



Feedback Management

How SNCF transforms disrupted customer journeys into opportunities to generate customer satisfaction ?

CASE STUDY - SNCF



Client



Passenger Information customer feedback

A lot of companies monitor their customer journeys...
But what about the disrupted ones?

One-off incidents can occur anytime, whatever the journey !
So, how can you optimise a disrupted customer experience?

How can you use it to generate satisfaction?





192k Followers



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PRODUCT

Feedback Management



SKEEPERS CLIENT SINCE

2021



Dylan Brière

Interview with **Dylan Brière**, Voice-of-the-Customer Project Manager, SNCF-TGV INOUI

The Passenger Information Customer Feedback system is hyper-agile and hyper-operational, designed to manage dissatisfaction and turn disruptions into opportunities !



The challenge



Developing and using the Voice of the Customer to optimise our customer experience, in a market that is opening up to competition !

Creating "tailor-made" surveys to help employees continually improve



Customer journeys at SNCF

To keep things simple, our customer journeys can be divided into 2 main categories :

Typical journeys

Everything goes well, the train is on time, comfort is satisfactory.

Disrupted journeys

These journeys only make up a small part of our customer experience, but they are very important.

“ By focusing on these situations, we can develop action plans to manage the pain points on disrupted journeys and tackle customer dissatisfaction. Of course, we try and avoid disrupted journeys, but if they do occur, our aim is to maximise satisfaction. “

Potential disruptions/break points for customers :

Delays, lack of passenger information, discomfort, train cancellations or changes, missed connections, etc.



Implementation with Sleepers



A "tailor-made" customer feedback system triggered on demand in the event of disruptions, to get a sense of how our customers are feeling.

This system is particularly useful in the event of delays to **collect customer feedback** on specific criteria: information, assistance, journey continuation, etc.

“ We incorporate as much operational data as possible into the system: type of train, facilities available on-board, journey time for each passenger, etc.”



Implementation with Skeepers

Characteristics of this system :

Ultra agile

Very short timeframe:
Sent < 48h after event

Adaptability

Questions adapted to the event
(assistance, journey continuation, etc.)

Deployment

Tested in a limited area and then
rolled out on all TGV and INOUI lines



Challenges

1

Better understand customer expectations and irritants in terms of passenger information and assistance, immediately after a specific event.

2

Optimise our production processes to **manage disruptions** in view of continuous improvement.

3

Raise awareness among the entire production chain with regards to customer culture in the event of disruptions/disturbances and develop new reflexes..



Methodology



The system is not automatically triggered :
SNCF sends no more than 10 PI Customer Feedback surveys per month, based on production incidents, **so as to not overwhelm customers.**

“ We also have a satisfaction barometer at SNCF, but we don't send it to all our customers. The PI Customer Feedback system allows us to look into an incident and contact all the customers we can, to better understand what happened.”



Methodology

Key steps when producing survey

STEP 1

Contextualise the incident and target customers: a disruption may not impact all passengers in the same way, it is important to personalise your communication !

