

A Research Presentation

Bus Station / Travelshop Mystery Shopping Trial

Presented by
Date

:Donna Cooper
4th July 2006

Purpose of Mystery Shopping Trial

What is Mystery Shopping?



- Ordinary people 'pretending' to be our passengers
- Undertaking a series of tasks and reporting back on their experience
- Not intended to be 'big brother' and cannot be used as a disciplinary tool
- Used to reward good practice and inform training programmes
- Given us the opportunity to praise front-line staff for their outstanding customer service

Purpose of Trial



- Not to provide detailed information on each station
- Test out different mystery shop techniques and reporting mechanisms
- Find out if it would give us any useful information
- Inform whether something on-going would be worthwhile or not

Order of Presentation

- **Methodology & Sample**
- **Bus Station Environment**
- **Travelshop Environment**
- **Customer Service**
- **Scenarios**

Methodology & Sample

Executive Mystery Shops

- 3 x executive mystery shops, piloting research materials

Qualitative

- 16 Mystery Shoppers
 - 4 x 16-17 years
 - 4 x 25-50 years
 - 4 x mums with buggies
 - 4 x 60 years +
- Each Mystery shopper visited 4 bus stations each (used a pre-defined scenario)
- Photographs were taken and detailed diaries completed
- Follow up telephone, face-to-face and tele-conference groups

Quantitative

- 16 x mystery shops per station
- Paper audit sheets completed in-situ then recorded online
- Overall ratings given by all, specific 'scenarios' tested by some

Qualitative

- 8 x 30 minute follow up telephone depths (2 per category)



Bus Station : Environment

Environment : Expectations

Ease of Navigation



- Simple, easy to navigate stations builds confidence and reassures re: ease of use of buses overall

Cleanliness



- A level of litter/'dirtiness' at certain points of the day
- A lack of graffiti as this drives safety concerns

General Comfort Of Facility



- Provision of some seating
- Provision of shelter from rain/wind
- Toilets to be available - in or near station
- Provision of additional facilities would be welcomed but exceed expectations

Staff Presence



- At least one member of staff present throughout the daytime. This provides reassurance re safety and builds confidence in bus usage

Perception Of Safety



- Need to 'feel' safe in order to be happy using buses

Overall Ease Of Navigation

% Easy (Very Easy)

Hyde	100%	(88%)
Middleton	100%	(81%)
Bury	100%	(69%)
Stockport	88%	(44%)
Bolton	88%	(38%)
Oldham	81%	(50%)
Piccadilly	40%	(27%)



Positive Ratings Due To...



- Clear, well positioned signage
- Layout/shape of stations (Middleton, Hyde, Bury)
- Transparent design of stations - "You can see what's going on right across the station"
- 'Talking' signage/information points



Issues To Consider...



- Confusion/complexity at Piccadilly - "the signage didn't help me find anything I was looking for"
- Ensuring signage compensates for disparate layout (eg Oldham)
- Existing signage is clean/graffiti free (minority of incidences)

- Clear signage a strength of most stations

Q3 Overall, how easy was general navigation?

Ease Of Navigation : Bus Stands

% Easy (Very Easy)


Hyde	100%	(94%)
Bury	100%	(75%)
Middleton	100%	(75%)
Stockport	94%	(38%)
Oldham	88%	(56%)
Bolton	88%	(44%)
Piccadilly	47%	(27%)

"The letters of the bus stands were very easy to see and the information needed - route, times, number - all very clear"

"It was so easy to find timings, it was all clearly marked. In some of the newer ones, everything was round a central bit, like a pod, you'd have to be thick to get lost in them!"

"I found it difficult to know where stand were at Piccadilly, I think I was looking for 'EF' or something and I glanced round at the stand signs and couldn't see it anywhere...it was only when I got home that my mum said it might have been round the corner in another bit"

Issues To Consider

- Positioning/clarity of timetables and effectively signposted bus stands easing navigation
- Very positive response to impact on ease of usage of newer station layouts (eg Middleton - around central points)
-  Need for short term measures to address navigation confusion at Piccadilly

Q1 Were the different bus stand easily identifiable?

Ease Of Navigation : Travel Shops

% Easy (Very Easy)

Middleton 100% (94%)
Bury 100% (75%)
Hyde 94% (94%)
Stockport 94% (75%)
Bolton 94% (50%)
Oldham 75% (44%)
Piccadilly 53% (53%)

Positive Ratings Due To...

- Clearly signposted/visible
- Intuitive location - central to station

"Some just stood out, they were really easy to find and if they didn't stand out, there was a sign showing you where it was"

Issues To Consider...

- Oldham : over a road/in another building
- Piccadilly : not clear when approached from certain angles, looks like part of an office building

"If I hadn't been doing this and really looking for it, I don't think I'd have found the Travelshop at Oldham, it's not within the rest of the station, you have to cross a road to get to it"

- Piccadilly has 'extremes' of finding the Travelshop
- 💡 Ensure signage supports less clear locations in relevant stations

Q2 How easy was it to find the travelshop?

Station : Cleanliness

"Generally they were fine, I mean the new ones obviously were great, but even the older ones, they weren't untidy...I'd expected to see more rubbish around"

"At Middleton there was some litter on the floor when I arrived but by the time I left it had been cleaned up - I was very impressed"

"Bolton station didn't feel unsafe and wasn't dirty, but it didn't feel inviting. I wouldn't want to visit it again...it wasn't very welcoming"

"Bury was extremely clean and tidy with a minimum of two cleaning staff hard at work all the time that I was there"

Station : Cleanliness

% Clean (Very Clean)

Middleton	100%	(75%)
Hyde	100%	(75%)
Bury	88%	(69%)
Oldham	88%	(50%)
Stockport	88%	(44%)
Bolton	69%	(31%)
Piccadilly	60%	(47%)

Morning

94%

Lunch

82%

Afternoon



83%

Evening

73%

- Areas that were not clean;

- General litter 28%
- Chewing gum 18%
- Food/drink on the floor 16%
- Dirty windows 10%
- Smell 7%
- Graffiti 6%

- Overall, the standard of cleanliness of stations received very positive feedback → passengers typically impressed by effort
- Visual presence of cleaning staff reinforces positive perceptions of bus station environment (and makes some litter more acceptable...ie it will be cleaned up soon)
- Feedback suggests that issues at Bolton due to overall 'drab' environment rather than lack of cleaning/litter
-  Ensure staff are present throughout the day to maintain cleanliness
-  Consider need for additional cleaning staff at Piccadilly to counter litter problem of city centre location

Q4 Was the passenger waiting areas clean an litter free?

Q5 What was unclean?

