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# Using customer's views to improve business processes and operations



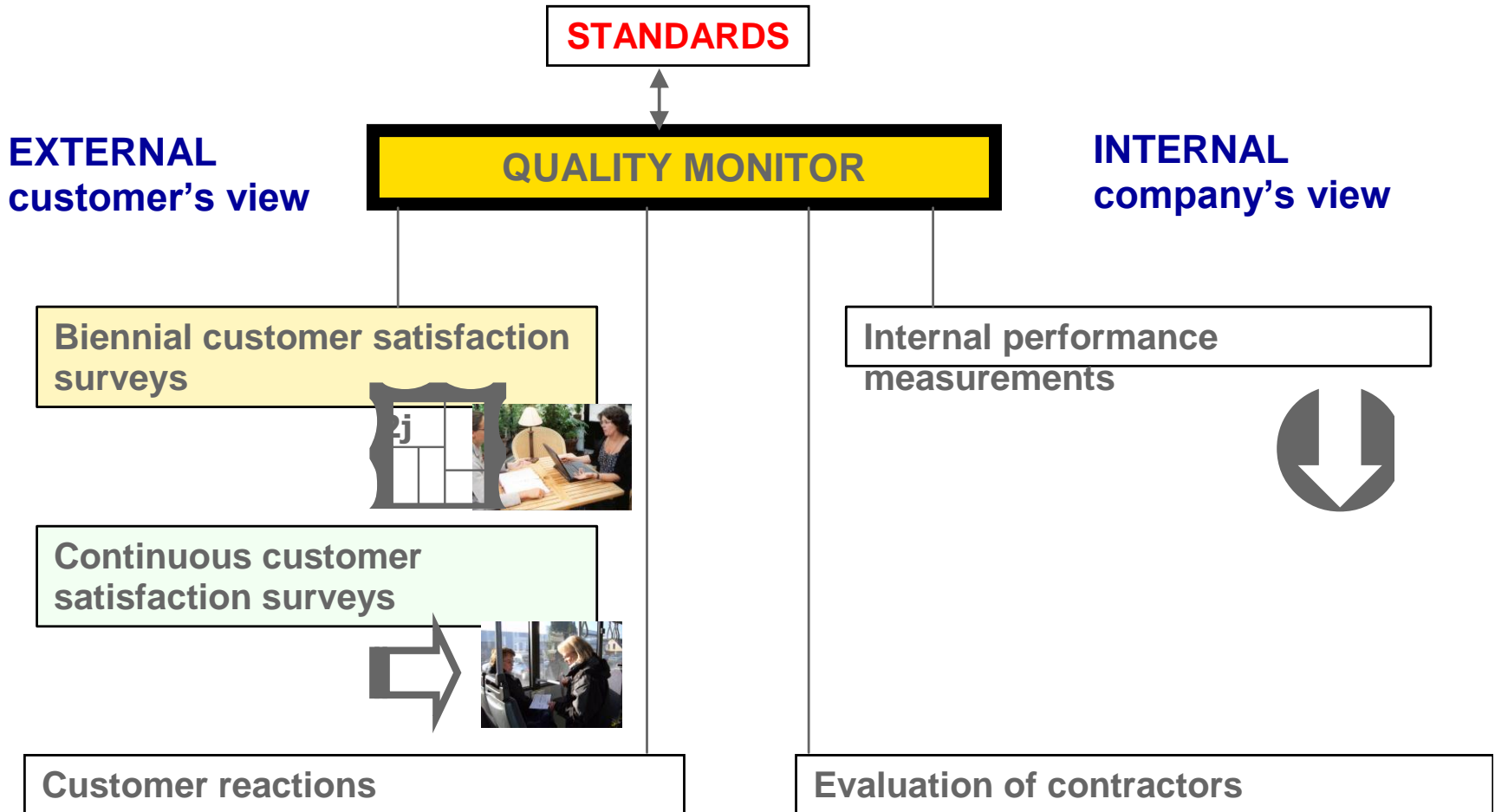
# Mission De Lijn

- ❖ De Lijn wants to be the smart travelling companion throughout Flanders
- ❖ De Lijn stands close to its customers with a broad variety of sustainable and high quality mobility solutions, focusing on safety, reliability and efficiency

