



HS2 Customer Community

May Task:

The Future of Payment & Ticketing

June 2017

The Future of Payment & Ticketing

Task 96, posted 19/05/2017

HS2 have developed a document to express their future vision for payment and ticketing and would like your feedback on it. HS2 have outlined below what the document is about and why gathering your feedback on it is important to them.

'This is the beginning of our journey into the future of payment and ticketing. We wanted experts in digital experience development to help us to:

- better understand how technologies are developing over time, specifically in 10, 20 and 30 years' time.*
- develop a high level vision for ticketing and payment on HS2, taking our existing research and combining it with their expertise.*
- clearly state the practical direction of HS2 for ticketing and payment.*

This document will be used within HS2 to start to develop in more detail, the systems, products, processes and people that are required to meet the vision. It will feed into the development of all parts of HS2 including station design, rolling stock design and of course information, payment and ticketing development.'

We would like you to have a look at this document and provide your thoughts. Some things to think about:

- Do you like/dislike what you see?
- Does it meet your needs?
- Does anything surprise you? If so, which parts & why?

Task Format

Context : A Landscape of Disruption

Innovation Lenses
Behavioural Trends
Trends and technology

The Vision

Experience Vision
Experience Principles

Implications for HS2

Focus areas
Steps to achieve

NEEDS BASED TICKET SELECTION
PERSONALISED SUBSCRIPTION TRAVEL
CHAT BASED INTERFACE
DEMAND BASED PRICING – FLEXIBLE OFF PEAK

OBJECT BASED PAYMENT
GATELESS GATEWAYS
FEEDBACK

PERSONALISED ENTERTAINMENT PACKAGES
ACCESS DENIES
EDGE CASES

Overall Reception



A word cloud of terms associated with HS2 reception, displayed within a light grey cloud shape. The words are in various sizes and orientations, using red and blue colors. The terms include: orientated, adding, holistic, transparent, future-proof, reassuring, comforting, ambitious, innovative, transformative, simple, customers, dynamic, service, and travel. The word 'travel' is written vertically on the left side of the cloud.

“HS2 aiming to provide the best to customers is a fantastic priority. It would I imagine almost feel as though you were/are travelling first class!”
– Male, 18-30, Leisure

“If I am honest, I believe that there is a very good chance that HS2 will deliver on these and provide an excellent system.”
– Male, 18-30, Leisure

HS2 : Vision for the future of ticketing and payment

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Context: A Landscape of Disruption



HOW WE LIVE



HOW WE PAY



HOW WE TRAVEL



HOW WE INTERACT

4 innovation lenses seem to be customer-led and focus on core needs.

“These four areas (LIVE; PAY; TRAVEL; INTERACT) represent our core needs as consumers/travellers and this delineation suggests these needs are being fully considered and catered for.”

– Female, 51-60, Business

Context: A Landscape of Disruption



HOW WE LIVE



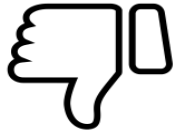
HOW WE PAY



HOW WE TRAVEL



HOW WE INTERACT



Our future audience have a range of experiences, they are innovators, early adopters, early majority, late majority and laggards. We need to ensure that wherever you are on the curve of technology adoption you have access to HS2 ticketing.

However, there was widespread disapproval of the use of the word 'Laggards' as a term to describe those not at the forefront of technology.

- This terminology offended some community members, stating that language like this made them feel that HS2 was for the young only and that they were the lowest priority passenger. MORE ATTITUDINAL THAN AGE-RELATED.
- Caveat: this set some up at the start of the task with a more negative view of technology from the outset. This is a risk when sharing internal documents.

HS2 : Vision for the future of ticketing and payment

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The Vision



Effortless

HS2 ensure travel is effortless by keeping ticketing options clear and simple, we never present travellers with more options than they need to see.

Paying for travel with HS2 requires minimum interaction and communication.



The best way

The experience makes HS2 a default choice for travel.

We inspire confidence that HS2 will provide ticketing options that are both fair and best suited to our travellers.



Control

The traveller is in control of their personal experience with HS2. They are the drivers of how the experience works for them.



I trust

The experience always keeps users informed of their options before, during and after their journey.

Transparent communication keep users informed about payments and charges.



My changing needs

HS2 understands that things change, throughout a users journey. The ticketing solutions are flexible to suit needs.

Through ticketing HS2 can deliver relevant experiences to users whatever their needs.

‘The Vision’ stopped being so blue-sky and futuristic and many found this more engaging and felt it met their needs.

