Introduction

Voice of the Customer – How to Guide was created by the Canadian Urban Transit Agency’s Customer Orientation Task Force. This guide is intended to provide Canadian transit agencies with an overview of best practices to gathering insight, preferences and opinions from customers, which is referred to as the ‘voice of the customer (VOC).’ It will also provide an overview of the tools used in voice of the customer programs and show that even when budgets are limited, customer opinions can still be collected to inform and feed into business decisions.

What is Voice of the Customer?

Voice of the Customer is a term used when an organization collects customer feedback in order to inform decision-making. Voice of the customer can be an on-going program that an organization runs to collect this feedback on a wide range of topics or it can refer to a single project/topic. It is valuable feedback that can help shape important decisions to make changes that enhance your customers’ experience. Voice of the Customer tools are the different ways companies can engage customers to gain their valuable insights.

The tools are generally classified as two different kinds of research to get information about a topic: qualitative or quantitative research.

Qualitative research answers the ‘why’ and is often used to explore a topic to gain a deeper and more emotional perspective. It usually involves a smaller number of customers, more time spent with them, and usually consists of a free-flowing conversation. Qualitative research is especially important when you need to listen to your customer. Examples of qualitative research include: committees, focus groups, town halls, and in-depth interviews.

Quantitative research answers the ‘what’ and/or the ‘how many’. It often takes the form of a survey with a large number of customers (anywhere from 50 people up to as high as 15,000 depending on rider base). Quantitative research can allow you to find trends in customer data, such as tracking the number and nature of complaints. Studies like customer satisfaction surveys, customer profiling or market segmentation, usage and attitude surveys are all types of quantitative research that focus on different topics.

Best Practices in Gathering Voice of the Customer

There are a few best practices to keep in mind when using any of the tools included in this guide.

1. WHO you get feedback from is just as important as HOW you get feedback

It is important to ensure that you have accurate representation from the customers you are getting feedback from. If you are looking to get feedback on a particular issue that affects all of your riders then you need to make sure that the customers you talk to represent your entire customer base.

Example: If half of your riders are students, you should ensure that students make up approximately half of the customers that respond to your study. This would also apply to gender, age, income, route/line, and any other way of grouping customers to give you a more accurate sense of what specific groups of people think. These differences in groups are also helpful when making comparisons between groups and can be very important when evaluating new programs or services.
Example: In preparation of launching a new program, research has indicated that 75% of your customers think the idea is a good one. Before you decide to implement the new program it is important to look at the differences in groups. When you break out the responses by those who live in the east and those who live in the west you see there is a difference between the two. Only 50% of the west customers like the idea and those who do not say they will not ride the system anymore. When deciding to implement, you have to determine if the new service is worth the negative perceptions from those in the West.

<table>
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<tr>
<th>% of Customers that like the new program</th>
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<tr>
<td>TOTAL</td>
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<td>75%</td>
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This is especially important if those in the West were to make up a smaller proportion of customers. In the example above, they represent about 50% of your customers. If they were to represent only 25% of your customers, the ‘voice’ of the east would outweigh them and you might end up ignoring the needs of a small but still important group of customers.

2. Define your objectives and stick to them
Sometimes there is a desire to ask customers as many questions as possible when you have the chance to ask. However, this often just leads to a scattered approach and a set of questions that cover a wide range of topics without offering insights that you can take action on. When designing your research and applying the tools, always make sure you have a defined set of objectives for the project.

A good way to define objectives is to start with what it is you want to know – i.e. “I want to know how many customers are doing this” or “I want to know why customers are doing that.” This will help prioritize your questions as the program develops and keep you from asking questions that do not get what you really need.

3. The research experience reflects on you so make it a good one
Capturing voice of the customer is really just another customer service channel. When engaging with the customer you still need to treat them as you would when serving them, so make sure the research experience you design provides a rewarding experience. Customers are often excited to share their feedback but this excitement fades if the experience is clinical, overly formal or not engaging. When designing your research and applying the tools, always make sure you have a defined set of objectives for the project.

When designing surveys make sure the questions are easy to understand and aligned with the tone of your other communications. Long or cumbersome surveys (15 minutes or more) detract from the overall experience and make it difficult for customers.

4. Be willing to act on feedback
To truly incorporate voice of the customer you have to be willing to act on feedback that is provided. Sharing a new product, program, or service with customers when it is too late to make any changes is not a good use of their time or yours. You have to be willing to accept feedback and plan projects so that you have time to incorporate, refine or set expectations when you cannot. Customer feedback is very much like feedback from other stakeholders, you have to approach it with a desire to compromise and listen or else they will feel left out of the process.

5. Close the feedback loop
Closing the feedback loop is incredibly important to making customers feel engaged. They have committed their time to share feedback with you and often want to know how it is being used. Although you cannot always do exactly as your customers desire due to business constraints, these expectations can be managed in the very beginning. No matter what the outcome of the research, it is important to share with the customer how you are using their feedback and what it is meant to inform. When you move forward based on their feedback, be sure to share the results with customers as soon as you can. It is incredibly rewarding for them and strengthens your commitment to customer service.

What is included in this Guide?
This guide is intended to provide an overview of the many tools that a transit agency – of any size or complexity – can use to incorporate the voice of the customer into everyday decision-making. In total, 17 VOC tools have been identified in this guide. For each tool identified, there is a description of the tool, the benefits of using and why, and recommendations on when to use. As well, the resources needed to support the tool are included – such as the approximated cost, time commitment and staff required. Below is the legend that will be used throughout:

- under $10,000
- $10,000 - $25,000
- $25,000 - $50,000
- $50,000 - $75,000
- > $75,000

- 1-2 dedicated staff
- Research team of 3 or more

- 4 WKS
- 8-12 WKS
- Above 12 weeks

The wide range of tools is meant to give you a ‘menu’ of the different options so you can then use the tools that make the most sense for your organization. Any way of incorporating the voice of the customer into your organization is beneficial and can lead to better decision-making and an enhanced relationship with your customers. The tools are broken out by qualitative and quantitative research; and it is recommended to use a combination of both in your program. As agencies are typically challenged to find budget to collect the voice of the customer, we added a low cost symbol on those tools that have or can have a low implement cost to make them easy to find.
QUALITATIVE TOOLS

Customer Advisory Committee

One of the easiest ways to start incorporating the voice of the customer is by formally creating a committee of customers to obtain customer feedback.

