WAVESTONE

PARIS 2024

TOWARD THE CONSTRUCTION OF AN END-TO-END
PASSENGER EXPERIENCE IN PARIS

AIRFRANCE

GROUPE **ADP**

RATP

ACCOR HOTELS
Feel Welcome

PARIS 2024

PARIS
REGION

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Wavestone is the result of a merger between Solucom and Kurt Salmon's European operations (excluding consulting in the retail and consumer goods sectors outside of France). Wavestone's mission is to inform and guide its clients in their most strategic decisions by applying its triple—functional, sectoral, and technological—expertise.

Wavestone draws on some 2,500 employees across four continents. It is a leading independent player in European consulting, and the number one in France.

"Paris est une fête". Ernest Hemingway.
For all cities in the world, Paris 2024 will be more than just a sporting event: it will be a celebration of life and peace between peoples so that the memory of Hélène, and all those affected by the 2015 attacks, can light up this "city of lights" with the power generated by their shared values.

Passengers, both commuters and foreign tourists, live a passenger experience—from the start of their journey to the final destination. Yet the service offered to passengers (whether for a short commute or a long trip) is patently not treated as "an experience" by transport operators—the "manufacturers" of this end-to-end journey. Passengers, however, see their commute or journey as a single whole, often complicated, or stressful, at least at certain points in the journey.

Today, the passenger experience is constructed by a range of players focused more on means of transport ("a metro train or bus every X minutes," "a waiting time of Y minutes," "a taxi available in Z minutes," etc.), rather than results (the guarantee of not missing a meeting that starts at a certain time, the promise of a relaxed and pleasant duty-free shopping experience, the offer of a comfortable journey at any time of the day, etc.). There are a number of reasons for this:

/ As a result of the structure of regulated markets, some players in the chain do not have results as their main objective (for example, public-sector, urban transport operators)

/ And the other, private-sector players in the chain (for example, air transport) can only control "their" part of the customer journey

/ The challenge of bringing together all the players serving an area or destination to consider the overall offering for the journey or trip in which they all play a part—from the standpoint of a single, common passenger.

/ Customer experience is an area of expertise that can, at times, be an abstract concept for the transport industry; it's also complex because it involves the control of numerous variables before an attempt can be made to deliver something that constitutes an ideal experience for the passenger: the numerous personas and use cases, the number of steps in the customer journey, etc.

/ The rapid pace of change in technological innovation is largely blurring the boundaries between those working on the customer experience. In the rush to provide passengers with the latest in digital, these players are racing to bring out the tools that will revolutionize the company-customer relations; yet sustainable performance lies mainly in service innovations that can meet customer needs

The creation of a truly end-to-end mobility or travel offering that aims to be a benchmark experience requires a co-construction process involving all the players (or at least the main ones) in an area or destination's journey chain. This seamless, end-to-end, traveling experience has to be conceived for a specific case, and tailored to ensure the success of its performance: and the upcoming Olympic and Paralympic Games—Paris 2024—is an ideal choice.

Creating an end-to-end passenger experience, and delivering it well, would have significant benefits for all the players in the chain. The shared trust that would be created (in terms of services, governance, data intelligence, or IT modules) would act as a vehicle to accelerate development of significant value-added services that each player can develop in its own specific way—providing the opportunity for it to generate (or not) a competitive advantage thanks to such an end-to-end passenger platform.

AURÉLIEN GUÉ,
Senior Manager

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Aurélien Gué, Senior Manager

Aurélien's expertise is in helping frame and implement customer-experience programs for major players in transport (air, urban, and rail), retail, and pharmaceuticals. During his career, he has also had considerable experience of the operational issues faced by these major players and has led several large operational-performance transformation projects—scrutinizing their impact on the customer experience. As a result, he develops performance-improvement methodologies focused on bridging the gap between these two worlds. Drawing on these experiences, he supports players in their strategic planning—right through to the roll out of major transformation programs.

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Violette Agnese, Consultante

Voilette began her career in the airline industry, working for several airlines on digital-transformation issues. She made the move to consulting with the aim of using her business experience to benefit transport operators. She supports companies on their operational transformation projects and the analysis of solutions that will drive improved performance. She is particularly interested in improving multimodal passenger journeys.

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Rémi Passedouet, Consultant

With a keen interest in air transport and its ecosystem, his experience of both domestic and international companies has enabled him to develop and apply solid customer-oriented expertise. Rémi's firm belief is that—at every stage of the customer journey, technology, digital, and solid interpersonal relations can be used to drive improvements.

Are you interested in these issues? Rémi shares them daily, on Twitter, with a community of experts, journalists, professionals, and industry leaders.