“This was most comprehensive part of the report and covered many important aspects of passenger experience”

– Female, 70+, Leisure

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Needs Based Ticket Selection



**HS2 CUSTOMERS SHOULD BE ABLE TO
FIND THE RIGHT TICKET IN 5 SECONDS**

- The community was delighted that many of the major frustrations of buying a ticket today were addressed with solutions.

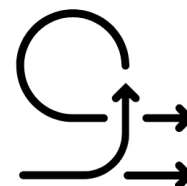
“If it really can be set up that a ticket can always be adapted to your needs, and picking the cheapest and best options is made easier, that would be amazing!”
– Male, 41-50, Business

Flexibility:

HS2 customers will never be stuck with a ticket that is no longer suitable. We should enable and encourage users to flex their ticketing solutions to suit their current need.

“Being restricted on a certain train or route is so behind the times in an age where we can return/change anything. So many factors change fluidly that a ticket shouldn't be a worry.”
– Female, 31-40, Business

- It seemed only natural that it would be HS2 to revolutionise the ticket-buying process.
- Is this flexibility ‘free’?



Needs Based Ticket Selection



- However, not everyone liked the idea of only being presented a selection of choices based upon behavioural assumptions.
 - Some see themselves as best placed to choose the right ticket, therefore want to be able to see all their choices.
 - Some were wary of other companies that 'try to manipulate the customer to increase profits', comparing it to a phone contract – paying for features that you do not need or use because there are only so many options to choose from!
 - Some thought it was a 'nannyish concept' which prevents you from broadening your horizons if you are only ever shown things related to what you have done in the past.

"I do feel slightly cynical about some of the descriptions about allowing flexibility and best pricing and never being stuck with a ticket you can't use because, in my mind, inflexibility, over pricing and wastage is one of the rail service's methods of generating income!"

– Male, 41-50, Business



- Potential workaround suggested: 'Recommended for you' tickets shown for those who like minimal interaction, with the option to 'see all' for those who like more involvement.

Personalised Subscription Travel

- The flexibility and simplicity of having one ticket to cover a door-to-door journey across different modes is desirable.
- Comparisons were drawn between this concept and contactless ticketing on London Underground; when the system works, the experience is *'positive, easy, hassle-free and I was impressed'*.



“...for occasional or leisure users a kind of one day/week/month all routes travel pass would be brilliant. Hop on, hop off easily when space is available.”
– Male, 41-50, Business

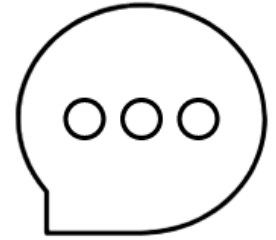
In a society with increasingly flexible working schedules...

“I'm intrigued about the ticketing plans that can be shared between users. Would this take the shape of 'buying 20 Sheffield-Manchester trips' which then can be used when you want and by a set amount of users? This would be good for part-time workers.”
– Female, 18-30, Commuter



- However, some wanted consistency of service throughout the journey. Could HS2 hold other service providers within a passenger's journey to the same high standards to deliver on total experience?
- Many could see the benefit for commuters – how can infrequent travellers benefit from subscription prices/deals too?

Chat Based Interface



- Although great customer service was seen as very important, there was a lot of resistance to using technology to deliver it.

“The notion of MINIMUM INTERACTION AND COMMUNICATION is a bit of a double edged sword for me. Yes, it's great that technology can smooth the way and potentially eliminate human error. I like the idea of a seamless transaction, all questions answered, all information readily accessible at the touch of a button - that's fantastic of course!

However, isn't the benchmark of any organisation its human face?
I would rate excellent customer service by a knowledgeable, courteous member of staff far higher than a 'bot'. It is also a given that technology can fail!”
– Female, 51-60, Business

HS2 always use the most advanced technologies to communicate with natural, accessible language.

- Use of the phrase ‘natural language’ felt very *unnatural*.
 - This made it more difficult for them to accept automated services.

Demand Based Pricing – Flexible Off Peak

“I like the idea of a train departing when it is full rather than rigidly sticking to a timetable and conversely waiting for a surge of passengers if there is knowledge of delays affecting people arriving at the station.”

– Male, 51-60, Business

- Impressed by the idea of train speed and service being flexible based upon demand – increase train number based on knowledge of upcoming events e.g. concerts



However, not knowing a definite price before travelling would be a concern

- Flexible ticketing could be used to save a situation and change someone's day e.g. woken up late and missed train...
- Announcements and information provided as early as possible would be crucial for passengers to make decisions on their options.

“Am I correct in interpreting that the price of a journey may vary after it is actually booked? I would be a bit wary of this, I guess like most people I like a degree of certainty. Will there still be a price incentive for those who book early and don't change their plans?”