Station : Staff Presence

Saw At Least One Member Of Staff

Oldham	87%
Middleton	75%
Bolton	75%
Stockport	69%
Piccadilly	67%
Bury	50%
Hyde	31%

Morning

81%

Lunch

64%

Afternoon



62%

Evening

36%

"I walked all round the station, I even hung around for half an hour to see if I could spot one. I would have thought there would have been at least someone there in the daytime!"

"I liked it when there were staff around, you just feel better, like it doesn't matter so much if you don't know what you're doing because there's someone there you could ask"

- Staff presence around the station is by no means universal, and only a third of all passengers in Hyde were able to find a staff member.
 - In some stations further exacerbated by not knowing people can knock on the supervisors office door
 - Seeing staff is linked to confidence/reassurance amongst customers and therefore is important to the whole experience
 - Less visibility of staff at night - a time when safety is more of a concern
-  Opportunity for a clearer means of attracting supervisors/staff on the station floor eg call button/communicating re: where they could be
-  Encourage station staff to approach passengers who look like they need help, this can drive very positive passenger experiences

How many GMPTE staff did you see around the station?

Perceptions Of Safety & Security

"Stockport generally felt safe but I didn't like the approach to the bus station under the railway arch...I felt very vulnerable"

"At Oldham I felt a bit unsafe being there after dark because the multiple entrances leave you feeling a bit exposed"

"There was a gang of youths hanging around the bus station at Oldham, but I was reassured by staff watching them all the time I was there and at one point talking to them"



The layout of Bury was good because there was a covered walkway to all parts of the station, which meant you didn't have to cross the road

"They [stations] just didn't feel very safe when it got dark, even when they'd obviously tried to only have the buses going to a couple of stands so you were all in one bit of the station, it still worried me a bit being there"

"The supervisors office at Stockport was down a dark side ally. The door was locked and there was no response to ringing the bell...definitely not a place to linger too long!"

Perceptions Of : Safety & Security

% Safe & Secure (Very)

Bury	100%	(69%)
Hyde	100%	(88%)
Middleton	100%	(88%)
Bolton	88%	(50%)
Stockport	75%	(38%)
Oldham	75%	(50%)
Piccadilly	60%	(33%)

Morning

90%

Lunch

91%

Afternoon

94%

Evening

27%

- Areas that were not safe;
 - Dark/poor lighting 8 mentions
 - People hanging around 7 mentions
 - Poor design and building 4 mentions
 - On own/feel exposed 4 mentions



- Safety is a key issue to consider → concerns or bad experiences can provide a barrier to bus station usage, particularly after dark
- Poor lighting is a common concern and the railway arch approach at Stockport and multiple entrances at Oldham were both mentioned by a number of shoppers



Key measures that reassure passengers are;

- High profile CCTV cameras (Middleton and Bolton mentioned)
- Presence of staff
- Well lit areas

Q14a In general, how safe and secure did you feel whilst in the station?

Waiting Areas - Seating & Shelter

Seating

- ✓ The positives...
 - Available seating at most stations
 - Space/designated areas for pushchairs/wheelchairs
 - Hazard tape around broken seats (although ensure not long term)
- σ Issues to consider;
 - Metal bar seats (eg Oldham, Bury)...*"extremely cold and uncomfortable"*

Shelter/Warmth

- ✓ The positives...
 - Middleton... *"automatic doors keep it warm inside"*
 - Bury... *"Most of the station is covered, so it was quite warm even when it was freezing outside"*
- σ Issues to consider;
 - Stockport...exposed, windswept
 - Oldham...multiple entrances - *"wind tunnel"*, cold
 - Piccadilly...exposed, lack of shelter

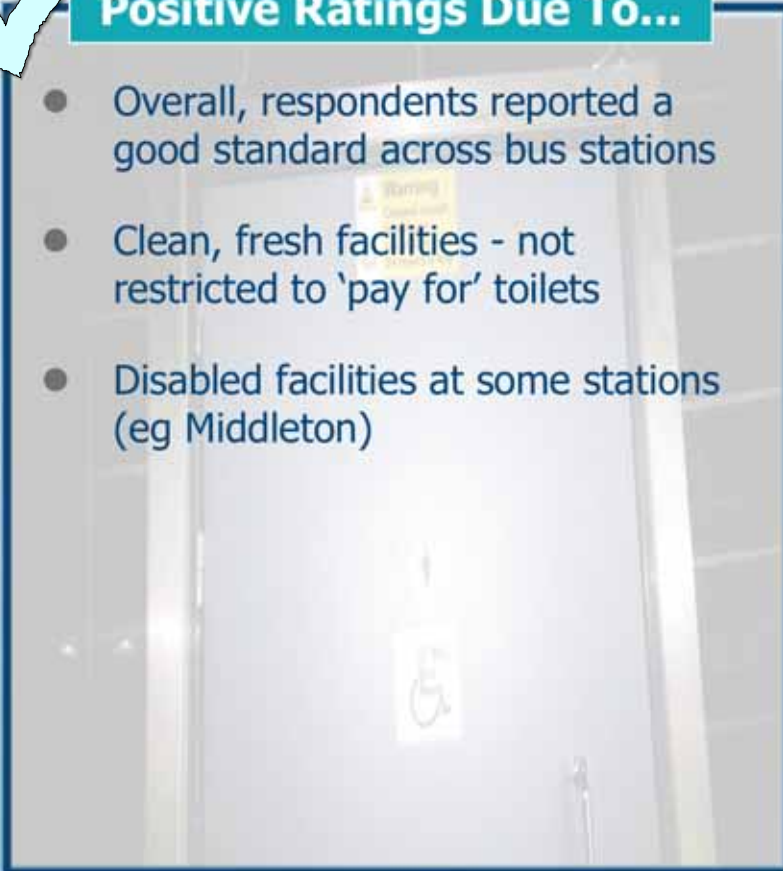
- Overall, waiting areas are good, although consider measures for addressing warmth issues at certain stations eg more shelter, heated waiting rooms, closed doors

Toilet Facilities



Positive Ratings Due To...

- Overall, respondents reported a good standard across bus stations
- Clean, fresh facilities - not restricted to 'pay for' toilets
- Disabled facilities at some stations (eg Middleton)



Issues To Consider...