## Customer satisfaction

- tailor service supply to the wants and needs of their customers
- Quality Monitor = an integrated measurement tool which measures the strategic quality aspects and reports them in order to improve business processes and operations





# Quality Monitor



# Quality Monitor - history



# Biennial vs continuous survey

	Biennial survey 	Continuous surveys 
<b><u>Method:</u></b>	<b>CAPI-survey</b> at home / at location – approx 25 min. Total sample 3700 surveys 	<b>Paper &amp; pencil survey</b> on board – approx 5 min. Sample: 22.000 surveys per quarter – 90.000 surveys per year 
<b><u>Reference period:</u></b>	Past 12 months	Current trip
<b><u>Frequency:</u></b>	Biennial (during spring, not in school holidays)	CONTINUOUSLY
<b><u>Scope:</u></b>	Results allocated to regions according to where a customer usually travels	Results allocated to operators according to the vehicle which ensured the trip
<b><u>Quota:</u></b>	The surveys are conducted taking into account quota to region (based on number of travellers), sex and age. Also frequency of use is monitored.	Every line is visited ad random for every operator, at least once in peak hours and once in off-peak hours
<b><u>Quality aspects:</u></b>	13 main factors and 80 sub factors	9 strategic factors (main factors)
	<b><u>Strategic survey</u></b>	<b><u>Tactic survey</u></b>

# Biennial vs continuous survey

## Results:

Biennial survey



Overall customer perception about the whole travelling experience

Decisions at the whole organisation level of De Lijn or regions

Priorities (satisfaction vs impact)

Disturbance factors

Loyalty

Determining actions for the coming 2 years (mid & long term)

Strategic survey



Continuous surveys



Customer perception about the current trip

Decisions at operating level

Evolutions

Standardising

Determining actions for the coming 3 or 6 months (short term)

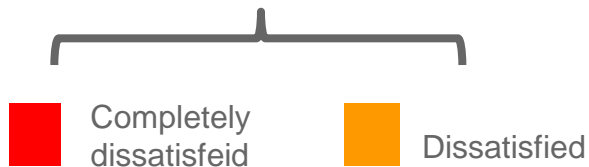
Tactic survey



# Quality aspects biennial survey

- Punctuality
- Safety
- Driver behaviour and attitude
- Connections
- Regularity and frequency
- Cleanliness
- Price
- Information and communication
- Comfort and space
- Stops
- Routes
- Crowdiness on board
- Sales network