– Male, 51-60, Business

Object Based Payment

“Physical tickets can be such a pain, I'm off to York tomorrow and have 6 tickets, I would be happy to get a bar code **tattoo on my forehead to avoid multi tickets.**”

- Male, 41-50, Business

- Biometrics seen as a great idea by many with various advantages:
 - Improved security without increasing congestion/delays;
 - Not dependent on battery power or holding onto paper versions;
 - Save time by not buying a ticket.



- Concerns were not about how well the technology would work.
 - Instead, people were worried about security and fraud, suggesting retinal scans as a way to address this.
-
- Important that there is an alternative way for those without the latest devices to still be able to access the service.
 - Smartcards seem like a sensible way to fulfil this need; buying them should be easy too.

Gateless Gateways

- ✓ Less congestion – *I will get to where I need to be faster*
- ✓ Seamless transition – *I won't have to scramble to find my ticket*
- ✓ No unnecessary waiting – *I won't be stuck in a queue*



- However, this raised concerns amongst many about how this could practically work whilst providing the level of security they felt appropriate considering how high profile HS2 is and how high the throughput of people is.
- Suggestions:
 - Asking people to arrive early for checks
 - Discouraging the 'last-minute' majority
 - Utilising microchips

Caveat: recent events may have made people hyper-aware and sensitive to security needs.

Feedback

- HS2's interest in customer feedback was seen very positively
 - There was more focus on wanting to provide active feedback and less on passive, in-the-background monitoring, perhaps because they are people that are open to participating in research!



Desire for interaction and acknowledgement of communication

"I think the starting point is that when you give the feedback, you get an acknowledgement that it's been received and there's a further response as/when it's acted upon, such as what's been done and evidence of the same."

– Male, 31-40, Commuter



- Option to participate in active feedback – e.g. a platform where passengers can make suggestions that feed into troubleshooting:
 - This would help to build relationships and trust between HS2 and customer.
 - Feel listened to and valued.

Personalised Entertainment Packages

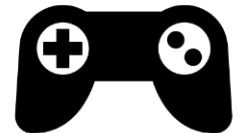
- Surprise that this section was included – disconnect between entertainment packages and ticketing

“Entertainment should just be available as an extension to the home... You should be able to use personal streaming systems for a nominal fee.”

– Male, 61-70, Leisure



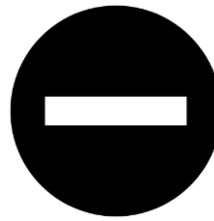
- Intrigued to understand what the packages would offer over and above their personal media streaming and on-demand subscriptions (e.g. Netflix, Amazon Prime)
 - Will it include games?
 - Will a book I started on the train be available for me to finish when I get off?



“Whilst ‘Personalised Entertainment Packages’ sound great, theoretically, what would happen if you were charged in error for something you did not use, or if you accidentally chose an option - how easy would it be to cancel or to obtain help?!”

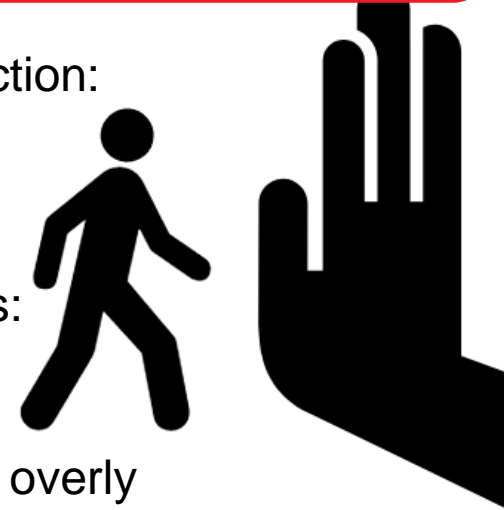
– Female, 41-50, Leisure

Access Denied



“If we are charged instantly and denied service for being in debit instantly, then we should also be refunded instantly if the operators are at fault!”
– Female, 51-60, Business