- Ease of finding toilets (eg Oldham, Piccadilly)
- Experiences of toilets being closed/locked during day
- Disabled toilet being locked
- No baby changing facilities at some stations
- Charge off-putting/inconvenient (and experiences of change machine not working) for some passengers
- Difficulty in access for pushchairs/wheelchairs (Middleton)
- Individual cases of toilets in bad condition (Bury, Stockport)

- Need to ensure high standards are consistent/maintained throughout day - as bad experience can have negative impact on perceptions of bus station environment
- Feedback suggest need for clearer signage at some stations
- Most passengers accepted charges for toilets at relevant stations, however, cleanliness standards were not necessarily perceived to justify the extra cost

Other Station Facilities

Cafe

- Raised as an issue in stations where not available
- Quality of café can impact on passenger perceptions of station environment/public transport
- Ensure doesn't impact negatively on cleanliness eg litter, uncleaned table



Opportunity to incorporate recognised high street brand (eg Café Rizza) to convey more modern, upmarket image

Other Features Looked For/Wanted



- Clocks - prominent, multiple locations (eg Bury)



- Bins - throughout station, regularly emptied



- Mobile phone 'top-up' machine (eg Middleton)



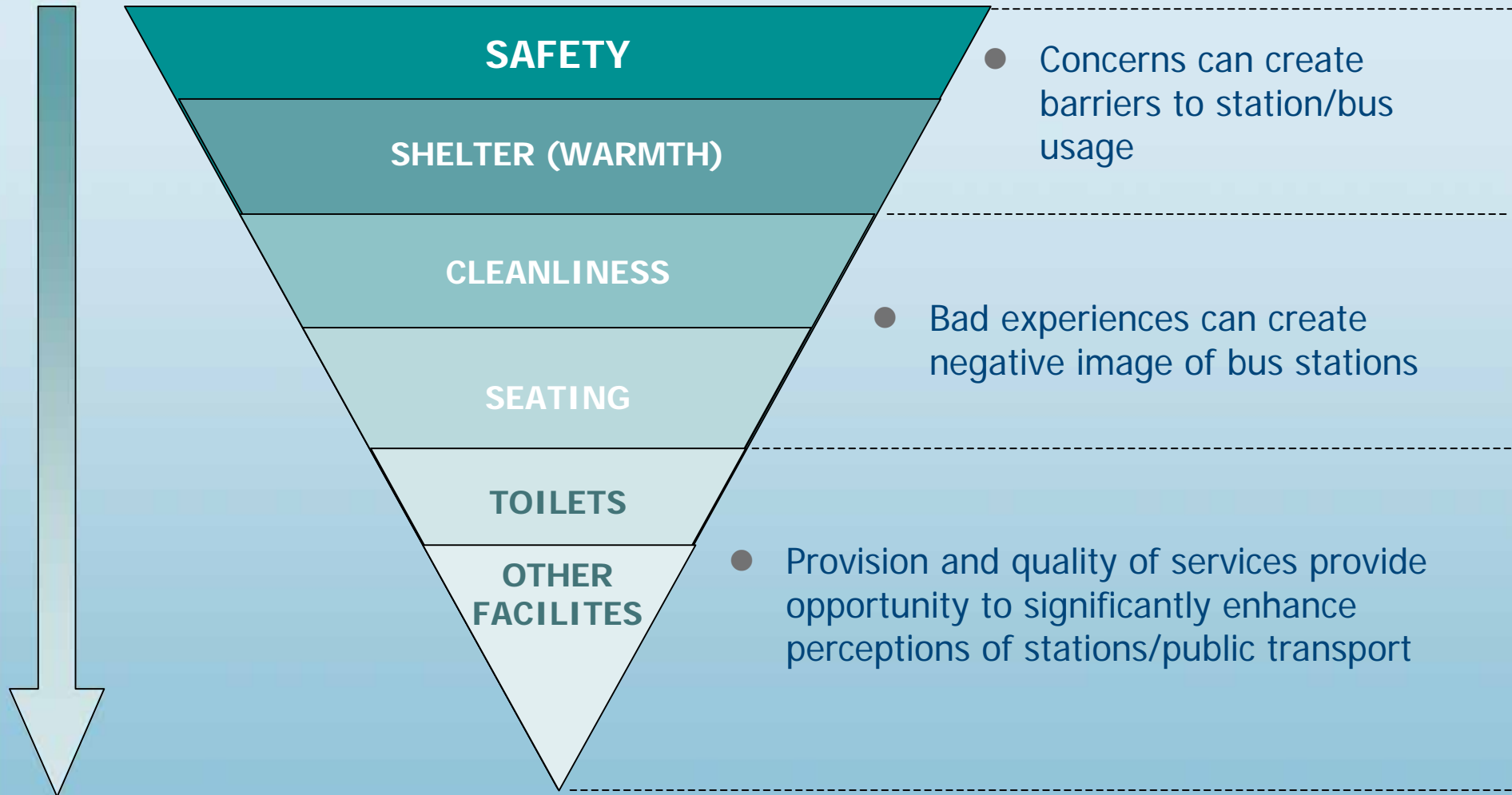
- Photo booths (eg Middleton)

- Whilst wider facilities do not determine whether or not passengers use public transport, quality of services provided can significantly influence perceptions of station environment
- Noticeable that nearby services/amenities (eg Piccadilly, Oldham) seen as separate to bus station and sometimes inconvenient to use (eg crossing road/barriers not sheltered)

Bus Station : Environment - Summary

IMPORTANCE

- Feedback indicated a hierarchy of key requirements



- Important to note that beyond delivery on specific areas overall look/feel of the station is key to passenger attitudes (eg Middleton/Hyde vs Bolton)

A photograph of a Travelshop storefront. The building is constructed of red brick with large glass windows. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text "Travelshop : Environment" in a dark blue, sans-serif font. The storefront features a blue sign with the "Travelshop" logo and a white ATM. A person is walking on the sidewalk to the left, and a tram is visible in the background on the right. The sidewalk is paved with light-colored bricks and has several young trees planted in white protective boxes.

Travelshop : Environment

Travelshop: Expectations

Environment



- Higher than general station environment - warmer, tidier, more pleasant
- Spacious enough for people to wait comfortably

Provision of Leaflets



- To be available to pick up without needing to speak to staff member
- Not to be fully stocked at all times, but to be neatly and tidily displayed

Staff Levels/Waiting Times



- To wait while other customers have their queries dealt with to a satisfactory level
- To provide more staff at busy periods...to open extra counters when needed
- To have any 'lengthy' wait acknowledged upon reaching the counter

Travelshop : Environment

% Everything Clean

Bury	100%
Hyde	100%
Piccadilly	100%
Middleton	93%
Stockport	92%
Bolton	86%
Oldham	79%

"It was really clean and bright, much nicer than I thought it would be, and nice and warm"

"Some of them could have done with being more spacious, once you got a couple of people and say a buggy in, there was hardly any room to move"

- What was unclean?;
 - Dirty windows 2 mentions
 - Little on the floor 3 mentions
 - Chewing gum 3 mentions

- Overall, the Travelshop environments were very positively perceived with the majority of shoppers classifying the Travelshop environment as being completely clean
- Just Bolton had one mention of being unclean

Q17a was the (Travelshop) environment clean and tidy?

