Transport for London

London Underground Ticketing Metrics

Qualitative debrief

July 2012

MAYOR OF LONDON

Transport for London

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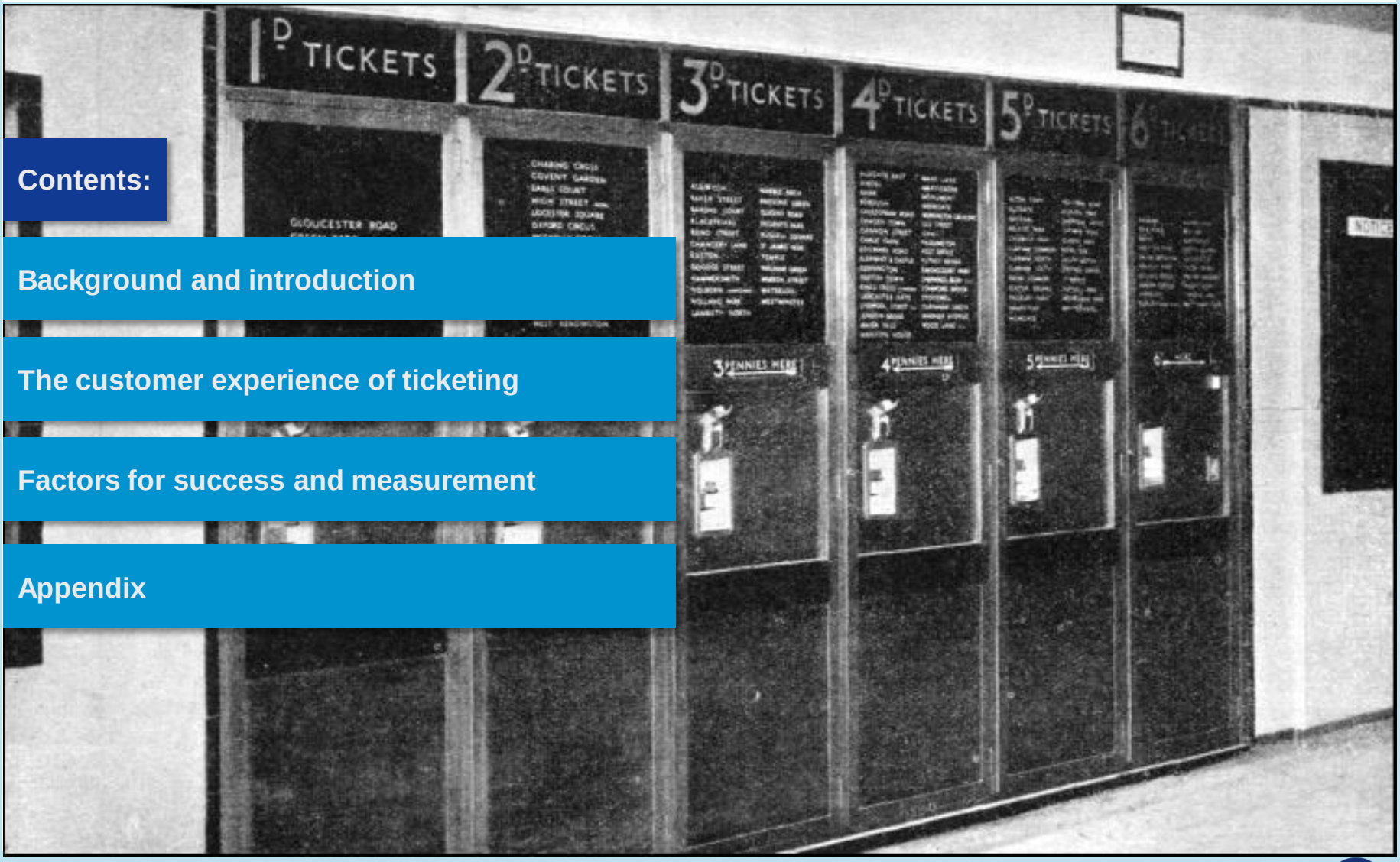


Background and introduction

Today's presentation

The key objective of this research is to arrive at a set of customer-centric metrics to measure the customer experience of ticketing

In order to develop these metrics, the holistic customer experience was explored, leading to a number of key insights on:

