



**Massachusetts Bay  
Transportation Authority**

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# **Customer Experience Strategy**

**November 2016**



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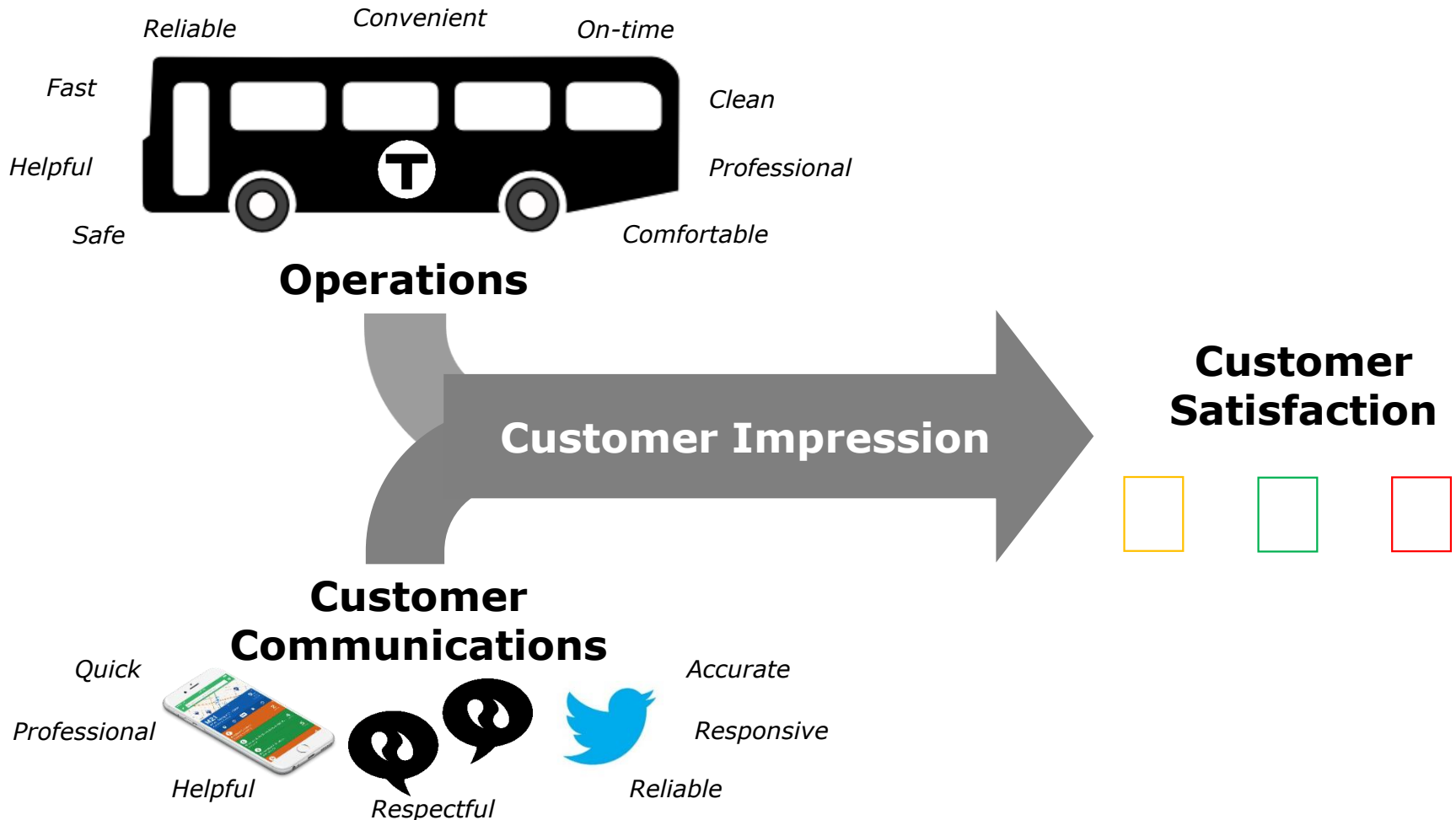
## Recap: MBTA Call Center Innovation Proposal

