

Customer satisfaction

The value we provide

- Peace of mind and trust: Ensuring customers understand that securing peace of mind is a matter of course for us
- Comfort: Making customers comfortable without even realizing it
- Meeting expectations: Making even more customers happy
- Exceeding expectations: Amazing and surprising customers

Message from the officer responsible

Aiming to achieve our CS vision



“What kind of feelings do we want our customers to feel as the result of our work?”

I want to use this question to ensure that each individual and our team as a whole apply themselves in the right way.

This idea is also reflected in our Customer Satisfaction Vision 2022 and Think-and-Act Declaration for Customer Satisfaction.

First of all, the most important thing is to create and maintain a situation in which the customer feels that peace of mind and comfort is a matter of course and does not even think about it, today, tomorrow, and every day after. I want us to be a Group that takes on our daily railway work sincerely based on this sense of purpose.

If we can accumulate a track record of work that is aligned on this vector, we might be able to make even more customers happy and sometimes even amaze and surprise them.

We continuously implement customer satisfaction surveys and in the fiscal 2020 survey, 72.9% of customers said they had favorable feelings toward the

company, resulting in a score of 3.96 out of 5. Our goal is to achieve a favorability rating of 4.0. This would mean that around 80% of customers liked our service.

Therefore, in addition to accumulating a track record of railway work with a sense of purpose as professionals, we must ensure we never lose sight of our customers' perspectives. Questioning ourselves as to whether we are prioritizing our own convenience will lead us to try and imagine our customers' feelings.

I believe this will enable us to be totally orientated toward delivering to the customer and I want us to grow as a group where the efforts of each individual are brought together through teams in order to create a favorable feeling among customers and local people.



Katsuhiko Hasegawa

General Manager,
Customer Satisfaction Department,
Railway Operations headquarters

Initiatives in fiscal 2019

- Provided multilingual service information through our official Twitter account
- Enhanced the provision of service information through initiatives such as expanding train location services

Future issues

- Implementing initiatives related to safe and reliable transportation
- Providing information at times of transportation disruptions
- Offering appropriate, easy-to-understand guidance services
- Creating comfortable, convenient environments (stations, trains, manners, etc.)
- Providing information regarding examples of improvements, plans, etc. (two-way communication)

Customer Satisfaction Vision 2022

which shows what kind of feeling we want to instill in our customers



Peace of mind that is a matter of course

The JR-West Group strives to provide reliable, daily transportation that enable customers to use railway services with peace of mind. We aim to minimize the effects of delays and service suspensions and enhance guidance services from our customers' perspectives.

The importance and difficulty of delivering peace of mind as a matter of course that is felt through disaster recovery

The effects of the Heavy Rain Event of July 2018 in West Japan led to a situation where JR-West was unable to operate trains on many lines for a long period. This brought home the importance and difficulty of providing railways that customers can use with peace of mind that is a matter of course and gave us a fresh way of thinking about our work.



Hiroshima Branch staff
(From left)

Yasutaka Ito,

Deputy Section Manager, Electrical Engineering Section

Manabu Nakashin,

Deputy Unit Manager, Mihara Electrical Engineering Unit

Kazuhisa Kita,

Truck & Structures Management Staff, Hiroshima Civil Engineering Center

Shinya Ota,

Truck & Structures Section member

If we detect an abnormality in equipment, we have always routinely rushed to the location and worked to ensure everything is back to normal quickly, but our involvement in the work to recover from the Heavy Rain Event of July 2018 has raised our awareness of the need to prepare for unforeseen situations. This experience of an unexpected occurrence has also reaffirmed the importance of things like establishing early response systems in our daily work. On this occasion, we experienced an unprecedented disaster and we were able to gain knowledge that would be difficult to acquire in normal situations, such as establishing an order of priority for recovery work, and the necessary points for interconnecting systems. We will share this knowledge across the company, including with

employees who have no experience of this kind of situation, by incorporating it into training and education.

This incident has made us keenly realize the importance of support systems that we take for granted in our daily lives, such as water and roads. Through this experience, we firmly recognize that train operations are support systems that our customers should be able to take for granted. Striving to realize zero equipment-based accidents is not an easy task, as factors such as lightning and animal damage have an effect. However, should an incident occur, we will quickly rush to the scene and we are raising our ability to realize a speedy recovery. We will constantly strive to ensure that customers can use our railway services with peace of mind that is a matter of course.

Guidance services from our customers' perspectives

JR West's customer centers receive a large volume of enquiries every day. We work to provide guidance from the perspective of each individual customer.

Each day we receive enquiries from customers that cover a wide range of different subjects, and in addition to providing accurate information, the demands of each inquiry also differ (e.g. response speed, volume of information, etc.)

Fiscal 2019 saw many disasters occur, including the Northern Osaka Prefecture Earthquake, the Heavy Rain Event of July 2018 in West Japan, and typhoons. These resulted in enquiries about services from a large number of customers who were experiencing difficulties and these

sometimes involved harsh language. During disasters, the status of operations is changing constantly. While providing customers with live information orally, we had to provide guidance while supplementing it with additional information as required and recognizing that we were not just "relaying" information but "communicating" it.

Due to this experience I am now even more conscious of making quick and accurate judgments about the customer's needs and providing them with information in a way that is easy to understand.



Yayoi Tsuji

JR West Customer Relations Co., Ltd.

During both normal and abnormal situations, I will continue to polish my ability to provide guidance that incorporates the customer's perspective and enables them to take their train with peace of mind.

Customer satisfaction

Making customers comfortable without even realizing it

We are actively working to make services even more comfortable for customers, including renewing stations and toilet facilities and beautifying stations and trains. We have also established a guidance framework that enables first-time customers to use services without difficulty.