Leaflet/Timetable Availability

% Fully Stocked

Bury
100%

Oldham
93%

Bury
87%

Middleton
80%

Stockport
77%

Piccadilly
67%

Bolton
64%

Supports The Travellers Confidence



- No need to wait for information

"It's great they're here you don't have to wait to talk to anyone, just grab the one you want"

Reassures The Travellers Worried...



- Something to take away and refer to

"I was really impressed that they were here, and neatly displayed, it meant the person could point them out to me and I could take one with me"

- All stations apart from Stockport, were rated as having timetables and leaflets fully or mostly stocked
 - As Travelshop staff often referring passengers to pick up timetable, can create irritation if not available
- 💡 Ensure Travelshop regularly check/refill timetables

Q18 Where the leaflet/bus timetables available / fully stocked

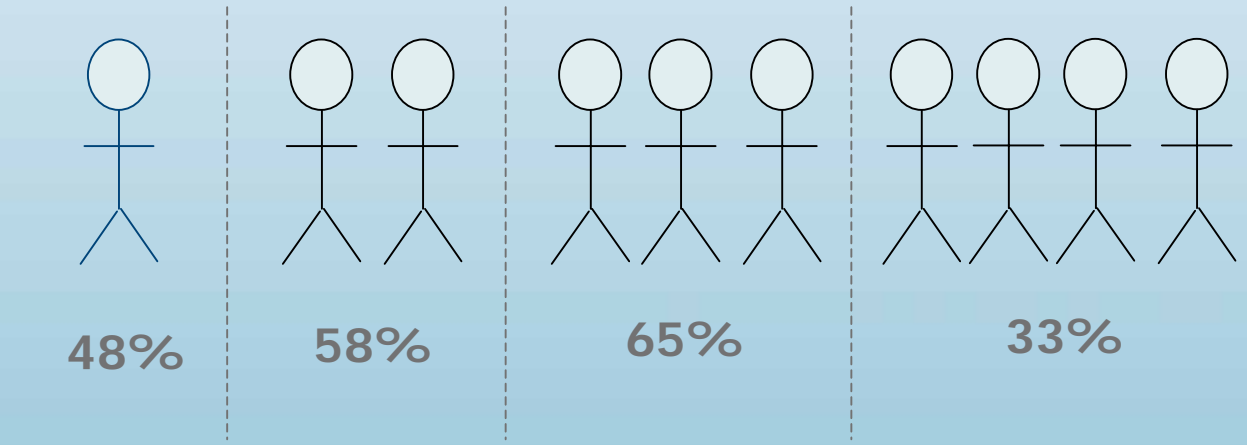
Travelshop : Waiting Times

% No Wait

Hyde	73%
Stockport	62%
Bury	60%
Piccadilly	58%
Bolton	43%
Middleton	40%
Oldham	36%



No Of Staff Present



- Waiting is not necessarily solved by more staff, although it clearly helps
- Average waiting time with those 'very happy' is one minute, compared to three minutes for those 'quite happy'

Q20 How long did you have to wait to be dealt with by staff?

Travelshop : Waiting Times

Positive Experiences Due To....

- Wait time being acknowledged/ apology offered
- Staff being observed providing a high level of service to all customers while people waited in queues

"I didn't really mind the wait and actually I felt sorry for the staff member as he was being so patient dealing with the person's query...I thought the person was being really annoying, I was surprised he [staff member] didn't lose it with him!"

Issues To Consider...

- Staff being present but not seen to be serving/helping reduce queues

"It's just annoying when there are other counters that could be open and when I saw a member of staff wandering around...I don't know what he was doing perhaps he was actually busy but I just felt he could have been serving"



Ensure staff are always tactically employed, especially at busy periods



Acknowledge/apologise for longer waiting times experienced (eg 5-10 minutes plus)



Interactions With GMPTE Staff

GMPTE Staff : Expectations



Knowledge



Station Staff

- Supervisors;
 - Basic knowledge of stands, times, routes
 - Not necessarily able to answer more complex enquiries, but able to refer/assist
- Attendants - limited/no knowledge of travel information

Travelshop Staff

- Access to more detailed information
- Able to offer route/price alternatives

Attitude



- Polite, helpful, genuine
- Time for passenger
- Ideally, proactive/take ownership for enquiry

- These expectations were not only met, but often exceeded by GMPTE staff!


Supervisors / Attendants : Politeness

% Polite (Very Polite)

Middleton	100%	(92%)
Hyde	100%	(75%)
Bury	100%	(73%)
Stockport	100%	(30%)
Oldham	93%	(50%)
Piccadilly	91%	(56%)
Bolton	85%	(46%)

"Friendly, approachable, smiled, good eye contact - gave lots of advice on what to do. Seemed prepared to spend as much time as I wanted to reconcile the problem. Showed no impatience at all"

"As I approached, they smiled and both seemed very cheerful. Throughout dealing with me, they were courteous, friendly and helpful"

- Remember ratings of staff are based on those seeing staff - almost a third did not see anybody
 - Warm, friendly attitude of station staff (both supervisors and attendants) highlighted by mystery shoppers - feedback to staff the positive impact this has on public transport users
 - Majority of staff appear to consistently greet passengers with smile, hello, eye contact - even at busy times
-  Watchouts - Jokey approach can be perceived as unprofessional in certain situations and a minority of cases where staff were felt to be dismissive

Q13b How polite would you say staff in the station were?


Supervisors / Attendants : Knowledge

% Knowledgeable (Very Knowledgeable)

Middleton	100%	(83%)
Hyde	100%	(75%)
Bury	100%	(72%)
Oldham	100%	(50%)
Stockport	100%	(40%)
Bolton	92%	(54%)
Piccadilly	82%	(45%)

"I was really surprised at how much information he gave me, far more than I expected him to know, like exact times and how many are low floor"

"They know a lot of the information, but even when they didn't they knew how to help you find it which was good as then you'd know how to find it if they weren't around"

- Knowledge of station staff is rated highly and in many instances exceeded expectations
 - When staff were unsure of the exact information, shoppers were impressed by staff who went to 'great lengths' to ensure they were satisfied with the response;
 - Taking shoppers to stands and helping them find information
 - Getting timetables when Travelshop were closed
 - Consulting other staff members to ensure information was correct/accurate
-  Watchouts - a basic level of wider area knowledge is expected (eg non-transport questions often asked)

Q13b How knowledgeable would you say staff in the station were?