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- **FMCB requested update on integrated customer experience strategy on 10/31/2016 after reviewing innovation proposal on the call center**
  - › Innovation proposal received on 10/24/2016 suggests there's an innovative solution that can provide better customer service at a more sustainable cost
  - › GM's office has coordinated with customer experience department to produce integrated plan of which the call center is a part
- **Customer Experience Strategy focuses on the creation of a discrete customer resolution function**
  - › Goal of plan is to focus on using customer feedback to improve MBTA service
- **Staff recommends proceeding with Call Center RFP to test market for third party service while realigning internal resources around customer resolution**



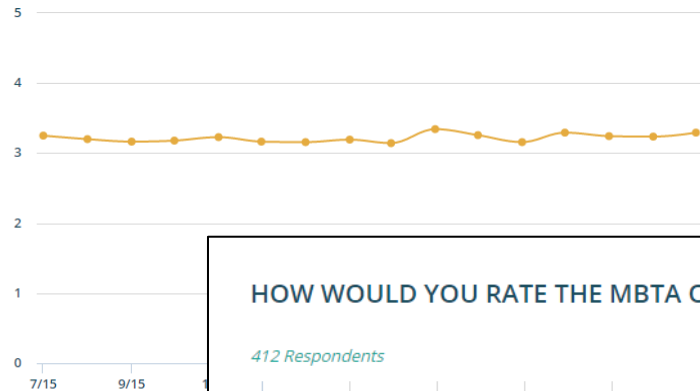
## Customer Satisfaction driven by impressions of MBTA services and communications





## Customer Satisfaction being measured at MBTBackOnTrack.com

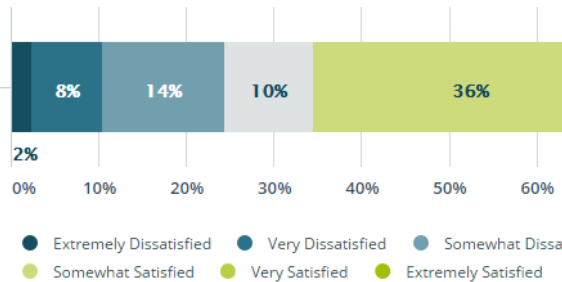
HOW WOULD YOU RATE THE MBTA OVERALL? (AVERAGE) - 2016



- **Launched MBTBackonTrack.com in March 2016**
- **Survey 1,000 people each month to measure customer's impressions of MBTA performance**

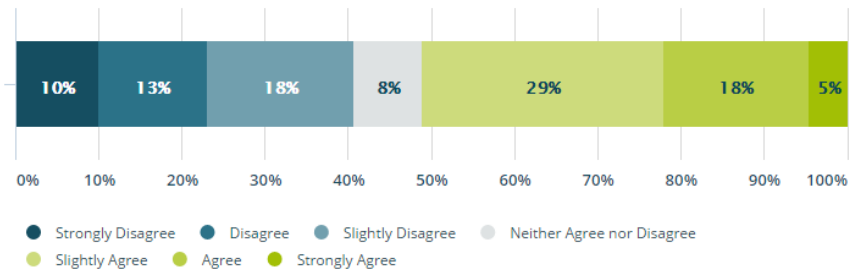
HOW WOULD YOU RATE THE MBTA OVERALL? - OCTOBER 2016

412 Respondents



THE MBTA PROVIDES RELIABLE PUBLIC TRANSPORTATION SERVICES. - OCTOBER 2016

385 Respondents





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## Integrated customer experience strategy focuses MBTA resources on responding to customers

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- **Customer impression of MBTA services drives satisfaction**
- Customer experience function seeks to create a seamless integration between customers' use of the system and our communications with them
  - › Provide information to customers so they can easily and conveniently access the system
  - › Provide a feedback loop for customers to register complaints or suggest improvements
- With a focused Customer Resolution Department, MBTA can **transform customer feedback into improved service**
  - › Provide customers with evidence that their feedback is acted on

