



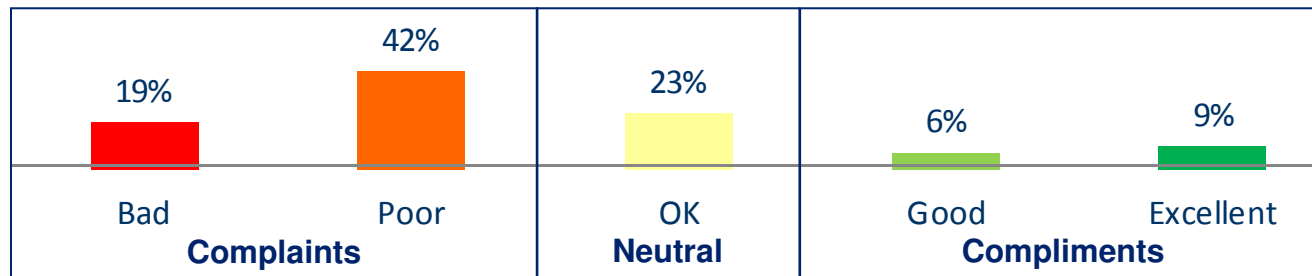
# Complaints Resolution Report Quarter ended March 31, 2013



# Feedback Summary

- During Q4 of the 2012/13 fiscal year 3.7 million customers travelled with BC Ferries.
  - BC Ferries received 1,612 comments in Q4 2012/13.

**Distribution of Comments by Rating**



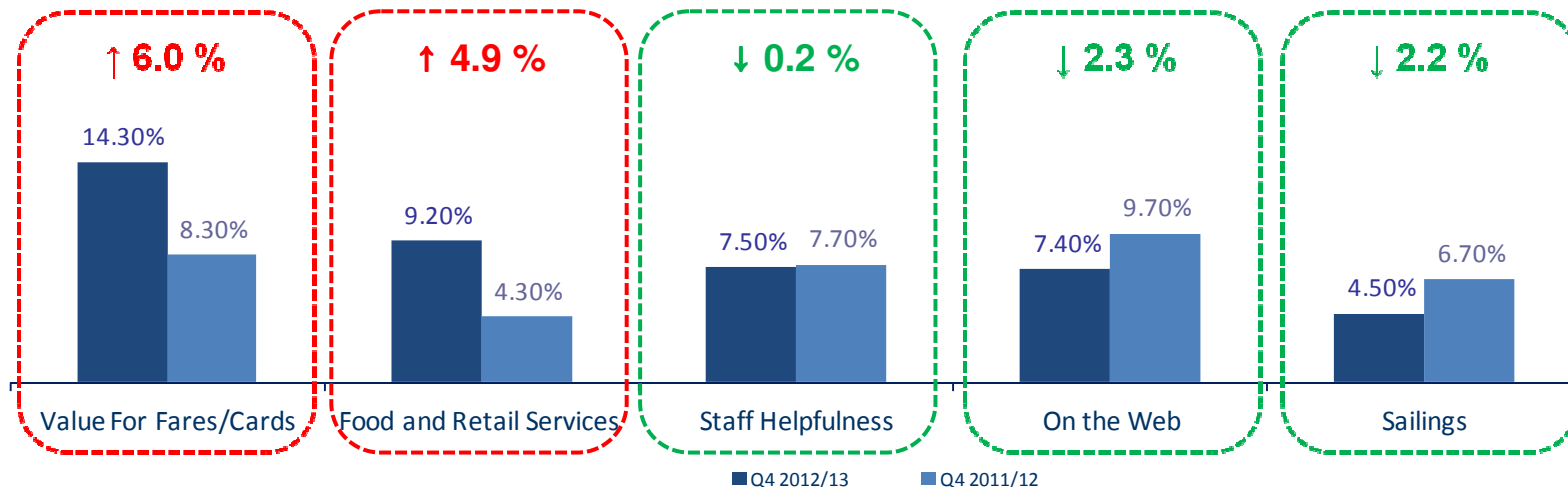
- Customer initiated feedback tends to be negative. Fifteen percent (15%) of all customer feedback received in Q4 2012/13 was complimentary.
- “Fares” was the top issue: 193 complaints\* were made, representing 14% of the total comments received in Q4 2012/13.
  - Top 5 complaints combined represent 43% of all complaints received in Q4 2012/13
- “General” comments are excluded from this analysis:
  - 237 “General” comments were received which were primarily made up of suggestions (74) and requests for company information (71)