Station Staff : Dealing With Enquiry

"Even though it was obvious that the supervisor knew the bus I wanted didn't run on a Sunday he still double-checked his timetable...this showed me that he was genuinely interested in helping me and wasn't just passing me off to the the travel shop because he couldn't be bothered"

"The supervisor was honest regarding his lack of knowledge relating to my connection but overcome this by making a phone call to a colleague to find it out for me...I thought that was nice, he could have just told me to go to the Travelshop"

"The staff member answered my query quickly, but I felt like I shouldn't or couldn't ask any more questions"

"After my enquiry had been dealt with and I was walking away I overheard one of the drivers say to the supervisor that it would have been ok to say to me that he'd finished his shift ten minutes ago - I thought this was excellent customer service"

Supervisors / Attendants: Dealing With Enquiry

- Overall, station staff handled the mystery shoppers enquiries very efficiently...



The Positives....



- Friendly, approachable, enthusiastic and courteous throughout - shopper did not feel like a 'burden'
- Showed a genuine concern/interest (listened) to the shopper and their specific situation
- Took ownership of the query and ensured shoppers were completely satisfied
- Asked questions to ensure all possible needs have been met/all possible alternatives suggested
- Being observed genuinely enjoying dealing with passengers



The Watchouts....



- Being dismissive/indifferent, particularly at busy times
- Being overheard talking/commenting about passengers in a negative manner (only one instance)

- The positive/friendly attitudes of both supervisors and attendants not only reassures passengers but can often really increase enjoyment in bus usage experience

Travelshop : Politeness Of Staff

% Polite (Very Polite)

Stockport 100% (38%)
Hyde 93% (87%)
Bury 93% (80%)
Middleton 93% (80%)
Bolton 93% (57%)
Oldham 93% (57%)
Piccadilly 92% (92%)

Morning

83%

Lunch

77%

Afternoon

60%

Evening

50%

"They were good, just not quite as warm as the supervisor I'd spoken to...not rude though, I guess they must have to constantly deal with people, I think they do a very good job"

- Politeness of travel shop staff is strongly linked to likelihood to re use
- Overall, Travelshop staff were perceived to be **slightly** more 'neutral', but 'efficient' in their dealings with shoppers when compared to the friendly, warm manner of station staff
- Politeness dipped throughout the course of the day - remember passengers will want to get home as much as staff do!

Q22a How polite would you say staff were when you made you enquiry?

Travelshop Staff: Knowledge

% Knowledgeable (Very Knowledgeable)

Hyde	100%	(93%)
Bury	100%	(80%)
Piccadilly	100%	(75%)
Bolton	100%	(71%)
Oldham	100%	(64%)
Middleton	93%	(87%)
Stockport	92%	(54%)

"I overheard her helping the lady in front of me, you could tell she knew her stuff, she was even telling her what to look out for when she was on the bus, so she knew when to get out...I think the lady really liked that as she sounded a bit nervous"

"He didn't even have to consult his computer or anything, he just listened to my question and answered it, with quite a lot of information as well"

- Knowledge of Travelshop staff was in line with expectations, with staff being proficient at searching for and providing sufficient information
- Expectations were exceeded where Travelshop staff provided additional advice/info;
 - What to look out for eg when to get off the bus
 - Recommendations of best mode to take/type of ticket in order to save money

Q13b How knowledgeable would you say staff in the travelshop were?

Travelshop : Quality of Information Given

% Excellent

Hyde	87%
Middleton	80%
Bury	73%
Piccadilly	67%
Oldham	64%
Stockport	54%
Bolton	50%

"She wrote down a detailed plan of my route, times, numbers...everything I'd need to actually make the journey"

"I got different levels of information in different Travelshops, some just seemed to give a lot more detail, which made me feel more confident"

- Perceptions of quality of information provided, appeared to be driven by;
 - The level of interest taken in the enquiry eg asking additional questions
 - The amount of information and advice given eg alternatives/recommendations



A fifth of all customers wanted additional information, encourage staff to ask people if they need anything else

How would you rate the information given?

Travelshop : Dealing With Enquiry

"He was dealing with customers in a nice friendly way, turning it into a bit of a chat...there was a nice atmosphere in there"

"There was a queue when I went in there and you could tell the person at the front was being really difficult to deal with but the staff member was being so patient with them, taking them through timings a number of times and when I got to the front he apologised about the wait, I told him not to worry, it wasn't his fault "

"She just wasn't very enthusiastic or positive in the way they dealt with me but she was polite and dealt with my problem efficiently. Therefore my impression of her was neutral"

"I'd asked about having a family day out and she properly took an interest in what we were planning, even though there was a queue she wasn't just trying to deal with me and then move onto next person"

Travelshop : Dealing With Enquiry

- Overall, Travelshop staff also handled the mystery shoppers enquiries very efficiently...



The Positives...



- Smiled, provide good eye contact and greeted shoppers
- If wait experienced, acknowledged this with an apology
- Provided written information eg timetable/offered to write details down for shoppers
- Asked questions/took an interest in the shoppers travel needs/reasons for travelling - provided more information
- Offered all alternatives/recommendations



The Watchouts...



- Importance of offering a verbal greeting and a smile upon people reaching the counter - reassures people that they are not a burden
- Not rushing passenger through enquiry - not leaving passengers confident/reassured

- The greater the information provided, the more confident/reassured shoppers were in their ability to use public transport
- Encouraging a friendly, enthusiastic manner will ensure customers are happy to ask (even silly questions)

GMPTE Staff: Summary

- 3 broad tiers of GMPTE staff identified;

Outstanding

- Take ownership for passenger enquiries/problems
- Proactive - 'go extra mile'
- Offer options/additional information without being asked
- Have time for passenger
- Typically warm/friendly/genuine

- Nearly all GMPTE station/Travelshop staff

- Many individual examples of outstanding customer service

Good/Satisfactory

- Knowledgeable, deal with specific passenger enquires, provide relevant/accurate information when asked
- Polite
- Can come across as dismissive/indifferent (particularly as busy times)