A Customer Advisory Committee is made up of a group of current customers from your network. The committee gives customers a chance to have regular face-to-face interaction with key decision-makers in your organization. A committee might be made up of anywhere from 6 to 12 members depending on the size of your customer base. The committee meets regularly, typically in the evenings, and the agenda is often determined by your company and includes time for a roundtable. In the session your organization can present different topics or ideas to the group and solicit their feedback. The group has to meet regularly – at least quarterly and minutes and any action items should be meticulously tracked.

Representation is very important as the committee is typically a small group. You should have customers who represent any customer groups that might have different needs such as students, professionals, etc.. You can also form a specialized advisory committee for some groups such as accessibility needs customers where a wide variety of needs should be covered (those with low vision vs. those who use a mobility device).

Why have a customer advisory committee?

- Customers in a committee are not only a part of the development of a new concept or service, but they can also share back when changes have been implemented and identify areas that worked well or could be improved next time
- Relatively low cost, usually just the cost for an external meeting (food and transportation if needed) and the committee is usually volunteer-based
- A formal committee also allows you to share information that is confidential or ‘work in progress’ ideas to get feedback and refine before sharing with the larger public

What type of information can be learned from a customer advisory committee?

- Exploration of the range of attitudes to a proposed or existing service
- Confidential information/topics that might not yet be ready for public audiences
- Concept or communication testing (e.g. service announcements, advertising, wayfinding signage, newsletters, etc.)
- New issues or concerns that are happening with customers and what other customers are saying

What type of information cannot be learned from a customer advisory committee?

Because the committee is small and is comprised of the same people at each meeting they give an indication of the range of opinions about a particular topic, but cannot measure the size of those opinions in the wider population (e.g. how many people in the region feel the same as customer A and how many people feel the same as customer B). Topics that have a very large impact on customers may need to be validated by quantitative research whenever possible, to ensure that your findings are representative of the broader customer base.

The committee also requires strong executive support and engagement. If the customers on the committee do not feel like their feedback is going to the ‘top’ then they will become less and less engaged. The meetings should be attended and moderated by senior employees that are willing to engage with customers face to face and take their concerns seriously.

When should you consider having a customer advisory committee?

- You want to demonstrate your commitment to using the voice of the customer and provide customers a chance to voice their opinions to senior employees.
- You want to understand the entire range of ideas/feelings/experiences related to a specific subject, even ideas that might still be a ‘work in progress’ or in development
- You are willing to act on the suggestions and feedback from customers

What resources are needed?

1) Internal resources:

- Staff: Depending on the frequency of the meetings a committee does not require dedicated research staff but does require regular administrative management and senior level time
- Costs: very low cost overall
- Scalability: If meetings can be held at a central location/transit hub then transportation costs can be relatively low (often in form of a day pass or voucher). Depending on when the meeting is held (typically in the evening) food may be served and the cost of this might be scaled up or down.

2) External resources:

- None needed

3) Time:

- On-going, requires dedicated admin support usually the week before and week after meetings to ensure minutes and action items are distributed and tracked.
Focus groups are the most commonly used tool for qualitative research. They are discussions held with groups of people (usually 4-10 people at a time), who share something in common (e.g. transit customers who ride during rush hour). Focus groups are usually designed so that participants do not know each other, unless specific group dynamics are an asset (e.g. people who carpool together). The discussion is usually about a single topic such as, what people like or do not like about taking the bus or presenting a new idea or concept to them to understand their reaction. During the discussion, a moderator encourages the conversation to flow among the participants while ensuring that the specific questions that need to be addressed are given the right amount of time to be answered.

Why focus groups?
The face-to-face interactions, as participants respond to what the others are saying, draws out a lot of additional information that cannot be obtained by interviewing the same number of people individually. Participants may support each other, play devil’s advocate, persuade each other to their own point of view, or change their minds, based on another person’s comments – which is similar to how opinions are formed in the real world.

Because of the in-person format, the moderator can respond to non-verbal cues. For example, if an idea or concept is presented and the participants’ facial expressions change, the moderator can ask additional questions to understand why the participants’ look happy or disappointed, etc..

What type of studies can be done through focus groups?
• Exploration of the range of attitudes to a proposed or existing service
• Investigation into the range of reasons people use or do not use your service
• Identifying the language customers use to describe aspects of their commute or your service
• Concept or communication testing (e.g. service announcements, advertising, wayfinding signage, newsletters, etc.)
• Prioritizing the elements of service or the experience that are most important (often then validated by quantitative research) or ideas for new offerings and services

What type of studies cannot be done through focus groups?
Focus groups give an indication of the range of opinions about a particular topic, but cannot measure the incidence or size of those opinions in the wider population (e.g. how many people in the region feel the same as customer A and how many people feel the same as customer B). Focus groups are not as representative, as they tend to involve a smaller number of customers. Decisions that have a significant impact on the customer experience or on service should be validated with quantitative research whenever possible.

When should you consider conducting focus groups?
• You want to understand what is the entire range of ideas/feelings/experiences related to a specific subject – either something that currently exists or something new – or the ‘why’ of a particular issue
• You want to understand how people speak to each other about your service
• At a time of year that is relevant for the topic being discussed (e.g. trouble with winter bus delays should be held in winter, responses to the new fall schedules should be discussed a few weeks into the fall schedule)

What resources are needed?

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<thead>
<tr>
<th>INTERNAL RESOURCES</th>
<th>TIME</th>
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<tr>
<td>$10K</td>
<td>4 WKS</td>
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<td>$25K</td>
<td>8-12 WKS</td>
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1) Internal resources:
• Staff: Researcher(s) to develop the discussion guide, moderate groups, transcribe notes, analyze, and report.
• Costs: Vary from under $10,000 up to $50,000 depending on the number of focus groups
• Scalability: If interviews are held in your offices you can avoid costs associated with an external facility. This can make it difficult to have people from your organization observe the conversations. People may not be as open if an observer is in the room.

2) External resources:
• Professional researcher (who can also develop the discussion guide and moderate), recruiting of participants if a good range of participants is required, professional focus group facility so that observers can watch from behind.

3) Time:
• Approximately 4-12 weeks depending on the size of the research.
In-Depth Interviews

In-Depth Interviews

An in-depth interview is with one customer at a time and is used to explore ideas/feelings/experiences related to a specific subject. These 30 to 60 minute interviews allow time to explore one person’s responses in detail, and are typically conducted either in-person or on the phone. For a typical study, 8-15 interviews might be conducted.

Why in-depth interviews?