\*Complaints = “bad” or “poor” rating accompanied by a comment  
 Note: Q3 2012/2013 = Jan 1st to Mar 31th 2012

# Top Complaints\*: Corporate

#	Complaint	Q4 2012/13		Q4 2011/12	
		Complaints*	% of Comments (n=1,353)	Complaints*	% of Comments (n=1,449)
1	Value For Fares/Cards	193	14.3%	120	8.3%
2	Food and Retail Services	125	9.2%	63	4.3%
3	Staff Helpfulness	101	7.5%	111	7.7%
4	On the Web	100	7.4%	141	9.7%
5	Sailings	61	4.5%	97	6.7%

## % of Comments



\*Complaints = "bad" or "poor" rating accompanied by a comment  
 Note: Q4 2012/2013 = Jan 1st to March 31th 2013  
 Q4 2011/2012 = Jan 1st to March 31th 2012

# Value For Fares/Cards

## Sample of Customer Comments:

### Complaints

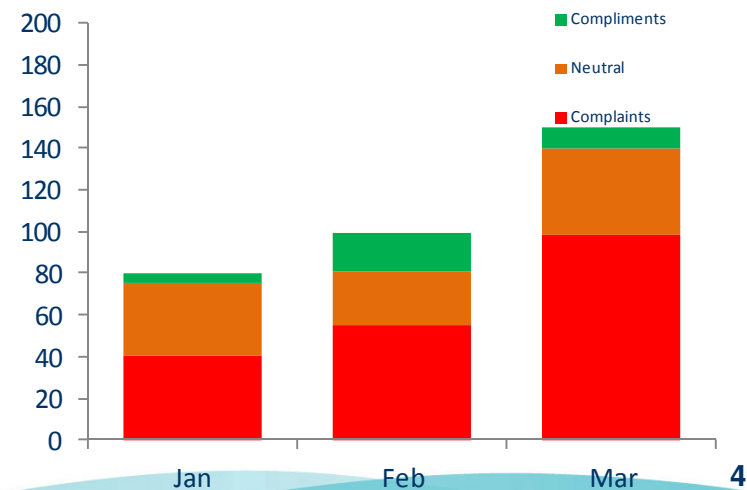
- "Your fares are so expensive! I was going to travel to the island for a weekend vacation but after realizing it would cost me \$160 in ferry fares alone, I have decided to go to the USA instead!"
- "Has the idea ever crossed the table that would give the Vancouver Island residents a discount on using the ferries on a permanent basis, as we should get some sort of bonus & make it up with the tourists..."
- "What's the logic behind the new 10.5% increase in the Experience Card re-load minimum? Not that long ago it was \$80, now \$105. We need a ferry service, not a new bank to look after our savings."

### Compliments

- "Thank you BC Ferries! Family Day is a wonderful promotion and really appreciated! Why people are so negative when a promotion doesn't apply to them is beyond me."
- "I hassle @bcferries quite a bit but free fares for children on family day weekend was pretty cool of them. Now for a frequent rider card..."

## Value For Fares/Cards includes:

Group/Attribute	Complaints	Neutral	Compliments
Fares: Value for Fares Paid	47	3	2
Fares: Experience Card	37	24	2
Fares: Discount Fares	33	15	4
Fares: Other Fares	18	16	8
Fares: Coast Card	18	19	1
Fares: Promotions	15	3	13
Fares: Errors	10	4	0
Fares: Refunds	7	18	2
Fares: Credit/Debit Card	5	0	1
Fares: Frequent Travel	3	1	0
<b>% of all comments (1,353)</b>	<b>14.3%</b>	<b>7.6%</b>	<b>2.4%</b>



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 Note: All data is for Q4 2012/2013 (Jan1st to Mar 31th 2012)

# Value For Fares/Cards

## Root Cause:

Discounted Fares & Social Programs: Discounted fares are available to customers travelling on the minor (commuter) routes. Fare discounts have been in place since 1961 for all Gulf Islands and since 1972 for the Sunshine Coast. There currently is no discount available for customers to travel on the major routes and no service fee is provided to BC Ferries by the Government to operate these routes. Coast Saver Sailings are offered on and off throughout the year as a price cap management tool and to encourage travel at particular times of the year.