Poor/Unsatisfactory

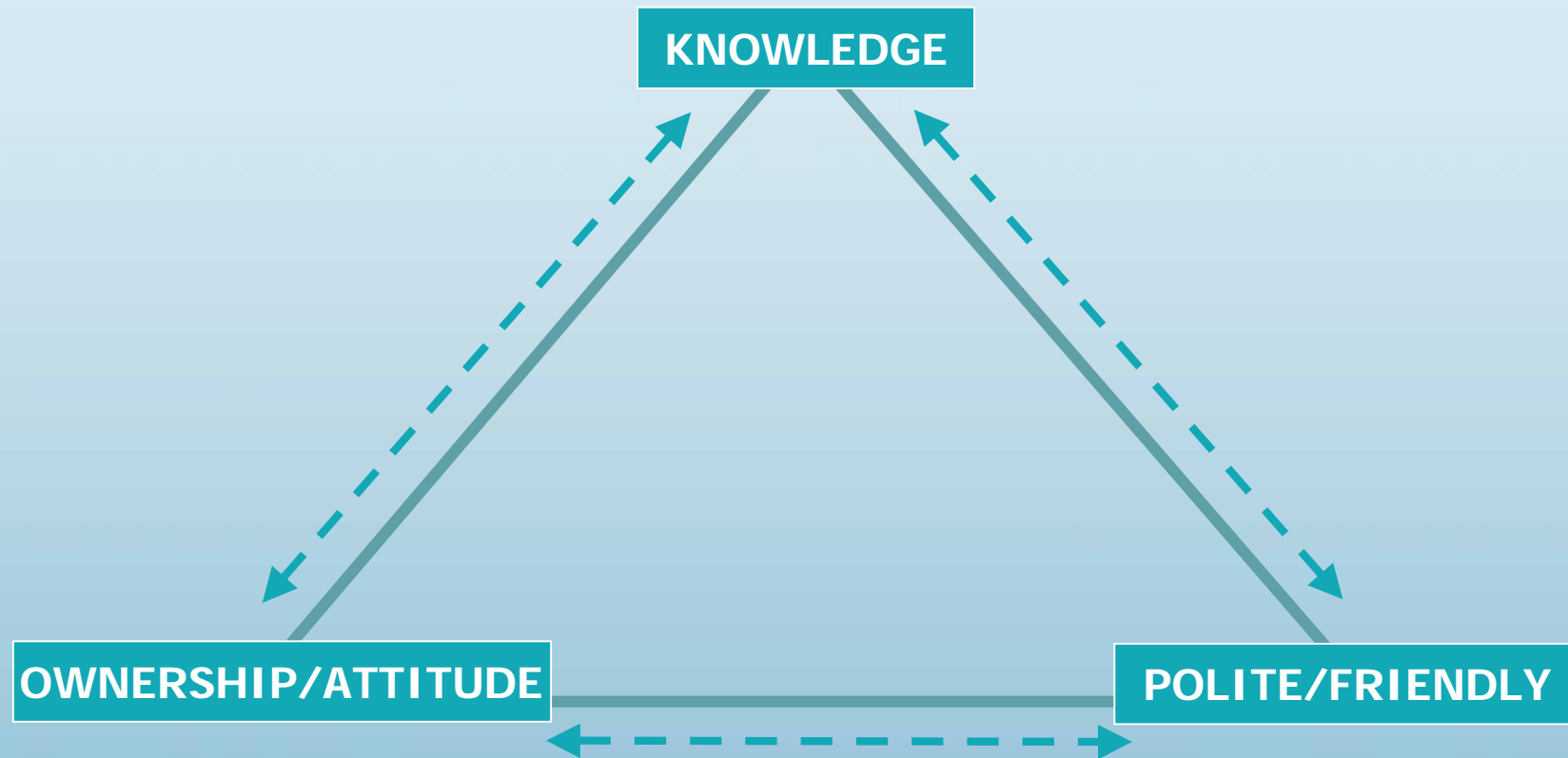
- Unprofessional - too jokey/rude
- Very dismissive - 'not my problem'

- Very small minority - only a few examples

- Ideally, need to develop a high profile approach for identifying/rewarding staff already delivering outstanding service - provides an incentive/motivation for other staff

Delivering An Excellent Passenger Service

- Interaction of factors important in dealing with passenger enquiries/issues;



- Balance crucial...
 - Knowledge drives confidence, but alone is not enough
 - Staff can compensate for lack of knowledge/experience through attitude, to provide a very positive passenger experience
- Staff training should consider focus on all three areas



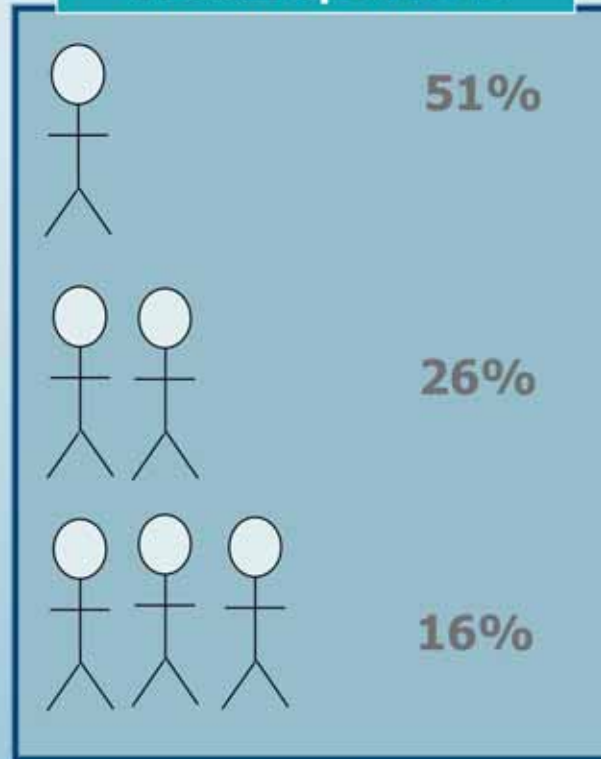
The Scenarios

Travelshop : Re Use

% Happy (Very Happy)

Hyde	100%	(93%)
Oldham	100%	(57%)
Middleton	93%	(87%)
Piccadilly	93%	(75%)
Bury	93%	(73%)
Bolton	93%	(71%)
Stockport	85%	(69%)