- Core customer needs
- How LU is performing against these
- The implications for metric development

There is an appendix to today's presentation that provides more detail around these core insights

Headlines from the research

- Ticketing is only a small part of a bigger customer journey and one that requires minimal engagement from most customers
- Although first time users can feel anxious on the first few uses, they quickly learn the system and customers find LU ticketing simple and easy to use on the whole
- Customers identify a simple three stage process (selection, purchase, use) and a desire for simplicity, control and trust at each stage
- Problems and resolution is not considered a separate stage of the process although customers demand easy to access and empathetic support when things go wrong
- As ticketing services develop in future the three stages and three experience principles need to be considered

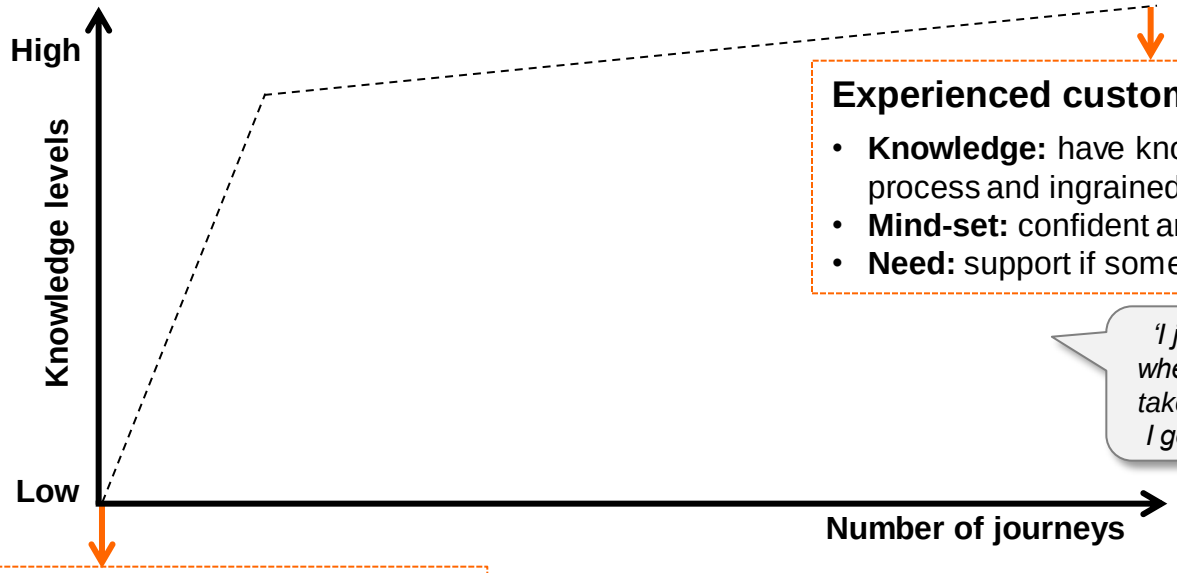
The customer experience of ticketing

LU ticketing is simple and easy to use for most customers

- Easy to use and intuitive (eg easy to understand product names)
- Has a customer-centric approach and improvements to system over time seem to be designed with customer in mind (eg Oyster)
- Most customers use system with few issues or problems
  - And when problems do occur - resolution is often efficient and effective
- …. and ticketing is just a small part of a bigger experience

LU ticket system design is felt to be quite straightforward by most customers

Customers quickly learn to use LU ticketing



Experienced customers

- **Knowledge:** have knowledge of ticketing process and ingrained habits
- **Mind-set:** confident and in control
- **Need:** support if something goes wrong

'I just top up my Oyster when I've run out – it only takes a moment and then I get on with my journey'