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Daniel Verschaere, Marketing & Communications Director

After experience in the hospitality industry, Daniel is moving toward a marketing specialism, and champions digital and the customer experience in his work with various consulting firms. He also heads UNICEO (United Networks of International Corporate Events Organizers) in France, an international association of decision makers in events and business tourism.

He is the author of numerous publications about digital for the tourism and events sectors, such as the article, "L'impact des attentats sur le business touristique des grandes capitales mondiales" ["The impact of attacks on the tourist trade in major world capitals"]; he is a regular host at conferences and debates on business tourism.

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INTRODUCTION

France has now been selected to host the 2024 Olympic and Paralympic Games in Paris: a historic event—full of opportunities—but also one that presents some real challenges for many public and private-sector players.

THE FRENCH CAPITAL'S WINNING BID TO HOST THE OLYMPIC AND PARALYMPIC GAMES: A HUGE OPERATIONAL AND ECONOMIC CHALLENGE

Beyond the significant impact the games will have on sport for the country, the host city—and its strengths and weaknesses—will be on full display to the world during the event. It will be an unprecedented tourist experience that operators in both Paris and the regions will have to craft, paying careful attention to detail, if its full potential is to be realized.

The most recent games (in Rio, London, Sochi, and elsewhere) teach us that the management of the Olympics themselves is particularly important: forecasting and managing visitor flows, the careful hosting of VIP foreign visitors, a feeling of "support," being welcomed in your own language, transporting athletes' equipment from across the world to the Olympic Village, etc.

PARIS 2024: THE IDEAL TESTBED TO CREATE A PASSENGER AND RETAIL EXPERIENCE THAT COULD PROVE REVOLUTIONARY

Beyond the sporting events themselves, the life that the Olympics generate, the activities they inspire, and the changes they drive—in a city or a country—require meticulous planning if such a great event is to succeed fully. And the experience that thousands of visitors will live during the games is a complicated concept to grasp.

In the world of transport and mobility, for example, the customer experience is something particularly complex to handle, and therefore to master and manage. In fact, a passenger's experience of their end-to-end journey is completely different from the customer experience in any other business sector. This is due to the interdependence between transport modes and infrastructures, but also the considerable degree of latitude that transport operators have when carrying out their activities, and, in particular, in shaping the customer experience (as a result of concession structures, public-sector contracts, etc.).

Whether in competitive markets, such as air transport (where airlines have to cope with the performance of the airport from which they take off and land) or highly-regulated markets (where public transport operators, operating public-service contracts, are not the decision makers when it comes to creating transport experiences that they might consider optimal)—the whole area is complex, and can rarely be mastered in its entirety.

Moreover, the passenger is, at the same time, a customer of all players—and none—in the chain.

THE HOLY GRAIL OF A CONSISTENTLY-GOOD, END-TO-END PASSENGER EXPERIENCE

If the aim is to produce an optimal passenger experience, then it cannot be treated in a disjointed manner. If passengers experience a particularly bad moment, or have a real dose of stress during their journey, this will translate into a bad experience overall. When this happens, they may even confuse the players in the chain who caused this poor experience, without concerning themselves with who actually bears the responsibility (for example: the relational deficit suffered by an airline when problems experienced with luggage check-in are, in fact, the airport's fault; or the relational deficit suffered by an airport when delays caused by passport checks are triggered by the border police, etc.); yet they will make the effort to find out which player is behind an experience or service in their journey that they consider exceptional.