% Very Happy By No. Of Staff Spoken To



Quality Of Information

Excellent	92%
Quite Good	8%



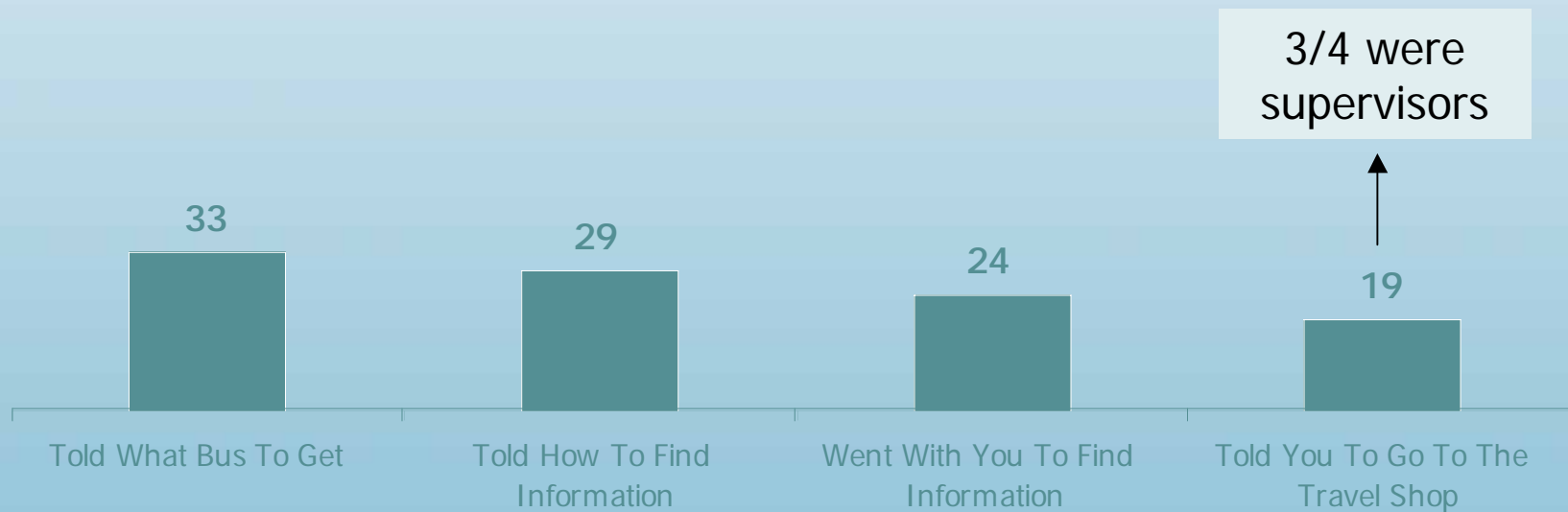
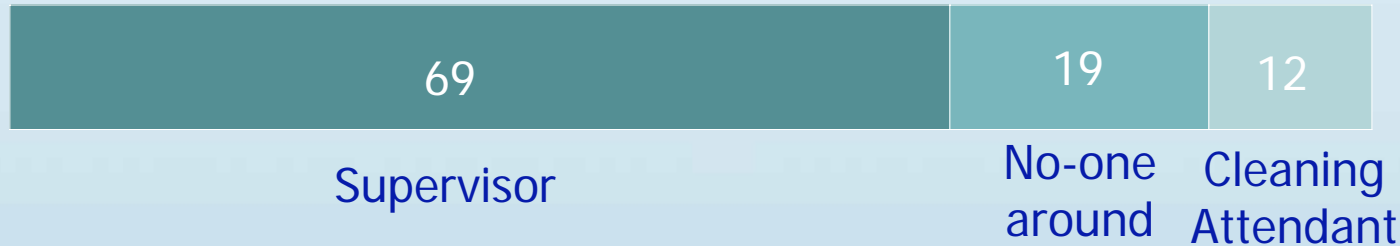
- Re-use is not linked to the number of staff that passengers interact with, but the quality and politeness of the staff making service key
- Re-use clearly linked with quality of information
- 💡 Invest in the training of staff to maintain high standards, rather than bringing in more staff per se


How happy would you be able to re-use the Travelshop for information?

Scenario : Low Floor Bus

Who Asked?

%

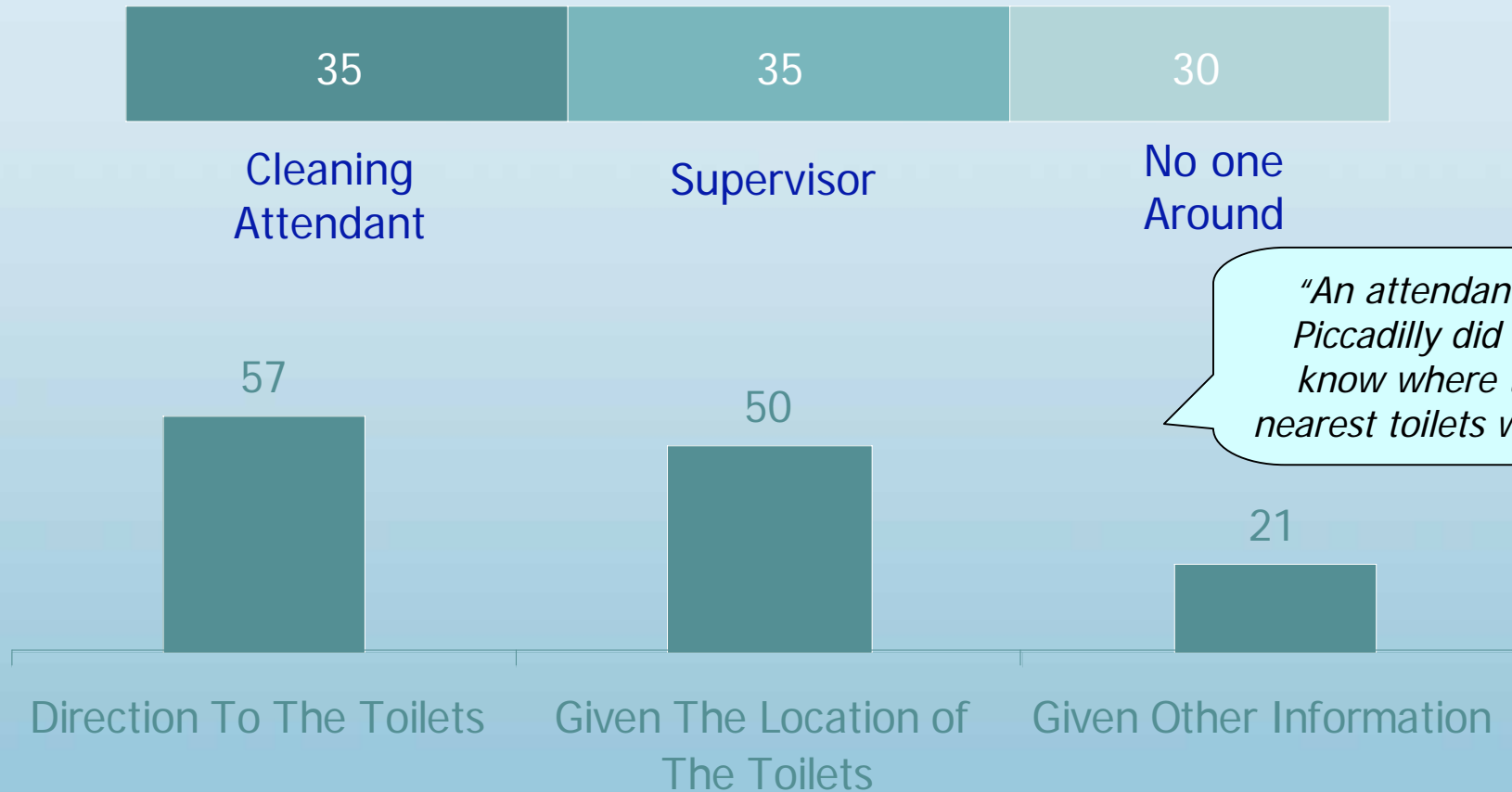


- No universal answers given, although the majority given guidance
 - Surprise amongst customers that some of the supervisors were not able to help
-  Encourage staff to take ownership of customer questions

Scenario : Nearest Toilets

Who Asked?

