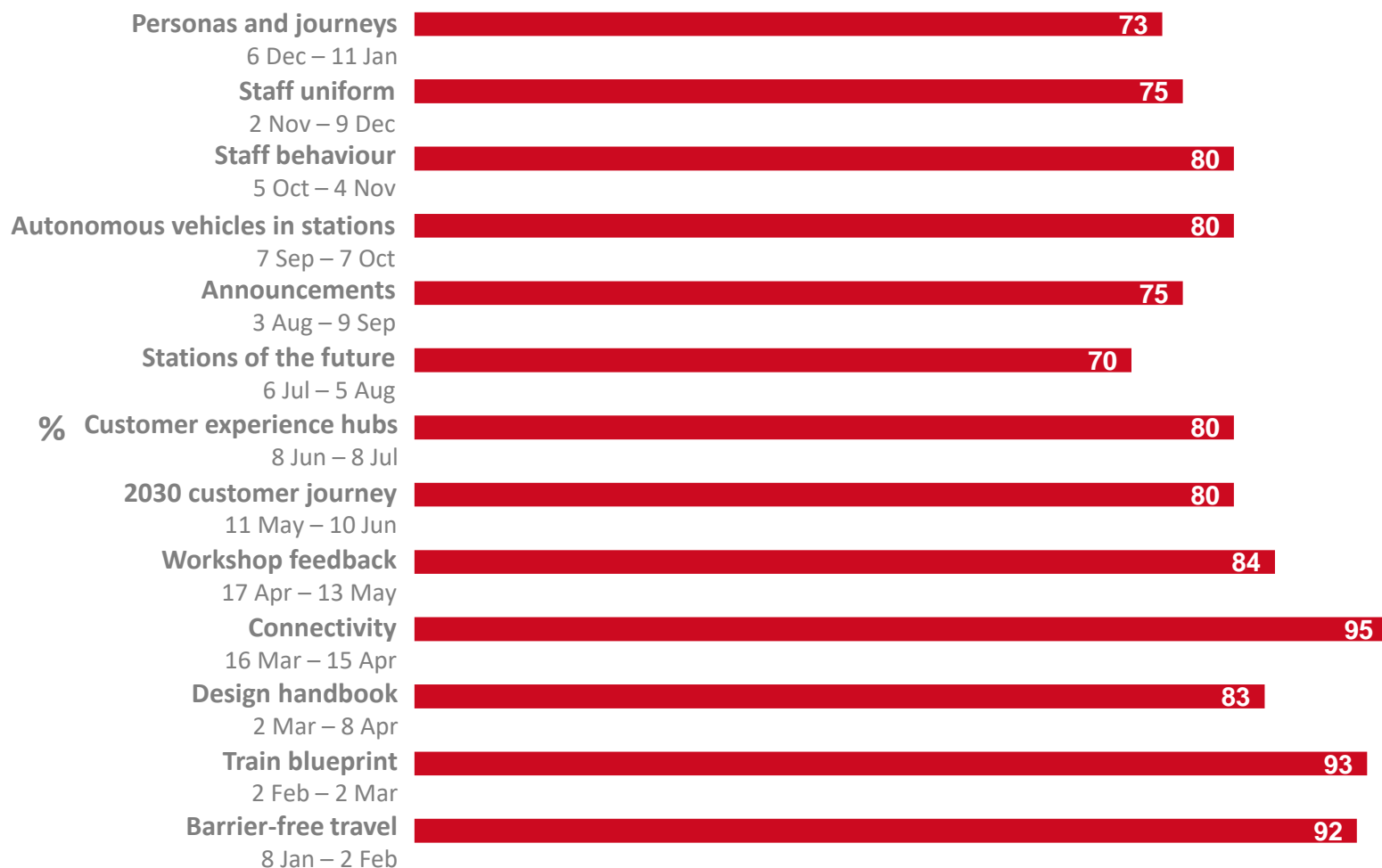




HS2 Customer Community  
Personas and Customer Journeys – December 2018  
Debrief: 17/01/19

# Panel participation



# The task

## Personas and Customer Journeys

If you came to the workshop in October, you will remember a session where you saw a few of the customer personas and journeys that HS2 has developed to represent the different passengers travelling on the trains in the future.