New customers*

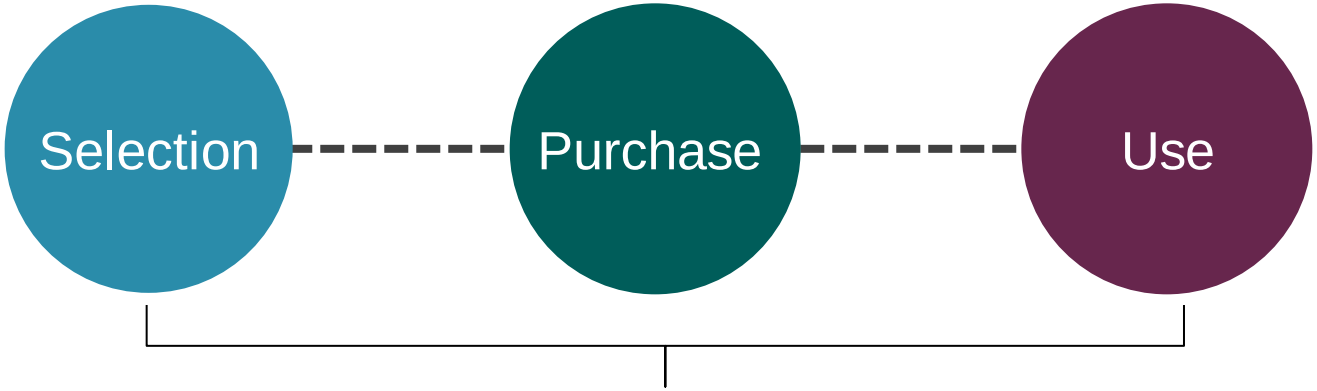
- **Knowledge:** Lack knowledge of ticketing process and experience
- **Mind-set:** anxious, uncertain
- **Need:** support and guidance to get started

'I came to the window so I wouldn't make a mistake'

New users go through a short, sharp learning curve before becoming quite confident in using the ticketing system; although overall system knowledge is a slower process

**1.5% of all customers (c. 16,500,000 journeys.)*

From the customer perspective there are two or three stages to ticketing



New customers:
Go through three stages of ticketing

Experienced customers:
Go through two stages (unless buying a different ticket, in which case they go through three)

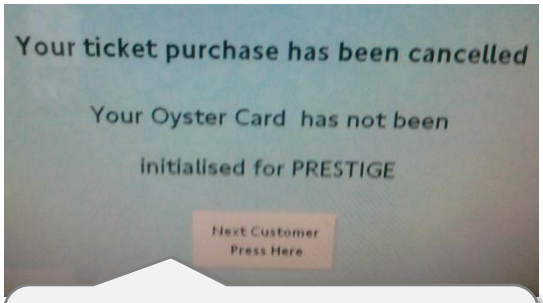
A simple three-step (or two-step) process for customers

In customers' minds, problem resolution is not a distinct stage

- Problems can occasionally occur at every stage of the ticketing process

Selection ---------- Purchase ---------- Use

'You don't build in a problem stage, you just hope it won't happen!'



'It's annoying when something goes wrong, you just want to have it sorted as quickly as possible!'

'It's a bit embarrassing when your ticket doesn't work'

If something does go wrong, customers demand efficient and empathetic resolution

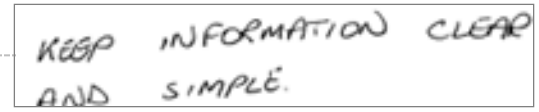
Factors for success and measurement

Three core experience principles matter most to customers in LU ticketing

Ease of process

Going through the ticketing process quickly, efficiently with few issues or problems

I love how simple it is to use your Oyster



Feeling in control

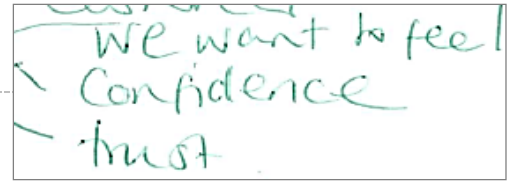
Feeling confident and secure throughout the process

I want to feel in control of my ticket selection so I know I am making the best decision for me

Trust in LU

Getting the right ticket, best value for money and support from staff

I use them everyday so it's important to trust the system!



A simple and reassuring process works best

These principles are mirrored in other ticketing scenarios

thetrainline.com
your first stop for train tickets

They show you all the prices and options clearly next to each other so you can compare

Clear and simple information and flow

ODEON
FANATICAL ABOUT FILM

With the self-service machines and online you can pick your own seats!