The Provincial Government provides fare subsidies for BC seniors, students and passengers with a permanent disability through the BC Residence Assistance Program outlined in the Coastal Ferry Services Contract. BC Ferries administers these discounted fares on behalf of the Provincial Government and acts within the guidelines and policies set by the Government.

Minimum buy-in level for Experience™ Card discount: The option of pre-purchasing fares in order to gain access to discounted fares was established in conjunction with the commuter route designation in place since 1961 for all Gulf Islands and since 1972 for the Sunshine Coast. While the Experience Card™ replaced the pre-paid paper books of 5 or 10 ferry tickets in 2008, the principle of pre-purchasing fares for discounted travel remained intact with the added benefit of the Experience™ Card being applicable to all routes with commuter discounts. In addition, the Experience™ Card provides registered customers with loss protection, which was not available with the pre-paid paper books. The minimum buy-in level generally increases with the annual price cap adjustment, and is established at a minimum to cover two round trips for car and driver on any route which has an Experience™ Card discount. The logic for this is simply that the card is intended for frequent users, and two round trips is the most basic level of 'frequent'.

## Lessons Learned:

Through customer feedback the need for the recognition of frequent travel on the major routes has been identified. System upgrades are required in order to be able to offer more dynamic pricing models for frequent travel in the future.

## Action Taken:

The Automated Customer Experience (ACE) Program is currently under development with the goal to raise the level of customer satisfaction by improving and enhancing customers' overall travel experience. Software and Hardware upgrades part of this program will also enable BC Ferries to offer more dynamic pricing models in future as we work towards the recognition of frequent major routes customers. Completion of the ACE Program is currently anticipated for the year 2015.

For the first-ever Family Day long weekend in British Columbia, BC Ferries offered free travel for all children 11 years of age and under from Friday, February 8, 2013 through to Monday, February 11, 2013.

# Food and Retail Services

## Sample of Customer Comments:

### Complaints

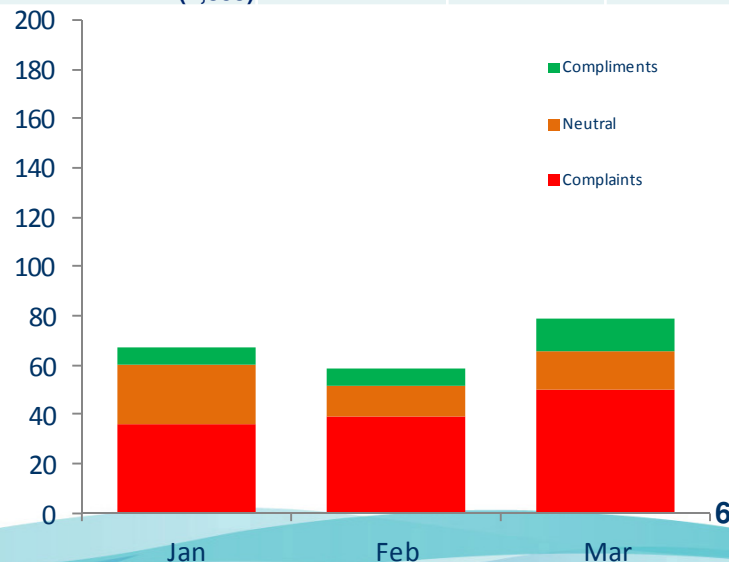
- “Unblock YouTube immediately! The reason I drove 30 minutes out of my way to be on this ferry is to do work while in transit. Ferry travel times are far too slow as it is, having the ability to use Wi-Fi is ideal. Although for as long as YouTube is blocked from use on this vessel, it restricts the ability to work. This is unacceptable, that’s why I am taking time away from work to write this message.”
- “We travel to Nanaimo and back to Horseshoe Bay fairly regularly. Often it is during meal time. The menu is very limited and it would be good to see a regular or daily special or variation from the same old same old.”
- “I have been very disappointed for some time that there is no longer chilli on the menu. This is such a basic and simple lunch counter item that I can’t understand why it has not been available since White Spot took over. Most unhappy!!”

### Compliments

- “Thank you for offering gluten free food on @BCFerries. A surprisingly delicious almond butter cookie! I would have had sushi or salad but I was nervous about possible trace amounts.”
- “I just wanted to mention that the soft ice cream on the ferries is the best we have ever tasted. I think you should be promoting it as once people try it they are hooked. It is now something we look forward to when we take the ferry. You could be selling far more of it than you probably do right now.”