STEP 2

Define items and adapt questions

STEP 3

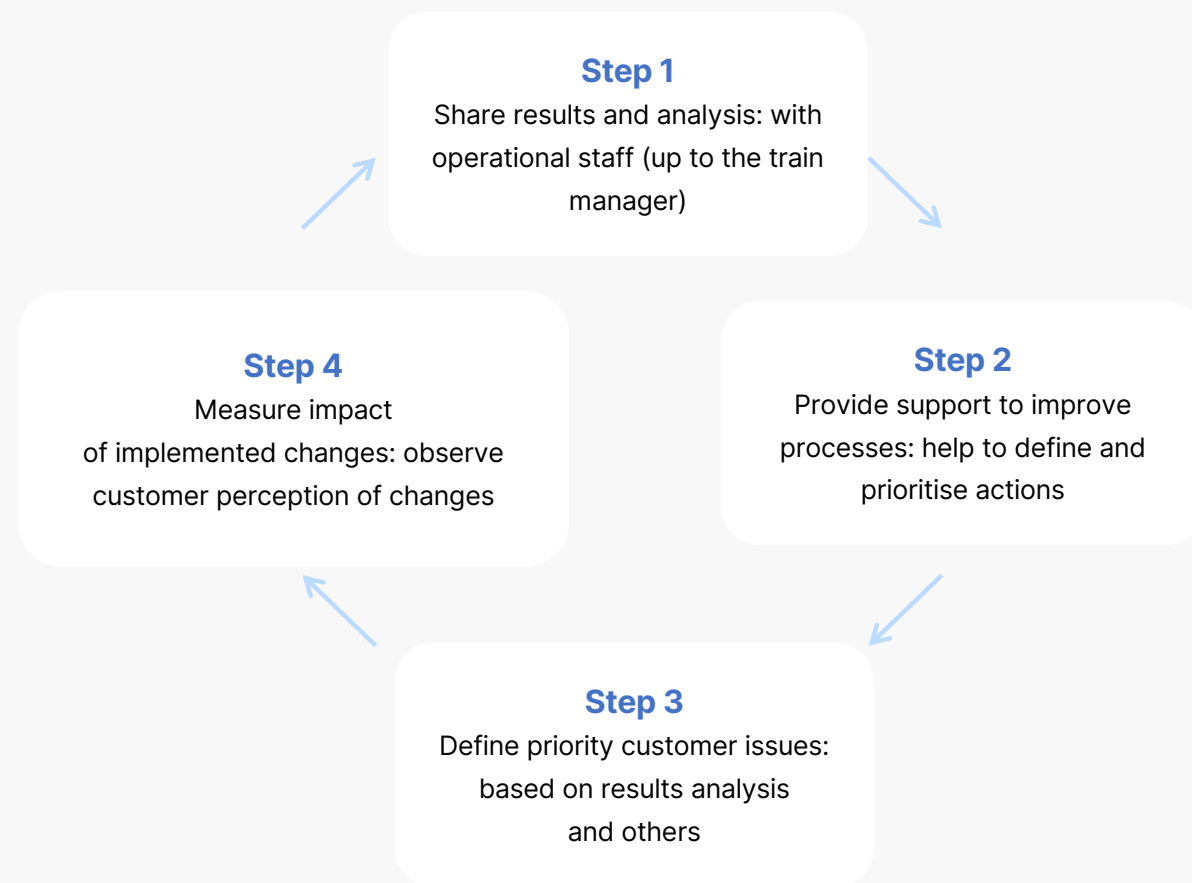
Send a message of apology and survey to customers impacted by the disruption



Using the data

Principle of continuous improvement :

Deployment of results and implementation of action plans, thanks to the cross-referencing of results analysis and production data



System KPIs

1 The system first went through a pilot phase :

+ 10

Campaign tests

+ 2,500

Customer verbatim

≈ 12%

Average response rate

+ 3,500

Surveys sent to customers following a disruption



2 Then it was targeted and deployed on all INOUI TGV France lines :

≈ 10

Surveys per month

15 %

Response rate objective



Learnings & areas to explore

Disrupted customer journeys are not the end of the world !

Customers who experience long delays sometimes report a higher satisfaction rate than those who experience short delays... The **customer's perception** is largely determined by **how the event is managed** : **certain levers can limit dissatisfaction** or even generate satisfaction.

Collected **verbatim** provide a number of areas to explore and work on, to **improve the customer experience in the event of disruptions**, and to **develop acculturation** to the management of disrupted customer journeys.