A uniform and stable passenger experience can only be achieved by considering the end-to-end journey—something that necessarily implies the involvement of all players in the chain. Working in silos may even prove counterproductive: operators could invest in optimizing their customer experience for a very low ROI (very high effort from the player for a very low experiential benefit over the customer's whole journey); the back-to-back nature of customer experiences delivered by each player, one after the other, rarely leads to a smooth and memorable, end-to-end passenger experience: it will inevitably not be consistent in nine out of ten cases.
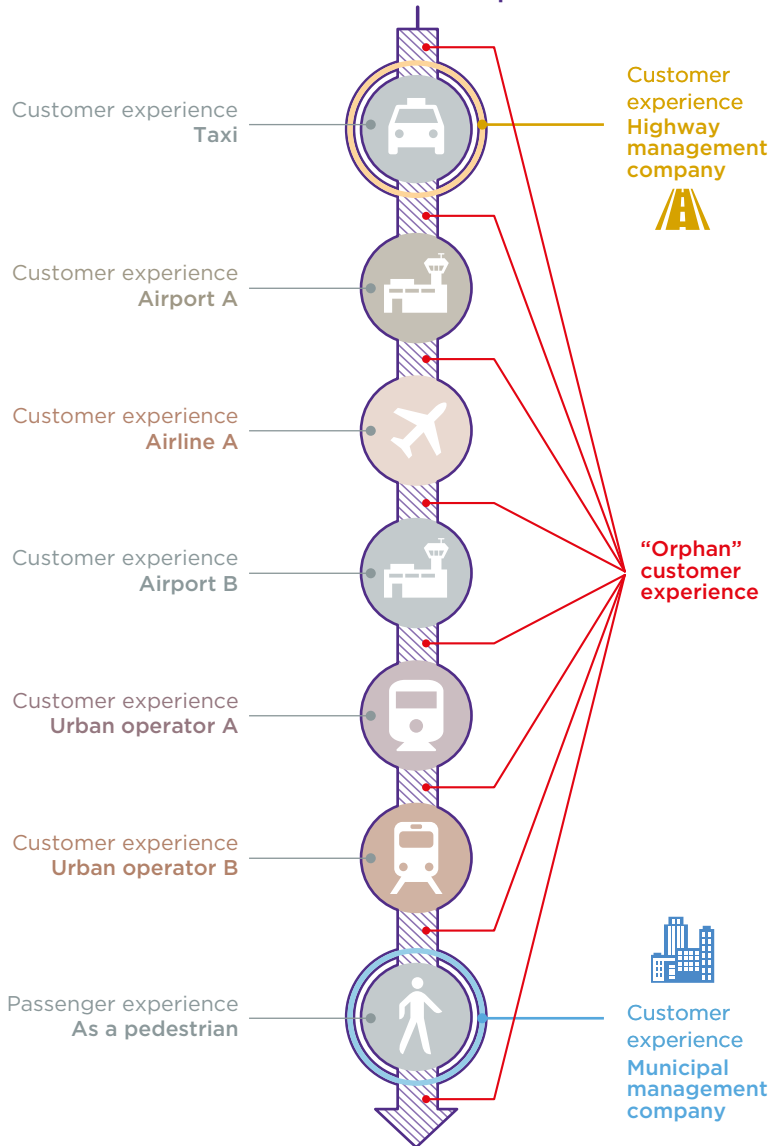
AN INITIAL GROUP OF MAJOR PLAYERS—PARIS-BASED TRANSPORT AND TRAVEL OPERATORS—HAVE MET TO ADDRESS THESE ISSUES

At the 2017 IFTM Top Résa trade show (a tourism conference), several major transport and tourism players came together to discuss these challenges and test the potential to realize a common vision for the passenger experience: Air France, ADP Group, RATP, AccorHotels, CRT Ile-de-France (The Paris Area Regional Tourism Committee), and the Paris 2024 Olympic Organizing Committee.

Despite these major operators' strong, ongoing efforts on their own passengers' experience, they decided to gather at this major international tourism event to discuss:

/ Their respective corporate views on customer experience for the Olympics

/ Their expectations and perspectives on Paris's winning bid for the 2024 Olympics

/ The factors that merit their working together toward a common vision of customer service and excellence in the passenger experience

The overall travel experience

Customer experience
Taxi

Customer experience
Airport A

Customer experience
Airline A

Customer experience
Airport B

Customer experience
Urban operator A

Customer experience
Urban operator B

Passenger experience
As a pedestrian

Customer
experience
**Highway
management
company**

**"Orphan"
customer
experience**

Customer
experience
**Municipal
management
company**

The Air France customer experience

Today, the customer experience in aviation is no longer about simply getting passengers from A to B: all players know how to do that. The French flag carrier's ambition is to inspire customers—upstream— as they consider their future journeys, and to accompany them virtually to—and through— the airport, using geolocation solutions.

"Differentiation in the passenger experience is defined by the way in which the company supports customers when things go wrong. Aviation is a sector that is particularly vulnerable to crises, and passengers expect companies to be able to offer an immediate, personalized response. To deliver this at scale, we rely on tools, like chatbots, that can make a mass response possible, but our customer-relations plan still ensures that we have real people on the front line."

Anne Rigail, EVP Customer, Air France

At the same time, the cabins on the entire Air France fleet are being refitted to offer maximum comfort in product terms. In an ultra-connected world, providing on-board connectivity has become an imperative; and this will be in place very soon—offering new on-board services. For Air France, the customer experience doesn't stop when the aircraft has landed, or when the passenger walks out of the terminal. At this point, the customer's trip has just started—and Air France aims to be there, with relevant offers provided by its partners.