In-depth interviews have many benefits:

• In-depth interviews provide privacy when discussing issues that might be sensitive that a person might not want to discuss with others around (i.e. mobility or personal health concerns)
• Compared to focus groups, they allow for more time to explore why a participant feels a certain way about a topic and get into more detail on the underlying motivations
• They can present somewhat complex ideas or concepts as the moderator is able to walk through an idea at a slower pace
• Reactions are not influenced by other customers – focused on a single perspective
• If the interview is conducted in-person, the interviewer can respond to non-verbal cues. For example, if an idea or concept is presented and the participant’s facial expression changes, the interviewer can ask additional questions to understand why the participant is looking happy or disappointed, etc.

What type of studies can be done through in-depth interviews?

• Exploration of the range of attitudes to a proposed or existing service
• Website, phone system, smartphone app, trip planning evaluation, and any other technology solutions that are intended for customer use – either testing a new product or providing feedback on how to improve a current product
• Investigation into the range of reasons people use or do not use your service or how they use your service
• Identifying the language customers use to describe aspects of their commute or your service
• Communication testing (e.g. service announcements, wayfinding signage, advertising, etc.)

What type of studies cannot be done through in-depth interviews?

In-depth interviews give an indication of the range of opinions about a particular topic, but cannot measure the size of those opinions in the wider population (e.g. how many people in the region feel the same as participant A and how many people feel the same as participant B).

In-depth interviews are not recommended when looking to understand simply a ‘gut’ reaction to a particular idea or concept – it is more for exploring something in great detail.

When should you consider setting up in-depth interviews?

Setting up in-depth interviews is a good idea when:

• You need to very deeply understand the entire range of ideas/feelings/experiences related to a specific subject
• You want to present something complex to the customer and need more time to walk them through it
• To get a detailed understanding of a particular experience – for example a website or mobile application that may already exists or is new
• The subject matter is sensitive and cannot be effectively handled in a focus group

What resources are needed?

1) Internal resources:
• Staff: Researcher(s) to develop the interview guide, interview participants, transcribe notes, analyze, and report.
• Costs: under $10,000
• Scalability: These can be very low cost if the interviews can be held at internal offices (or internal staff can go to the location of the participant) and use internal resources only. If you can recruit from an internal customer database then the cost to recruiting customer can also be reduced. Often an incentive in the form of a transit voucher is offered to thank participants for their time.

2) External resources:
• If no internal resources available then a professional researcher to develop the interview guide, interview participant, transcribe notes, analyze, and report would be required.

3) Time:
• Approximately 4-8 weeks depending on the size of the research.
Internal research among employees

Your employees, especially your frontline staff, can provide an excellent perspective on customer needs and wants. Research with employees can substitute for research among customers, or can be conducted as the first step before going directly to customers. The tools that you use with customers can also be used with employees, e.g. in-depth interviews or focus groups.

Why internal research?
• Front-line employees have direct interaction with riders and can speak to the riders’ experience from a broader perspective than a single rider
• Getting feedback from employees improves engagement and morale as they feel that their insights are being heard and utilized
• Using employees as research participants reduces costs for recruiting and compensating participants
• Can make change management easier as staff are already involved in the process and have input on the design

What type of information can be gathered through internal research?
• Employee communications
• Brainstorming ideas on new services for riders
• Anticipating riders’ understanding of wayfinding signage and other customer communications
• Anticipating riders’ responses to changes in schedule, routes or fares
• Launching a Passenger Charter

What type of information cannot be gathered through internal research?
• Exploration of riders’ motivations or emotions
• Identifying the language customers use to describe aspects of their commute or your service (often internal staff use internal language)
• How to convert non-riders to riders

When should you consider conducting internal research?
• To get a sense of the range of riders’ responses to possible new initiatives, by speaking to front-line employees in a variety of functions (e.g. operators and customer care)
• To provide a more structured format for gathering feedback from employees, than either ad hoc comments or a request for employee suggestions
• When there is very little budget for customer research

What resources are needed?

1) Internal resources:
• Staff: If the research tool is either a focus group or an in-depth interview, researcher(s) are required to develop the discussion/interview guide, moderate groups, transcribe notes, analyze, and report. If the research tool is a survey, researcher(s) are needed for survey design, questionnaire development, programming, fieldwork, analysis and reporting.
• Costs: Depending on whether an external research supplier is used.
• Scalability: If interviews are held in your offices, then it eliminates the need to pay for an interview facility. However, this makes it difficult for people from your agency to watch the groups, as the presence of an outsider (i.e. non-front-line employees) in the room can constrain the conversation.

2) External resources:
• Employees may be more forthcoming if an external researcher is interviewing them, moderating groups or collecting the survey data. If the research tool is either a focus group or in-depth interview, an external research supplier may assist with developing the discussion/interview guide, interviewing participants, transcribing notes, analysis, and reporting. If the research tool is a survey, an external research supplier may assist with survey design, questionnaire development, programming, fieldwork, analysis and reporting.

3) Time:
• Approximately 4-12 weeks depending on the size of the research.
Town halls

Town hall sessions are a great way to engage members of the public openly and allow for many people to share their opinions in a single session with key decision-makers. A town hall is a planned meeting where customers/members of the public are invited to discuss ideas with members of the transit organization. Unlike focus groups or one-on-one interviews, any customer is able to attend and is not screened beforehand. Town halls should allow customers a chance to provide their feedback on a particular issue; however it is often best if these discussions are facilitated or moderated in some way – the feedback should be organized instead of just captured openly. Attendees can be broken into smaller groups or asked to view and comment on plans or proposals on paper or using a survey.

Why have a town hall?
- Very public approach to gathering feedback. Ensures that few groups are left out since it is an open invitation
- Well-facilitated sessions allow customers to feel engaged and consulted
- No cost for recruiting or providing incentives to attendees keeps costs lower overall
- Excellent when in the early proposal or design stages and you want to validate you are on the right track

What type of information can be gathered through town halls?
- Exploration of the range of attitudes to a proposed or existing service – the ‘gut’ response
- Anticipating riders’ responses to changes in schedule, routes or fares
- Issues that that the organization might not be already aware of
- Launching a Passenger Charter

What type of information cannot be gathered through town halls?
- Town halls give an indication of the range of opinions about a particular topic, but cannot measure the size of those opinions in the wider population (e.g. how many people in the region feel the same as participant A and how many people feel the same as participant B). You are also not able to control who participates which may be important when ensuring representation.
- Deep exploration of customer motivations or emotions, feedback from a town hall is usually very broad or ‘gut level’
- Customers will often want to discuss the ‘big issues’ that affect them at a town hall so topics such as advertising or general communications may have low engagement

When should you consider conducting town halls?
- You want to demonstrate your commitment to voice of the customer and provide customers a chance to voice their opinions to senior employees
- You want a low-cost alternative to focus groups or one on one interviews
- You want to understand the ‘gut reaction’ related to a specific subject, even ideas that might still be in development
- You are willing to act on the suggestions and feedback from customers

What resources are needed?

