



# MODERNISING THE UK RAIL EXPERIENCE

With customer confidence in rail on the decline and unprecedented revenue impacts as a result of the pandemic, embedding a modern customer experience at the heart of the rail industry is critical to attract customers back to the railways. Following long demanded cries for affordable and reliable services, the pandemic has shone a light on the urgent need for a financially sustainable railway that delivers a more convenient and effortless customer experience.

## KEYS TO SUCCESS

Great British Railways' ability to drive collaboration across the different organisations hinges largely on the ability to create a customer-centric vision that ignites a new passion for collectively designing and delivering services that meet the needs of the modern customer. **The following considerations are critical:**

### INTENTIONAL DESIGN

The design of travel experiences must be deliberate, with all elements of a journey designed with the modern customer in mind, taking cues from their everyday experiences in retail and other more advanced sectors. Each customer's journey, from planning to travelling to accessing post-travel support, must provide end-to-end value, so customers come back again and again. The cost-value balance needs to be restored for rail in order to bring customers back and get them to stay. Flexi-seasons is a start, but the product set needs to be constantly challenged against customer value. This is where good product management principles come into play.

### EASE OF CONNECTION TO OTHER MODES

Connecting railways up with other modes of transport is fundamental to future proofing railways and creating a seamless, modern, door-to-door passenger experience. Creating a vision and a national customer strategy to deliver this will be key – a north star for all organisations across the industry, Train Operating Companies and Freight Operating Companies included, to collectively drive towards and meet the demand for effortless travel.

### INSIGHTS DRIVING DECISIONS

The rail industry has quickly lost its reputation for providing relative value for money. Building trust and providing compelling offers to customers will be critical to bring customers back to the railways in the numbers seen pre-pandemic. A success driver will be leveraging data-driven insights to truly understand customers and what matters to them most – affordable, reliable, effortless travel.

**We now live in a world where on-demand is not a luxury but an expectation.** Consumers can click a button and have food on their door-step or talk to a device and have a new outfit that evening. Rail travel is no different and must be available to passengers at the tap of a screen. Using real-time open data and adopting agile ways of working, GBR could provide targeted offers, develop innovative cross-transport retail solutions and pioneer door-to-door public transport. Not only that, but the war on climate change is an ever-increasing incentive for customers, which makes rail ever more valuable as a transport solution.

## HOW NH CAN HELP

Through a reimagined passenger experience and improved freight solutions, GBR will recapture the confidence of customers and stimulate growth within the industry. NH can help establish a customer service vision and plan that embeds pace, agility and a digital ethos with the ability to stimulate, attract, attain and grow the customer base.

**Customer Insights** - We help clients understand and integrate the ever-changing needs, motivations, and value drivers of their current and future customers in order to grow, adapt and evolve their offerings.

**Customer Experience (CX) Design and Strategy** - Our team guides organisations through planning, creating and delivering meaningful experiences across channels and touchpoints throughout the customer lifecycle.

**Customer Experience Enablement** - We help our clients become CX-optimized organizations by building capability across people, operations, content, data and systems.

**Rapid Innovation** - Leveraging a Design Thinking approach, we identify immediate opportunity areas and determine business value and new potential through high-value actionable next steps.

**Product Management** - We advise our clients on how to best build sustainable product strategies and manage their product portfolios to ensure continuous value delivery to the organisation and their customers.

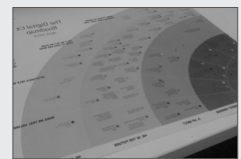


### CASE STUDY 1: Digital Experience | Rail Industry

Our client recognised that they could not deliver a truly amazing experience if they were unable to get to know their customers and build a digital relationship with them. They were behind in mobile and were not growing as fast as they knew they could as a result of customers finding the digital experience complicated.

We mapped 50 customer journeys, visualising the end-to-end experience, held 60 Interviews with customers and customer-facing staff across stations, ticket offices, lounges, trains and over the phone, and identified 83 digital initiatives across web, mobile site and app environments. We combined all inputs to produce one integrated roadmap and product backlog and conducted two cross-functional workshops to co-create the future digital experience, assessing both priority and business feasibility.

The customer insight generated helped our client develop their digital strategy, with several of the initiatives being identified as immediate value drivers and implemented in short order.



### CASE STUDY 2: Future Connected Ticketing | Rail Industry

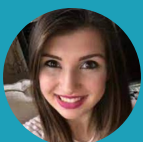
As the member organisation of the rail operators, Rail Delivery Group (RDG) had the ambition to deliver a more joined up and connected approach to retailing, where customers were at the heart of all decisions. The intent was to create a more consistent experience for customers in the retail journey and a more seamless travel experience; all leading to further revenue generation for the railway.

In order to reach industry agreement on the future of ticketing, we helped RDG map out the current and future technologies as well as individual operator ambitions on a radar. Each item was aligned to one of 4 customer principles to help the industry prioritise on future initiatives that would benefit its users.

To rally the numerous stakeholder groups we built a shared vision and roadmap that helped drive forward a coherent, flexible strategy for retail and ticketing.



## OUR STRENGTH IS IN OUR PEOPLE



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