Joon is also an airline

Consider the example of the new arrival in the Air France KLM family: Joon, launched in September 2017, is a new hybrid company offering a unique customer experience and attractive prices. In Joon's case, the experience on offer goes beyond mere transportation. Using its slogan, "Joon is also an airline", it signals to customers that it offers an overall travel experience centered on fashion, food, well-being, and discovery—in a connected, digital world.

Personalization and end-to-end consistency for the Paris 2024 customer experience

Air France's "attentive relations" concept will be tailored to all the cultural differences that will be in evidence at Paris 2024. This will be a golden thread that will look at the customer's circumstances or the reason for their trip (for example, a honeymoon or birthday, but also more difficult situations, requiring more sensitive support, such as a funeral), in order to decide how best to relate to, and support, future visitors. A human touch is essential in offering a truly French welcome to Paris 2024; and this is something that all players will have to deliver, consistently—especially when upsets, or unexpected events, occur. In moments like these, customers expect an immediate and personal response; and to do this, at scale, Air France is increasingly using chatbots.

GROUPE **ADP**

The customer experience is a core concern for ADP Group

Whether it's at corporate level, the services offered to passengers, or ADP Group's commitments in its Connect 2020 strategic plan, everything is geared toward delivering a customer experience that facilitates arriving, leaving, or connecting via, Paris.

"We have a real issue around upsets and the "basic service level.» If visitors have to wait as long as they do at present at immigration or to collect their baggage, we can put in place anything we like in terms of the customer experience—and it will all count for nothing: all they'll remember are the negatives."

Sébastien Pichereau, Head of Customer Experience and Journey at ADP Group (Paris Aéroport)

Paris Aéroport's commitment to delivering on time, meeting needs, building trust, and surprising and delighting its customers, are all being considered through the eyes of the customers themselves—after all, they are the ones who will live the Paris 2024 experience. Also, in terms of services, Instant Paris—our transfer lounge which embodies the capital, sports TV corners, baby-changing rooms, and the homage to French cuisine—in partnership with the restaurant, I Love Paris by Guy Martin—all provide concrete evidence of our desire to create airports based on an experience, not solely on the need to provide transport.

We're pursuing this goal at the same time as ensuring we deliver the basic service effectively; for the latter, we're working hard with our partners to reduce waiting times at immigration and baggage collection, create smooth passenger flows through the airport, and ensure good performance on cleanliness and security.

Improving services for Persons with Reduced Mobility

ADP Group is also particularly attentive to how it serves PRMs (Persons with Reduced Mobility) because the Paralympic Games are an integral part of the Paris 2024 Olympics; and these offer a great opportunity, for the whole sector, to work on its service levels and improve them.

Bringing the Paris 2024 Olympics to life—at arrivals, but also in the transfer lounges

From the refurbishment of terminals, through increased capacity, to improvements to accessibility and mobility—to create a travel experience that says, "you've arrived in Paris"—everything is on track to meet the milestone of Paris 2024; this starts with the entry into service of the CDG Express, which means that visitors will practically be able to land in central Paris itself.

Paris Aéroport welcomes more than 30m transfer passengers a year, which raises the question of how ADP Group will bring the games alive for them in the terminals themselves. By 2020, the target is to open—in every terminal—a restaurant presided over by a Parisian, Michelin-starred chef.

"The human face of RATP and the front-line presence of its employees in the network's stations are strong markers of the vision for the service. Customers are becoming more and more independent as a result of digital tools, but are increasingly demanding when they interact with real employees: they expect rapid and reliable support. Our employees now carry tablets to facilitate proactivity and effective support: by means of the Next app.
Both Next Stop Paris (an RATP app for visitors arriving in Paris) and Google Translate facilitate the welcome, especially for tourists."

Anne Rebardy, Service Relationships Manager RATP Group

A customer experience that delivers seamless, smooth, easy, and multimodal travel

By placing an improved customer experience at the heart of its Challenges 2025 plan, RATP is aiming to offer its passengers seamless, smooth, and straightforward mobility, whichever of its networks is being used—metro, RER, bus, or tram.

Integrating and simplifying routes is a key factor in improving the use of the different networks: both the digital and physical journeys mesh with each other to ensure straightforward and secure movement.

Grand Paris, an extensive testbed for a more integrated experience

The Grand Paris network, which will soon reshape the face of urban transport in the Paris area, offers new possibilities for all transport players. The incumbent transport provider is aiming to be a key partner in this transformation—offering the Paris area true service excellence.

Paris 2024 aims at a personalized, people-centered, and service-based, customer experience

Innovation is an important driver in rapid service improvement.