## BOTTOM 2



Rather satisfied



## TOP 2





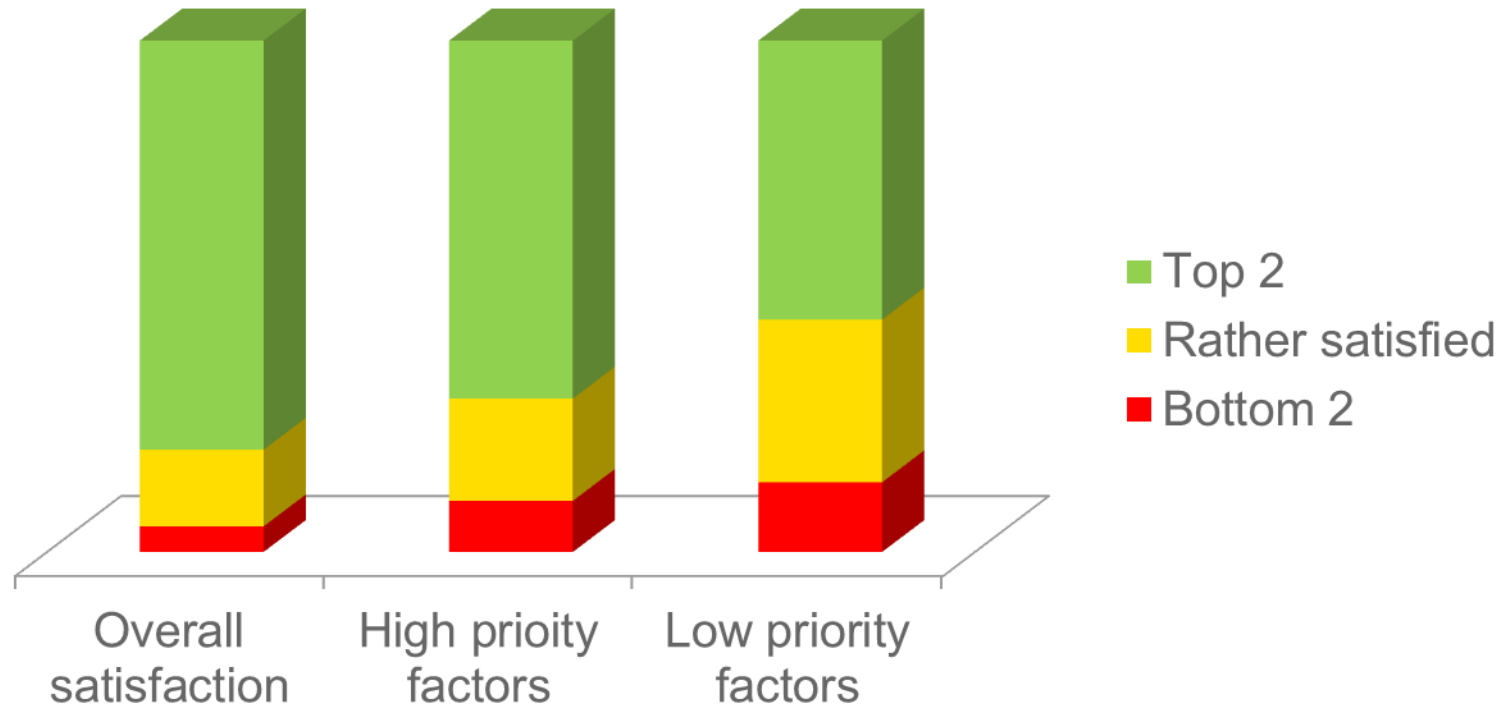
# Standards

## Minimum standard on satisfaction (top 2):

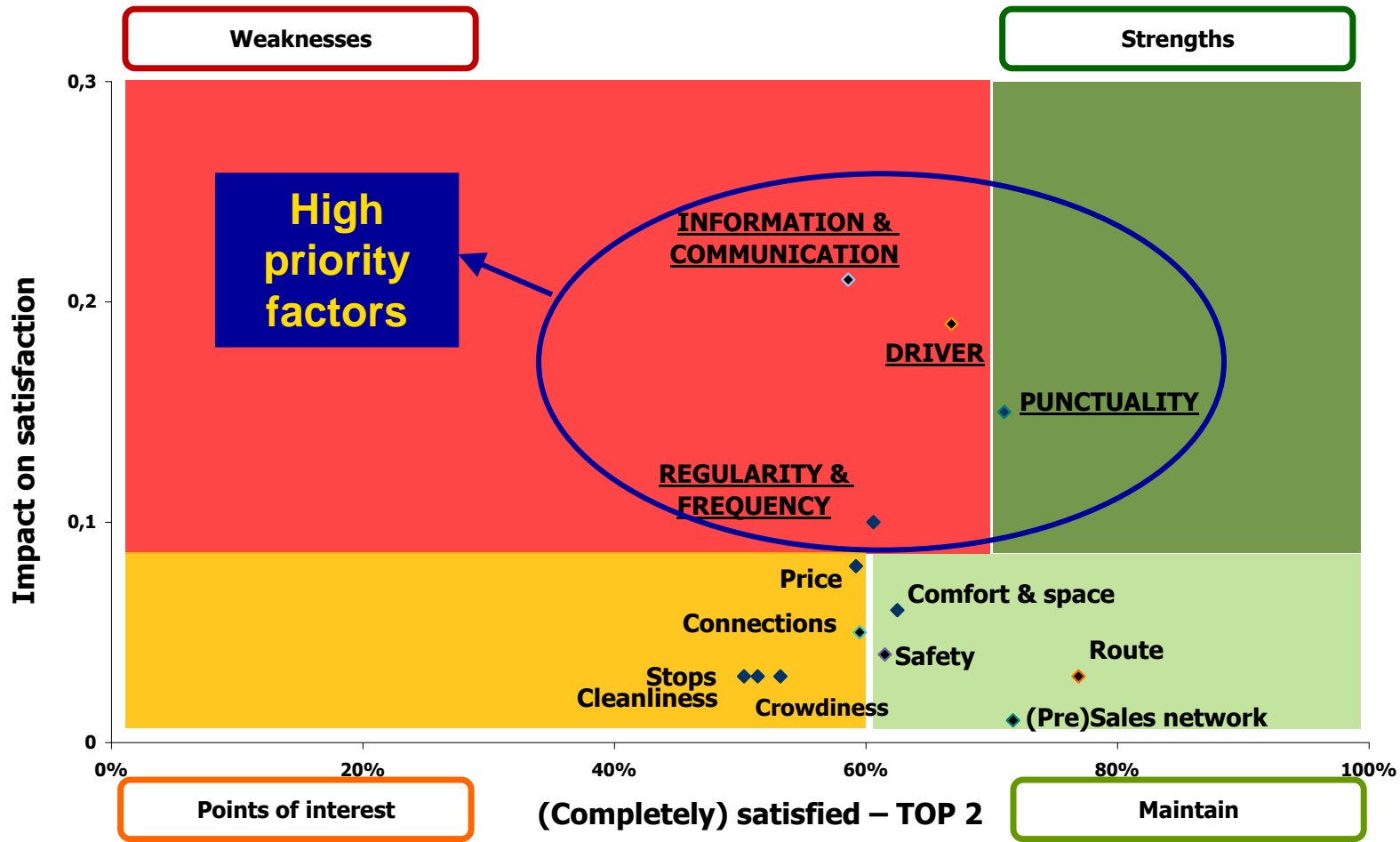
- 80% for overall satisfaction
- 70% for high priority factors
- 60% for low priority factors

