EVERYDAY

Keolis delivers comfortable, safe, efficient and reliable mobility services, so that everyone can travel worry-free, everywhere, every day.

#### Lyon safety audits

Keolis Lyon and SYTRAL, the local transport authority, organise safety audits on the city's TCL network. The audits, undertaken by small groups of women volunteers, are designed to:

- assess perceived danger or safety risks on the network from a female point of view;
- help implement action plans with local stakeholders to address any issues (lighting, urban environment, rolling stock, etc.).

#### COMMITMENT 8

### BUILDING ON CUSTOMER CULTURE WITH RITUALISED CUSTOMER SERVICE GESTURES

Keolis believes that a strong customer-oriented corporate culture is key to providing effective mobility services, day after day. Each subsidiary identifies and implements projects to improve the service relationship between employees and customers.

#### The Keolis Signature Service approach in Montargis

Keolis Montargis employees and passengers worked together to strengthen the customer relationship on the city's Amelys network. The subsidiary used the Keolis Signature Service approach to improve passenger information, implementing and enhancing service gestures and behaviours such as driver communications in the event of service disruptions.



#### COMMITMENT 9

### OFFERING NEW WAYS TO EXPERIENCE THE CITY

Keolis contributes to local cultural development and economic growth: subsidiaries showcase and support major local events, such as fairs and festivals, via targeted communications and specially adapted transport offers.

#### Smart novels in Caen

Passengers on Caen's Twisto network can enjoy new adventures during their journey: the 'Premier Chapitre' app provides free access to the first chapter of newly published books, making travelling on the network more pleasant and fun. Passengers simply use their smartphone to scan the QR code displayed onboard vehicles. After reading the first chapter, they can use the app to check availability of the book in local libraries and bookshops.

→ **47%** of French citizens sometimes or often feel unsafe when using public transports (source: OpinionWay survey – Axis Communications 2014).

→ **Over 500** logins each month on Caen's 'Premier Chapitre' app

→ **Over 300** employees present on the TCL network to assist travellers and regulate passenger flows during the four day 'Fête des Lumières' festival in Lyon. This event attracts 6 million spectators each year.

# SOME EXAMPLES FROM ACROSS THE GLOBE

The 'Thinking like a passenger' programme is 100% customer-focused. It places customers at the heart of all the Group's activities and helps subsidiaries implement actions tailored to their local specificities and issues.

