HOW TO MEET THE NEEDS OF TRAIN PASSENGERS?
A SUCCESSFUL CUSTOMER SEGMENTATION MODEL FOR PUBLIC TRANSPORT

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SUMMARY

For railways companies, customers' needs should be the starting point of the provision of services. To this end, Dutch Railways uses a segmentation model which affords a greater insight into the psychographic **needs of train passengers**. By revealing the needs of different types of people and the size of the different segments, this segmentation model allows us to check whether the current provision of services meets the customers' requirements. By understanding these needs, also new, as yet unfulfilled services can be developed. The segmentation model has been used to transform the provision of services both in the trains and on the stations, as well as to train employees so that they can cope better with the varying needs of customers. This way, train passengers will have a greater appreciation of the total train journey.

INTRODUCTION

Most railway companies have a wealth of quantitative target group information at their disposal. With that data they can segment groups of passengers on:

- 'hard' general characteristics: especially socio-demographic characteristics, such as age, stage of life and social class.
- 'hard' domain-specific characteristics: travel frequency, ticket usage, business/private purpose of travel, etc.

However, these characteristics do not always elucidate the behavior of train passengers, nor do they offer sufficient insight into their wishes and needs during their journey and stay.

There are, therefore, more than just 'hard' criteria. Something important is still lacking: the soft characteristics, i.e., the person/the psychology behind the figures. It is this element that must be added to our understanding of target groups.

This awareness entailed our having to develop and broaden the current understanding of target groups further on the basis of passengers' intrinsic motives, needs, motivations and values.

The objectives of the new understanding of target groups are:

- Primary: the attunement of existing and novel products and services as optimally as possible to the wishes and needs of the train passengers' market.
- Secondary: an effective and efficient communicative approach of segmented target groups through the correct choice of communication channels, message content and tone-of-voice.

With the objective of increasing passengers' links to the train and intensifying current use, Dutch Railways started to look for an unambiguous segmentation instrument that:

- was demand- rather than supply-based, i.e., that emanates from the passenger him-/herself and not from the current supply of Dutch Railways.

- was domain-specific, i.e., that it addresses the relationship that the passenger has with Dutch Railways.
- underlines the 'soft' characteristics, i.e., besides the functional needs also gives insight into the social identity and emotional requirements per segment.
- can combine the current types of segmentation.
- can be used for Customer Relation Management.

Ultimately the choice was made for the Needscope research that was conducted by TNS NIPO. This research comprised a qualitative and a quantitative part. The qualitative research yielded four segments for the journey process and two more for the stay process. This simultaneously afforded an insight into the positioning of the current supply of products and services. Figure 1 shows the place occupied by the Needscope research in the segmentation requirements.

Needscope segmentation

	General segmentation	Domain-specific segmentation
Hard characteristics	Socio-demographic, geographical	Train journey motive Train journey behavior Train ticket usage
Soft characteristics	Psychographic: (psychological description of person and his/her life)	Motivational, intrinsic motives Needscope

Figure 1   Position Needscope

2   WHAT DOES NEEDSCOPE MEAN?

2.1   Reveals hidden needs

The world's strongest brands share one common characteristic: they all have an excellent relationship with their customers, a relationship that is based on passion, involvement, that is durable and held in high esteem. Loyal brand followers will not contemplate switching brands, not even when the competitor offers the same products or services. The reason for this would seem simple: these top brands satisfy all of their customers' needs. But this simplicity is only superficial: many needs are hidden and so complex that even consumers are not always aware of them. NeedScope is a unique instrument in that it helps to reveal these hidden needs and underlying motivations. The instrument was developed in New Zealand on the basis of Jung's Archetypes (1959) and has meanwhile been applied in several hundred companies, particularly in the fast moving consumer goods industry. The model and the photo sets (see later) required for the research have been extensively validated (Wilson & Calder, 2006).

Consumers' needs can be distinguished in three categories (see figure 2). The most accessible category accounts for the *functional needs,* such as safety, speed and ease. These needs are rational and are - or are not - fulfilled by the product characteristics of a brand.