## Alarm level on dissatisfaction (bottom 2):

- 5% for overall satisfaction
- 10% for high priority factors
- 15% for low priority factors



# High priority vs less priority factors



# Strategic quality factors for the continuous survey

- Limitations on board surveys + 13 factors too much for continuous evaluation → strategic quality factors
- Strategic factors & standards fixed for 2 years
- Strategic factors defined according to 3 elements:
  - Priority maps or SWOT-analysis: importance/impact versus satisfaction
  - Disturbance factors
  - Key Driver /Key Enhancer-analyse: which quality aspects drive (dis)satisfaction
- High priority and less priority factors

# Strategic quality factors for the continuous survey

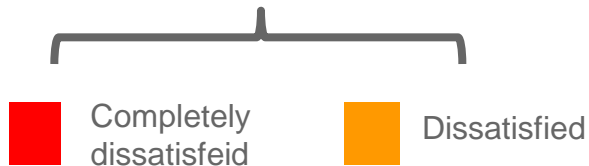
## High priority:

- Information and communication
- Punctuality
- Driver behaviour and attitude
- Regularity and frequency

## Less priority:

- Comfort and space
- Routes
- Crowdiness on board
- Safety
- Cleanliness

### BOTTOM 2



Rather satisfied



### TOP 2



# Questionnaire continuous survey

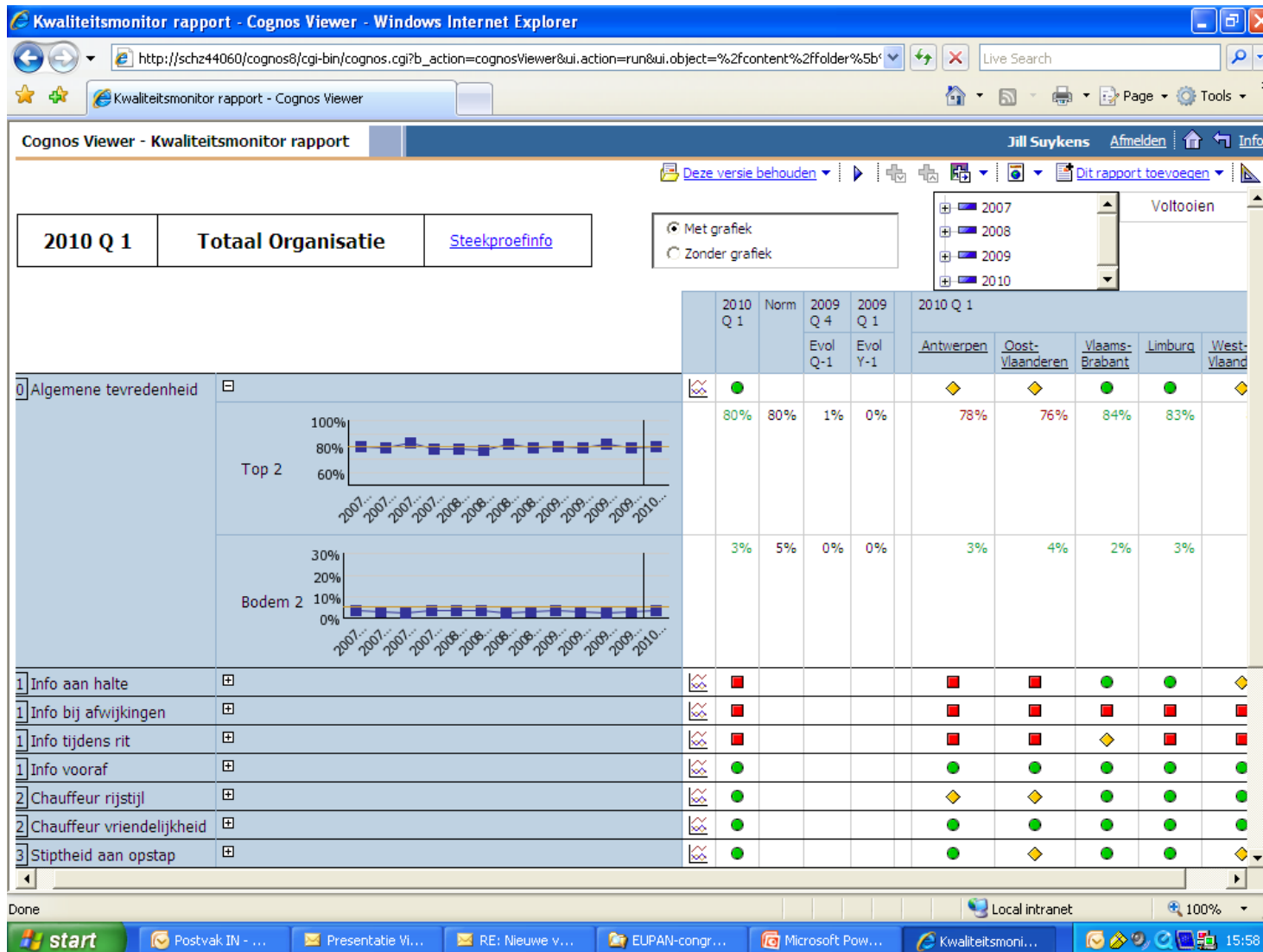
Tevredenheid over deze rit die u momenteel doet																									
Graag uw oordeel over volgende aspecten - Plaats één kruisje per lijn Hoe tevreden bent u met betrekking tot deze rit over:	Ze er te vre den	Te vre den	Eer der te vre den	Eer der niet te vre den	He le maal niet te vre den																				
De stiptheid (respecteren van vertrek- en aankomsturen, vlot verloop van de rit: geen vertraging of oponthoud)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
Het comfort en de ruimte op dit voertuig (aantal en comfort van zit- en staanplaatsen, ruimte voor armen en benen en voor bagage, vlot kunnen op- en afstappen, geluid in het voertuig)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
De properheid van het voertuig (zowel binnen- als buitenkant)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
De sociale veiligheid (gevoel van veiligheid op het voertuig en aan de halte al dan niet in aanwezigheid van medereizigers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
De verkeersveiligheid (veilig rijgedrag van de chauffeur, gevoel van veiligheid bij rechtstaan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
Het traject (de gevolgde reisweg, afstand tot de halte, voorziene rittijd, bereikbaarheid van bestemmingen)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
De chauffeur (vriendelijkheid, hulpvaardigheid, voorkomen, rijstijl, houding en sociale vaardigheden)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
Het aantal bussen en trams en de regelmaat waarmee ze rijden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