As a partner to both Vivatech and the Welcome City Lab, RATP forges close ties with startups to accelerate its digital innovation projects, the implementation of more connected and personalized customer journeys, its digital service relations, and, offer, via the milestone of Paris 2024, an optimal customer experience.

Digital boosts internal transformations: multi-language passenger information accessible in advance, but also in the spaces where travel takes place: connected stations, dematerialized ticketing, etc.

"RATP's customer experience must embody our service vision: excellence—harnessed to help create a more human, welcoming, and sustainable city; more people-friendly—and more smooth running and connected. With more than 10m passengers a day, the challenge is offering a personalized experience that meets our passenger's expectations. We need to anticipate technological breakthroughs and respond to our customers' continually evolving needs; and to do this, we have to reinvent our ways of working—and how we design our customer journeys and services."

Patricia Delon, Commercial and Customer Experience Director at RATP Group

The accessibility of transport networks is another aspect: beyond new services and extensions to lines, the information provided to passengers is also designed to be accessible to all passengers—whatever their profile.

The customer experience is core to Accorhotels Group's thinking

The main area of transformation that the hotel group is working on is the digitalization of the customer journey, to simplify, and make certain steps—such as check-in and check-out—more attractive. Thanks to automation, these can be reduced to mere details; these transactions will become personalized exchanges between the group's staff and customers, allowing team members to support customers as they travel.

An experimental testbed, in partnership with various startups, is being used to create new service offerings that will be unveiled soon. Wanting them to represent something decidedly different from traditional concierge services, AccorHotels Group will be offering "off the beaten track" experiences, allowing people to discover the French capital differently.

"The customer experience is core to Accohotels Group's thinking. Our prime focus is on digitalizing the customer journey and offering "off-the-beaten-track" experiences that enable visitors to discover the French capital in a different way."

Stéphane Sonnet, National Sales Director at AccorHotels Group

AccorHotels: ready to realize Paris 2024's full potential

At recent events, like Euro 2016, the group has already had opportunities to understand the reactions of both foreign and local customers, and to observe the displacement effect expected during these events. AccorHotels is relaxed about the hotel sector's preparations for the games, and will be communicating about them and reassuring its various client groups. The group also wants to facilitate moments of meeting between foreign spectators and native Parisians at different points in the event. Its experimental initiative "Accor Local", which aims to develop new services for each hotel's local clients, is a move in this direction.

PARIS 2024

A customer commitment tailored to each group's profile

The Olympic Organizing Committee is committed to providing a unique experience for Olympic-family professionals (Olympic committees, members of the press, officials, etc.) on accommodation and the scope to enjoy Paris as a destination, by guaranteeing their ability to travel while enjoying the capital and all it can offer. To achieve this, a City Pass will be created, combining all transport, cultural, and leisure offerings; these will draw on investments and on the technological platforms provided by public and private stakeholders, especially in the Paris area, which is one of its priorities.

"A unique, sector-supported, pass, combining all the transport and cultural offerings of Paris and its region, is one of the Paris 2024 campaign's commitments."

Guillaume Cussac, Administration and Financial Director, Paris 2024 Organizing Committee

The Paris 2024 Organizing Committee will draw on this platform to create an ad hoc product tailored to the Olympic and Paralympic Games.

For visitors and spectators, the committee is aiming for a celebration that goes beyond the sports arenas themselves: it wants Paris to be transformed into one huge Olympic park, that will form a place of celebration and meeting. The committee's aim is to provide free transport for the day for ticket holders, a commitment that has served as a means of hammering home a distinct competitive advantage.

The increased tourist activity generated by the games

The findings of the study, commissioned by the committee, on how the increased levels of activity the games will generate, are as follows:

/ **Four years before the games:** a strong level of activity is expected, with many events and conferences taking place in Paris in preparation for the games.

/ **One year before the games:** a displacement effect as the normal population is replaced

/ **After the games:** if transformation occurs in some key areas (cleanliness, how secure people feel, and waiting times), there will also be the opportunity to continue this after the games.

The post-games challenge

A first visit to Paris is easy to envisage, and it's very easy to capture first-time visitors, but Paris has to follow London's example of success in getting visitors to return... Paris too must create the conditions for visitors to come back. These days, this can't just rely on a great picture of the Eiffel Tower: the pitch needs to evolve to talk in terms of a real, lived experience.

The 2024 target for tourism in the Paris area and the regions

The 2024 Olympic and Paralympic Games represent a threshold that needs to be crossed, in terms of welcome and the tourist experience in the Paris area.