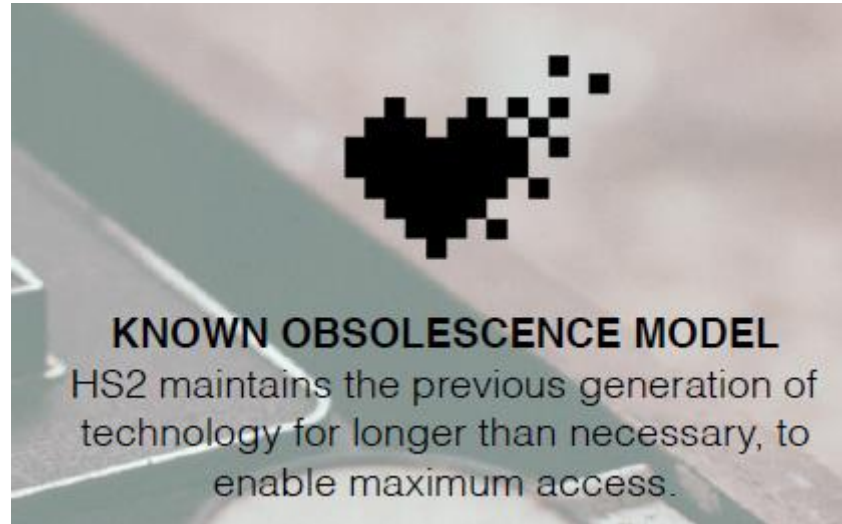
- Concern for errors as a result of technology malfunction:
 - What if access is denied in error?
 - What if I am incorrectly fined?
- Some were not clear on how HS2 could enforce this:
 - What stops somebody sneaking onto a train?
- Caveat: although this section was seen by some as overly negative, some had already read sections of the document that made them feel left out.
 - Therefore this section that referred to excluding non-payers appeared more negative.



“ ‘Access Denied’ - I don't understand. How are people prevented from just sneaking onto a train? Surely there should be some sort of scanner that you just walk through? And if you are 'access denied' then what happens? An alarm? Lights flashing? A gate comes down?”
– Female, 31-40, Commuter

“This rather large and emphatic section is off-putting and, quite frankly, extremely unwelcoming.”
– Female, 41-50, Leisure

Edge Cases



- Agreement that although technology will progress, HS2 should make no assumptions on adoption and should be all-inclusive.
 - Some thought that this document underplayed the need for human communication.
- Suggestion to use TV or radio frequency to access a travel buddy system providing travel updates before leaving the house.

“Isn’t the benchmark of any company its human face?”
– Female, 51-60, Business

Disbelief about
‘Zero UI’

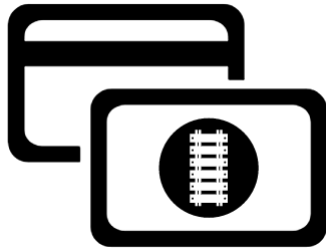
Overall Surprises or Concerns

- **Staff**

Some were concerned that references to the role of staff in the future of payment and ticketing were minimal.

“It will be the staff who will need to get it right inside first. A brand is a promise. Trust takes a lifetime to build and a moment to lose. It’s the staff who will be charged with delivering a differentiated brand experience, not just great customer service. It involves everyone in the organisation, not just customer-facing employees.”

– Male, 31-40, Business



- **Railcards**

There was no mention of how railcards would be integrated into ticket packages; they would expect them to be applicable in accordance with their current terms.

- **Issues for Consideration**

Accountability: Some wanted more detail on how HS2 will assure that promises will be implemented correctly from the start, rather than a ‘test and learn’ approach where early passengers are guinea pigs.

Proactive rather than reactive: Industries were considered to be reactive to the future rather than proactively planning for it. Some felt that this document reassured them that HS2 were proactive and future-proof. They indicated that they like to see a section on how HS2 will ensure that partners will be brought to public account on meeting promises.

Presentation

- Many community members noticed multiple spelling and grammar errors.
 - They found that these distracted them from the message and made the document seem less polished.



“One or two typos which is a bit disappointing - attention to detail should be a given for HS2 in all elements of its operation.”
– Male, 51-60, Business

“I totally agree re the proofing. Typos make any document look sloppy and lose the confidence of the reader.”
– Female, 31-40, Business

- The community holds HS2 in high esteem and – when something seems polished and final – expect nothing but the best.
- Caveat – using internal documents.

Summary and Conclusions

- Projecting into the future invoked a range of emotions: excitement, anticipation, scepticism, reluctance and resistance.
 - Those who were excited by the future possibilities were very open to the more advanced technological changes to the way they travel today.
 - Some were sceptical and ‘would believe it when they see it’, insisting it is important that HS2 doesn’t promise a lot and not deliver.
 - Others were resistant to ‘machine takeover’ expressing concern about:
 - Systems that do not have a human interface
 - Not having the choice of an alternative to advanced technology
- The community believes that the best way for HS2 to implement this vision is by communicating with future passengers far in advance to start building trust.
 - Some think the community could be used to help HS2 understand the most favourable communication strategy.

Overall, most of the focus areas were well liked and supported by the panel, but what was important to all was having lots of options so they could control and personalise how they interact with the service.