Making trains more comfortable to use

Customers spend a lot of time on trains, so the entire JR-West Group is working to make train cars cleaner and more comfortable.

As a train car cleaning instructor, I provide staff with education that enables them to work safely and guidance on the actual methods we use for cleaning. Despite being the deputy leader of our CS improvement group, I struggled for ideas of how to achieve this improvement. After thinking it through, I asked group members to submit issues they have when cleaning the cars and ideas of how to solve these issues. Then we trialed one of these ideas for two months over around 50 cars we are responsible for cleaning.

As an addition to our everyday

duties, this was certainly not easy work, but Deputy Unit Manager Mizobe followed up with members and everyone was able to carry it out with a sense of accomplishment. What made me happiest was the flow of ideas from members of things they wanted to try. The idea that was trialed will continue to be implemented and I am looking forward to trying out a new idea.

As customer needs are constantly growing, we need to always be refining our sensibilities, raising our technical ability, and improving quality as a team in order to continue meeting expectations.



JR West MAINTEC Co., Ltd.
(From right)

Hiroaki Mizobe,
Deputy Unit Manager, Nara operations Unit
Yosuke Matsuzawa,
Instructor

Providing guidance to foreign visitors to Japan

As the number of foreign visitors to Japan is rising, we are enhancing multilingual signage and announcements. During normal operations, as well as situations where trains are delayed, we are working to be able to provide customers with the information they need, including the progress of recovery and estimated service resumption times, in a timely manner.



We always try to provide polite guidance with a smile in order to create fun memories for foreign visitors to Japan. I myself experienced this in the past when riding the Haruka limited express service, but while Japanese trains are punctual and convenient, they can also be very confusing for customers from overseas, as there are many different types of tickets and not all trains stop at

(From left)
JATS KANSAI

Lehner Hubert
Lai Yap Kuang
Wu Jiahui

the same stations. In order to remove a customer's concerns and unease, I try to understand the situation and needs of each individual customer and provide them with guidance that I think will make them feel comfortable.

Providing guidance when trains are delayed is still an issue, but we are refining the information we think is needed and the way in which it is broadcast through a repeated process of trial and error, in which we reflect on each incident. We will cooperate with station staff to make improvement after improvement as we strive to eliminate the concerns of customers from overseas.

Making even more customers happy

Factors such as the increase in visitors to Japan from overseas and the increased participation of women in the workplace means that the customers who use JR-West Group services are becoming more diverse. We are always trying to get a feel for customers' expectations so that we can be conscious of meeting their needs.

Reaching out to customers

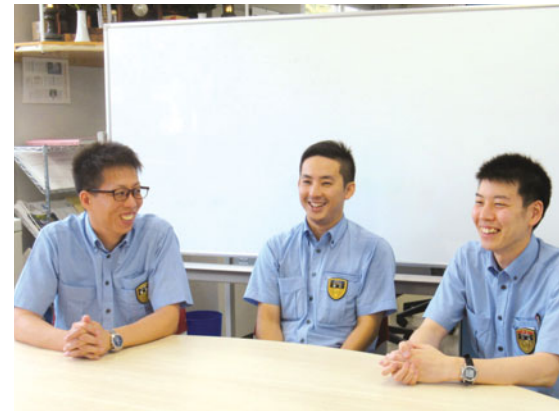
We consciously try to imagine a customer's unvoiced needs when they read digital signage in stations and train cars and look up train routes using their cell phones, so that we can meet these needs.

We always make effort to reach out to customers who look like they need help, not only on trains but everywhere they use our services, including while they are waiting on platforms and moving between areas. We also record the details of how we approached them in a work report that covers what happened over one day of work, which we submit to our direct supervisor at the end of the day.

Obviously we work to improve the way in which we approach customers, but it is also important to be able to sense what a customer needs beforehand and raise our ability to do this. Our supervisor compiles the content of our reports in a

timely manner and provides feedback through a daily notice. As crew members work alone, we do not often get chances to watch each other work, so this notice creates an opportunity to have conversations and find a perspective that we cannot realize by ourselves. I feel that the stimuli provided by our colleagues leads to changes in how we act in the future.

The number of foreign visitors to Japan is increasing and while it is difficult to approach someone who speaks a different language, I want each individual to consider what they can do and use this to drive our work forward.



Kanazawa Train Driver's and Conductor's Unit, Kanazawa Branch
(From left)

Takahiro Hashikita, Assistant Manager

Shinosuke Taguchi, Driver

Hitoshi Koyama, Conductor

Amazing and surprising customers

We are doing our best to ensure customers understand that securing peace of mind is a matter of course for us, make customers comfortable without even realizing it, and make even more customers happy. We believe that the accumulation of these efforts occasionally leads to moments where we amaze and surprise customers. Going forward, all members of the JR-West Group will work together to realize a Group that brings smiles to all stakeholders.

A message from a customer

I commute to work by train every morning but now that I'm pregnant, I suffer from morning sickness. Each morning, the chance that I will be able to get a seat from my nearest station is about fifty-fifty.

This morning I was standing near the priority seats, but no seats were open and I was hit by intense morning sickness. Just as we passed Akashi Station, an announcement about priority seats came over the speakers, but it was different from the usual

announcement. It went like this, "Please check whether there is anyone with a maternity symbol nearby when you are sitting in priority seats. If so, please let them use your seat." Following the announcement, one of the people noticed my maternity symbol and let me have their seat. While I am grateful to the person who gave up their seat, I was even more moved by the consideration of the conductor who made the announcement.

I sent this email to express my gratitude. Thank you very much.