There are 7 personas in total (attached). Your task is to pick 2 or 3 that you haven't seen before. By all means look at more if you wish!

- Share any comments you have - what do you like? Is there anything you feel is not covered?

Then consider the following:

- If HS2 was going to create personas and journeys\* **for staff**, what should be included? Is there anything to consider that hasn't been brought out enough in the customer journeys?

\*A staff journey in this instance doesn't refer to actual travelling. Instead, it's about thinking of the end-to-end experiences for the employee and all the scenarios they might encounter in their day to day roles.

# The task

- The 7 customer personas were shared with the Community at the workshop in October 2018
  - Community members were divided into 3 groups and only saw 2 or 3 personas each
  - This online task enabled them to view the full set of personas and comment on any they hadn't yet seen
  - They were then able to consider what might be important to include in the creation of staff personas and journeys.

# Overall

Community members were delighted at the flexible and seamless experience that seemed to be available to each of the different customer personas. They were keen to see the same focus and attention to detail given to the staff personas.

“It’s great to see HS2 considering and trying to cater for the diverse traveller groups and **not just sticking everyone into any size or type fits all**”

Female, 41-50, Commuter

“I like this 'persona' approach - useful way of **considering the complete journey**”

Male, 61-70, Commuter

“I think it is great that HS2 is considering such a **wide range of personas including children**”

Female, 61-70, Business

“I loved all of them, they are very detailed and thought of everything, I like the **greater use of technology to cater to the individual specific needs**. I always loved that the anxious traveller was thought of here and catered to”

Female, 18-23, Commuter

“Considering how comprehensive the case studies for customers are, it would be interesting to see **how HS2 would create a positive environment for work** that can accommodate persons that might have other responsibilities”

Male, 41-50, Business

“Personas are a good idea for staff, however they would have to be slightly more in depth than customer personas. The layout and format should stay the same, these are **helpful, easy to read and aesthetically pleasing.**”

Male, 18-23, Leisure

“I think that the **staff personas should go into as much depth** as the customer personas”

Female, 18-23, Business

“I like the **diverse range of personas and needs** of the customers”

Male, 18-23, Commuter

# Customer personas and journeys

Community members were delighted at the flexible and seamless experience that seemed to be available to each of the different customer personas. They were keen to see the same focus and attention to detail given to the staff personas.

- The Community recognised the crucial role of technology in delivering the personalised customer journeys
  - They were impressed with the potential for technology to be so impactful on the customer experience
  - They emphasised the need for contingency plans in the event of technology failure, and the value and importance of retaining quality human interaction.

“These are so amazing, I was shocked looking at how fabulous they all sound! I especially like how you can subscribe to HS2 and receive digital updates and when you have an appointment the device can already recommend a train that would be best for you.”

Community member with autism

“There are things that have clearly been thought out carefully in all of the journeys that highlight the technology and various customer centric options that HS2 hope to deliver”

Male, 31-40, Commuter

“To be honest all the stories sound good and seem to be really utilising technology for positives but still understanding human contact is needed from time to time”

Male, 24-30, Commuter

“All the tech capabilities of HS2 really appeal to me as they make a real difference rather than being gimmicky for the sake of it”

Male, 51-60, Business

# Customer personas

## SYBILLE'S JOURNEY



### Sybille can bend time

Sybille's Travel Allowance lets her make the most of every day. When she arrives sooner than expected she is able to get an earlier service and her plans are updated automatically. She can be productive on the train and take some time to respond with clients, confident that the on-board connection will allow her to do this. Later on, she chooses a later train for a more relaxing journey and freshens up at the station before heading home.