Somewhat more difficult to interpret are the *social identity needs*. Every human being wants to belong to a certain group and to identify with it. Brands play an important role here; they are often a manifestation of the social group to which one belongs or wishes to belong (for example, a brand for the young, the wealthy or the trend followers; am I someone who wishes to be associated with the train?).

The core of all consumer behavior is formed, however, by *emotional needs,* such as the need for safety or the need for control. This core corresponds with

the symbolic meaning of brands, and it is these deep-rooted yet fundamental needs which are difficult to fathom.

NeedScope provides access to these three layers and determines for each level the degree to which a brand does or does not meet the needs.
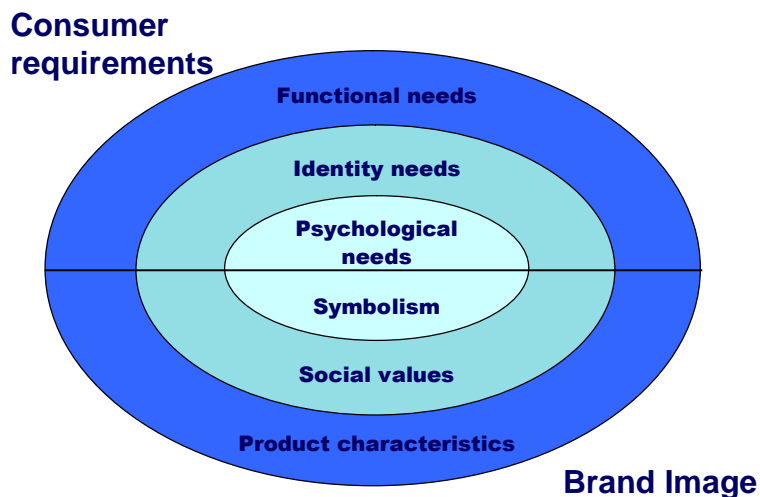

Figure 2   Layered subdivision of needs

2.2   Every need mapped

Of course the three layers of needs can differ from one another quite considerably. These needs can be projected into a so-called "need space". On the basis of two axes this space can be divided into the dimensions *individual versus collective* and *active versus passive* (Jung, 1959). With a further subdivision of this need space, we find "six archetypes" which represent the six "need states", see figure 3. The "need states" can be seen as a kind of basic need to use products or services. These needs can differ per person: whereas one might drink coffee to stay awake, the other might do so purely for sociability's sake.

Needscope provides insight into the location of gaps in the market and in which segments of the market the market share can be increased. The instrument

also uncovers the weak spots of the service and shows which brand values require to be communicated more emphatically.

For Dutch Railways' segmentation research, the Needscope model was made domain-specific. That is to say: the target group consists solely of train passengers.
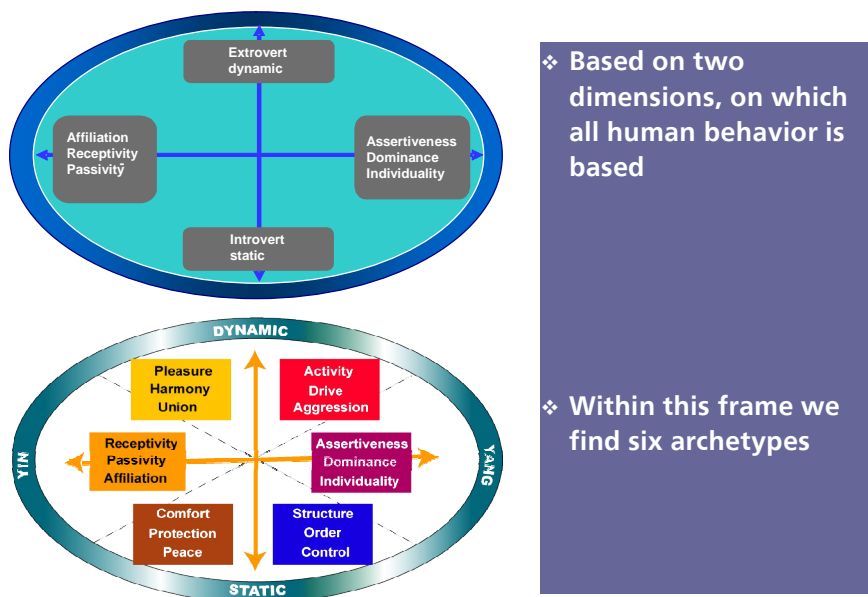
NeedScope: a model of archetypes