1) Internal resources:
- Staff: Facilitator to plan and lead the session and ensure feedback is collected in an organized and actionable manner.
- Costs: Very low, especially if they can be held at an internal location. Costs increase depending on the materials printed and the number of sessions (e.g. having sessions in multiple areas to reach different customer groups).

2) External resources:
- With the exception of materials printing, external resources are not often needed. While the town hall can be very engaging when facilitated by internal staff, a professional facilitator can be engaged if there are few internal staff options.

3) Time:
- Approximately 4-8 weeks depending on the size of the research.
An online discussion forum or bulletin board is an internet site where people can hold discussions on topics of their interest by posting messages. In order to be a member of the forum, a person has to sign up on to the forum and the membership has to be approved by a forum administrator. The forum administrator is much like the moderator of a traditional focus group whose primary role is to ensure that forum members post messages that are consistent with the forum rules, regulations, values and principles. Erring members are usually blocked from posting or participating in the discussions. The moderator also ensures that discussions stick to the relevant topics.

Why online forums?
- Flexibility and convenience: A forum is available at all times to accommodate work and family demands and members can participate at their convenience
- Anonymity ensures more candid discussions, unlike a traditional focus group, participants do not see each other and typically tend to be more open in their discussions and posts
- More time to think about responses and opinions because the forum discussions occur completely online, members have the flexibility to add their input when they are prepared
- More equality in discussions: In a traditional focus group, there will be dominant personalities and some participants who may feel intimidated or shy to speak. All may not get the same amount of time to voice their views. In the online forum, each participant has a voice that will be heard by anyone who chooses to read his or her posts

What type of studies cannot be done through online forums?
Online forums typically remain open for a long period of time, about 3-6 months, and so time sensitive qualitative studies are best done through traditional channels. Also the need for considerable time from a moderator for a prolonged period of time can sometimes be a limiting factor to the use of online forums.

What type of studies can be done through online forums?
Most traditional focus group topics can also be conducted through online forums. Online forums provide a more comfortable channel for some people to discuss sensitive personal health issues, or sensitive topics and are a feasible alternative to traditional face-to-face focus groups. If a discussion is around some of the challenges faced by those with health concerns (or people with accessibility issues) using public transit, an online forum may bring out richer discussions compared to the traditional groups.

What type of studies cannot be done through online forums?
Online forums typically remain open for a long period of time, about 3-6 months, and so time sensitive qualitative studies are best done through traditional channels. Also the need for considerable time from a moderator for a prolonged period of time can sometimes be a limiting factor to the use of online forums.

When should you consider setting up online forums?
Setting up your own online forum is a good idea when:
- Your agency is medium to large-sized
- You have your own researcher or research team who can moderate for an extended period of time, analyze and report the findings
- You want greater community engagement around transit issues
- Time is not a constraint to get the online community’s feedback
- Your agency has a clear social media strategy for research
- Your agency is open to sharing key research findings back to the forum members and indicating what actions have been taken based on the feedback they provided

What resources are needed?

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<th>INTERNAL RESOURCES</th>
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<tr>
<td>1) Internal resources:</td>
<td>8-12 WKS</td>
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<tr>
<td>- Staff: Researcher(s) to moderate discussions, analyze, and report.</td>
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<td>- Costs: For a medium-large agency.</td>
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<tr>
<td>- Scalability: Shorter cycles less than 3 months and limiting number of participants would result in savings.</td>
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<td>2) External resources:</td>
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<td>- Supplier to set up portal, technology support.</td>
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<td>3) Time:</td>
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<td>- Approximately 8 or more weeks depending on the size of the research.</td>
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Customer comment analysis

Analysing customer complaints is one of the first steps of using customer feedback that can drive service improvements. In order to analyse comments, they must be coded or categorized and then trended. When comments come in from customers – either through calls, emails, or social media – they are then coded by categories that are relevant to the organization and compared to similar time periods (i.e. comparing comments about icy paths in December to the number of comments in the previous December). Comments are regularly reviewed and read so that trends in their content can be observed and opportunities for improvement can be addressed.

Why analyse customer comments?
- Gives direct view into what customers identify as issues
- Trended data allows you to see what is important to customers – if there are increased complaints about crowding on a particular bus route this can help inform future service plans
- Analysis of complaints can also help develop training programs for frontline staff – either by using real examples or identifying areas of opportunity
- Discourages ‘reactionary’ solutions. Understanding the overall number of comments from customers allows an organization to put individual comments into context. Instead of trying to solve each individual complaint, you can plan for longer term strategies
- Sharing positive comments is a great way to motivate staff and improve morale

What type of information can be gathered through customer comment analysis?
- Data driven understanding of when customer comments increase, by how much, and the topics that receive the most comments
- Raw feedback from customers in their own words
- Ideas for new service or programs that come from customer suggestions
- Measuring the impact of new programs or services and how well they are received by customers

What type of information cannot be gathered through customer comment analysis?
- Customer comments give an indication of specific opinions about a particular topic, but cannot measure the size of those opinions in the wider population (e.g. how many people in the region feel the same as customer A and how many people feel the same as customer B)
- Feedback is often very tactical or operational so deep exploration of customer motivations or emotions is not available
- Comments represent a small group of customers. Desire for new programs based on customer suggestions should be validated with additional customer feedback

When should you consider customer comment analysis?
- Want to understand the issues that customers are raising with your frontline staff
- Want to be able to trend comments so that you can anticipate comments and plan accordingly
- Want to measure the impact of new programs or services

What resources are needed?

1) Internal resources:
- Staff: Depending on the size of the organization at least one or two analysts to develop coding of comments and to continually monitor and report on findings
- Costs: There may be some set up costs required to code and trend comments

2) External resources
- None

3) Time:
- On-going
QUANTITATIVE TOOLS

Online Surveys

Online surveys are the most common way to obtain quantitative information from customers. Online surveys are similar to paper surveys or phone surveys but are instead hosted on a dedicated website and completed by the customer at any time – day or night. Online surveys have replaced traditional paper surveys, face-to-face surveys and telephone surveys as the most common survey method being used nowadays.