Tourism is a key industry—with the area welcoming more than 45m visitors every year. It's clearly a challenge to ensure a consistently good experience and level of service for everyone.

Despite the fact that visitor satisfaction levels in Paris stand close to 93%, some areas for improvement have nevertheless been identified through satisfaction surveys: the quality of the welcome, day-to-day security, cleanliness, and information being accessible in multiple languages. The 2024 games represent an exceptional opportunity to marshal all the relevant stakeholders to improve in these areas.

"he 2024 Olympic and Paralympic Games are an exceptional opportunity to take a definite step forward in terms of welcome and the tourist experience. Paris 2024 is an opportunity to build a new model, and then replicate it—sustainably."

François Navarro, Director General of the Paris Area Regional Tourism Committee

It's also an opportunity to take advantage of the fact that many parts of the Paris area will host Olympic events, which provide an opportunity for tourists to discover not just Paris itself, but the entirety of the Paris region.

Making the new Paris 2024 services permanent

Another challenge is the City Pass, which will enable visitors to access cultural venues and a wide range of transport. A pilot scheme is planned for the end of September 2018, during golf's Ryder Cup; it will offer visitors a unique ticket that combines transport, leisure, and culture—for the whole of the Paris area.

The region must address all of these challenges, over the next seven years—seizing the opportunity to replicate this new model in a sustainable way.

TRANSCEND®,
A CO-CONSTRUCTION APPROACH TO THE END-TO-END PASSENGER EXPERIENCE FOR PARIS

AN AMBITION TO CREATE A DYNAMIC THAT WILL GENERATE THE BESTMULTIMODAL, MULTI-OPERATOR, AND MULTI-ENVIRONMENT PASSENGER EXPERIENCE

The meeting between the six key Paris transport and tourist players has fueled ambition and enthusiasm to prepare well for the Paris 2024 passenger and tourist experience.

Clarity from operators, on the work that still needs to be done to create a truly memorable, end-to-end passenger experience, is essential in designing the overall service offering. They share a common vision on the need for all stakeholders to focus on customer needs—in the round—to guarantee a successful, even memorable, trip; and they have a common understanding that the benefits of these successes will leverage strong returns.

This exceptional and effective meeting generated numerous fundamental questions, which will need to be answered from a number of different angles: How to optimize the experience for passengers as they switch between each mode/transport boundary; and, therefore, how to address any "orphan" customer experiences. Can all relevant customer travel data be shared to enhance the innovative services being developed by each player? What will passengers live—from the start of their journey to the very end—and how can this perspective be used to maximize each operator's effectiveness? How can a jointly-developed, customer-centered service be made profitable?

How can the commercial downsides of the games be avoided, and—on the contrary—turned into an opportunity? In what ways does developing a consistent, multi-operator travel experience represent a challenge in terms of innovation and effectiveness? Will we be able to offer smooth and straightforward journey options to a maximum number of passengers while still tailoring the experience to their particular profiles? Can we make Paris a world benchmark for multimodal travel? And others...

In this way, this group of key players has begun the process of thinking and collaboration to co-construct a truly, end-to-end (multimodal, multi-operator, and multi-environment) passenger experience that is smooth and consistently good.

PARIS 2024 OFFERS A GOLDEN OPPORTUNITY TO CREATE THE FIRST TRUE, CO-CONSTRUCTED, END-TO-END PASSENGER EXPERIENCE —INVOLVING ALL PLAYERS IN THE CHAIN

This global showcase offers plenty of scope for goodwill and approaching things in a spirit of celebration: it must not be missed as an opportunity to gather all players in the transport chain to work together toward a common vision.

Paris 2024 is also a real testbed, taking place over a clearly defined timescale—in clearly defined areas, something that makes the design and testing of new customer experiences easier and quicker:

It offers a chance to focus on a defined number of customer profiles (the Olympic fan, the opportunist tourist, the group of friends taking the opportunity of a memorable trip), tailor positioning and attitudes to a single travel reason, and work on an experiential signature that's specific, not generic. For a major transport operator whose scope of activity—the Paris region—is highly complex, mastery of the customer experience is a genuinely challenging task. It's an area that has long been considered (and still is today by some companies) a soft science; yet it's an area that is, fundamentally, quantifiable, if framed correctly—and the failure to do so has led to a good deal of delay in its development and perfection. It's also a truly complex area with many variables, cases to be studied, and numerous possibilities—all within a very highly creative space. In fact, achieving complete mastery of the customer experience—getting the basics right and differentiating it—but also tailoring it to each of the player's target segments, is a difficult task.

