

The Challenge

1.7 billion passenger journeys are made on the UK railways each year. A delay of 15 minutes or more requires the Train Operating Company (TOC) to offer Delay Repay compensation to their customers. TOCs may also issue compensation in response to a passenger complaint. Managing this is a complex process; verifying all the details that were provided, ensuring the complaint is a legitimate one, and responding in-line with the Office of Rail and Road (ORR) requirements for complaints handling when a TOC could have 20,000 cases open at any one time is a very difficult task. Historically the systems for managing this process have not been up to the job, system updates and performance is poor, and the only option has been to add agents to the process. Rail organisations outside the UK are experiencing similar challenges.

The Solution

Our Rail Compensation solution is a fully integrated suite of applications, built on ServiceNow, which streamlines and automates the complaints and compensation process. This provides significantly reduced processing times and frees up agents to deliver great customer service.

Key Features and Benefits

Case Management

At the heart of this solution is our case management application. Built on ServiceNow, the market-leading digital workflow platform, cases are categorised and prioritised in line with ORR reporting requirements and can be automatically assigned according to agent availability, skills, workload and experience. Combined with full visibility of SLA status and ability to bulk assign cases means team leaders are in a much better position to manage workload in times of high case volume. Finally, a modern, intuitive agent interface and integrated application suite ensure all the information required to handle the case is always available on one screen.

Automatic Delay Repay (ADR)

If the journey was booked directly with you, ADR can verify the claim immediately by checking the ticket and journey details against our Rail CMDB (Configuration Management Database) and compensation can be paid automatically via our automated payment process. Claims that are more difficult to verify are routed directly through to the TOC's customer resolutions team for further processing.

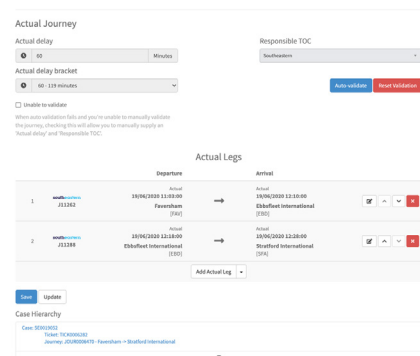
Automated Compensation Payments

We think customers should be able to choose their preferred method of compensation. We have plugins for the automatic issuing and tracking of compensation payments:

- **PayPal** – automatic PayPal payments with real-time status tracking saving up to 90% over issuing cheques.
- **BACS** – we can integrate with your BACS payment solution to pay directly to the customer's bank account.
- **Discretionary Travel** – integrated management and issuing of within-TOC discretionary travel codes.
- **Cheques** – printing to cheque is natively supported.
- **Vouchers** – we support a variety of voucher-based compensation methods.

Journey Validator

One of the most time-consuming aspects of dealing with a compensation claim is validating that the journey was delayed as reported by the customer. Some TOCs don't have the bandwidth to do this effectively and can end up paying out compensation unnecessarily, thereby contributing to the increase in fraudulent claims being made, or not paying it out where it is warranted, risking their relationship with a genuine customer. Our Journey Validator application supports the validation of complex journeys over multiple legs returning a result to the agent, from within the case, in a matter of seconds.



Multi-Channel Engagement

“ Since replacing our legacy CRM system with our new complaints, compensation and fraud management solutions we now have a single view of the customer and a modern, intuitive agent experience. We have much greater visibility of our performance against SLAs and targets and can focus more time on operational leadership. This creates a happy, productive team that is striving to deliver the best customer experience possible.

Craig Scott | Insights and Innovations Manager | Avanti West Coast

We believe customers should be able to choose the method of engagement that suits them. Our solution can be fully integrated with your existing customer portal, webchat and social media channels or the channels can be provided and tailored to suit your branding and engagement strategy.