Why online surveys?
• Eliminates data entry costs otherwise associated with traditional survey formats
• Since a large part of the data entry and cleaning costs can be eliminated, these surveys tend to be cheaper than traditional survey formats
• Studies can be completed much faster compared to paper surveys
• They are more flexible. Participants can answer questions on their schedule, at their pace, and can even start a survey at one time, stop, and complete it later
• Can show customers images or graphics that you cannot show in phone or in-person studies
• Design flexibility – Complex surveys with complicated skip patterns, logic and branches can be programmed. They provide the ability to restrict responses to single-choices to reduce the number of response errors
• No interviewer – Respondents may be more willing to share personal information because they are not disclosing it directly to another person. Also online surveys eliminate interviewers from influencing responses

What type of studies can be done through online surveys?
• All types of quantitative surveys can be done online – Studies like customer satisfaction surveys, customer profiling or market segmentation, or usage and attitude surveys.

What type of studies cannot be done online?
• Qualitative research – When you need to know the ‘why’ behind customers behaviour or you need to explore a topic to gain a deeper more emotional perspective.

What are some of the disadvantages of online surveys?
• Samples may not be representative – People without access to the internet may find it difficult to respond to online surveys. Some people, like seniors, may not be familiar with online surveys and would find them difficult to take
• The issue of spam – Over the last decade or so, the number of surveys people get online have grown exponentially. As a result, people may consider requests to participate in online surveys as spam
• No interviewer – The lack of a trained interviewer to clarify and probe can possibly lead to less reliable data
• Fraudulent responses – Many online surveys have some incentive attached to them to promote participation rates. Some people answer these surveys to take advantage of incentives thus affecting the quality of data

When should you consider conducting online surveys?
Conducting online surveys is a good idea when:
• Your agency is small to large-sized
• Your research budget is limited, but you still need a lot of research to be done
• When you would need a large number of responses which would otherwise be prohibitively expensive through traditional channels
• You have your own researcher or research team to set specifications for the study or conduct the research
• You wish to periodically gather voice of the customer to validate or support your business decisions and initiatives

What resources are needed?

<table>
<thead>
<tr>
<th>INTERNAL RESOURCES</th>
<th>TIME</th>
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</thead>
<tbody>
<tr>
<td>1) Internal resources:</td>
<td>8-12WKS</td>
</tr>
<tr>
<td>Manpower: Researcher(s) to develop specifications for the study and/or conducting studies, analysis and reporting</td>
<td>5K</td>
</tr>
<tr>
<td>Costs: For a small - large agency.</td>
<td>25K</td>
</tr>
<tr>
<td>Scalability: – Sample sizes can be tailored and optimized for savings.</td>
<td>4 WKS</td>
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<tr>
<td>2) External resources:</td>
<td></td>
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<tr>
<td>Supplier for survey design, questionnaire development, programming, fieldwork, analysis and reporting.</td>
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<tr>
<td>3) Time:</td>
<td></td>
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<tr>
<td>Approximately 4-12 weeks depending on the size of the research.</td>
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</table>
Onboard surveys are self-administered surveys (i.e., completed by the respondent) distributed onboard buses, trains, street cars and subways for passengers to complete during their commute. Passengers can mail the completed surveys to the address specified (usually in a pre-paid envelope), drop them in drop boxes placed on board buses or trains or other specific locations or hand them over to the survey staff. A recent trend is to have “QR Codes” printed on the surveys that passengers can scan using their mobile device and complete the survey online. A variation of this approach is to distribute survey invitation cards with “vanity links” (short easy to type survey links) and QR codes on board buses and trains. Passengers have the option to complete the surveys during their commute or at a later time.

Why onboard surveys?
Onboard surveys have many benefits:
• They are very useful to capture detailed trip origin and destination data
• Captive audience improves response rates; typically 20% and above as compared to 10% or under for other methods
• Excellent coverage and representation – direct access to customers helps achieve wide reaching coverage of the targeted population across an agency’s transit network
• Surveys can be targeted to riders on a particular line or those using transit in particular locations, on specific days or at specific times of the day
• Since all types of users ride a transit system, onboard surveys help get better representation of respondents compared to other methods. For example infrequent riders, seniors, people without internet access, disabled persons, low income passengers etc.
• The ability to survey during their experience of the service aids in collecting accurate responses. Respondents do not have to try to recall the experience as they would with other survey methods

What type of studies can be done using onboard surveys?
• Onboard surveys are ideally suited for gathering detailed data about trip origins and destinations, information related to targeted routes and/or services
• “User testing”, gathering passengers’ feedback about aspects of the service that are being introduced or modified during a pilot phase before the full system-wide implementation. For example, testing out new digital route displays or announcement systems on buses on pilot routes

What type of studies cannot be done using onboard surveys?
Long and complex surveys and qualitative research are not suitable for onboard surveys. Onboard surveys are also not ideal when an agency wants to find very specialized groups – if the group is very small, they will likely not have enough responses to analyse properly.

When should you consider conducting onboard surveys?
Onboard surveys are recommended when:
• You need trip origin destination information from a targeted group of people using a service
• You are doing user testing of service aspects
• The high degree of representation of customer and data accuracy about a service or trip is vital to the agency for proper planning
• Trip information about specific times is required

How frequently should onboard surveys be done?
Onboard surveys tend to be more expensive than other forms of research and therefore these surveys are not recommended to be done frequently. Most large agencies typically do one onboard survey in a year while small and medium sized agencies would do it less often.

What resources are needed?

### 1) Internal resources:
Manpower: Researcher(s) to develop specifications for the survey. Costs: For a small - large agency. Scalability: Selecting relevant targets/services known to exhibit similar behaviour could avoid the need to survey additional customers that may not represent the audience you require and would result in savings.

### 2) External resources:
Supplier to manage survey distribution, collection and data entry, analysis and reporting.

### 3) Time:
• Approximately 4-12 weeks depending on the size of the research.
Online Panels

An online panel is a group of customers who have expressed their willingness to participate in surveys and customer feedback sessions, and are recruited to provide opinions on a variety of transit related topics. The group would be representative of an agency’s customer base. From time to time, the agency can send email invitations to panel members to participate in surveys and discussions. Panel members can participate by logging in to a secure online site that is branded to the agency’s specifications and guidelines.