Based on two dimensions, on which all human behavior is based

Within this frame we find six archetypes

Figure 3   The different "need states"

3   METHOD

3.1   Qualitative and quantitative phase

As already mentioned in the introduction, the research consisted of two phases: a qualitative and a quantitative phase. The basis of each Needscope project is formed by intensive qualitative interviews in order to identify the relevant needs in a specific domain, in this case: the train journey. With the aid of a projective technique, validated photo sets - which represent the various types (N = 28) -, more than sixty needs of train passengers were distinguished (Van Hagen, de Gier and Visser, 2005). In these interviews we identified a difference between

the needs with regard to the "travel process" and those with regard to how time was spent, i.e., during the wait at the station or whilst on the train. By travel process we mean every action passengers perform, from door-to-door, such as: preparing for the journey, arriving at the station, buying a ticket, walking to - and finding - the platform, getting on and off the train, arriving at one's destination, and traveling to one's final destination. To this end, we traced four need segments. We moreover found two other segments that particularly manifest themselves during a stay: the length of stay during which passengers do not need to perform any action, such as during their wait for the train or whilst they are on it.

After the qualitative research came the quantitative research which was intended to determine the size of the segments. This quantitative study was conducted online among train passengers (N = 2005) who had said they would participate in Dutch Railways' Internet research. Also included in this research were photo collages that had been "enriched" with the needs mapped earlier in the qualitative phase (Visser, 2005).

3.2   Two dimensions and basic needs

As we have seen, the Needscope model consists of two axes: extrovert-introvert and social-individual. At the top of the model (extrovert) we find the passengers who see and experience the train journey especially as a means to reach their destination. They make a conscious decision to take the train. At the bottom of the model (introvert) we see the passengers who regard the train journey as a necessary evil. They have no reasonable alternatives at hand. On the right-hand side of the model (individual) are the passengers who turn the train journey into something individual. During the journey they are not occupied with their surroundings but solely with fulfilling a personal, individual goal. On the left-hand side of the model (social) we see the passengers who regard the train journey as a social meeting place. These are passengers who are active in their contacts with others and who are oriented towards their surroundings. This has been visualized in figure 4.

The intention of the train journey

.. To reach own destination..
Spontaneous interaction / relaxed/ impulsive

.. As a social meeting place..
Active interaction / social / outward oriëntation

Quiet, no surprises Customer friendly Clean, Certainty,Fast Safe, Reliable

.. As a moment for individual pursuits..
Passive interaction / individual / ego-minded

.. As a necessary evil..
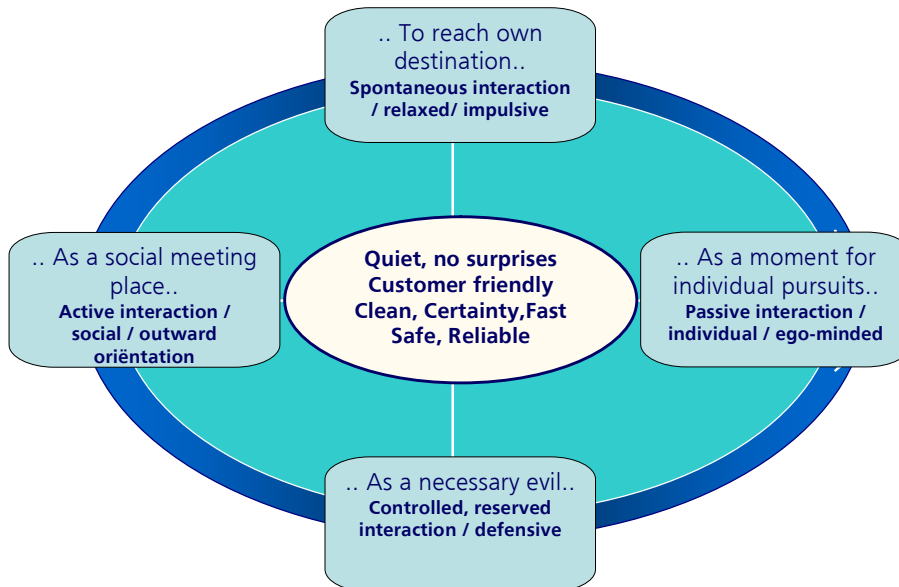**Controlled, reserved interaction / defensive**