Email and Letter Builder

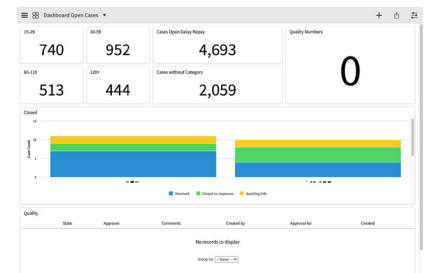
We know how important it is that communications with your customers are clear, consistent and aligned with your brand. Our Email and Letter Builder allows agents to select from pre-approved templates to author a communication to a customer.

- Simple UI – drag and drop creation of emails and letters.
- Automatic population of data from the case.
- Customisable – agents can amend the email or letter once it has been drafted.
- QA process to ensure communications are reviewed where necessary before they are sent.
- Workflow process for drafting and approving templates.



Reporting and Dashboards

Our rail applications are built on ServiceNow so reports, dashboards and forecasts come built-in and ready to use. We provide 25 TOC operational reports and dashboards as standard which you can tailor to your requirements or create your own from scratch.



ORR Compliance Reporting

Our ORR-aligned compliance reporting application extracts data from your system and publishes it in the format required by the ORR-reducing a cumbersome, manual process down from 2-3 days to only minutes.

Metric	Contact Method	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Number of complaint correspondence	Letter	0	0	0	0	0	0	0	0	0	0	0	41	6
Number of complaint correspondence	Email/Webform	0	0	0	0	0	0	0	0	0	0	2	57	94
Number of complaint correspondence	Telephone	0	0	0	0	0	0	0	0	0	0	0	1	129
Number of complaint correspondence	Meet the Manager	0	0	0	0	0	0	0	0	0	0	0	0	4
Number of complaint correspondence	Online Forums	0	0	0	0	0	0	0	0	0	0	0	0	3
Percentage of complaints responded to within complaints handling target	(Target working days) All contact methods (%)	0	0	0	0	0	0	0	0	0	0	0	100	100
Percentage of complaints responded to within 10 working days	(10 working days) All contact methods (%)	0	0	0	0	0	0	0	0	0	0	0	100	100
Percentage of complaints responded to within 20 working days	(20 working days) All contact methods (%)	0	0	0	0	0	0	0	0	0	0	0	100	100
Total number of complaints closed	Total complaints closed	0	0	0	0	0	0	0	0	0	0	0	7	111
Total number of complaints received	Total complaints received	0	0	0	0	0	0	0	0	0	0	2	18	117
Volume of complaints re-opened	Complaints re-opened	0	0	0	0	0	0	0	0	0	0	0	7	27
Volume of complaints sign-posted to the Ombudsman - deadlock letters	Volume of 'deadlock' letters	0	0	0	0	0	0	0	0	0	0	0	1	1
Volume of complaints sign-posted to the Ombudsman - 8 week letters	Volume of 8 week letters	0	0	0	0	0	0	0	0	0	0	0	0	0

OTOC Forwarder and Rail Ombudsman Export Utilities

Customers often raise complaints or compensation cases with one TOC when the issue is in fact the responsibility of another. Our OTOC forwarder pulls together all the correspondence and attachments from the case(s) in question and pre-populates an email with the details of the appropriate TOC for forwarding. Similarly, our rail ombudsman export utility is a simple way to provide a customer with all the information related to their case, including emails and attachments, in a zipped file for their further use.

Results

UP3's Rail Compensation solution for train operators is specifically aligned to the needs of the rail sector, both in the UK and in other geographies that operate similar processes and controls. Virgin Trains replaced its legacy CRM system in Q1 of 2018 and hit its ORR target of resolving 80% of their complaints cases in every rail period since. Management has greater visibility of team performance and staff are spending less time on repetitive tasks leaving them to focus on more rewarding, higher-value customer interactions.

“ ” *Our Customer Resolutions Centre is transforming into a centre of excellence for customer engagement. Our focus on people and process improvements, and the introduction of our new Complaints and Compensation solution has enabled us to automate manual processes and increase productivity. We have exceeded our ORR targets every period since go-live and our customer satisfaction is at an all-time high - we have just been rated the best British train franchise in the National Rail Passenger Survey.*

Jo Clay | Head of Customer Resolutions | Avanti West Coast