Why online panels?
Having an online panel has many benefits:

• They are very cost effective, costing only a fraction of the cost of traditional survey methods using external suppliers
• They are faster - studies can be completed in days instead of months. Results are available any time of the day
• The percent of people who complete the surveys (response rate) is high - typically around 30-40%
• Online panels give the flexibility to target subsets of the members for specific topics relevant to them
• The surveys are interactive and visually appealing compared to traditional online surveys
• The agency will be able to track responses and monitor how impressions have changed over time
• Pre- and post-action tests: They give an agency the ability to reach out to the same set of people to gauge impressions following actions taken. For example, impressions before and after schedule changes
• They are scalable - new members can be recruited for new lines or routes; can be extended to set up employee or other specific company panels. An agency can also reduce the number of panelists at any time if required, resulting in lower panel management cost

What type of studies can be done on panels?
• All types of quantitative surveys can be done through the panels. The panels could also be used to recruit participants for focus groups.

What type of studies cannot be done on panels?
• Qualitative research such as in-depth interviews would not work well using the online panels.

However, participants for the in-depth interviews could be recruited from the panel.

When should you consider setting up online panels?
Setting up your own panel is a good idea when:
• Your agency is medium to large-sized
• Your research budget is limited, but you still need a lot of research to be done
• You have your own researcher or research team to do analysis and reporting
• You wish to periodically gather the voice of the customer to validate or support your business decisions and initiatives
• Your agency is open to providing incentives to survey respondents for their time
• Your agency is open to sharing key research findings back to the panel members and indicating what actions have been taken based on the feedback they provided

With regard to timing for launching a panel, it is best to soft-launch in the spring to ensure the maximum number of people enrolling in the panel

What resources are needed?

1) Internal resources:
• Manpower: Researcher(s) to develop specifications for the panel composition, conducting studies, analysis and reporting
• Costs: For a medium-large agency. Costs for panels typically fall into four buckets:
  - Initial setup and recruitment costs; one-time
  - Panel software license
  - Panel management and maintenance costs
  - Technical support costs
• Scalability: Ability to purge inactive members and to size down depending on changes to customer base would result in savings.

2) External resources:
Supplier to set up panel, member recruitment, software, panel and incentive management.

3) Time:
• Approximately 4-12 weeks depending on the size of the research.
Customer Satisfaction Surveys

From a transit agency’s point of view, customer satisfaction surveys are quantitative surveys (surveys where numerical data about opinions, behaviours, attitudes, etc. are collected) that help a transit agency evaluate how customers rate their service in terms of certain key attributes such as timeliness, quality of service, safety, availability, communication, customer service, staff behaviour, etc..

Why customer satisfaction surveys?
Customer satisfaction surveys help:
- The agency evaluates how they are performing on various areas of service
- Identify problem areas and take corrective actions
- Understand what drives satisfaction and so help utilize resources in areas that matter most to customers
- Identify an agency’s service strengths and weaknesses from a customers’ perspective
- Build on strengths

When should you consider conducting customer satisfaction surveys?
For many agencies customer satisfaction surveys happen after the fact - as a reaction to customer complaints, or a drop in ridership. While this is not ideal, it certainly helps the agency have an objective view of its service from the point of view of the customer and identify areas of opportunity. Ideally, a periodic tracking program that is proactive in nature is recommended. In general, customer satisfaction surveys are recommended when:
- Your agency is small to large-sized
- Your agency is keen to listen to the voice of customers and identify opportunities for improvement
- Your agency is getting an increasing number of customer complaints
- You are experiencing a drop in ridership
- You are getting negative attention in the media
- You want to focus your limited resources in areas that matter most to customers or in areas that impact their experience the most

How should customer satisfaction surveys be done?
A variety of methods can be used to conduct customer satisfaction surveys; the method of choice being closely tied to the agency’s size, coverage, profile of customers and budget constraints. A common approach now is to conduct online surveys by posting a survey link on the agency’s website or distributing survey invitation cards with the link to the survey onboard buses and trains, at stations, terminals and platforms. On board surveys handed out by the driver or survey staff is another approach adopted by some agencies. However, handing out surveys in person tends to be time and cost-intensive. It may work for smaller agencies with limited coverage and small customer bases. Agencies typically employ a combination of online and traditional approaches to ensure that the maximum number of respondents can be included. Some seniors and lower income riders may not always have access to online surveys, so to target these groups, agencies supplement online surveys with traditional pen and paper surveys.

How frequently should customer satisfaction surveys be done?
There is no fixed answer to how often these surveys should be done. Frequency should be linked to an agency’s priorities, resources, budget constraints and seasonal variations. To get the most value from these surveys, the agency should track how fixing problems identified in the surveys have improved customer ratings over time. For this reason, it would be useful to have an annual program, especially in smaller agencies. For large agencies, a more frequent cycle is recommended, typically semi-annual or quarterly. Some of the leading transit providers have quarterly surveys which help them identify seasonal variations and act much faster in resolving customer issues raised, as well as, predict possible areas of concern well in advance. Some large agencies with multiple routes or lines have a continuous data collection approach with a set reporting cycle.

What information can be collected through customer satisfaction surveys?
- Satisfaction ratings of various aspects of service (e.g. safety, communications, stations and vehicles, etc.)
- Broad ridership behaviour or patterns (e.g. frequency or days travelled)
- Demographics (e.g. age, income, and location)

What information is not typically collected through customer satisfaction surveys?
- Information about customers attitudes towards a topic
- Detailed origin and destination information
- Detailed first-mile, last-mile information

What resources are needed?

**INTERNAL RESOURCES**

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<tbody>
<tr>
<td>25K</td>
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1) Internal resources:
- Manpower: Researcher(s) to set specifications, vendor management
- Costs: For a small-large agency.
- Scalability: Online only approach and less frequent survey cycles would result in cost reduction.

2) External resources:
Supplier to set up survey site.

3) Time:
- Approximately 8-12 weeks.
Tracking Studies

Tracking studies are surveys that are sent out at regular intervals (e.g. annually or quarterly), allowing an organization to measure changes over time in awareness of services, usage and attitudes. They are usually conducted online but can be conducted over the phone if a large portion of your target audience cannot be reached by online surveys. Ideally, a tracking study questionnaire should remain the same over time, so that any changes in results can be attributed to real changes in the target population’s behaviours and attitudes, and are not possibly the result of changes in the questionnaire.