In addition, a successful Paris 2024 games presents a real customer challenge for two reasons:

/ Now that Paris's bid to hold the 2024 games has succeeded, everything needs to be put in place to make the games a success; and previous points of reference (such as London, Rio, and Sochi) demonstrate that being an Olympic host city does not guarantee that the games will be profitable—in fact, the opposite is true. Tourism declines, retail spending is usually dampened, and hotels and restaurants see reduced takings because tourists avoid them—imagining that visiting the city in the usual way will be a complicated affair. Reversing these norms for Paris 2024 is a real goal to strive for. A clear objective, if this is to be achieved, is to limit the displacement effect during the games, and even to reverse its impact, by extending the visitors' stays, enabling them to move seamlessly from the games themselves to discovering the host area (through museums, eating and drinking, excursions, etc.); the celebration must go beyond the stadiums and places associated with the games themselves, with Paris leveraging its broader appeal to tourists.

/ Visitors to the games overwhelmingly arrive by air—from abroad, and are visiting the games' host city for the first time. This is a group with a power of recommendation that is very strong—both positive and negative. What they experience as they fly to, and land in, Paris, and when they take public or private transport in the Paris area, will be strong, emotional points of reference—something difficult to forget, and something that provides rich raw material for word-of-mouth recommendations when they return home: they themselves, or their immediate circle, will become potential future visitors to Paris, either as transit passengers or visitors to the city; or, conversely, they may avoid it in favor of competing European hubs or tourist destinations, such as London or Frankfurt.

THE CHALLENGES IN OFFERING AN OVERALL, END-TO-END, AND TRULY INTEGRATED, PASSENGER EXPERIENCE—INVOLVING ALL PLAYERS IN THE CHAIN

The keys to success in creating an end-to-end passenger experience—one that will stick in customers' memories in a positive way—may not be obvious, but they're far from being unachievable.

/ The first need is to bring together the vast majority of players in Paris's transport chain: as the "manufacturers" of the customer experience they must work together to think it through and design it accordingly.

/ This requires each player to want to do this, an obvious precondition; but in Paris's case, bringing these players together around a common goal is far from simple.

/ Another key success factor is to involve the operational functions, at each link in the chain, to tailor their efforts to the target customers—given that upsets and unexpected events do the most damage to the customer experience (as well as being the most difficult to manage); and the chain is just as integrated horizontally (through linkages between transport interfaces/modes of transport, etc.) as it is vertically (in terms of customer experience, operations, maintenance, etc.).

/ Overcoming the fear of failure, and working in a spirit of learning (there are no failures/several attempts might be needed before succeeding) will render the approach agile, as well as consolidating it—helping to drive it toward its ultimate objective.

/ Another trust-related challenge is that no single player in the working group will be directing the activities: the management of the group must foster a culture of neutrality and independence, so that each player can concentrate on its particular area of expertise—using it to benefit the others, in order to shape the overall experience.

/ Finally, keeping the passenger-customer as the focus of all thinking and co-construction is essential, so that players aren't diverted onto their own issues, and can maintain a long-term vision of the goal—taking a pragmatic, objective view of what has to be achieved.

A WILLINGNESS TO WORK COLLECTIVELY ON THE ISSUES AND THE MOTIVATION TO DRIVE ACTIVITY

The objective for these players in travel and tourism is to own the ultimate promise of an end-to-end customer experience: addressing the "orphan" parts of the passenger journey (the sections that straddle, or fall between the peripheries of, two players' areas), holding the vision of the customer's lived experience over the whole journey, and making the construction, and reality, of a holistic journey unforgettable... in short, to transcend the journey itself.

This is how **TRANSCEND®** was born: a co-construction approach to the end-to-end passenger experience in Paris, based on the specific case of Paris 2024, and with the aim of creating a community that is highly informed on the major issues affecting the customer experience. The promise is to put in place the linkages that cement the passenger experience between the peripheries of each player's area, create innovative inter-operator services, and provide the facilities and accelerators to construct the experience—such that each player can improve its own existing services or build new, powerful and highly effective ones, thanks to the knowledge and enablers they have gained from the exercise.

The process offers a truly innovative approach that addresses the deeply complex challenge of delivering the definitive passenger experience in Paris and across France: the coordination of all the players in the chain, and getting them to cooperate effectively to the benefit of the customer.

The approach also addresses a highly complicated problem that many transport operators want to solve: that of the reciprocal impact of the customer experience (front-line client services) on transport operations (back-line client services). In this way, **TRANSCEND®** is developing its **Service Promise** concept, using specific methodological ideas such as:

/ "Symmetry of influences:" what influences are there between customer issues (the Voice of the Customer) and operational concerns (the Voice of the Employee), and how to master them?

