

RESEARCH SUMMARY

Title	Customer Information Touchpoints: Reviewing customer needs and TfL's delivery of customer information		
Objective	To explore how TfL can develop and improve its customer information in order to improve customer satisfaction, its reputation and keep up with customer expectation		
Date	July 2015	Agency	2CV
Methodology	Desk research, auto-ethnographies and accompanied journeys, 6 x creative groups, 4 x safari groups, 2CV online hub tasks		

Abstract

Customer Information touchpoints play an important role in customer satisfaction and have a considerable impact on TfL's reputation. While customers feel satisfied with their experience and have seen considerable improvements in recent years, they feel there is room for development and want TfL to deliver touchpoints that demonstrate progress, innovation, customer care and show that TfL is an integrated organisation. While TfL meets customer needs when the system is working well, customers feel let down and 'left in the dark' when things go wrong. TfL needs to deliver a consistent but adaptable approach across all touchpoints (staff, information in real time, and personalised information) and change its strategy according to customers' changing needs when things are working well versus not working well. Additionally, information fulfils an emotional need, not just a functional role, so any developments to information delivery should consider the human impact of changes and not just the operational impact.

Key findings

Customers notice and appreciate that TfL has made considerable progress in communicating with them and keeping them informed. Due to the changing customer touchpoints landscape, however, the bar has been raised and there is an increased desire from customers for information to be delivered in a way that is **human, actionable, always on, predictive, for all customers**, and communicated to them in **one voice**. While customers feel TfL does an adequate job keeping them informed when things on the network are working well, customer needs and mind-sets change significantly when things go wrong, and at present, customers feel that TfL often lets them down when they need information and support most.

At present, customers feel that TfL communicates to them in **different voices**, is **human but inconsistent, informative, reactive** (rather than proactive), **transparent**, and for **some customers**, but not *all* customers. As a result, experiences when things go wrong are inconsistent across touchpoints:

Staff: Broadly good, but demonstrate inconsistent levels of empathy and inconsistent knowledge of the system

Information & Real time: TfL is only "keeping up", no longer leading the way – there is a lack of of actionable real time information

Personalisation: Communications tend to feel quite formal and lack the 'human touch'

There is the potential for TfL to make significant reputational gains by 'upping the game' when things go wrong. TfL must adapt their customer information strategy to fit customers' changing needs and mind-sets when the network is not working well. This will require adopting a new paradigm of communicating to customers when things go wrong – not just delivering an enhanced version of 'normal'. Focus must be as strong on supporting customers as on service recovery. Managing demand and crowding should be business as usual as part of this paradigm shift.