"I like the fact it has given her the option to check her bicycle beforehand so the staff are aware of the item. I like the digital assistant being connected to her calendar. This is a great time saver. **I also really like the idea of the hearable & wearable for a seamless journey throughout!** Being able to chop and change trains is nice dependent on when you get there. Though I can see this being abused by late comers, there does need to be a disincentive for people that constantly switch. The idea of the assistant being involved in every part of your life is great but also quite a scary concept. I would personally use it due to the fact I love that type of tech but it does give me iRobot fears!"

Male, 18-23, Leisure

"I like Sybille's persona as I can really identify with a lot of her thoughts. **Life is always hectic, both business and personal, so snatching a few productive minutes here and there gives me a good feeling too.** I think what comes out of the description is that planning can paradoxically mean changing plans as the day progresses, to get later or earlier trains."

Male, 51-60, Business

"To some extent I love the total planning, organisation, almost the total control over her journey including assistance with her bike. **It's interesting to see how flexible and simple a journey could possibly be, but I wonder at what cost** for the level of organisation, control, flexibility and perfection?"

Female, 61-70, Leisure



# Customer personas

## ASHAF'S JOURNEY



### Ashaf can mould the world around him

When Ashaf travels to the gaming convention with HS2 he finds everything is set up perfectly for a gamer. He can use the digital tools he values so much to preconfigure his journey, he's sat near other gamers and even the food is perfect for him, so that by the time he arrives he's in great shape to win. And when he's tired at the end of the day there's a friendly face to help him back onboard.

"Ashaf's journey is quite complex and manages to bring in a huge amount of **exciting and interesting innovations that could totally revolutionise the rail industry**. Something simple like the bundle pass where the organisers of an event sort tickets for the train too is kind of like a package holiday... and it's fab. I love it. It's so simple yet could **make an event feel more complete and joined up**. The community part of this really hit home for me, I love this idea - that **like minded people can be brought together by transport** - we tend to ignore one another on public transport, but it would be lovely to have the option to comfortably talk to people without feeling like an over-friendly weirdo."

Male, 31-40, Commuter

"I like Ashaf's journey and story, it's a very typical scenario and **the level of support and care is perfect for this individual**. I believe that the way forward is to ensure the service can very easily be used by everyone whatever their age, disability or purpose of journey."

Female, 61-70, Leisure

"I like the fact he is introduced to HS2 via a bundle deal with the convention he is going to. **Brands don't collaborate enough when it comes to travel** in my experience. This is a great concept."

Male, 18-23, Leisure



# Customer personas

## ANDREA'S JOURNEY



### Andrea can travel invisibly

With HS2, Andrea is able to travel without anyone noticing her. She is able to plan and buy train travel without giving any personal details. Onboard she sits apart from other customers, in a quiet space. This means she is not disturbed by others, can relax and focus in advance of her big day.

"I like the idea of being given **the opportunity to have a high level of privacy**. I also like the idea of a dog being both considered and accommodated."

Female, 71+, Leisure

"**Autism and other issues are not really thought of with public transport and this can be very limiting for potential customers** and maybe a new market for a company that can help with this. A lot can be done for people like Andrea and it is interesting that this is being thought of at this stage. Trains and stations can be very intimidating places for such as Andrea and this can limit their life choices. I think it does rely on other customers doing the right thing and in a cynical fast-paced digital world, I have my doubts. I hope you are right and I am wrong."

Male, 51-60, Business

"Andrea's persona sticks out as it's just as **important to consider people who are weary about sharing information** as it is to consider all the ways to use the latest technology available"

Female, 31-40, Commuter

"The persona who **likes to be invisible**, I am somewhat that kind of traveller and I like that you can be discreet as well"

Community member with autism

# Customer personas

## MARINA'S JOURNEY



### Marina can make the country smaller

For Marina, travelling to see her grandmother is fun, and for her parents, it's easy and effective to organise really great days out. They can pre-book together a whole day's activities including a picnic, a museum visit and all the transport they need in one place. Even when parts of the journey are disrupted, they can easily flex and change their bookings to make sure they are not left stranded.