## Reservations includes:

Group/Attribute	Complaints	Neutral	Compliments
On the Ship: Amenities	71	14	4
Food and Retail Services: Food Selection/Quality	26	8	4
Food and Retail Services: Food Value	10	0	1
Food and Retail Services: Lounge/Buffer/Coffee Bar	7	4	1
Food and Retail Services: Staff Helpfulness	5	0	5
Food and Retail Services: Retail Value	4	5	1
Food and Retail Services: Retail Selection	1	6	10
Food and Retail Services: Online Giftshop	1	16	1
<b>% of all comments (1,353)</b>	<b>9.2%</b>	<b>3.9%</b>	<b>2.0%</b>



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# Food and Retail Services

## Root Cause:

### Amenities / Wi-Fi:

On July 5, 2010 BC Ferries started the pilot project for a complimentary Wi-Fi service to allow customers to browse the web or check e-mail while travelling with BC Ferries. This service is now available at the Swartz Bay, Tsawwassen, Departure Bay, Horseshoe Bay and Langdale terminals as well as onboard select vessels that travel to and from these terminals.

A standard global filtering service is restricting access to websites tagged as displaying inappropriate content. Furthermore, streaming websites are restricted in order to allow all customers shared access to the limited wireless bandwidth available on our networks for basic web browsing and e-mail usage. To allow streaming media would impact other customer's ability to use the free resource efficiently.

## Lessons Learned:

Customers need to be kept informed of the restrictions that do apply to the free Wi-Fi service to avoid disappointment.

## Action Taken:

The BC Ferries website provides information about the complimentary Wi-Fi service as well as a list of Frequently Asked Questions to assist customers who encounter difficulties with the service.

### Food Selection:

In order to determine customers' interest, BC Ferries offered additional White Spot menu items onboard vessels servicing the Departure Bay – Horseshoe Bay route on a trial basis and conducted a survey after completion of the trial. Customer feedback was positive and BC Ferries gradually expanded the popular White Spot menu options onboard vessels servicing the Swartz Bay – Tsawwassen, Departure Bay – Horseshoe Bay and the Duke Point – Tsawwassen routes starting April 17, 2013.

The renewed partnership with White Spot enables BC Ferries to offer a greater food selection and increases the flexibility to make periodic changes to the menu options in future.

# Staff Helpfulness

## Sample of Customer Comments:

### Complaints

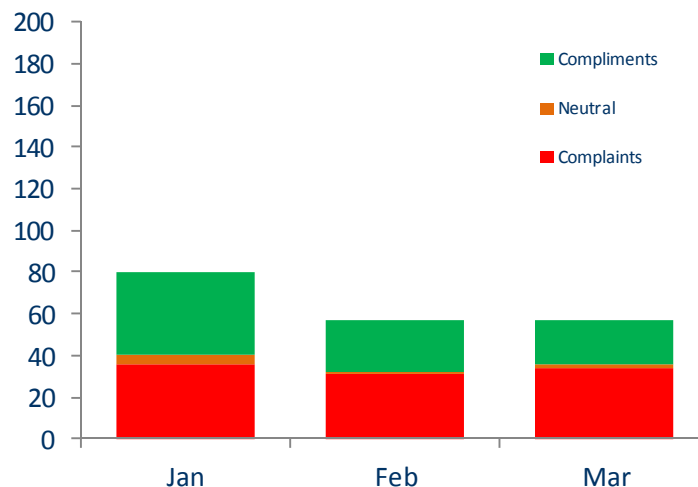
- "My husband and daughter were travelling yesterday. They waited at the terminal in lane 10 to board the ferry to head home and fell asleep. Nobody woke them, they all drove around them and boarded the ferry, leaving them there. My daughter was sick, they fell asleep and her ear drum burst. I don't think this would have happened had they been woken up and made it onto the earlier sailing."
- "@BCFerries your website mentions Inner Sanctum (your language re: quiet lounge) but 3/3 staff don't know what I mean."
- "Just dealt with the rudest woman at @BCFerries Duke Point, made me so angry I left, going Departure Bay route instead. #terribleservice."

### Compliments

- "Impressed with BC Ferries Staff, busy times call for patience and understanding, even humour. Awesome - keep up the good work!"
- "BC Ferry staff are the best! After missing my 9am sailing, waiting for the next, and the ticket clerk brought me a tea and kept me company."

