

Revenue & Ridership Update

FMCB

February 26, 2018

David Scorey
Chief Executive, Keolis



KEOLIS

RETAIL & TECHNOLOGY

App Development
Hand-Held Devices
mTicket Promotion
Smarter Ticketing
Credit Card Sales



MARKETING

Data-Driven
Customer Behavior
Untapped Demand
Capacity Analysis
Loyalty Program
Car to Rail



REVENUE & RIDERSHIP GROWTH

REVENUE PROCESS



REVENUE PROTECTION

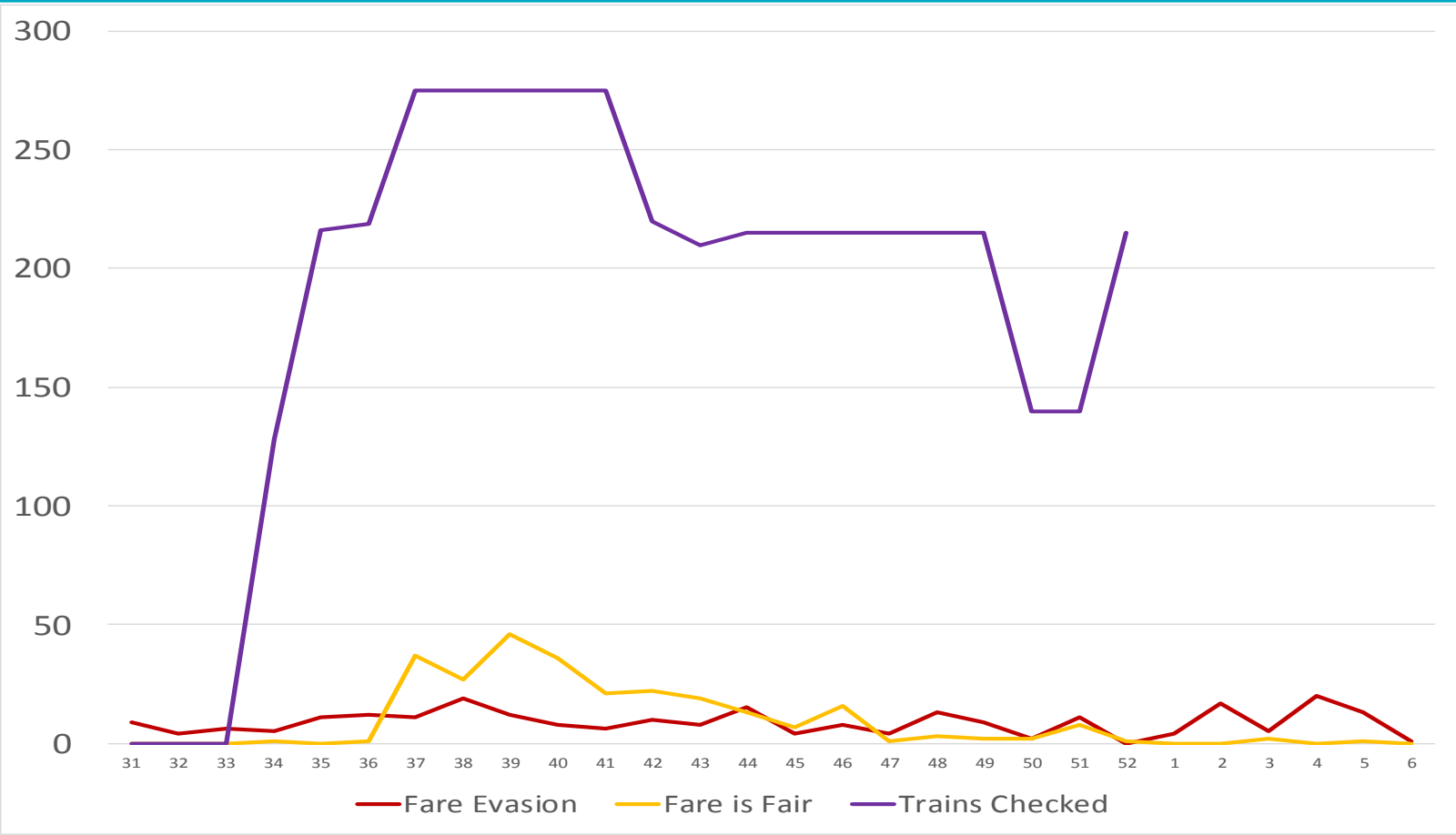
Manual Ticket Checkers
Automatic Gates
Fare is Fair
Ticketless Travel Surveys
Promote Pre-Purchase