"Marina's journey is the best sounding family trip ever. Maybe not what they do, but what happens, **what goes wrong and how smoothly it's sorted**. Being able to change the timings for the train and having a taxi waiting, etc... it's just perfect. I can't tell you the amount of stress that's caused trying to sort out the kids so we can get out on time, get to the station or airport early, and then getting there and sitting around for an hour 'because it's better to be early'. This journey just brushed over all that and **has totally taken away the stressful element of travel with a family.**"

Male, 31-40, Commuter

"I like the idea of being able to **purchase 'extras'** e.g. picnic hamper. This is not something I would do often, but I can imagine doing it if myself and my partner were going somewhere, and it was his birthday or an anniversary and I wanted it to be more of a surprise, or to save the hassle of us lugging it around."

Female, 24-30, Business

"I love the idea that an entire journey and events around the journey could be pre-planned. If relevant purchases were available, a lot of time and effort would be saved and **the person undertaking the journey would have their needs met without needing to make much effort at all.**"

Female, 71+, Leisure

# Customer personas

## LUKE, PETER & MARTIN'S JOURNEY



**Luke Peter & Martin can make money on the move**

Luke, Peter, and Martin are three developers trying to raise funding for their start-up. They are visiting the UK and are taking in the sights around the UK and using their co-working community membership to work remotely when they can.

“I like the idea of group reservations. I often find it frustrating that I only want to pay for my own ticket, but I equally want to sit next to a friend or family member, and **the current system seems not to make this possible**. The autonomous trolley seems very smart and it will save their arms/preserve their energy. I would have worries about the safety of my luggage and the ability of the trolley to follow me (e.g. if I went to the toilet etc). Again, **the journey seems easy and seamless, and I like that feedback is requested immediately**, which can go into continuing development and improvement.”

Female, 24-30, Business

“**Multiple booking is a great idea** and to be able to configure seating with charging is an added bonus. **The autonomous trolley worries me** as if it's not actually attached to the passenger I worry about the security aspects and any issues where collisions may occur”

Female, 51-60, Business

“Having the ability to make reservations with people you want to sit with would be excellent. **I like the idea that booking train tickets is becoming more like booking an air fare**. Although would the cost when booking with all these extras make the price silly? I.e. would booking a seat next to someone you know be included or would HS2 charge extra like they do on many airlines?”

Female, 31-40, Commuter

# Customer personas

## SARAH'S JOURNEY



### Sarah can be lucky

When Sarah decides at the last minute to get a train to Glasgow to surprise her boyfriend she's OK with paying a premium for her experience. The important thing is that she was able to be with him, and that having spent the money she is able to get the most out of her journey, arriving feeling her best.

"Hearable guide - great approach. More widely available than just sight impaired? Makes me think - how are refreshments and food promoted? Relevant notifications in some way linked to individual passengers? Certainly with the technology available, it would lend itself to the ever more detailed explanations of food calories, contents etc. **If every impairment is as well catered for, HS2 will be uniquely inclusive.**"

Male, 61-70, Commuter

"I really like the way that **technology helps Sarah (who has an issue with her sight) travel on HS2.** This is both for guidance to the station, at the station and on the train. **Such assistance will be a huge bonus to people in a similar position.** It is good that Sarah was able to purchase a ticket with a guaranteed seat at short notice. This was, however, at a "Premium Price" and it is to be hoped that such a price will not be excessive."

Male, 61-70, Leisure

"Sarah's journey seemed quite **extravagant when she bought a spare seat.** I was wondering, does the spare seat get credit for the train being late too?"

Male, 41-50, Business

"I think Sarah might be able to **benefit from the pre-paid tickets** that Andrea used as part of her journey. This way she doesn't have to pay a premium given that she travels to Glasgow frequently enough (every few weeks)."