## Staff Helpfulness includes:

Group/Attribute	Complaints	Neutral	Compliments
Check-In: Staff Helpfulness	33	0	7
On the Ship: Staff Helpfulness	32	3	38
Inside the Terminal: Staff Helpfulness	27	2	33
On the Phone: Information Accuracy	5	1	0
On the Phone: Agent Helpfulness	3	1	7
On the Phone: Resolution of Issues	1	0	0
Outside the Terminal: Staff Helpfulness	0	0	1
<b>% of all comments (1,353)</b>	<b>7.5%</b>	<b>0.5%</b>	<b>6.4%</b>



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 Note: All data is for Q4 2012/2013 (Jan1st to Mar 31th 2012)



# Staff Helpfulness

**Root Cause:**

Communication issues, ticketing errors, misunderstandings, inappropriate behavior by employee leading to customer dissatisfaction.

**Lessons Learned:**

Customer feedback has given us an opportunity to identify areas of improvement in customer service and ongoing customer service training and coaching is required.

**Action Taken:**

Complaints regarding employees are investigated on a case by case basis. The customer is sent a response with an apology.

Where communication is the issue, information is provided to the customer to assist in preventing further confusion. In the case of inaccurate information or inappropriate behavior by an employee, corrective action is taken with the employee and the customer is contacted to correct the misunderstanding.

Positive feedback is also shared with the employees.

# On The Web

## Sample of Customer Comments:

### Complaints

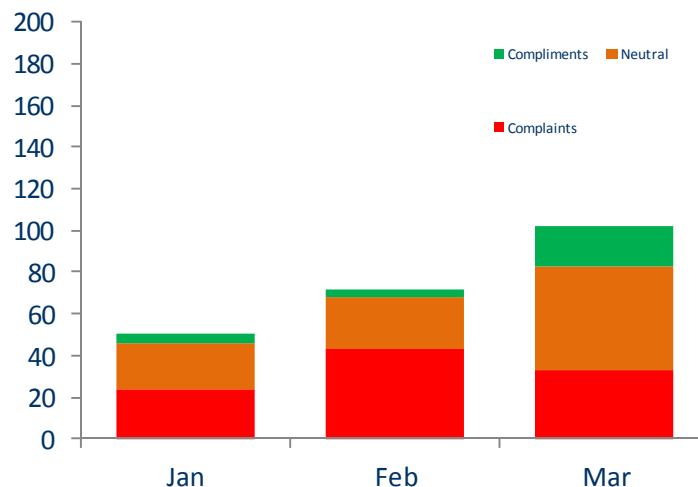
- “Hi, I have tried for months to set up an account. It always tells me to try back later. So frustrating! What's going on? Thanks.”
- “Why on earth is making a reservation for a ferry ride a half-hour process? Why can't customers just reserve the spot and give their credit card and get a confirmation e-mail. This is probably going to be the only time I ever take this trip again in the foreseeable future. It's a gorgeous ride but the amount of information you ask people to give is beyond anything you would reasonably ever need to ask for to provide the service you provide. This has taken me almost 20 minutes to do on my iPhone.”
- “This being the 21st century I can't understand why the bugs in the online reservation portion of your site remains broken! IE9 has been out for a long time, and the bugs have been there a long time, too. This really makes BC Ferries look bush league. Regards,”

### Compliments

- “I appreciate businesses that use Social Media. Fast friendly service from @TELUS support today, @BCFerries in the past. Thanks!”

## On the Web includes:

Group/Attribute	Complaints	Neutral	Compliments
On the Web: Design and Usability	44	6	0
On the Web: Login/Passwords	24	61	12
Reservations: Online Reservations	17	1	0
On the Web: Information/General	7	5	6
On the Web: Service Notices	5	13	0
On the Web: Travel Planning	2	3	0
On the Web: Current Conditions	1	0	1
On the Web: Online Giftshop	0	8	8
<b>% of all comments (1,353)</b>	<b>7.4%</b>	<b>7.2%</b>	<b>2.0%</b>



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# On the Web

## Root Cause:

On May 12, 2011, BC Ferries launched a comprehensive redesign of its website. This included the introduction of a single online reservation channel to replace the two unique channels that had been in place since August 2008. The intention of consolidating the two reservation channels was to remove problems encountered by customers when trying to use a password for one channel to access the other.