%

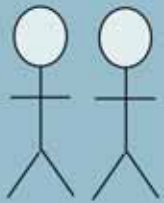


"An attendant in Piccadilly did not know where the nearest toilets were!"

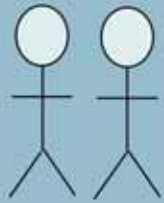
- All but one passenger was given the essential information when asking about the nearest toilet

Scenario : Travelshop Closed

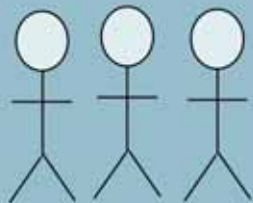
7 Mystery Shoppers Conducted This Scenario



2 shoppers found a supervisor around the station



2 shoppers found a supervisor in the office

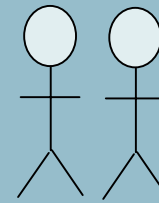


3 shoppers could not find a supervisor

7 Mystery Shoppers Conducted This Scenario



1 shopper was given a timetable from supervisor's pocket



2 shoppers were given a timetable from the office



1 shopper was not given anything

Travelshop Being Closed Is Not A Problem If...

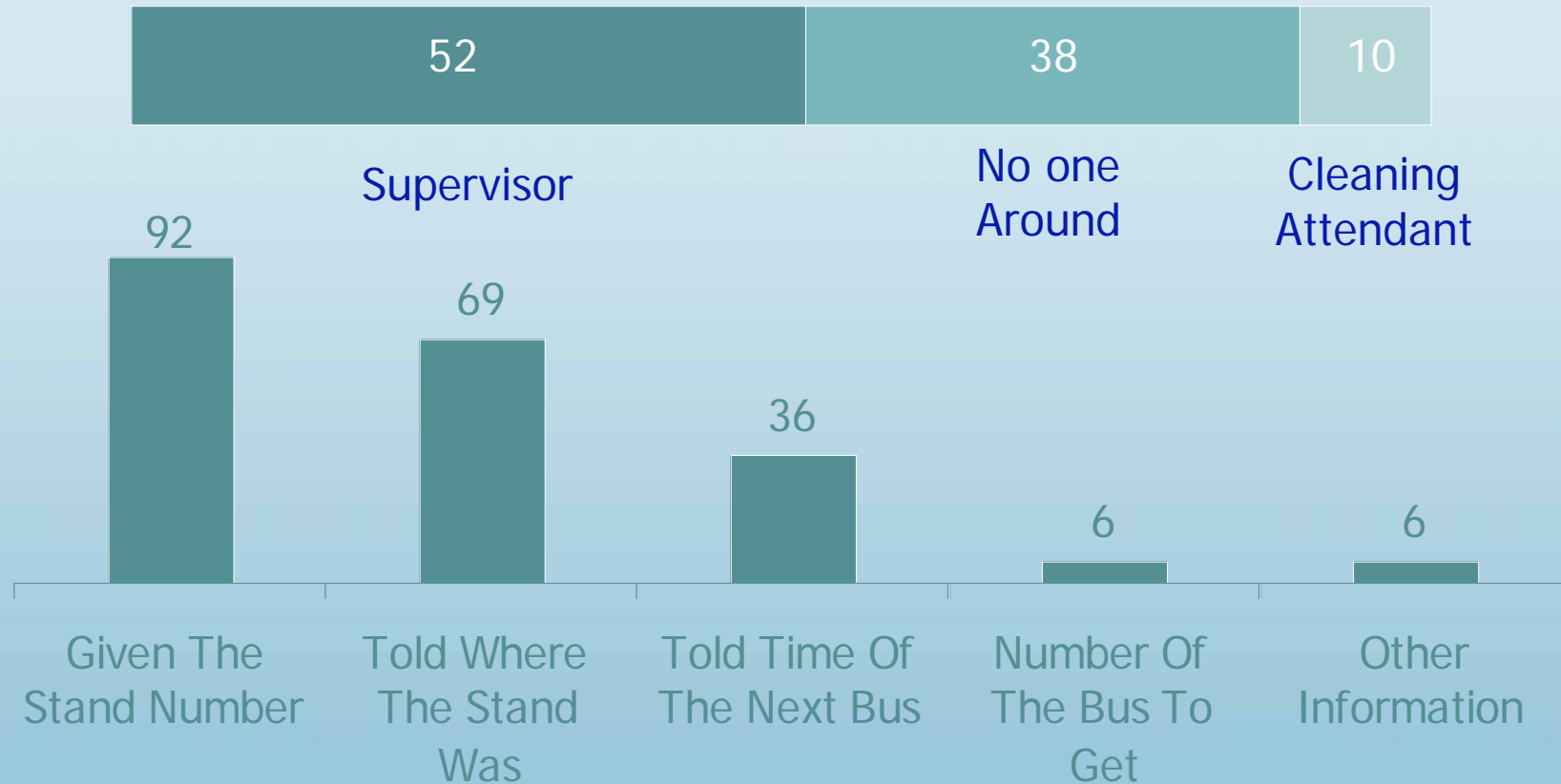
- Staff are present and visible on the station floor
- It is obvious that a supervisor can be contacted by knocking on their office door

"I was just a bit surprised that the Travelshop was closed over lunch, that would be when I'd want to pop in and ask a question, I just thought it was a bit weird to have it shut then"

Scenario : Bus To Manchester

Who Asked?

%



- The most comprehensive of scenarios - obviously staff are more confident in this situation
- Would be interesting to see if responses are so detailed on less busy routes

What Happens Next?

- SQUIRE continues in it's current form – environment
- Use Mystery Shopping to cover things that SQUIRE doesn't – e.g. Customer Service
- See if useful to managers & welcomed by front-line staff ?
- Learn from the trial
- Extend to all 14 staffed bus stations
- Each station shopped twice a year

QUAESTOR

RESEARCH & MARKETING STRATEGISTS