Why Tracking Studies?
• They can indicate if there are positive or negative trends over time, rather than simply measuring one point in time
• They can identify some of the characteristics of the participants (based on whatever questions you include that can segment the participants, such as age, gender, employment status, origin or destination) whose awareness, usage or attitudes have shifted over time

What type of information can be gathered through tracking studies?
• Measuring change in awareness of services/programs (e.g. has there been an increase in awareness of a service that has been heavily promoted?)
• Measuring changes in attitudes to your agency
• Identifying trends in conversion of non-riders to occasional riders or of occasional riders to regular riders

What type of information cannot be gathered through tracking studies?
• Exploration of motivations or emotions
• Generation of new ideas

When should you consider setting up a tracking study?
• When you have a clearly-defined target audience for your service, and have identified the most important attributes to measure (this may require preliminary research)
• At a time of year that will ensure the data can be utilized in time for your key annual planning period
• When you have a good idea of the range of possible responses to questions you plan to ask (e.g. a question asking about all the modes of transportation participants used last month should offer more response options than just A. single occupancy vehicle and B. bus)
• This is less crucial, but it may be good to have identified one or more measures that you will track annually as part of your key performance indicators.

What resources are needed?

1) Internal resources:
• Staff: Someone from your agency responsible for customer care/planning/marketing/communications to assess current and future information requirements. Researcher(s) to assist with development of the questionnaire, reporting and presentation of results.
• Costs: Vary from under $10,000 up to $50,000 annually depending on the size of the research.
• Scalability: – If some of the participants can be obtained from an existing in-house panel, some recruiting costs can be saved. If an in-house staffer can present the results, this can also save some costs.

2) External resources:
• External researcher to assist with:
  - development of the initial questionnaire wording and question order
  - recruiting participants (or access to a panel)
  - analysis of the data
  - reporting and presentation of results

3) Time:
• Up to 12 weeks.
Market Segmentation

Market segmentation divides customers into groupings, based on similarities in needs, behaviours or attitudes. Estimates of the proportion of your customers who fall into each segment are also established.

Why market segmentation?
- Segmentation provides a manageable balance between treating customers as if they were all the same, and trying to understand every customer as a unique individual.
- Customizing your communication by segment allows you to communicate in a way that is most relevant for each customer group (e.g. customized topics, method of communication, language and tone).
- Since fairly in-depth information is known about the motivations of each segment, programs and services can be designed specifically to delight or alleviate a pain point for a specific segment.
- To identify the potential migration of customers from one segment to another as they age (e.g. from student to working commuter).

How should market segmentation be done?
Market segmentation typically starts with an extensive survey filled out by a large sample of your customers. The questions in the survey should cover many different variables that may, upon further analysis, turn out to be differentiating factors among the segments. Examples include:
- Demographic information such as age, gender, working status, home ownership and presence of children in the household.
- Ridership information such as how long they have used the service, how often they use the service, which route(s) they take most frequently, and whether they generally travel in rush hour or off-peak.
- Psychographic information that determine what are their predominant values (e.g. what is the relative importance of saving time vs. saving money vs. saving the environment?) and their image of themselves.
- Opinions and attitudes about your service (e.g. satisfaction with routes and service, level of agreement that your service is the ideal way for them to get around).
- Price sensitivity to potential changes in transit fares as well as for other transportation modes (e.g. gas price increases, road tolls, or parking fees).
- Media usage and habits to help tailor and target communications (e.g. media preferences, technology usage, social media channels used).

When should you consider market segmentation?
- There is already awareness that you have a variety of riders with different habits, needs and attitudes to your service, but you are not sure how to formally segment them.
- You know that you cannot please all your customers all the time, but want to be sure you do please some of your customers with your next new initiative.

How often should market segmentation be done?
A thorough market segmentation only needs to be updated every 5-7 years.

What resources are needed?

1) Internal resources:
- Staff: Researcher(s) for study design and questionnaire development.
- Costs: May be up to 75,000.
- Scalability: Market segmentation does not lend itself well to scaling.

2) External resources:
Research supplier required for survey design, questionnaire development, programming, fieldwork, analysis and reporting. Segmentation analysis is complex compared to other types of data analysis, and should be undertaken by a supplier with extensive segmentation experience.

3) Time:
- Approximately 8 or more weeks depending on the complexity of the segmentation study.
Customer Experience Mapping

Customer experience mapping is a way to visually represent the customer experience or journey from start to finish. The approach can include both qualitative and quantitative tools and the end result is a map of key moments of truth along with specific parts of the customer journey such as touch points, pain points and delights.

A moment of truth is a moment in the journey that the customer finds to be extremely important to their relationship with an organization and can affect their future use of the service. For instance, being able to get a bus on time consistently is a moment of truth for a customer, whereas the colour of the bus would likely not have such a significant impact on future use of the service. Touch points are the areas in the journey where the customer connects with the organization in some way – either through staff, vehicles, or communication tools. Pain points are parts of the journey that are seen as negative and delights are seen as positive.

Why customer experience mapping?

- Customer experience mapping is useful for large, complex organizations that need to understand their customers’ journey as part of a whole. As organizations grow, different divisions start to own different parts of the journey and it becomes more difficult to view the process as whole.
- Want to develop and track customer-facing key performance indicators. Mapping allows you to categorize and monitor the moments of truth and then measure the moment of truth. Those in the banking industry ask customers to rate branches on each moment as a way of identifying opportunities for improvement. If a branch is underperforming on a particular metric, improvements are made that are connected to the customer experience and not to the internal goals of the branch.
- Mapping also allows you to see the impact new programs or services might have on a customer’s journey. For example, introducing WiFi on buses may be welcomed by customers at first but if the connection is slow, you may be introducing a new pain point that had not previously existed. Knowing this early on can help design the program to mitigate these challenges.

What type of information can be gathered through customer experience mapping?

- Key moments of truth, pain points, delights and the touch points associated with each
- A comprehensive view of the journey from the point of view of the customer, not internal groups
- The emotional associations that customers have with each part of the customer journey. For example, comfort while riding a bus, confusion when trying to understand timetables, frustration when contacting the call centre.
- How different types of customers move through the system in different ways

What type of information cannot be gathered through customer experience mapping?

- Detailed information about each individual touch point or moment of truth – the mapping is more about the journey as a whole. To understand each touch point deeply additional research is likely needed.

- A measurement of satisfaction with each touch point or moment of truth – the mapping gives you broad sentiment (positive or negative) but it does not provide a specific metric to track to. This is done through tracking studies.

When should you consider customer experience mapping?

- When your large or complex organization wants to understand the customers’ journey from end to end and from their point of view.
- To see how all of your touch points are connected and understand specific pain points and delights for each so you can either improve or promote.
- To learn where customers have a strong emotional connection to your organization and measure success on those metrics.