De informatie en communicatie (informatie aan de halte, informatie over omleidingen en wijzigingen, informatie van de chauffeur, informatie over de prijs van het traject)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
De drukte op het voertuig (vlot kunnen bewegen, aantal medereizigers en zitgelegenheid)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
Hoe tevreden bent u in het algemeen met betrekking tot deze rit?																									
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>																									
Stoort er u iets tijdens deze rit? <input type="checkbox"/> Neen <input type="checkbox"/> Ja → Wat stoort er u? .....																									
Aanvullende informatie over deze rit																									
Was er oponthoud tijdens deze rit omwille van file, wegenwerken, ongeval, ...? <input type="checkbox"/> Ja <input type="checkbox"/> Neen																									
Hoe druk is het momenteel op het voertuig waar u mee reist (aantal reizigers)? <input type="checkbox"/> Te druk, overvol <input type="checkbox"/> Druk <input type="checkbox"/> Kalm																									
Kan u zitten tijdens deze rit? <input type="checkbox"/> Ja <input type="checkbox"/> Neen																									
Hoelang schat u de duurtijd van deze rit van uw op-tot afstap? <input type="checkbox"/> minder dan 5 min. <input type="checkbox"/> 5-10 min. <input type="checkbox"/> 10-20 min. <input type="checkbox"/> 20-30 min. <input type="checkbox"/> langer dan 30 min.																									
Is deze rit gelijkaardig aan andere ritten op deze lijn? <input type="checkbox"/> Ja, gelijkaardig <input type="checkbox"/> Anders, namelijk.....																									
U en De Lijn																									
Hoe lang bent u reiziger van De Lijn? <input type="checkbox"/> minder dan 3 maanden <input type="checkbox"/> 3-6 maanden <input type="checkbox"/> 7-12 maanden <input type="checkbox"/> 1-3 jaar <input type="checkbox"/> langer dan 3 jaar																									
In welke mate zou u De Lijn aanbevelen aan familie en vrienden? Gelieve te antwoorden met een score van 1 tot 10 waarbij 1 staat voor zeker niet, 10 staat voor zeker wel. De tussenliggende scores kan u gebruiken om uw antwoord te nuanceren.																									
<table border="1"> <tr> <td>1 Zeker niet</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10 Zeker wel</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>						1 Zeker niet	2	3	4	5	6	7	8	9	10 Zeker wel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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HEEFT U OOK DE VOORKANT VAN HET KAARTJE INGEVULD? DAN KAN U HET KAARTJE TERUGBEZORGEN AAN DE ENQUÊTEUR OF TERUGSTUREN PER POST – BEDANKT!																									