Flexibility enables you to feel in control

LONDON ZOO

The staff were friendly and efficient, which made the process quick, so I didn't mind that I'd just waited in a queue

Good customer service

When I buy tickets to the theatre I always go in to the box office so that I know I am getting the right ticket

Reassurance and security

Creating peace of mind for the customer during the ticketing process

Ticketing scenarios – what does not work

ticketmaster®

It can be very stressful because there are so many options and I'm worried I'm making the wrong choice - they give you too much information to read

Information overload; hard to make decision

National Rail

The ticket names are very confusing on the machines, I don't understand what's what

Confusing language

RYANAIR
THE LOW FARES AIRLINE

I hate it when you are booking a flight, you think it's one cost, but then you get all the way to the end and they sting you with a load of extra hidden costs!

Hidden costs

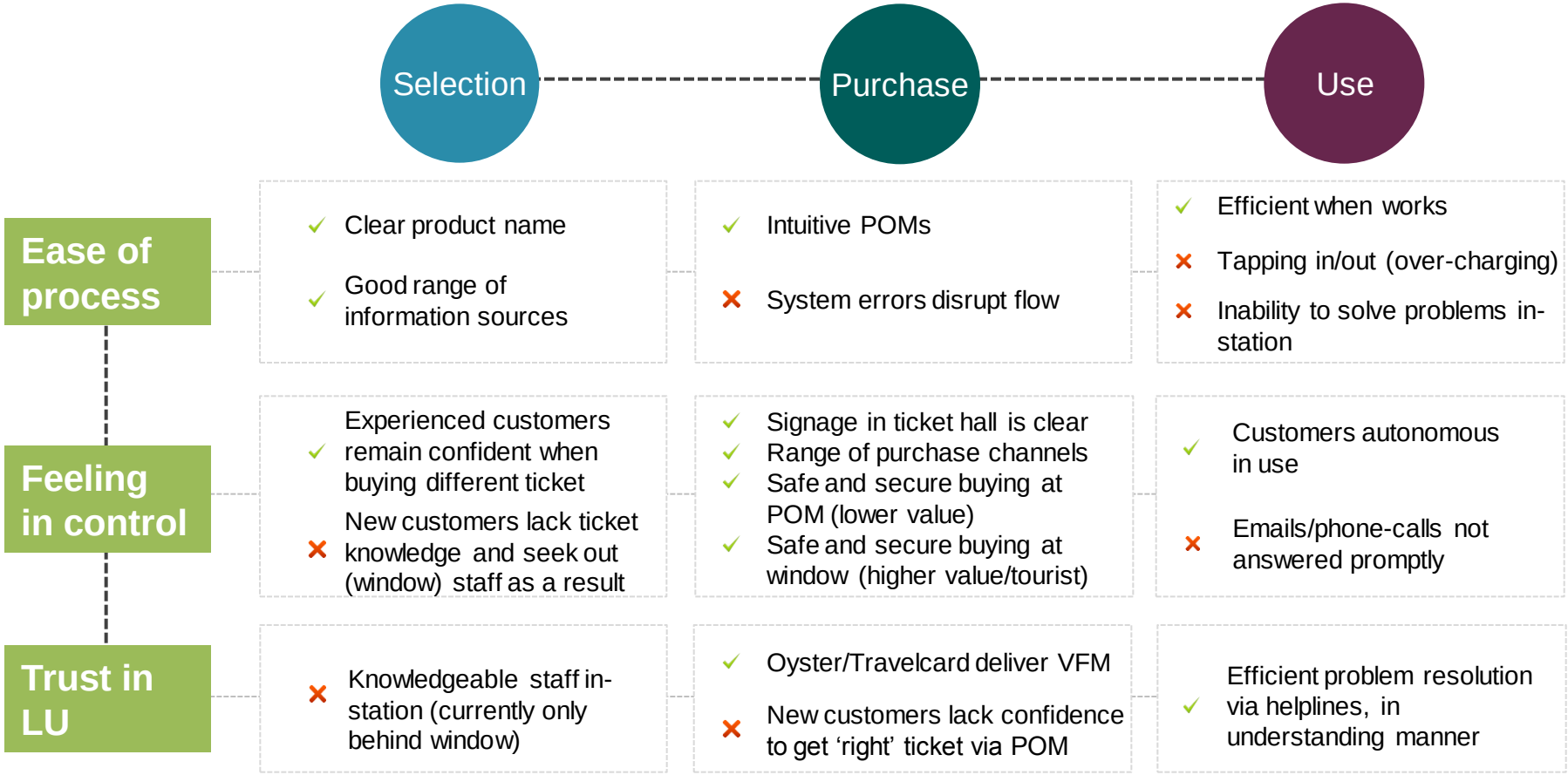
These factors cause the customer frustration and add stress to the ticketing process