Figure 4   Frame of reference: what it means to the train passenger

In the middle of the model are the generic needs. After all, everyone wants:

- *Reliability:* e.g., trains running on time, and expectations fulfilled.
- *Speed:* e.g., arriving at one's destination asap, not having to wait for long, and quick train connections.
- *Safety:* arriving safely at one's destination, not being accosted, not seeing homeless people, etc.
- *Cleanliness:* both station and train look clean (affords a greater sense of security).
- *Customer friendliness:* problem solving attitude, and being spoken to politely.
- *Certainty:* e.g., knowing where one stands (but the way in which this must be addressed differs per segment).

- *Quiet:* no one wants to be stressed or hurried, however busy a station or train is often regarded. What one person might find fine and acceptable might for another be quite negative.
- Furthermore, no one wishes to be unpleasantly surprised.

Hence the domain places the undertaking of a train journey in a rather controlled, introvert and relatively negative dimension.

4.   WHICH SEGMENTS?

This study yielded six different need segments, each represented by a type of passenger: the explorer, the individualist, the functional planner, the certainty seeker, the socializer and the convenience seeker. The needs of the individualist and the socializer will be demonstrated especially while passengers are staying at the station or in a train. Figure 5 illustrates the most important needs and group size of each type of passenger. Please note that the size applies to the segments of train passengers in the Netherlands; it might well be that in other countries and under different circumstances, other types might be found, and/or that the size of the segments is different. Besides addressing the more hidden needs, our quantitative research also focused on hard background characteristics, such as travel motive, travel frequency, gender and age, so that a link could be made between the Needscope segmentation and other, already existing forms of segmentation.
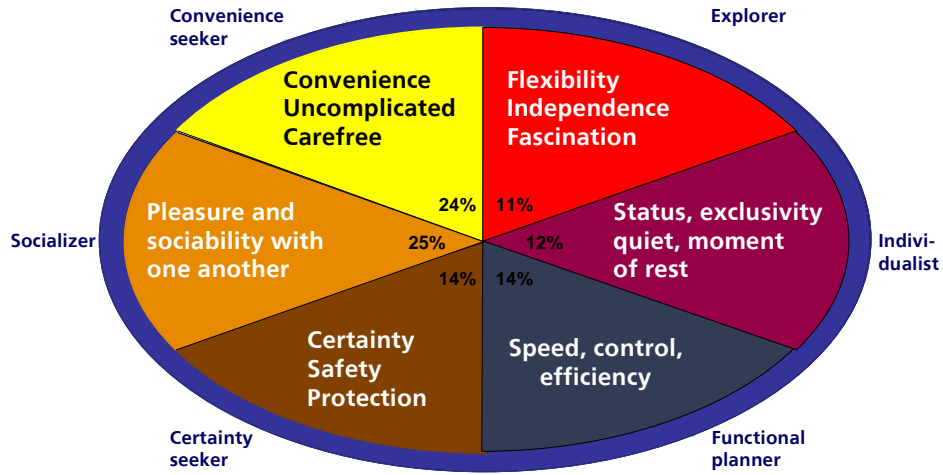
What are the basic needs?

Figure 5   Need segments of train passengers

5.   IN THEIR OWN WORDS

In order to be able to truly fathom the various types, we will now let them speak for themselves. From their accounts of what they find important during their journey, it immediately becomes clear why certain needs are so relevant to them.

5.1   The explorer

The Explorer

TYPE
Independent, flexible, trendy, but also professional. Young(er), well-educated, employed.