# Documents continuous survey

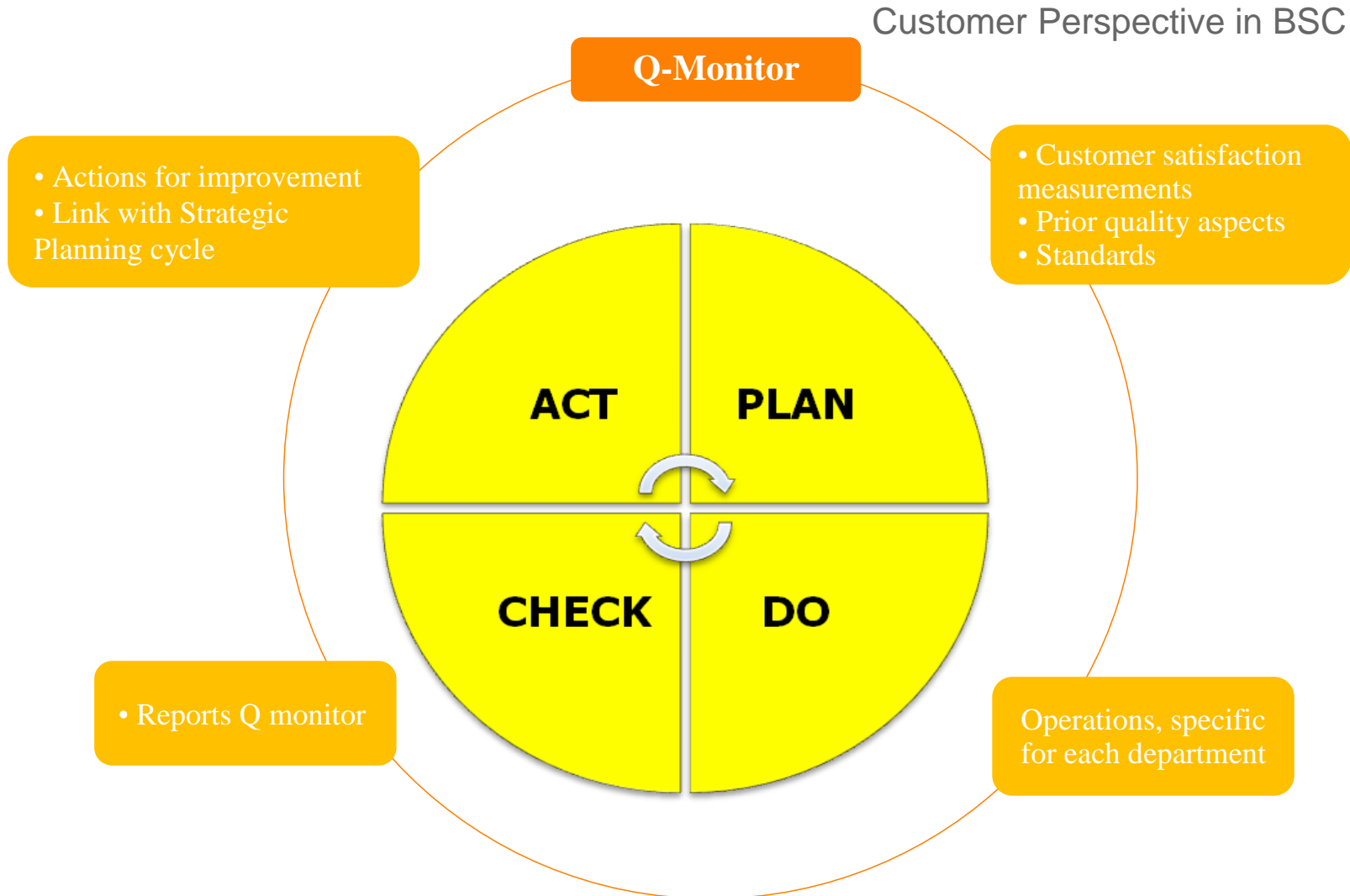
- Dashboard report:
  - Every operating level has its own report
  - Results of the current quarter, comparison with the same quarter of the previous year and with the previous quarter
- Quarterly Data:
  - Information in detail such as sample description, trend graphs, overview of customer reactions, disturbance factors,...
- Background information: other documents available such as results of the biennial satisfaction survey, detailed reports of customer reactions, other Balanced Scorecard data,...