Experience principles are important across the ticketing stages

	Selection	Purchase	Use
Ease of process	▪ Clarity of product naming ▪ Effective customer support	▪ Intuitive POMs ▪ Clear ticket hall signage ▪ Speed of process	▪ Easy to find/use card-readers
Feeling in control	▪ Accessible information sources ▪ Confidence in ticket selection	▪ Choice of purchase channels available ▪ Safe and secure during purchase	▪ Moving through system with no disruption ▪ Quick, effective problem resolution
Trust in LU	▪ Knowledgeable staff in-station	▪ Satisfaction that ticket delivers VFM	▪ A ticket that gets you to your destination

If an issue or problem arises at any stage customers require support from staff

LU are performing well across many areas, although there is room for improvement



Discussion: key questions for metric development

- In developing the metrics, there are a number of key questions to consider:
  - Why – overall key objectives of the metrics, ie why we want to measure the metrics as a whole
  - Who - which customers/customer type(s) is each metric most pertinent to
  - What – specifically what is being measured and tracked

- There are likely to be a number of key learnings (and potentially metrics) that can be rolled-out across other modes, in particular, Buses
  - Although the emphasis (and customer responses) are likely to be different

Applying this learning to metric development

- Knowing where to get **information** about the ticket
- Feeling confident in selecting the **right/best value ticket**
- Understanding important information about the **ticket's functionality** (ie zones, off vs. on-peak, etc.)

- Knowing **where to buy** ticket (infrequent journeys only)
- Being able to **purchase ticket easily** and quickly
- Feeling **confident and in control** during the purchase experience
- Feeling **secure** when carrying out financial transactions

- Having a ticket that **enables completion of a journey**
- **Entering** and **exiting** system with **ease**
- **Problems resolved quickly** and in an **understanding** way

New customers
Experienced customers purchasing a different ticket

All users

Metrics can be targeted at different customer types according to their experiences

Appendix

Research Objectives

1. *To inform a customer framework and metrics for ticketing. Need to understand how people talk about process of ticketing (language).*

2. *To understand the ticketing process from a customer perspective. Including validation/development of the 7-stage process hypothesised.*

3. *To understand the hierarchy of customer needs at each stage throughout the process*

4. *To identify how customers feel and the language they use to describe these experiences at each stage to inform how the metrics are framed*

5. *A need to understand how the stages, hierarchies and experiences are affected by the introduction of new developments*

Focus Groups Sample

Group Number	Travel Type	Travel Frequency	Ticket Type	Purchase Type	Life stage	Location
1	Commuter	3+ days a week	Oyster PAYG	Mix*	Pre-family	Inner
2	Leisure	1-2 days a week	Oyster PAYG, Day-TC, Cash single/return	Ticket Machine & Ticket window	Family & Post-Family	Outer & Inner
3	Commuter	3+ days a week	Oyster PAYG	Mix	Family	Outer
4	Commuter	3+ days a week	Season tickets on Oyster or paper ticket (weekly, monthly & annual)	Mix	Mix	Inner
5	Commuter	3+ days a week	National Rail Season ticket (weekly, monthly & annual)	National Rail ticket office or machine	Mix	Outer
6	Commuter	3+ days a week	National Rail Season Ticket (weekly, monthly & annual)	National Rail ticket office or machine	Mix	Non-London

*** Mix of Purchase Type = Representation of buying at ticket machine, ticket window, OTS & online**

In-Station Intercepts

Session Number	Day	Time	Location	Station Size/Type	Sample Criteria Fulfilled
1	Thursday	10am-1pm	Inner (Kings Cross)	Large Complex Layout	Tourist, Leisure
2	Friday	8am-10am	Outer (Brixton)	Small Simple Layout	Commuter
3	Saturday	11am-2pm	Inner (Oxford Circus)	Small Simple Layout	Tourist, Leisure
4	Saturday	3pm-6pm	Inner (Victoria)	Large Complex Layout	Tourist, Leisure
5	Tuesday	8am-10am	Outer (Finchley Road)	Small Simple	Commuter
6	Thursday	5pm-7pm	Outer (Leyton)	Small Simple Layout	Commuter