TRAVEL BEHAVIOR
Often uses the train (business or pleasure). Often travels during peak hours. Travels 2nd class. Likes to work on the train.

PREPARATION FOR THE JOURNEY
Prepares just before leaving, or not at all, and uses website, pds or sms to retrieve travel information.

DUTCH RAILWAYS EMPLOYEES
Professional, keep a distance, present when needed.

"For me, the trip is a challenge; you meet so many different and fascinating people. I see train rides as an inexhaustible source of inspiration and I enjoy observing my fellow passengers. I also allow my thoughts to run wild while I gaze out of the window. I often imagine that I am on the Orient Express.

During the journey, I never worry about anything. I travel impulsively. I don't care for making plans or hunting for information. New experiences and adventures far outweigh any possible dangers, delays, poor quality lines or filthy toilets that I may encounter. It's simply part and parcel of riding the train. Like anyone, I hate waiting, but I always ensure that my time in the station or on the train is as enjoyable as possible.

I love new experiences and am mad about innovative services. I find the traditional informational facilities far too rigid and boring. I love flexibility. I enjoy different kinds of train compartments and the opportunity to reserve a seat. The staff is often jovial, friendly and funny.

I love the hectic and diverse nature of the station. It is a fascinating spectacle, and there is so much to see. I want to be able to walk around and enjoy the diverse selection of shops and goods. I love stations with a modern and imposing aura. The business lounge is a beautiful example of modern, high-class style. I also love the abundance of different shops and I like to eat in trendy, cutting-edge restaurants. During my journey and at the station, I like to be triggered and challenged, to become re-energized. "

5.2   The Individualist

The Individualist

TYPE
Self-confident, professional, status-minded. Older, often no longer employed.

TRAVEL BEHAVIOR
Two-thirds travels for pleasure, one-third for business or commutes. Prefers 1st class. Likes to read or work on the train.

PREPARATION FOR THE JOURNEY
Plans journey ahead and always has travel information on hand.

DUTCH RAILWAYS EMPLOYEES
Competent, polite, well-mannered and respectful.

"I regard a train journey as a moment to find myself, although I do usually keep myself occupied. I often work, read a book or listen to music while on the train. I don't like to be disturbed as I want to be able to concentrate. I prefer a quiet train and get annoyed with hustle and bustle, so I choose my seat very carefully, paying attention to what type of people are sitting around me. I prefer my own compartment or an individual

seat. I love comfort and luxury and like to see it in the station or on the train, and I am prepared to pay for the privilege.

There has to be a clear distinction between first and second class. Comfortable and stylish seats, a complementary newspaper, a personal reading light, a pull-out table, a foot rest, and a window to myself which I can open and close without disturbing anyone, all making the train journey extra comfortable.

I expect polite and competent serving staff, who notice it when I require service even before I have said anything. I also expect the conductor to look me in the eye when he hands me back my ticket.

The environment must have a chic and exclusive atmosphere. The station should be clean, spacious and open. I appreciate quality architecture and facilities for working, reading and making calls.

I don't come to the station to shop. Most shops at the station don't interest me, they're just not exclusive enough. Exceptions to this are the sushi and champagne bars, where I do like to spend a quiet moment. I would also like to see a quiet area at the station for meetings or for accessing the Internet."

5.3   The Functional Planner

The Functional planner

TYPE
Organized, quiet, goal-oriented. Everything under control! Young(er), employed.

TRAVEL BEHAVIOR
Travels primarily for work or business purposes. Usually 2nd class, but more often than average 1st class. Works on the train or consults with colleagues.

PREPARATION FOR THE JOURNEY
Knows how it works, so little preparation. At the most checks at work the actual train times home.

DUTCH RAILWAYS EMPLOYEES
Competent, polite, professional and quick.

"For me, a train journey is not an experience. It is purely functional and nothing more. My aim is to get from A to B as fast as I possibly can. I know exactly what I want, and everything must go according to plan whenever possible. I require certainty and I plan my journeys thoroughly. Furthermore, I use all forms of information facilities, the more the merrier, as I like to be able to check details for myself and not be dependent on the whims of the railway company. I prefer to be safe than sorry and often prefer to take an earlier train than planned so as to avoid unexpected delays that may result in my arriving late at my destination. If I have a question, I expect the staff to be quick, professional and reliable. In short, I really value a fast, smooth, streamlined and efficient process, with clear and up-to-date information.