improve those service attributes that are most important and offer most room for improvement in specific (geographical) areas

# Reporting continuous survey



# Integration ISO, BSC & Quality Monitor





# Quality sessions

- Every quarter quality sessions are organised, where a team leader & his staff members go through the results of the current quarter
  - 2 per year a direct link with the strategic planning cycle at corporate level
  - 2 intermediary sessions to adjust action plans
- Bottom up-approach: shop floor to management
- Focus at current level and own circle of influence
- Focus on departements Marketing, Technique and Operations
- Crucial: FEEDBACK on proposals



- Following up on action proposals, with clearly defined roles of all parties involved
- Database:
  - Listing of all action proposals
  - Clear history of every step taken for this action
  - Who is responsible
  - What was the result,...
  - Planning of quality sessions

# Examples of actions

- Modernisation of passenger information
  1. Upgraded layout of stop signs, timetables, network maps,...
  2. More and better communication in case of irregularities
  3. Real time information for passengers
  4. Signaletics within metro-stations



Lijn	Bestemming	Dienstregeling	Vertrek over
5	Geerdegedries	10:13	3 min.
7	Hofstade	10:23	14 min.
500	Mechelen	10:24	14 min.
5	Geerdegedries	10:33	22 min.
7	Hofstade	10:43	31 min.
5	Geerdegedries	10:53	42 min.
500	Mechelen	10:54	45 min.
7	Hofstade	11:03	54 min.

ur DLA naar 4884      Koop uw ticket via  10:10



## Examples of actions

- System capacity:
  - customers experience more and more crowding on board, resulting in lower satisfaction levels
  - a special system and vehicle capacity project has been set up at corporate level