Customer Response

- ⦿ Initial spike in customer complaints about Fare is Fair checks at North Station
- ⦿ Very limited reaction to off-peak checks
- ⦿ Changes made in the first two weeks to staff and barrier positions to build in customer comment
- ⦿ Reaction reduced steadily after first 6 weeks as passengers became familiar with process
- ⦿ For Back Bay PM peak checks more extensive comms plan implemented in December/January:
 - Passenger flyers
 - Station announcements
 - On board announcements
 - Extra staff at station to answer questions
- ⦿ Second round of follow up comms planned at Back Bay for 2 weeks before the PM peak checks start in March

Passenger Contacts & Volume of Trains Checked



Progress So Far

- Fare is Fair checks started successfully off peak and at North Station in PM peak
- Around 3,600 trains, 670,000 passengers checked so far
- Over 150 invalid tickets confiscated; positive indicators in sales volumes
- All posts to support initiative filled
- Next steps:
 - start PM Peak Fare is Fair checks at Back Bay
 - Ongoing rollout of hand held ticketing device

Activity	Status
North Station Fare is Fair PM Peak Checks	Started Sept 2017
South Station, Back Bay & North Station Off-Peak Checks	Started Sept 2017
Hand Held Ticket Device Pilot	Started Feb 2018
Back Bay PM Peak Checks	Planned Start March 2018
Initial Marketing Campaign	Planned Start March 2018
Hand Held Ticket Device Full Rollout	Planned Start April 2018
South Station PM Peak Checks	Planned Start May 2018
AM Peak Arrival Checks	Targeting Mid 2018
Automatic Gates Back Bay	TBA
Automatic Gates North Station	TBA
Automatic Gates South Station	TBA

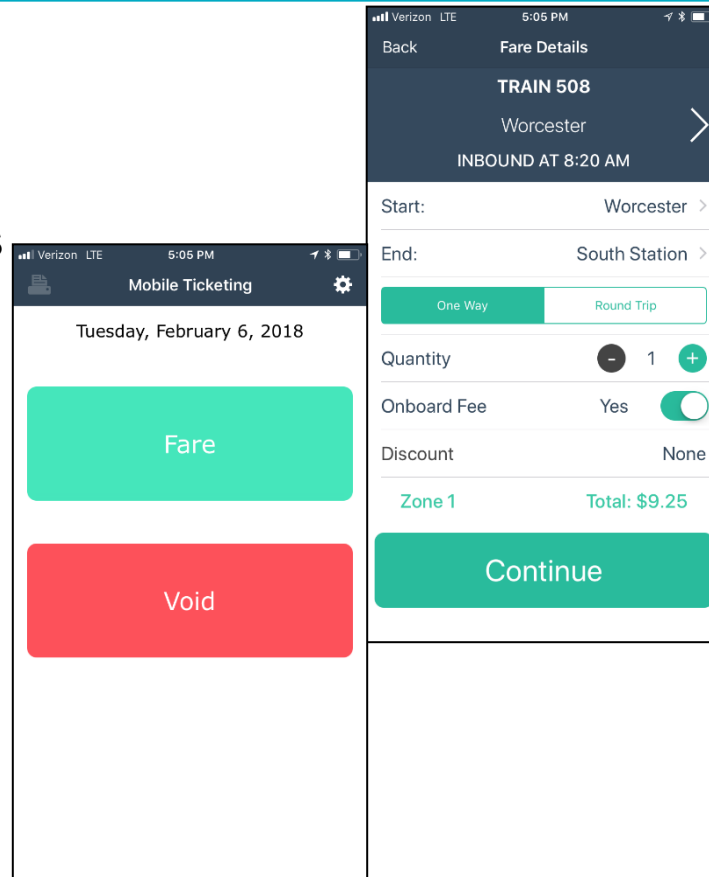
Fare is Fair Checks

- Checks involve Ticket Verification Assistants looking at tickets before a passenger boards
- M-Tickets have to be activated before passengers can board
- Passengers with expired tickets, invalid tickets or no ticket are asked to purchase either on the app, at an FVM or ticket office
- Passengers will also have to show a ticket to the conductor on board
- Checking before boarding and during a journey dramatically reduces potential for certain types of evasion
- Invalid tickets are confiscated to reduce misuse potential