I expect the station to have a convenient layout with clear signposting. For me, a station is not a place to relax or shop, it is simply a place to wait for a train, preferably for as short a time as possible. If there is a delay, I simply stay on the platform and never wander around to pass the time, as this may cause me to miss the train. Also, I have little interest in shops or other ways of passing the time at the station. Simple, basic facilities, such as limited catering and a couple of shops, are enough for me. I usually organize all of the things I require for the journey before I set out."

5.4   The Certainty Seeker

The Certainty seeker

TYPE
Friendly, open, patient, sociable and involved. Many women, all ages.

TRAVEL BEHAVIOR
Primarily for pleasure (although a smaller number commutes). Always 2nd class. Reads on the train or looks out the window.

PREPARATION FOR THE JOURNEY
Plans carefully and well in advance. Always has travel information on hand and keeps seeking confirmation, preferably from the staff.

DUTCH RAILWAYS EMPLOYEES
Well-mannered, helpful and polite.

"I don't particularly crave speed and efficiency when traveling, as long as the journey is safe and secure. I want to feel comfortable, care-free, relaxed, secure and valued. I want other passengers to see me as a friendly, sociable and open person.

I sometimes worry that I am mistaken and have to ask people if I'm in the right place/on the right train etc. I want certainty regarding when I will arrive and where I need to be, and therefore need clear and easy-to-understand information facilities. I often arrive at the station at least half an hour early in order to have enough time to make all the necessary arrangements and ask what to do should this or that happen. I need personal reassurance, and prefer to ask all questions one extra time, just to be sure, than to simply relax with the information that I have. I need constant confirmation that I am going the right way.

I want to be able to consult information sources at many places in the station, and there must be sufficient, easy-to-recognize and helpful staff whom I can ask for information. The station must be clean and safe. Furthermore, I expect the signposting to be clear, and that up-to-date information is available to me. I prefer a well-lit station with an open atmosphere and a good view of the trains, and I greatly appreciate quiet seating areas, where I can withdraw from the masses whilst still being able to maintain

an overview of the situation. Homeless people, fare-dodgers and pickpockets make me feel unsafe at the station, dirty toilets and litter give me an unpleasant feeling, and I feel somewhat lost when in the midst of the masses. I don't require entertainment or distraction, and prefer to stay as close as possible to where my train will leave."

5.5   The socializer

The Socializer

TYPE
Cheerful, friendly, positive, spontaneous. Open to contact. Many women, all ages.

TRAVEL BEHAVIOR
Visits family/friends or shops. Travels outside of peak hours. When on the train looks either out the window or around or amuses him-/herself with fellow passengers.

PREPARATION FOR THE JOURNEY
Plans the trip well in advance. Welcomes any tips or advice. Always has travel information on hand.

DUTCH RAILWAYS EMPLOYEES
Helpful, visible, sociable, protective.

"I see the train ride as an enjoyable part of my outing, and I like to let other passengers see that I am enjoying the ride. The surroundings and particularly the people appeal to me greatly; I enjoy meeting and talking to them, and I quickly feel at home on the train and one with the surroundings, which is very important to me. I really enjoy being surrounded by fellow passengers and partners in travel, and never worry when things go wrong; it encourages a sense of brotherhood amongst the passengers which I find rather pleasant.

I like conductors who are nice, friendly and sociable. I don't pay too much attention at all to the process of the journey, and I often find myself remarking to my fellow passengers: "Oh, are we there already?"

At the station, I like to feel at ease. To sit somewhere pleasant, where I can see and/or talk to others around me. I like getting something to eat or drink at the station, or going

shopping. I also enjoy simply wandering around and browsing. For me, the station should be inviting and have a human character, with pleasant, sociable areas, lively music, happy colors and fresh smells.