/ "Synergy of performance:" how to remove the constraints that one thing places on another, and exploit the opportunities—in both areas—to deliver overall service performance? How to exploit the synergies between each player in the ecosystem to the benefit of the whole chain?

The design and implementation of an integrated **operational signature** and **experiential signature** (which transcends the differences in mindset between the two areas) to enable players to deliver an overall service for the journey and commit to the result—not just the means of delivering it. This **Service Promise**—the value proposition—then becomes a real competitive advantage for Paris's travel ecosystem… and facilitates the creation of specific competitive advantages for each player in the chain.

Beyond the core group that initiated it, **TRANSCEND®** is an approach open to all players in the sector who are prepared to join it in this spirit of shared intelligence and the will to revolutionize the experience of travel and tourism in Paris.

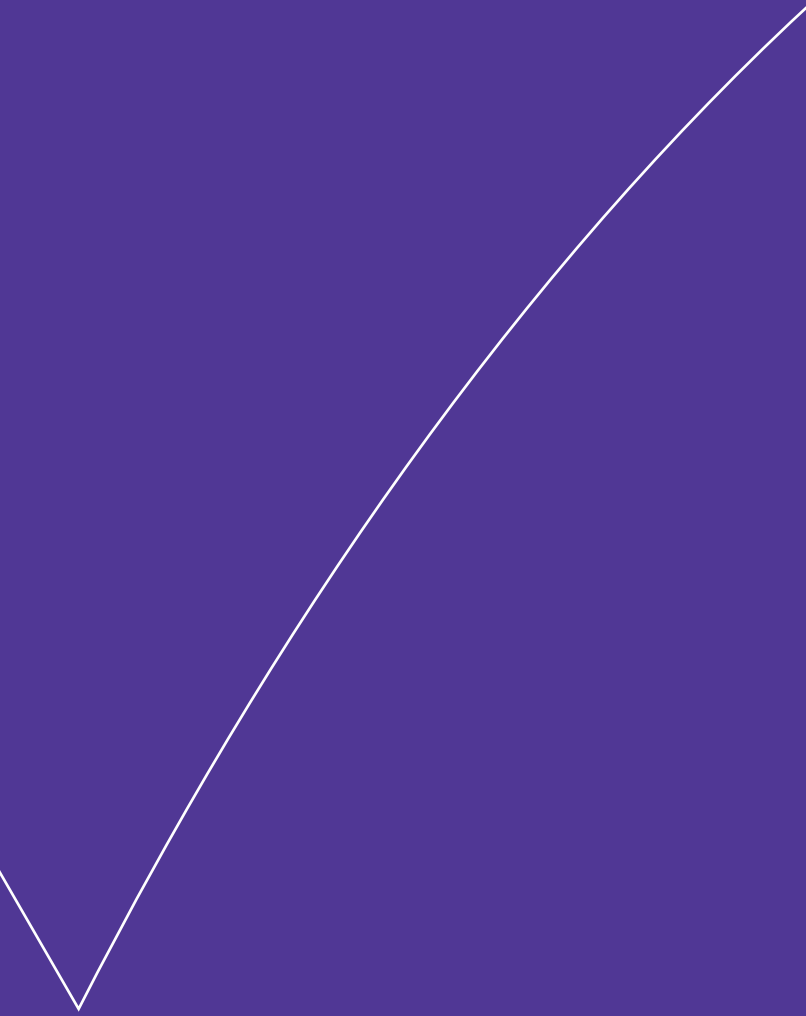To achieve its aims, **TRANSCEND**® is proposing:

/ A common methodology to be used by all players—to design, evaluate, and manage the (anticipated) customer experience

/ Performance benchmarking for the customer experience in transport and mobility

/ A fast and efficient approach to communications to be able to make the best decisions with respect to the end-to-end passenger experience

/ Dynamic mapping of pain points, for each point of contact—from one end of the journey to the other

/ Paris 2024-based customer segmentation, through the application of its Smart Data logic

/ A list of opportunities for services that can be jointly-developed, or those that can be optimized thanks to the group's collective strength, as well as a list of threats associated with the end-to-end passenger experience (for example, the threat of new entrants)

/ A space for sharing best practices and feedback on POCs and the deployment of digital services

/ A platform that can evolve toward being a (reactive) decision-making center that can be used to restore a degraded cross-cutting situation

/ And all these inputs are to be considered as part of a multi-faceted approach: encompassing travel, operations, retail, innovation (in services and technology), partnership strategy, change management, processes, etc.

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