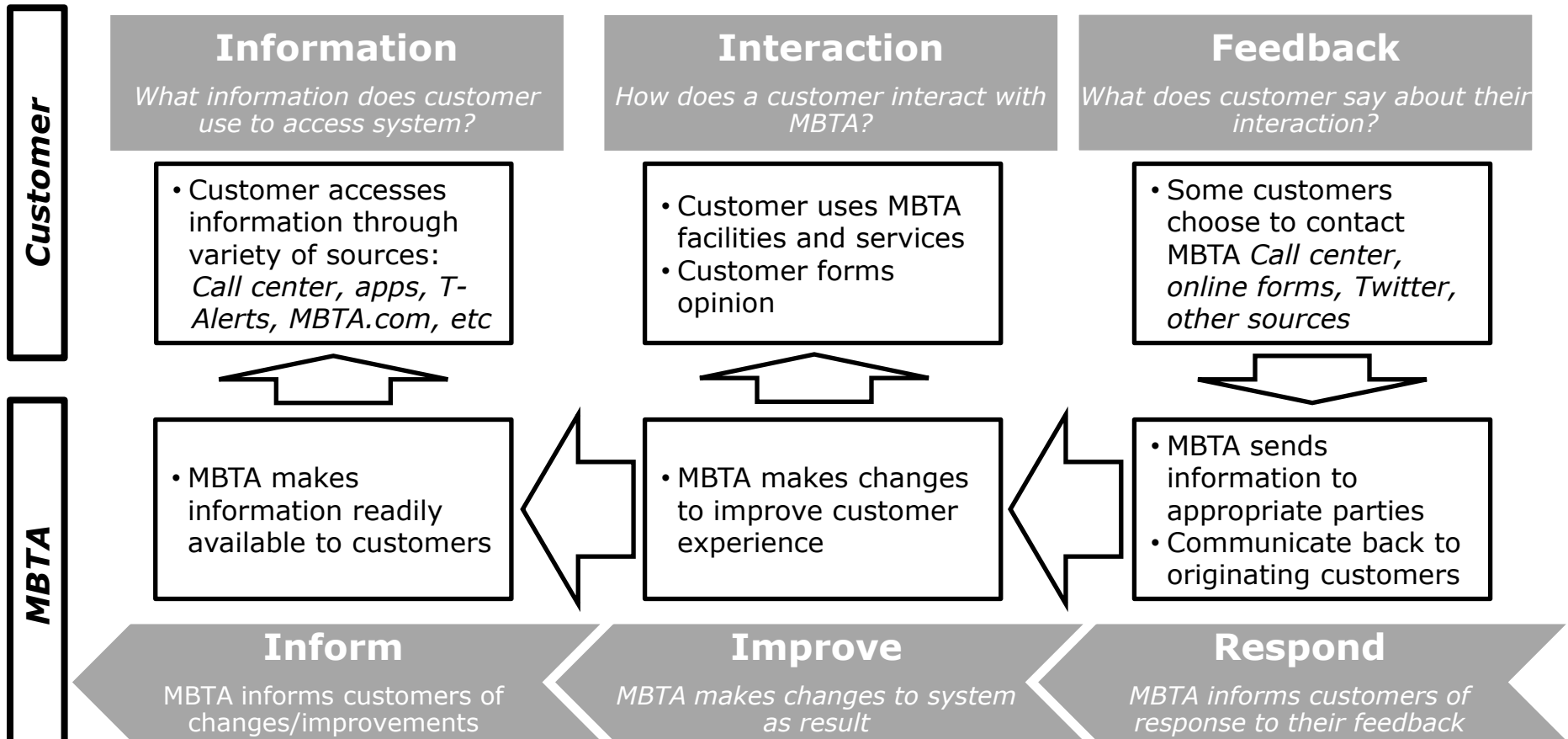


**Investing in internal resources to act on customers' feedback will improve impression of the MBTA**



# FUTURE CUSTOMER EXPERIENCE AND RESOLUTION PROCESS: Defined by how MBTA responds to feedback, improves the system, and informs customers

