

DfG

SERVICE DESIGN

19.03.2019

TFL CASE STUDY

CUSTOMER SERVICE TRANSFORMATION

2013

Attributes: Case by Livework studio

<https://www.liveworkstudio.com/cases/engaging-staff-for-successful-change/>



The city has **8.7 million population**, 10.8 million by 2041

The Tube handles up to **5 million passenger journeys per day**

The world's **oldest underground railway network**, and one of the largest

11 lines covering 402 km. and serving 270 stations

<https://tfl.gov.uk/corporate/about-tfl/what-we-do/london-underground#on-this-page-1>



CUSTOMER SERVICE TRANSFORMATION DRIVERS

- Reduce cost to serve
- Paperless tickets & New technologies
- Exceed customer satisfaction
- Rethink staff roles



CUSTOMER SERVICE STRATEGY: FIT FOR FUTURE STATION PROGRAMME

4

Our four priorities

We have achieved a lot. But we know that there's still much more to be done if we're going to deliver on our vision of providing a world-class transport network for London. Our approach is defined by four priorities.

Safety and reliability

All day, every day.

We are proud to be among the safest metros in the world. We're also much more reliable than we used to be, and getting even better.

Growing the network

Crossrail will add 10 per cent extra capacity to London's rail network. The Tube is growing too and extensions of the Northern and Metropolitan lines, along with the expansion of our Overground network, will bring our rail services to new parts of the city and help stimulate growth and regeneration.

Maximising capacity from the existing network

We must get the absolute most we can out of the infrastructure we have. We're modernising signalling and trains to enable us to run more services and carry many more people.

Customer service

The expectations of our passengers are growing. They want their journeys to be easy and straightforward, and the services we provide before and afterwards – like online information – have never been more important. Our people are at the core of this, as is the way we deliver information and sell tickets using the most modern technology.

5



Priority World class customer service

4

Customers' expectations of our staff, stations, information, ticketing and accessibility are rising. We will continue to provide outstanding customer service, and we will invest even more in people and technology.

Our stations

From 2015, we are proposing to change the way our Underground stations are operated and improve the service we provide to customers.

Our customers want staff visible and available to help. We'll move staff from underused ticket offices and back areas to public parts of the station like ticket halls and platforms. Every Tube station will be staffed from first train until last and we will sell tickets from our machines directly to passengers.

We'll equip our staff with the latest mobile technology so they can get the information needed to help customers on the move. Completing the roll out of wi-fi to all below-ground stations will bring this information to the fingertips of every customer.

Ticket machines will be improved, with more of them, easier to use, and with full functionality. Staff will always be on hand to help.

1

We'll classify stations into four types – tailoring the customer service we provide to the requirements of each location:



Gateway: the main entry points to London, these stations will all have enhanced Visitor Information Centres

2



Destination: busy central stations used by people going to work or leisure activities

16

CUSTOMER SERVICE VISION

- **Staff visible and available**
- **Every Tube station will be staffed from first train until last and we will sell tickets from our machines directly to passengers.**
- **We'll equip our staff with the latest mobile technology so they can get the information needed to help customers on the move.**
- **We'll classify stations into four types – tailoring the customer service we provide to the requirements of each location:**

<http://bailey.persona-pl.com/Public-Inquiries/Barking%20Riverside/B-Core%20Documents/Category%20D%20National,%20London%20and%20Local%20Policy%20and%20Guidanc%20Documents/D25%20-%20Fit%20for%20the%20Future.pdf>

CUSTOMER SERVICE VISION PRINCIPLES

- 1. Every station staffed, with staff more visible and available to customers and accountable for customer service**
- 2. Four different types of stations matching the needs of different customers and different locations**
- 3. TfL visitor offer building on the success of the Games**
- 4. A transformed website and online customer experience underpinning the service that customers get at stations**
- 5. Simpler ticket purchase and after-sales support**
- 6. Reliable, consistent, multi-modal information at every station – and everywhere**
- 7. Stations look and feel like welcoming, safe places; part of the local community, where people want to spend money**