Hand Held Conductor Ticketing Device

- New hand held ticketing device developed during 2017
- First conductor has been carrying out live testing on North side routes since early February
- Further 5 conductors being trained for next stage of use
- Rollout to following in spring/summer 2018
- Allows more convenient credit card and debit card purchase
- Gives MBTA/Keolis better data on origin/destination and number of passengers



Verizon LTE 5:05 PM

Back Fare Details

TRAIN 508

Worcester

INBOUND AT 8:20 AM

Start: Worcester

End: South Station

One Way Round Trip

Quantity 1

Onboard Fee Yes

Discount None

Zone 1 Total: \$9.25

Continue

Verizon LTE 5:05 PM

Mobile Ticketing

Tuesday, February 6, 2018

Fare

Void

Tuesday, February 6, 2018

TOTAL
\$15.50

Credit Cash

Amount Received Optional

Receipt and Finish



Massachusetts Bay Transportation Authority

This ticket expires on
FEBRUARY 8, 2018

ZONE 4 ADULT

Payment: Cash \$11.25
Date: 02/06/2018
Time: 01:48 PM
From: South Station
To: Montello

ROUND TRIP

Payment: Cash \$9.25
From: Montello
To: South Station

Subject to applicable tariff regulations and conditions of use.
Ticket may be confiscated for misuse.
Not replaceable if lost or stolen.
All tickets are non-refundable and are valid for the date of purchase.

Schedule & Fare Information
817 - 222 - 3200
www.mbta.com

REPRINT

1000250180

Massachusetts Bay Transportation Authority

Marketing Initiatives

The screenshot displays the KEOLIS website for the Massachusetts Bay Transportation Authority. The top navigation bar includes the MBTA logo, the KEOLIS brand name, and a 'Download mTicket App' button. The main content area is divided into two sections. The upper section, titled 'AVERAGE ANNUAL COMMUTER RAIL RIDER SAVINGS:', features four circular icons representing savings in money (\$1,000), time (130 Hours), distance (260 Traffic Miles), and weight (5.2 Tons CO₂). Below these icons, a smartphone displays the mTicket app interface. The text 'START SAVING WITH THE COMMUTER RAIL' is prominently displayed, followed by the tagline 'Redeem your first ride on us!'. A form for 'Phone number / email' and a 'Download the mTicket app' button are also present. The lower section, titled 'SEE WHAT YOU CAN SAVE', contains a form with fields for 'Origin' and 'Destination', radio buttons for 'Depart at' and 'Arrive by', a time selector set to 11:59 PM, a 'Round Trip' radio button, and a 'Parking Cost' field. A 'Calculate Savings' button is at the bottom of this form. The background of the lower section shows a blurred image of a commuter rail station with a staff member. The footer includes the KEOLIS logo, three instances of 'Footer information', and a small graphic of a train.

Reverse Commuters

DIGITAL

- Microsite
- Geofencing digital ads
- Remarketing to site visitors
- Distribute educational content
- Continued emailing after engagement/use

SIGNAGE

- Update signage at outbound stations with TMA, emergency ride home, alternate route options

MAIL

- Direct mail based on location to origin stations (North, South, Back Bay, Porter)
- Direct mail to corporate locations for corp. pass based on service/walkability

MEDIA/PARTNERSHIPS

- TMA referral contest program
- Comcast Spotlight targeted TV advertising

Leisure Travelers

DIGITAL

- Digital advertising by area
- Remarketing to destination page visitors
- Distribute educational content
- Continued emailing after engagement/use

SIGNAGE

- Update signage at outbound stations to call attention to weekend service, wayfinding

MAIL

- Direct mail based on location to outbound stations
- Direct mail to new home buyers in the area

MEDIA

- Comcast Spotlight targeted TV advertising
- The Sports Hub (blended messaging)
- Metro weekend issues

PROMOTIONAL PRICING

- Weekend rider special fare or monthly pass bonus

Questions and Discussion