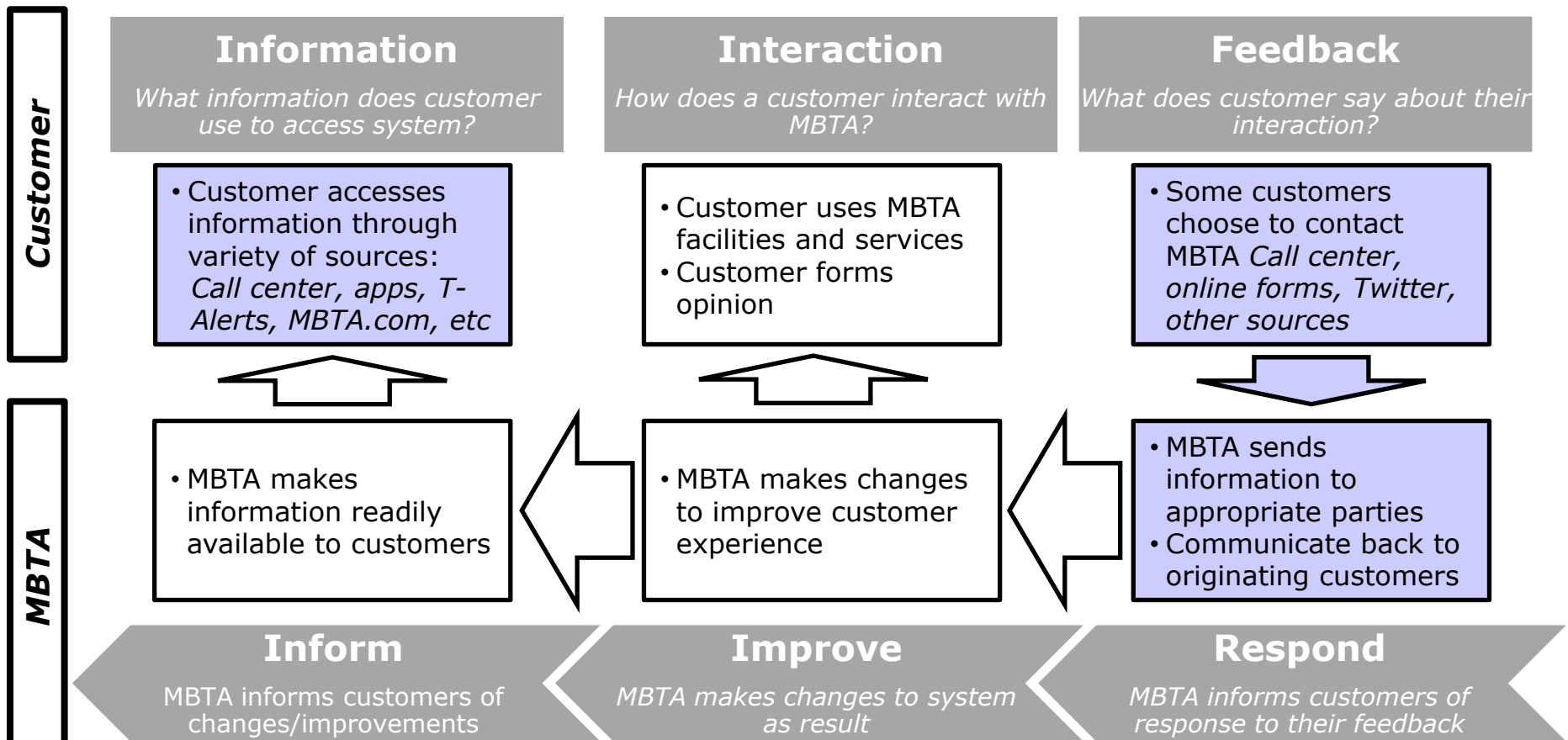
## Future Customer Experience Process





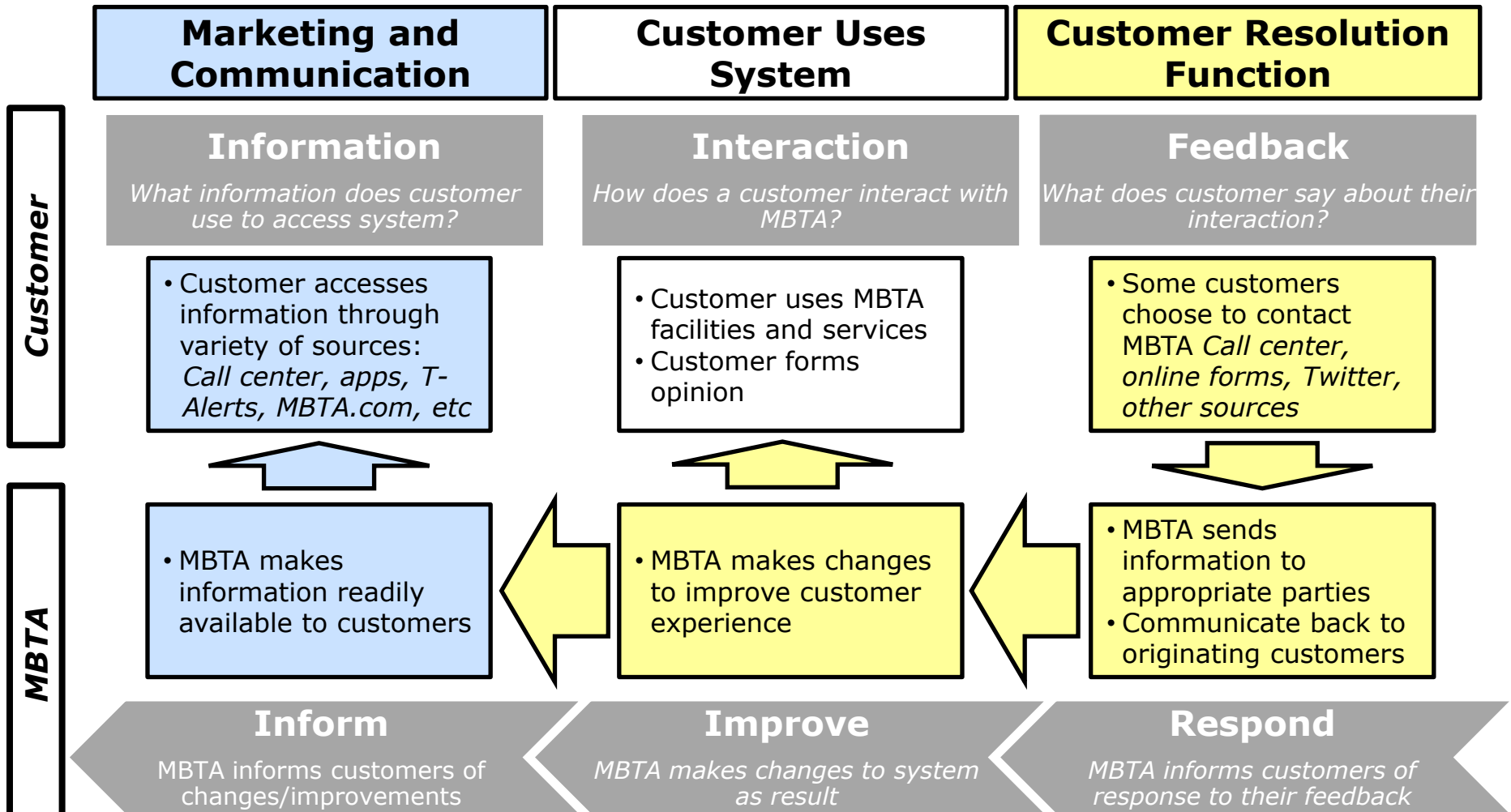
**CURRENT CALL CENTER APPROACH NOT SUFFICIENT: Customer Communications Department (including call center) does conform to future state**

**Customer Communications Department Activities**





**FUTURE STATE: Integrated customer resolution function would focus on turning customer contacts into improved interaction with system**







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## Customer Resolution:

### Translating customer feedback into a better customer experience

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- **Customer resolution process:**
  1. MBTA receives and records information from customers
  2. MBTA acts appropriately on the information its receives from customers
  3. MBTA communicates back to customer in appropriate manner
  
- **Customer resolution function:**
  - › Provides a platform for customers to communicate issues
  - › Manages how information is transmitted through organization
  - › Ensures information is acted upon appropriately by every department
  - › Communicate back to originating customers
  
- **Goals of customer resolution:**
  - › Aggregate individual complaints, suggestions, and requests
  - › Identify trends, and key areas of improvement
  - › Suggest changes across organization to improve customer satisfaction



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## Improving Customer Communication Activities Streamlining the customer feedback process

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*Customer resolution will be supported by an improved customer communications process:*

- MBTA communicates with customers through a variety of platforms
  - › Email, Web Form, Phone, Fax, Letter, Twitter, Walk-In
  - › MBTA treats these communications differently
    - » Twitter enters different process flow from all other platforms
- MBTA departments manage complaints differently
  - › Some departments have access to software system, others do not



**Future state customer communications will integrate all communications platforms into a single process flow, with resolution managed by a Customer Resolution Department**