FIT FOR FUTURE STATION CO-CREATION PROGRAMME



Image by: www.liveworkstudio.com/cases/engaging-staff-for-successful-change/

'TRAIN THE TRAINER' ENGAGEMENT MODEL



facilitators (station staff)



workshops (station staff)



reachback (line)

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A CROSS-ORGANISATIONAL TEAM

DELIVERY	FRONTSTAGE	LU frontline staff Line managers Station supervisors Customer service assistance Ticket officers
MANAGEMENT	BACKSTAGE	Work streams 7 organisational functions Built environment Simple ticketing Station process improvements Performance environment Roles of station staff Customer service information Visitor offer

WORKSHOP DESIGN

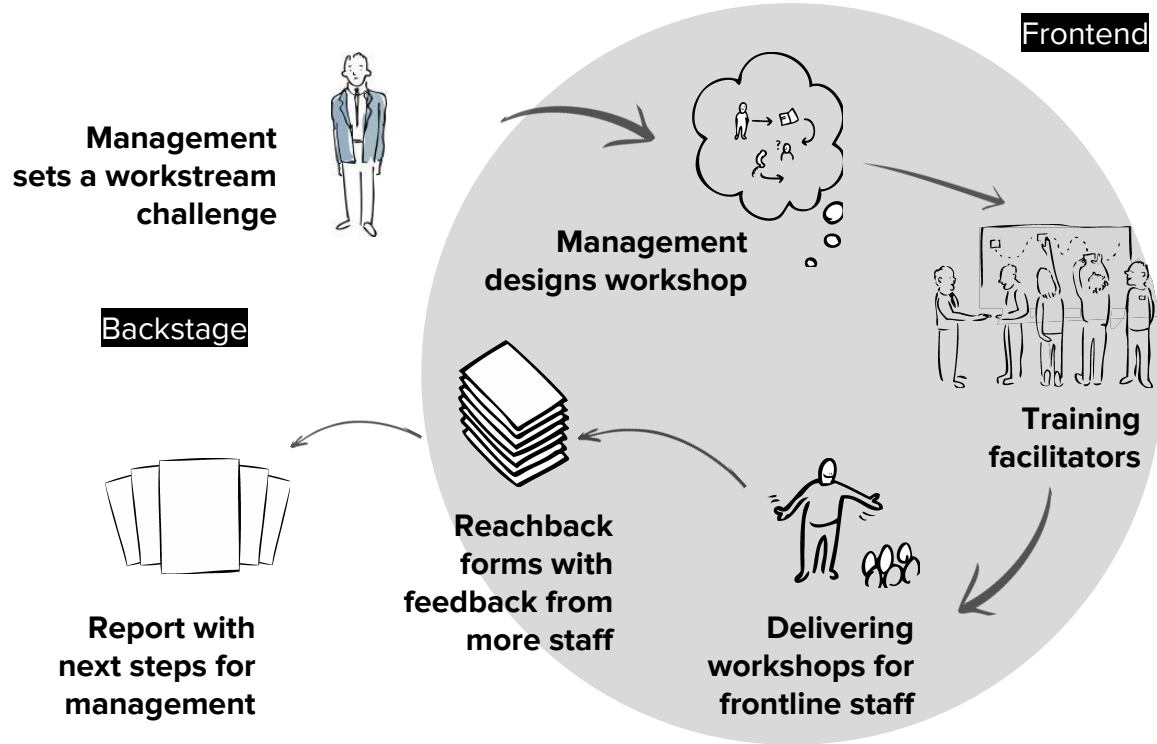
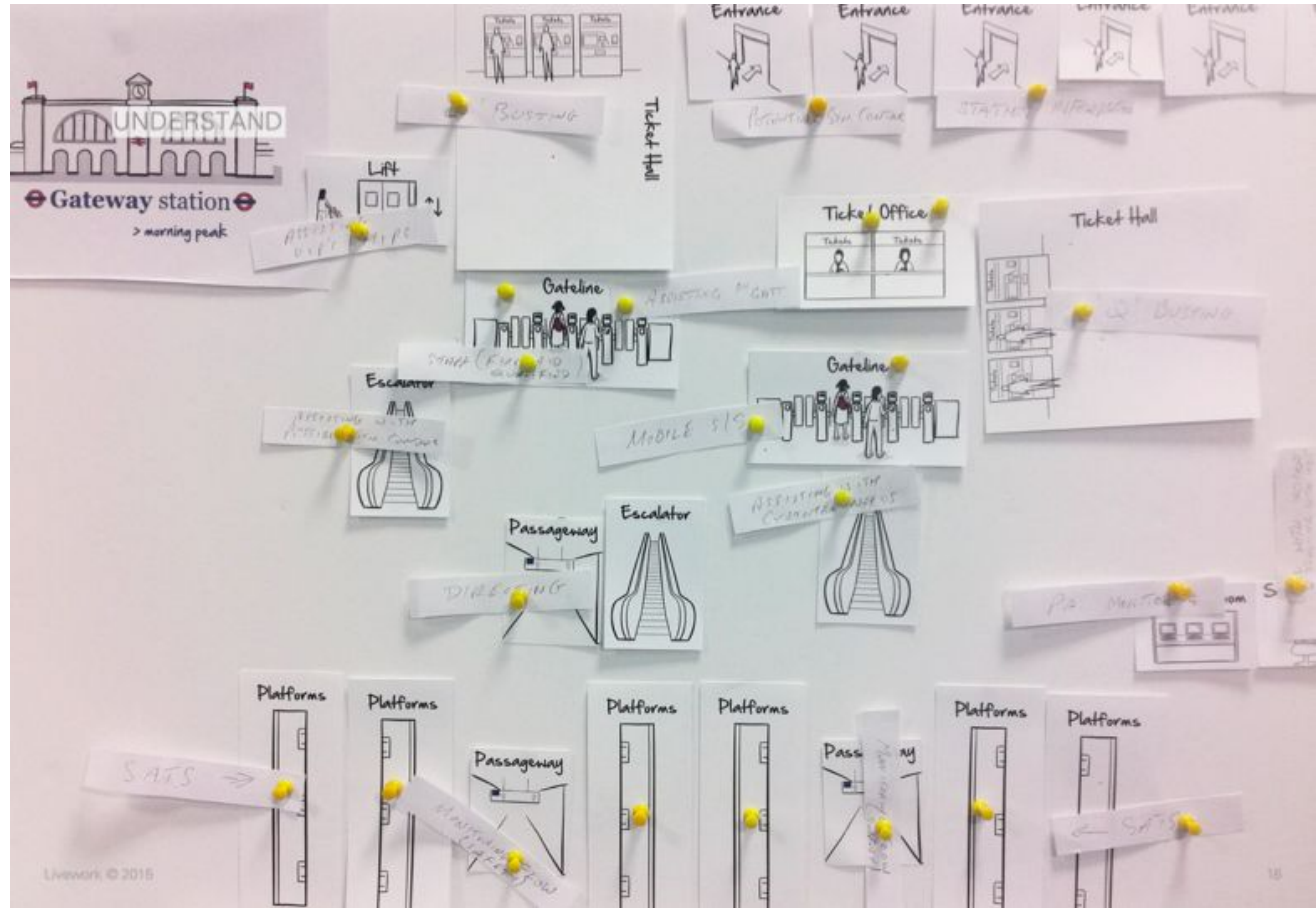


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WORKSHOP DESIGN



EXPERIENCE PROTOTYPING CUSTOMER SERVICE



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A CHANGE WITHOUT SURPRISES

- 50% staff involved and positive feedback
- Tangible ideas that could be implemented
- Reduced cost to serve by identifying new staff roles and streamlining processes, such completing faster station admin tasks
- Encouraged a customer-centric behaviours and culture
- Increased staff motivation by unlocking everyday informal practices
- Increased passenger satisfaction 3%