Female, 18-23, Business



# Customer personas

## YVONNE'S JOURNEY



### Within the station, Yvonne can control others

Yvonne knows how to get the station environment to work best for her. She's enabled her technology and permissions to make the most of what is on offer, gliding through the spaces with ease and confidence. Whether she is volunteering, meeting family or sorting out the practicalities of life she's at her most effective when within the station.

"The thing that struck me here was that the **users can tailor just how much interaction they want**. Some users don't like to be mollycoddled, and some feel they don't get enough attention. **The examples here seem to balance this while recognising that there will always be a finite number of staff available to help passengers.**"

Male, 51-60, Business

"I'm undecided on the track facility as it would make me nervous that someone is tracking my every move but **for meeting and greeting family or friends I think this could prove very useful indeed**. The idea of shopping on the go is good and knowing your delivery will be waiting or soon to be delivered once you arrive is an excellent idea. Take the stress of missed deliveries out of the equation."

Female, 41-50, Commuter

"Although I don't think I would personally like to use the track facility and it would feel a little like a 'Big Brother is watching you' scenario, **for meet and greet and family I think this could be very useful**. I like the idea of shopping while you're waiting and having delivered home at your own time setting, this would have to link in with delays for trains as they may arrive before you do, but great idea for the busy."

Female, 51-60, Business

# Staff personas and journeys

Having seen the customer personas and journeys, the Community saw great value in HS2 creating the same for staff and they outlined the different aspects they considered to be most important to include

“They should be able to work in an environment where they feel safe and supported and a zero tolerance approach should be made for those causing harm to them or fellow passengers ”

Female, 41-50, Commuter

“All employees should have access to good quality clean restrooms and workspaces should be conducive to facilitating their ability to perform their agreed functions”

Female, 71+, Leisure

“Staff could be alerted prior to work regarding where to meet, or let them know a hot drink is awaiting them on their arrival. The staff should have a nice room for their lunch break.”

Female, 24-30, Business

- Community members placed a lot of emphasis on how impactful good working conditions and happy staff are on the delivery of great customer service
- They wanted to see how the basics would be met as a starting point for the journeys.

“If HS2 was going to create personas and journeys for staff, it’s crucial that it addresses the benefits working for HS2 offers them, perhaps including their needs e.g. child care responsibilities and how the culture of HS2 ensures these are met. By addressing staff needs this will act to improve staff wellbeing and ultimately the level of service provided to customers. All the basics need to be considered in the staff journey (access to basic facilities etc.), as without the basics, the journey will be ineffective.”

Male, 18-23, Commuter

# Staff personas and journeys

Recognising that technology features heavily in the customer journeys, Community members thought that the staff journeys should cover the many touchpoints that will require employees to use technology in their daily role

- They commented that the pre-journey stage could address employment screening to ensure that staff have the necessary skills to interact with technology or if not, a willingness to learn how to use it
- They wanted the benefits of using technology to be as clear in the staff journeys as they were in the customer journeys
- They also stated that they wished to see evidence of contingency plans within the staff journeys to address instances when technology failed.

“Look to recruit people with good technology skills. This is going to be key in customers not getting frustrated with staff members if their audible device is not syncing up with the station’s Wi-Fi for example”

Male, 31-40, Business

“There are things that have clearly been thought out carefully in all of the journeys that highlight the technology and various customer centric options that HS2 hope to deliver - it would be great if the staff journeys do this too - from a point of view that shows the benefits of HS2 travel to both the customer and the staff member”

Male, 31-40, Commuter

“What happens if there is a temporary breakdown in the technology due maybe to a power failure or some other unexpected happening? Would there be enough staff always available to cover that possibility?”

Female, 71+, Leisure



# Staff personas and journeys

Community members wanted the personas to represent the diverse needs that different staff members could have – which they felt the customer personas did so well – and demonstrate how flexible working could be incorporated into the staff journeys

“I would expect, for a company that allows such flexibility to customers, to allow employees flexible schedules and perhaps provide childcare or where appropriate the choice to work from home in certain roles”

Male, 41-50, Business

“I think you would need to consider staff with diverse needs (e.g. health, and religious needs e.g. prayer rooms), and also staff with caring responsibilities (e.g. children and family members)”

Female, 24-30, Business

“I think that the staff personas should go into as much depth as the customer personas. For example considering the accessibility, religious and other needs of staff. What would it be like to Muslim staff who celebrate Ramadan, their month of fasting, to work at night?”