Practical

Announcements and information

tends to be slower for small delays than for long delays

Action plan :

Raise awareness among passenger information staff that quick updates are required even for small delays

Results :

An increase in satisfaction with information times was observed during the pilot phase



Partage des résultats



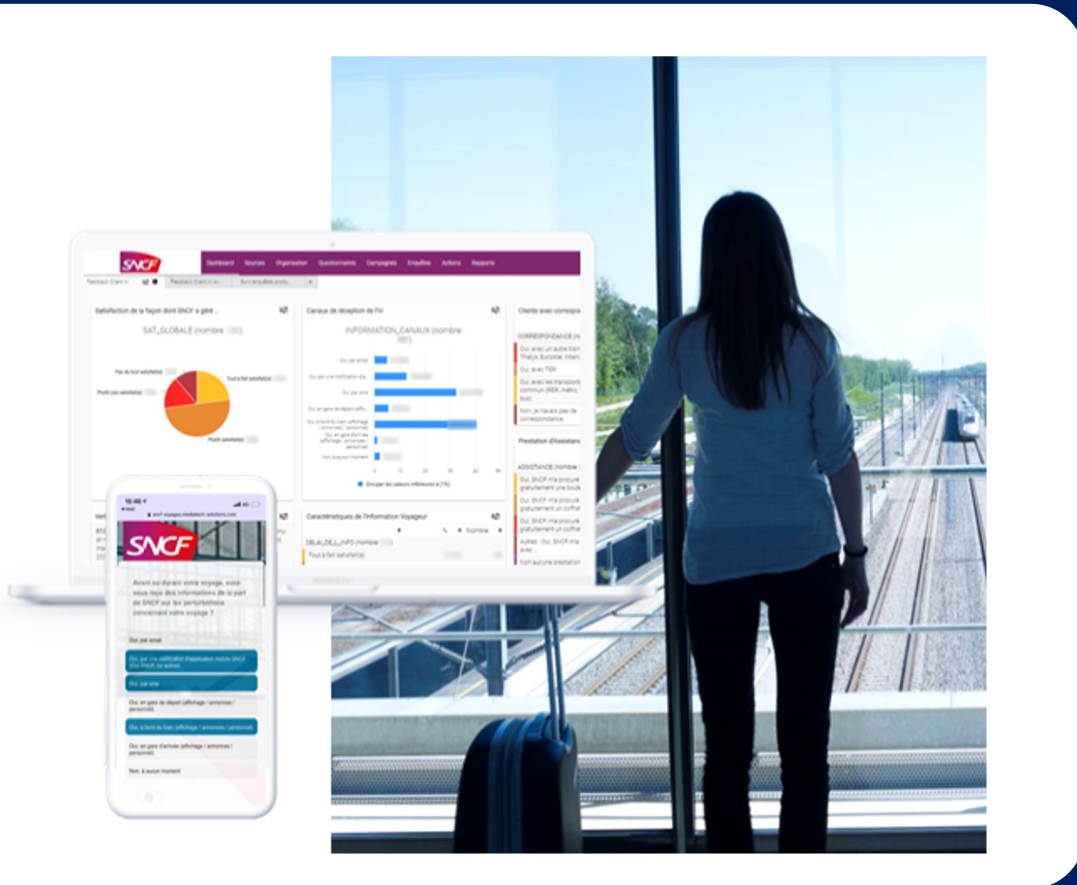
The Passenger Information Feedback system encourages more **sharing between customers and staff** in difficult situations :

- **With Operations Centres** : the way the incident is managed can be experienced differently
- **With Train Managers** : exchange on management of the incident and sharing of customer feedback: areas for improvement and positive feedback
- **Workshop meetings** : to demonstrate the importance of all players in the value chain

“ Don’t only measure journeys when everything is going well! Disruptions can occur in all customer journey... Don’t sit back and accept the situation, you can handle it better and work to limit dissatisfaction. Turn disruptions into an opportunities ! ”



The benefits of the Sleepers CX approach



- Agility with the Sleepers platform to adapt questions
- Real-time data via the Sleepers platform dashboard
- A very simple, configured dashboard that can be duplicated for other surveys
- Share in real-time with teams



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