What resources are needed?

1) Internal resources: Customer experience mapping is a large scale project and requires significant time and financial investment. You would need at least:

- Staff: Dedicated researcher or project manager to execute the study with the external vendor.
- Costs: Depending on the complexity of your system and the tools used, capturing all parts of the journey can require significant investment.
- Scalability: There is little ability to scale customer experience mapping down.

2) External resources: Research supplier required for project design and reporting. Mapping is a complex project that requires a vendor with strong research skills and a clear understanding of customer experience. Not all research vendors have experience in this realm so do some research before going out to procure.

3) Time:

- Approximately 8 or more weeks depending on the complexity of the customer experience mapping.
Market Assessment Research

A market assessment study helps you understand key details about your market such as: How big is your market? What areas does it span? Who are the customers? Who are the potential customers? What is your market share or penetration? What are some of the common behaviours exhibited by your customers? For example, in the case of an agency, how frequently do they travel and on which days? What are some of the needs of your customers? A thorough understanding of your market place helps better plan your services.

Why market assessment?
Conducting a market assessment provides many benefits:

- Profiles an agency’s customers and potential customers – age, gender, employment, education, income levels, accessibility needs, service needs etc.
- Helps the agency determine if a particular market has the potential for growth or for new services
- Identifies segments that offer immediate and long term potential
- Gives the agency a measure of the competition in the market
- Helps the agency plan for future services
- Helps support management’s decisions to invest in a particular market/area or not

When should you consider market assessment?
Market assessment would help:

- If your agency is looking to expand service to new areas and wants to identify the opportunities that offer a better return on investment
- Your market place is changing / growing due to new construction, influx of newcomers etc. and you are not aware of how this has affected your customers
- If you are not fully aware of the composition of your market

What resources are needed?

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<tr>
<th>INTERNAL RESOURCES</th>
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<tbody>
<tr>
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<td>![4 WKS](4 WKS.png)</td>
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<tr>
<td>![Costs](4-8 WKS.png)</td>
<td>![Approximately 4-12 weeks depending on the complexity of the market assessment research.](4-8 WKS.png)</td>
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</tbody>
</table>

1) **Internal resources:**
- Staff: Researcher(s) to develop specifications for the study and/or conducting studies, analysis and reporting.

2) **External resources:**
- Supplier for survey design, questionnaire development, programming, fieldwork, analysis and reporting.

3) **Time:**
- Approximately 4-12 weeks depending on the complexity of the market assessment research.

- Costs: For a small-large agency.
- Scalability: Limited opportunity, but restricting scope to identified markets of interest can limit scope and so may result in savings.
Mystery Shopping

A mystery shopper is a person posing as a regular customer and purchasing goods or services while observing and assessing the level of service provided by the organization. The mystery shopper makes a mental note of his or her experience while receiving the service and records their observation immediately after shopping in a standard checklist. Typically this checklist measures whether the service achieved its standard or not or if it is not applicable. For example, if a mystery shopper is evaluating a bus trip - Were the interior lights working? He or she may record “Yes”, “No” or “Not applicable” as relevant.

Why mystery shopping?
- Evaluation of customer service from the customers’ point of view to identify opportunities for improvement
- Opportunity to track whether organizational standards for service are being adhered to
- Provides more detailed information about various elements of customer service that cannot be measured through a traditional customer satisfaction survey
- Ability to capture detailed impressions of the service immediately after receiving the service
- Mystery shopping can be used as a training tool to help ensure an agency’s communications, service and operational objectives are being carried out by the front-line staff

Mystery shopping can focus on measuring process performance in absolute terms against organizational service standards or in relative terms against competitors. Customer satisfaction research focuses on measuring outcomes, that is, how satisfied a customer was with a particular aspect of service.

What can be tracked through mystery shopping?
- Customer service staff performance against accepted service delivery standards
- Evaluation of state of physical assets that customers come in contact with
- Customer service staff behaviour

What mystery shopping is not?
Mystery shopping should not be used as a tool to evaluate employee performance. If anything, it could be used as an aid to identify service training needs for staff.

When should you consider conducting mystery shopping?
Conducting mystery shopping is a good idea when:
- You have an ongoing customer satisfaction program
- Your customer satisfaction program has identified broad areas for improvement, for example, safety but the information is high level and doesn’t inform the specifics of the experience. Under such circumstances, a mystery shopping program will provide the extra layer of information to act upon.

What resources are needed?

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<tr>
<td>1) Internal resources:</td>
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<tr>
<td>Staff: Researcher(s) to develop specifications for the study.</td>
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<tr>
<td>Costs: For a medium-large agency.</td>
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<tr>
<td>Scalability: Ability to prioritize and select areas for mystery shopping to avoid costs associated with broader studies (you may not need to cover all areas, only areas of interest).</td>
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<tr>
<td>2) External resources:</td>
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<tr>
<td>Supplier to conduct the mystery shopping, questionnaire development, analyses and reporting.</td>
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<tr>
<td>3) Time:</td>
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<tr>
<td>Approximately 4-12 weeks depending on the complexity of the mystery shopping program.</td>
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Usage and Attitudes research

This research gathers survey data on ridership information such as, how long participants have used the service, how often they use the service, which route(s) they take most frequently, and whether they generally travel in rush hour or off-peak. It also measures opinions and attitudes about your service (e.g. satisfaction with routes and service, and level of agreement that your service is the ideal way for them to get around). This research can be undertaken on a one-time basis for this information alone, or can be either:

- the first in a series of recurring tracking studies, or
- part of a more extensive market segmentation study

Why usage and attitudes research?

- To understand how riders are currently using your service and what they think of it
- To identify gaps between what riders need and want, and what they perceive your service is delivering
- To develop a better understanding of customers that can lead to improvements in customer service

When should you consider conducting usage and attitudes research?

- When you want to get an overview of your service from the riders’ perspective
- When you want to uncover motivations and drivers of ridership so that you can give riders more of what they like/want and less of what they do not like/want

What resources are needed?

1) Internal resources:
- Staff: Researcher(s) for study design and questionnaire development.
- Costs: Depends on the complexity of the service (a larger, more complex service will necessarily have more questions about different aspects of the service).
- Scalability: Fairly limited in ability to scale.

2) External resources:
- Research supplier for survey design, questionnaire development, programming, fieldwork, analysis and reporting.

3) Time:
- Approximately 4-12 weeks depending on the size of the research.