## Collective Design

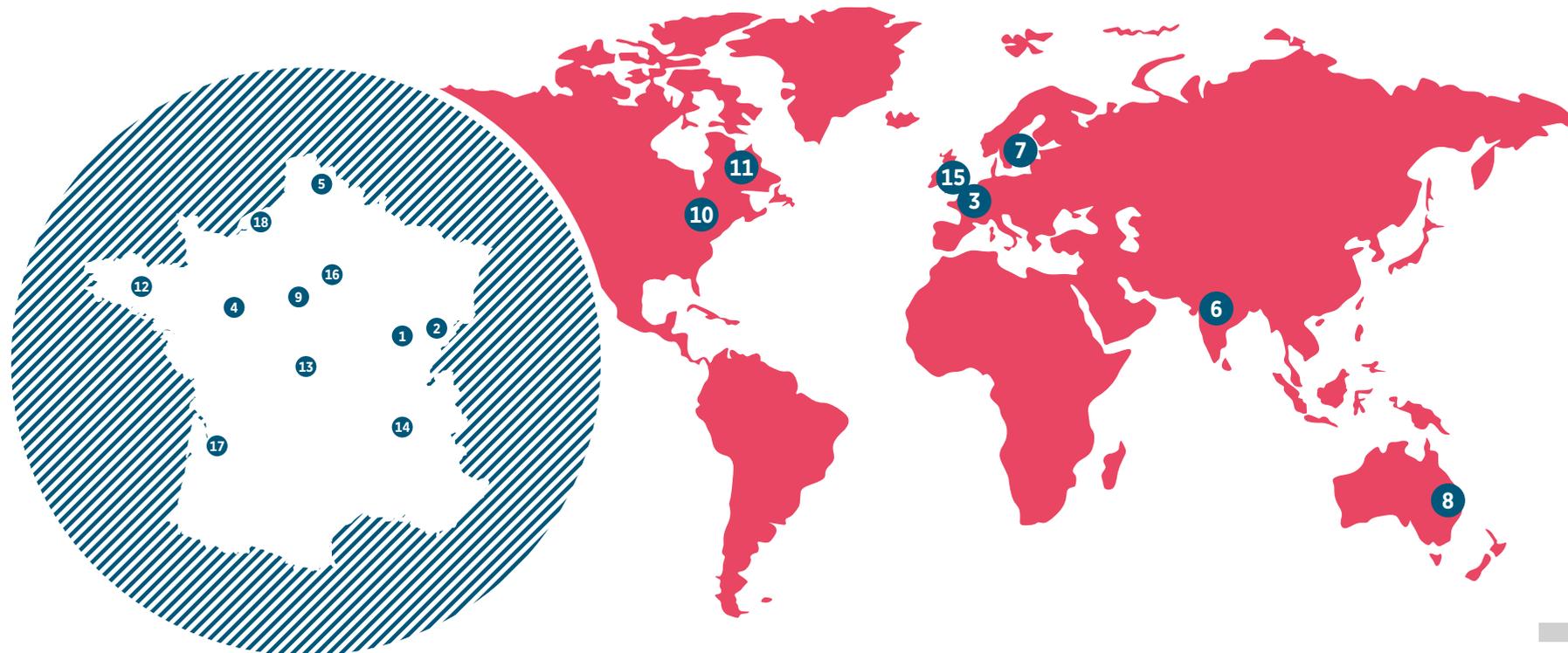
- 1 DIJON, FRANCE**  
Creation of a customer satisfaction barometer.
- 2 BESANÇON, FRANCE**  
Analysis of individuals' movements across the region, using mobile data.
- 3 DÜSSELDORF, GERMANY**  
Implementation of QR code onboard trains, allowing passengers to report problems in real time.
- 4 ANGERS, FRANCE**  
Customers answer random questions when they pay by credit card, providing insight into passenger satisfaction levels.
- 5 LILLE, FRANCE**  
500 customer feedback reports submitted via a dedicated app.
- 6 HYDERABAD, INDIA**  
Network accessibility analysis, thanks to the implication of 577 people with special mobility needs.

## Smart Choices

- 7 STOCKHOLM, SWEDEN**  
Complete overhaul of the network using Neolis for more simplicity.
- 8 NEWCASTLE, AUSTRALIA**  
Creation of the first multimodal transport network to be outsourced to a private operator in Australia.
- 9 ORLÉANS, FRANCE**  
M-ticketing: passengers can purchase and validate tickets using their smartphone.
- 10 BOSTON, UNITED STATES**  
A customisable mobile app allows passengers to access traffic information in real time or report lost property.
- 11 MONTRÉAL, CANADA**  
Sales promotion: customers benefit from a reduced-price ticket, based on the driver's age.
- 12 RENNES, FRANCE**  
A comprehensive CRM tool helps foster closer relationships with passengers.

## Richer Experience

- 13 CHÂTEAURoux, FRANCE**  
Implementation of a communication charter to help employees provide clear information and reassure customers in the event of service disruption.
- 14 LYON, FRANCE**  
Safety audits to help women feel more comfortable on public transport.
- 15 LONDON, UNITED KINGDOM**  
Drivers address and interact with passengers, strengthening and enhancing the service relationship.
- 16 MONTARGIS, FRANCE**  
Creation of the Keolis Signature Service approach to welcome customers and improve the quality of information provided.
- 17 BORDEAUX, FRANCE**  
Connectram: passengers can discover the city of the future, thanks to an onboard augmented reality device.
- 18 CAEN, FRANCE**  
QR codes onboard the city's vehicles allow passengers to download the first chapters of new books for free.



Design: EPOKA

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