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## Next Steps

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- **MBTA Management recommends focusing internal resources on customer resolution function**
- **Innovation proposal to outsource call center presents opportunity to simplify and improve internal operations, as well as lower overall cost**
  - › Proceed with RFP for Call/Contact Center services to test market
- **Incorporate FMCB feedback into customer experience strategy**



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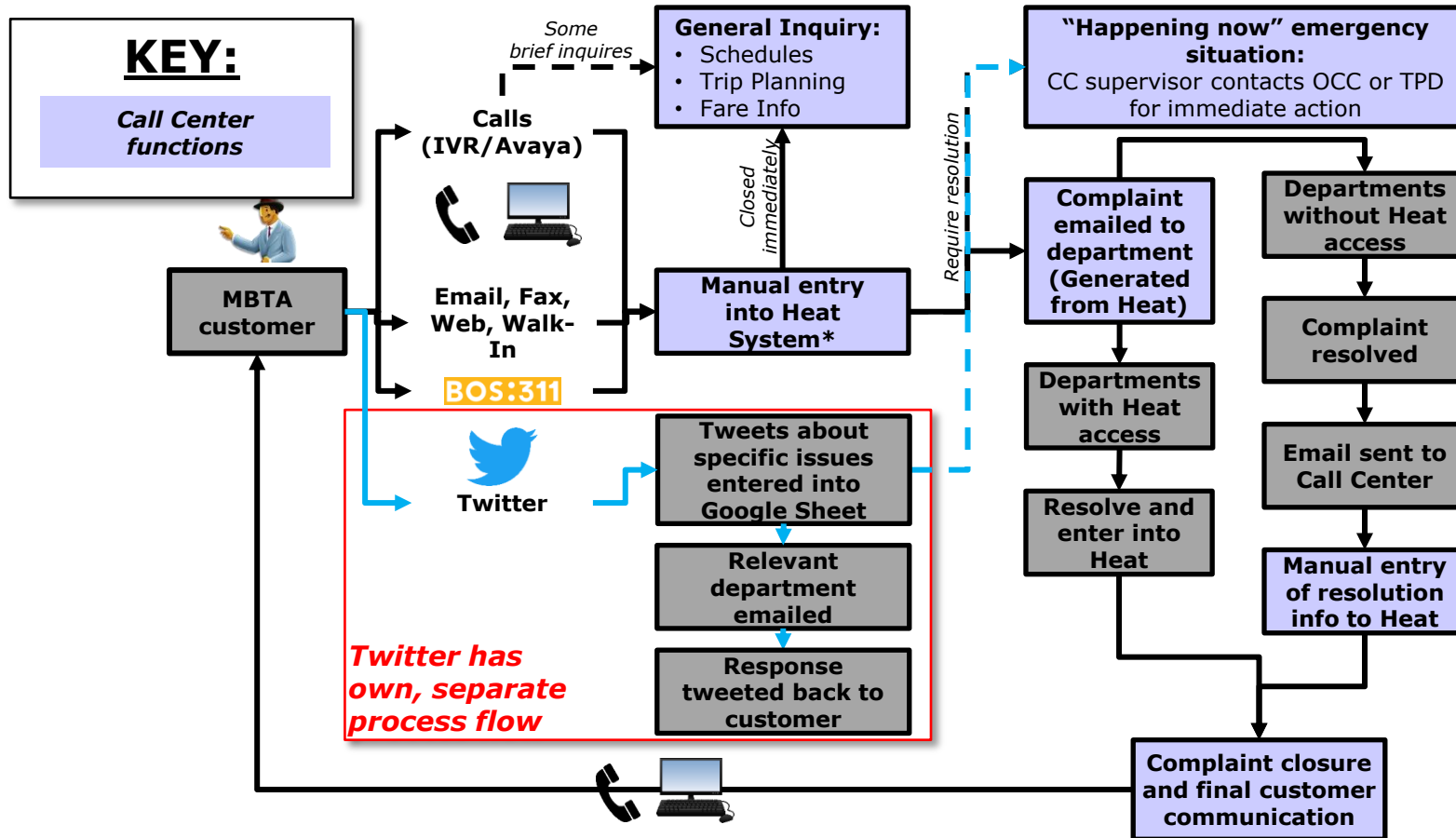
## Backup

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## Current Customer Feedback Flow

### Communication platform affects quality of MBTA response to customer



\*Heat Software Helpdesk software has been in use at the MBTA since 2008. Customer Communications uses Heat at the call center to track calls from the riding public. Calls are triaged, assigned to other departments to resolve, and followed up, all via Heat. Additionally, comments and complaints entered on the MBTA web site are automatically uploaded into Heat for Customer Communications to answer.