I expect sufficient information facilities. The catering facilities and shops should be homely, pleasant, easily accessible, and offer a good price-quality ratio. There must also be enough seating facilities available. I particularly enjoy smaller, older stations, which have a great aura of nostalgia. This gives you a feeling of 'returning to the good old days', and a very agreeable sense of togetherness."

5.6   The Convenience Seeker

The Convenience seeker

TYPE
Carefree, relaxed, easy-going, spontaneous, positive. Both quite a lot of younger and older people (60+).

TRAVEL BEHAVIOR
Travels to school or uses the train for vacation or trip. Listens to music, makes phone calls or amuses him-/herself with fellow passengers.

PREPARATION FOR THE JOURNEY
Plans just before or even during the journey. Likes to have information presented to him/her. As said: easy-going.

DUTCH RAILWAYS EMPLOYEES
Fully informed, entertaining, humorous, sociable, happy.

"For me, the aspect of convenience is the most important factor in choosing to travel by train. Being able to go swiftly from city center to city center is extremely helpful. It's much better than the car, as when driving, the city centers are barely accessible.

I never want to have to worry about anything, and acquiring the information should not require great effort on my part. I am not a natural planner, and do everything at the last possible moment. I prefer to be able to arrange everything with one touch of a button. A public transport smart card is ideal for me, while the possibilities of buying tickets via the Internet or buying a train ticket in the taxi, are the stuff of my dreams.

I simply need every possible element that will make my journey simpler. In the event of a delay, for example, I want there to be a button somewhere on the platform which I can press to get the information I need. I mostly go to the station unprepared, and just see what time the train arrives when I get there. Sometimes I know from prior usage what time the train leaves, but even if it does not arrive on time, I tend not to mind, as long as the train company handles the situation properly.

I find the shops at the station very useful, not so much for the purpose of going on a shopping spree, but often you might not have had the time to shop, or might simply have forgotten to something. I like the station staff to be aware of and up-to-date with all necessary information, in case I need to ask them something. "

6 FILM AS A MEANS TO DISSEMINATE KNOWLEDGE

Although through reading these personal accounts, the staff gets a better idea of the needs of different types of people and their background, the subject was nevertheless difficult to put into words. The chosen names for the types did not immediately evoke an unambiguous image; different ideas still existed per type. So, in order to address this ambiguity, we decided to make a film which lends itself better to illustrating the types.

Through advancing technology, film has become an affordable means of communication, albeit that this demands a change in the customary mindset within a research or policy department. Film compels one to make choices, whereas a report allows room for far more detail and nuances (Proper, 2007). And yet, the wealth of film far outweighs the constraints of choice, because it allows more layers of communication: image, sound, camera angle, scene change, staging, color, non-verbal expression, interaction, vocal expression (it is the tone that makes the music!), and message content.

6.1 Setting

The film was made at a number of stations in the Netherlands. As no complicated equipment was used, the filming could take place during normal service hours. This had the advantage that we were not portraying some sterile,

image of the future, but showing present-day scenes that everyone could relate to and recognize. It also meant that both image and portrayed reality were accessible to everyone, and that it meant something to them.

6.2   Actors

Passengers and Dutch Railways employees were played by actors, making it easier for the viewer to identify with them. Besides the eight actors who played leading roles in the film, there were also people who were simply at work in the various shops at the station, such as the staff in the kiosk, the sushi bar, the shakies and the book store. These people were asked to respond to the actors. Of course, being able to see regular passengers walking in the background also contributed to the recognizability and accessibility of the scenes in the film. One of the people figuring in his normal role, as CEO of Dutch Railways, can be heard to say what the importance is of the film and how it should be viewed. This reinforces the viewer's impression that the segmentation not only occurs in the film but is actually upheld throughout the organization. We chose not to let the CEO explain what the film's intention was from behind his desk, but to include him in passing as one of the actors. We thus see him standing at a ticket machine when we enter the station with the functional planner. Then we stay with him and he turns to face us as he explains that the needs are particularly linked to the motive of the journey: sometimes he is more that type, and at other times he is more another type. This softens the unpleasant feeling that any segmentation evokes. After all, people do not like to be compartmentalized.