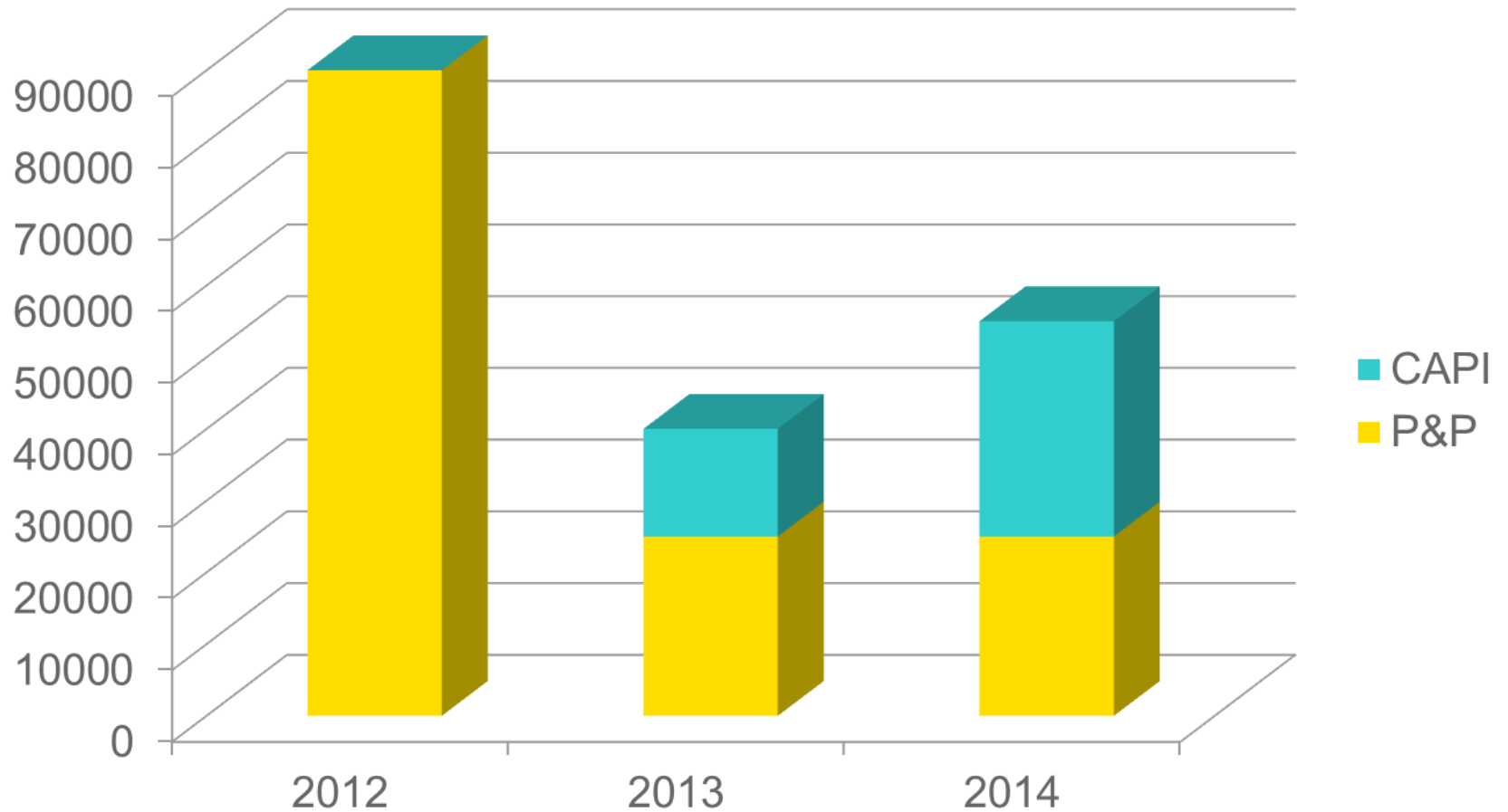


- Several actions at operating level

# Learnings 2012

- Actionability of the aspects
  - Most actions were taken on the level of the region (16 regions) and at corporate level
  - Not sufficient actions on the level of individual lines
- Paper & Pencil allows a perfect sampling but is expensive

# Future development



# Conclusions

- Quality Monitor enables De Lijn to:
  - learn to differ between important and less important quality features in order to attribute priorities to improvement actions, i.e. by defining the areas where improvements will produce the greatest gain in customer satisfaction
  - better focus investments
  - benchmark performance, both internally and amongst operators
  - set goals for improvement and monitor progress
  - increase accountability for results and effectively transform behaviour and motivate improvement
  - set up a learning system that helps to identify what works and what does not

## Conclusions

- Improved tools for following up on and **enhancing the quality** in response to customer's needs
- The recognition to and growing participation of the staff involved in this approach will unlock their human potential

**Customer focused company**





Thanks for your attention