Female, 18-23, Business

“They could potentially be given the option to do overtime on their shift if they wish dependent on customer levels. Have their home journeys pre-booked for them for when they finish work. Alerted when more staff presence is needed & where.”

Male, 18-23, Leisure

“As for the staff, I know flexi times are good for some people but not for others, so all staff would have hours that are suited to their needs”

Female, 51-60, Commuter

# Staff personas and journeys

The Community recognised that some of the most appealing sections of the customer journeys were where they received a personalised experience. They wanted the staff journeys to focus on how this level of service would be delivered.

- Many highlighted the importance of regular training to ensure a high level of skills across the workforce
  - Added benefit of introducing variety alongside routine tasks
- They felt it would be useful for the staff personas to be portrayed in a host of different scenarios
- Whilst they wanted to see evidence that training equipped staff with the skills required to deal with various different challenges they may face daily, they also wanted to see what services would be in place for staff in case they needed advice or support whilst 'on the job'.

"With all these extra requirements, staff would need to be flexible and trained to a standard where they can deal with the different types of people with their specific needs"

Female, 31-40, Commuter

"The different personas in a calm, controlled environment and one where the station and/or train is packed, possibly due to disruption or weather problems. The staff will need to behave differently in each situation. Calming down a lot of stressed passengers is not something I envy, but sometimes it has to be faced."

Male, 51-60, Business

"Staff should have access to advice to give reassurance that they are doing their job to the best of their abilities. If staff are confident in their jobs, this will show in their approach to passengers and therefore create a peaceful and relaxed journey all round."

Female, 51-60, Leisure

# Staff personas and journeys

In order to deliver superior customer service, the Community acknowledged the importance of a positive workplace culture. They suggested examples of how to weave this into the staff journeys to ensure this is in-built from the start.

- They stated that the personas should demonstrate how staff are to be kept fully engaged:
  - Regular team meetings: useful at the start of shifts so the team knows what is expected of them
  - An opportunity to debrief at the end of shifts and share lessons learnt
- Many wanted to see where any employee benefits would interact with points on the journey e.g. discounted refreshments, relaxing space for breaks, assistance with commute to/from work.

“Senior Managers - really put the work in with staff to connect with them from day one. Getting a Senior Ops manager to cover the odd break shows the staff member they know how to do the job too and they are all the same team.”

Male, 31-40, Business

“Staff should feel valued and receive perks related to their job e.g. free train travel and the option of a discount on food and drink. Also on a bigger scale potentially a share in the profits to make them feel that this is more than a job and that they are truly part of the organisation.”

Female, 41-50, Commuter

“Amongst all the automated aspects of HS2, there needs to be space for staff to be human, to rest and take their time”

Male, 24-30, Leisure

“I’d like to see it being a great place to work, where one feels appreciated and more than part of a machine. When a customer is helped, that they feel they’ve done a good job and are proud to be working there.”

Male, 31-40, Commuter

# Summary

Community members were delighted at the flexible and seamless experience that seemed to be available to each of the different customer personas. They were keen to see the same focus and attention to detail given to the staff personas.

- Many were able to review customer personas that they hadn't seen at the last Customer Community workshop and were pleased with the range of requirements of prospective passengers that were addressed
- Thinking about staff personas and journeys, they stated that they should include the same high level of detail, exploring the many different scenarios employees may face in the future and how to deal with them
- They felt that the same approach to flexibility and personalisation of experience should be afforded to employees to meet the needs of individuals and to maintain a healthy culture
- They speculated that the demands on staff could be greater than they are today due to the promise of an elevated customer experience, therefore they wanted to see the journeys reflect how elements like technology and training would support employees in their every day roles.