6.3   Role of Dutch Railways staff in the film

The viewer can also learn a lot about the characters from their interaction with the staff. The Dutch Railways employees are all played by one and the same actor, who slightly adapts his behavior to each type of customer, thereby playing along with that customer's expectations:

- The explorer gets an interested, easy-going conductor.

- The individualist gets a service-oriented conductor, but is left alone as much as possible.

- The functional planner gets a service-oriented, polite conductor.

- The certainty seeker gets a clearly reassuring conductor.

- The socializer gets a friendly, approachable conductor.

- The convenience seeker gets a facilitating conductor.

The same (Dutch Railways) organization is thus capable of supplying various customer needs.

6.4 Effectiveness of the film

We have seen that the film is a highly successful medium for the transfer of knowledge. By combining image and sound, more senses are simultaneously stimulated. The image, moreover, was chosen to combine mutually reinforcing factors: the types speak and behave in a specific manner; they wear a specific color of clothing, and they carry attributes that boost their character. The interaction between the types reinforce the message, just as music adds extra affirmation owing to the fact that it appeals directly to our emotion.

The film thus appeals not only to reason but also to emotion. The emotional messages stick better and more intensively than rational and functional product information. The receiver thus "accepts" and remembers the information better. Film pre-eminently accommodates a narrative structure; as does also the Needscope film. Research has shown that most people order their experiences by means of narrative or, to put it differently, storytelling. Stories help to order the world and facilitate our passing things on. The wealth of detail in policy

documents, however, make the story more difficult to tell. Film is narrative per definition (Fog, Budtz & Yakaboylu, 2005).

The scenario underlying our film orders events in such a way that they become logical to the viewer and interesting to watch. This makes it thus easier for the viewer to assimilate the content and to pass it on to others.

Ultimately, the viewer is introduced to all kinds of people in the film. By giving policy a face, resistance to propagation (i.e., to follow/adopt policy) is lowered.

6.5   Deployment of the film

The film will be used during presentations in which Needscope know-how is imparted. The film grabs the viewer's attention. The lights go down, it becomes quiet and everyone concentrates on the images. The focus is far greater than with a merely physical presentation.

As the film is a choice between all the different types of passengers that fall into the segments, it will evoke recognition and provoke a discussion. This discussion is relevant because it involves the viewer in the policy making process. After all, policy is - certainly in the Netherlands - never top-down but always an interaction between the policy makers, management and work floor. By talking about it, the segmentation comes to life and instigates an active participation in what viewers feel they could and should do.

The film thus lends itself extremely well to use alongside a physical presentation; it might in fact even replace it. Think, for example, of Al Gore, who traveled all over the world to disseminate his views on global warming, but whose message only had a true impact, and reached a far greater audience, when he made a film about it.

Films can also be put on the Inter- and Intranet. Many people have a pda and can watch our film in a stolen 10 minutes. It thus becomes infotainment. Nice to watch and informative at the same time.

7. IMPLEMENTATION NEEDSCOPE

The findings of the Needscope research have been widely distributed within Dutch Railways. Presentations and workshops have been given to the board, various management teams, staff departments, and to regional operational services. Needscope is now a staple component of our training programs for conductors, engine drivers, service employees and their superiors. The film has been awarded a pivotal role in these presentations and workshops.

In various parts of the organization Needscope is used to embody the policy: Dutch Railways Stations have based their vision on the Needscope types. Dutch Railways Passengers take the Needscope types as a starting point for (re)organizing train formulas, and Dutch Railways Travel Information, Marketing and Communication use the types to determine the correct content of the message and tone of voice.

Interested parties within Dutch Railways, or colleagues who personally wish to give a workshop on passengers' needs, can download an information package and order the film via the Intranet. The information includes background information, a manual for a workshop, and a full presentation.

The reactions of both mobile and office staff are positive and all employees realize, better than ever, that we are all collectively working for the customer, albeit that *the* customer does not exist. For all of the colleagues the needs of customer types form a common language and are a source of inspiration when developing bespoke services. Moreover, they offer the mobile staff sufficient to go on in the moment of truth as they are now able to recognize and correctly address the passengers' needs.

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