## Lessons Learned:

Implementing the single access online reservation service proved to be a highly complex undertaking, particularly in terms of aligning customer accounts associated with the ten-year-old Reserved Boarding on the Internet (RBI) service. There were also a number of performance and account validation issues that did not emerge during the testing conducted, nor with external customer focus groups and staff.

## Action Taken:

Since the May 2011 launch, a number of releases and “spot fixes” were implemented with varying degrees of success. The ultimate answer, arrived at following extensive technical review and heuristic evaluation, was to change the overall design and user workflow of the online reservation system and update the server infrastructure of the website as a whole.

Both initiatives were completed successfully on April 30, 2013, with the launch of an efficient and intuitive website experience.

# Sailings

## Sample of Customer Comments:

### Complaints

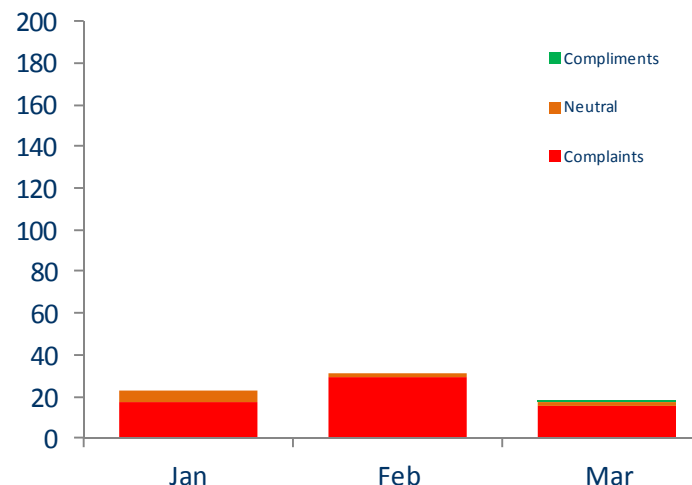
- "To Whom It May Concern: As Powell River residents we are not able to book flights from the Comox airport because of the unreliability of the ferry service."
- "I am on the vessel from Tsawwassen to Swartz Bay wanting to connect to the vessel going to Saturna. We are late, we should have unloaded 10 minutes ago. I am not going to make my connection, can you hold the vessel."
- "Sirs, Stopping a ferry to recover a lifeboat is acceptable as it is a hazard to navigation. A modest 10 minute delay to do so is acceptable and actually commendable. A further 30 minute delay to recover a life ring while still within sight of the terminal, from where a RIB would easily have been launched, is totally unacceptable passenger service. Not only does it impact those onboard, but probably several subsequent sailings. ..."

### Compliments

- "Hey @BCFerries, kudos to the Cap'n & crew of the Coastal Renaissance in making up for today's delay. Impressive."

## Loading/Unloading includes:

Group/Attribute	Complaints	Neutral	Compliments
Sailings: Cancellations	32	7	0
Sailings: Delays	29	3	1
<b>% of all comments (1,353)</b>	<b>4.5%</b>	<b>0.7%</b>	<b>0.1%</b>



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# Sailings

## Root Cause:

Operational delays are often caused by situations that occur during the loading or unloading of the vessels (stalled vehicles, lost key, driver not in vehicle, etc). Other impacts on service include mechanical issues, medical emergencies, marine emergencies and delays caused by weather.

## Lessons Learned:

Sailing delays have an adverse affect on the daily life of our many commuting customers. If sailings have to be cancelled or the vessel has to be taken out of service, every effort must be made to restore service as soon as it is safe to do so.

## Action Taken:

BC Ferries has a Service Interruption Plan that helps guide employees in managing delays and cancellations of service. However each incident is reviewed and managed on a case by case basis to ensure the needs of the specific communities and customers are taken into consideration. The primary focus is always the restoration of full service as soon as possible.

Ongoing maintenance of vessels and terminal facilities is standard procedure to maintain assets and to provide seamless service.

In a specific example, the *Coastal Inspiration* had to cancel two round trip sailings on the Duke Point – Tsawwassen route on January 14, 2013 and one round trip sailing on January 15, 2013 due to mechanical issues. Service Notices were posted to keep customers informed and the *Queen of Cowichan* sailed an additional round trip on January 14<sup>th</sup> on the Departure Bay – Horseshoe Bay route. Customers with pre-existing reservations on the cancelled sailings were contacted and offered sailings at alternate times or routes.