



## Case Study - South West Trains

### Engaging the organisation in Revenue Protection

Having successfully retained its franchise in 2007, South West Trains was faced with the challenge of significantly increasing its revenue to respond to the franchise's new funding structure.

South West Trains recognised that they could generate much more revenue by ensuring that every single customer purchased a valid ticket before they travelled. Part of their challenge was to focus employees on the need to be more consistent in the way that they dealt with customers who did not have a valid ticket.

HarknessKennett helped to develop an internal communications strategy to support the new Revenue Protection drive. The internal communications approach was to run in conjunction with an external marketing strategy to reinforce messages to customers about the need to have a valid ticket when travelling.

The first step was to work with senior leaders from each area of the business in order to develop a summary of key messages for staff about their Revenue Protection role. These messages were then tailored to meet the specific needs of the different audiences in the business; Guards, Station staff, Revenue Protection officers, and were then fed into their regular briefing sessions.

The briefing sessions were designed to be informing and interactive so that employees' issues and concerns about dealing with ticketless passengers could be heard and openly discussed. Employees were also provided with simple tips and reminders to take away to help them when talking to customers about the need to have a valid ticket.

*"We knew that some employees had real concerns about their role in dealing with ticketless passengers. HarknessKennett really helped us to hone the content and tone of our messages to employees to help them feel much more confident about how to deal with ticketless customers."*

Madi Fisher  
Employee Communications Manager,  
South West Trains