## Planned Customer Feedback Flow

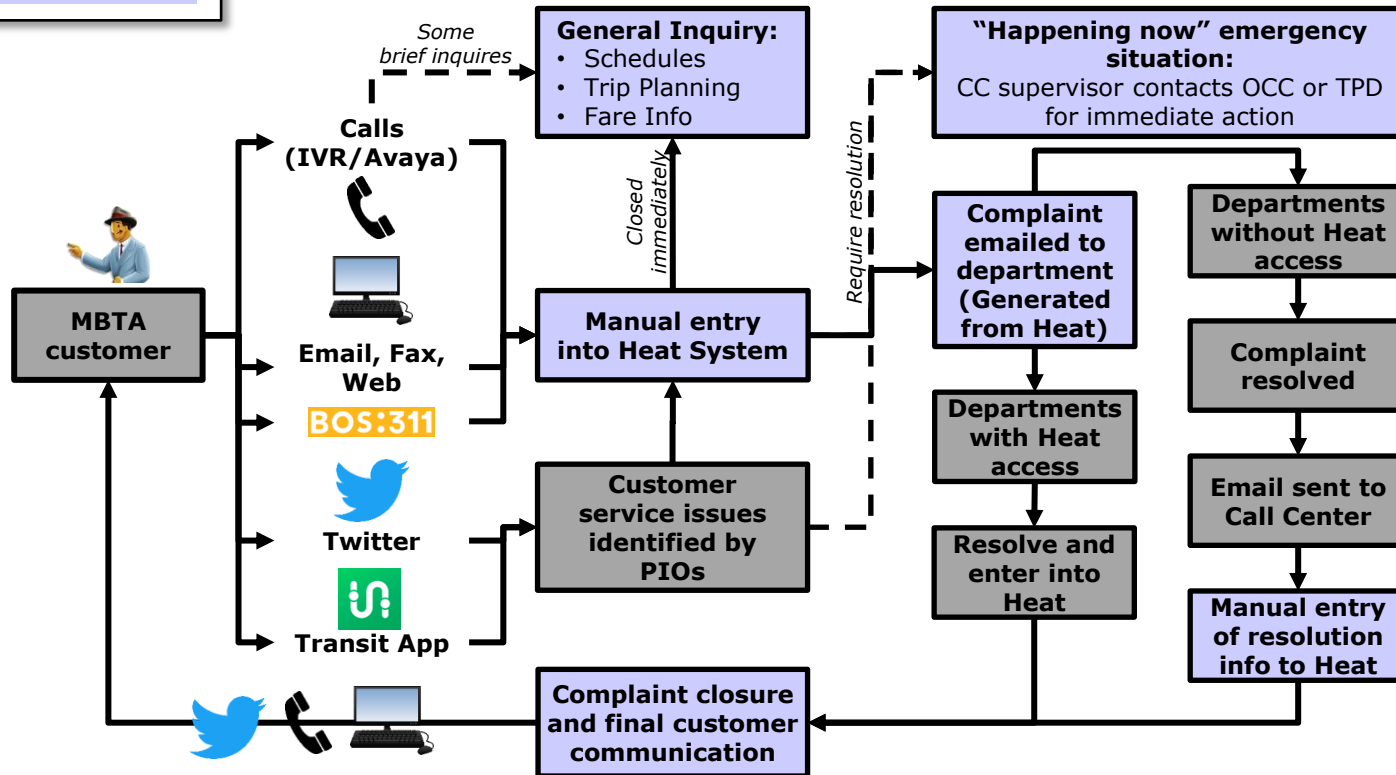
### Incorporate information from Twitter and Transit App into existing flows

#### **KEY:**

Call Center functions

#### **Projects in Progress:**

- Incorporate Twitter into Heat
- Transit Customer Feedback module





## Ideal Customer Feedback Flow

All departments have access to Heat or similar system to track and address all issues

