

How do we apply customer feedback?

Putting customers first is a central tenet of the JR East management philosophy, and we make every effort to provide comfortable, convenient service. In order to be able to provide services and products that really fit customer needs, we collect extensive opinion data from a variety of sources, including front-line employees, our Customer Help Desk, and others.

Customer feedback

In order to get direct customer feedback through on-site front-line employees, each branch has devised a variety of methods for soliciting input such as using e-mail or mobile memo pads. We also welcome suggestions at Customer Help Desks situated at 17 stations (as of March 2003), as well as on the JR East website*. We received 116,551 customer comments in FY 2002, up 135% from the previous year. On-site front-line employees collected 79,190 (approximately 70%) of these. The remainder included 19,757 comments collected at Customer Help Desks and 17,604 via our website. The category "suggestions and requests" accounted for 63% of the responses (up 2 points from the previous fiscal year); "complaints" were 18% (down 2 points), while "commendations" accounted for 10% (up 1 point).



JR East website welcomes voice of customers

Action for service improvement

Mere collecting customer opinions does not connect with improvement of our service. JR East, therefore, holds regular "improvement discussions" attended by relevant departments. In FY 2002, approximately 30% of the opinions collected actually resulted in improved service. We accomplished this through on-site front-line service meetings, and customer service meetings at corporate headquarters and branch offices.

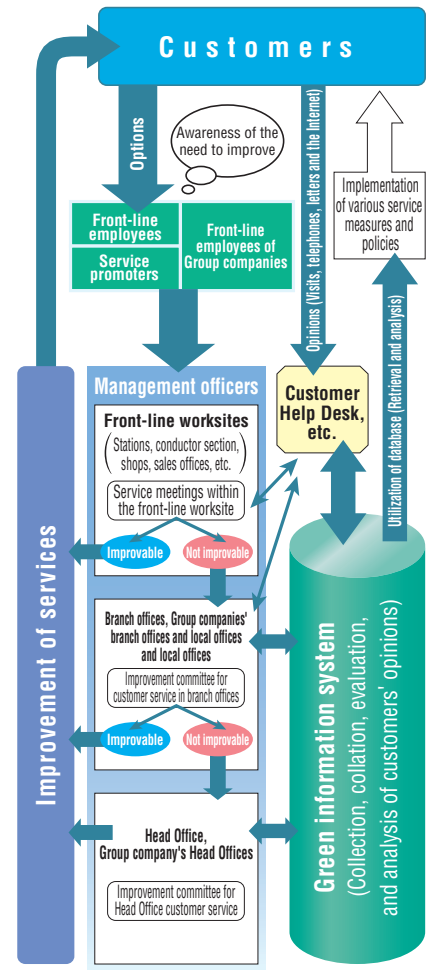
For instance, in FY 2002 many passengers complained that it was hard to hear platform announcements regarding boarding positions of express trains, which differ depending on the number of cars in a given train. We addressed this problem at Katsuta Station by utilizing limited electronic bulletin board space to announce the number of cars in approaching express trains.

JR East is committed to ongoing discussions of areas that still need improvement. As the circumstances of the environment improve thanks to customer input, we are given a wide range of opportunities to provide even better service.

Green information system

The Green Information System is a computer network that compiles and analyzes important customer comments and other details, then digitizes the information for our in-house database. Head and branch office customer service departments, Customer Help Desks and site operation teams are all linked to the database via intranet, allowing employees to quickly ascertain and respond to customer needs. We also use this data to develop new policies and service initiatives.

Green information system-ready flow



* JR East website
Voice of customers
<http://voice.jreast.co.jp/>

Alleviating congestion

Because it serves so many passengers, JR East is continuously working to relieve congestion by modifying the operational system. We increase the number of railcars during peak hours, and have introduced new high-capacity cars on the *Yamanote* Line and other metropolitan commuter lines. As a result, the level of congestion on our trains is decreasing measurably. In FY 2002, the average number of passengers during peak hours was 197% of capacity on the metropolitan commuter lines, down 41 points from FY 1987. JR East is raising the target to an average level of 180% capacity by FY 2005.

Designating railcars for female passengers

To allow all passengers to travel in greater comfort and safety, in FY 2001 we introduced "Ladies-Only cars" on the *Saikyo* Line. On 11 trains, the last railcar is designated exclusively for female passengers on weeknight trains outbound from Shinjuku Station after 11:00p.m. and from Ikebukuro Station after midnight.



On 11 trains, "Ladies-Only cars" operate on weeknights.

Digitizing Lost & Found

JR East has a coordinated Lost & Found system. In the past, whenever passengers or staff turned in an object left on a train, an employee had to manually log the item into a notebook. This meant it took a long time to search for a specific item when the owner inquired about it. Our new computerized system allows us to quickly search from any station on the *Yamanote* Line via LAN. Beginning in FY 2002, customers can also call our telephone center to inquire about lost items.

Improving manners on trains

In FY 2002, we received 3,888 comments regarding passenger manners; approximately 19% of these concerned the use of cellular phones on trains. We continue encourage customers to practice good manners with train announcements, posters, etc.

Reducing Green Car fares

In FY 2002, JR East temporarily reduced the price of *Shinkansen* and express train Green Car tickets by up to 25%. The price cuts are effective through November 30th, 2003. In addition, we changed the way Green Car fares are calculated on the *Yamagata* and *Akita Shinkansen* lines, cutting the price by up to 49%. We have also initiated "Green Attendant" services on parts of some *Shinkansen* lines.

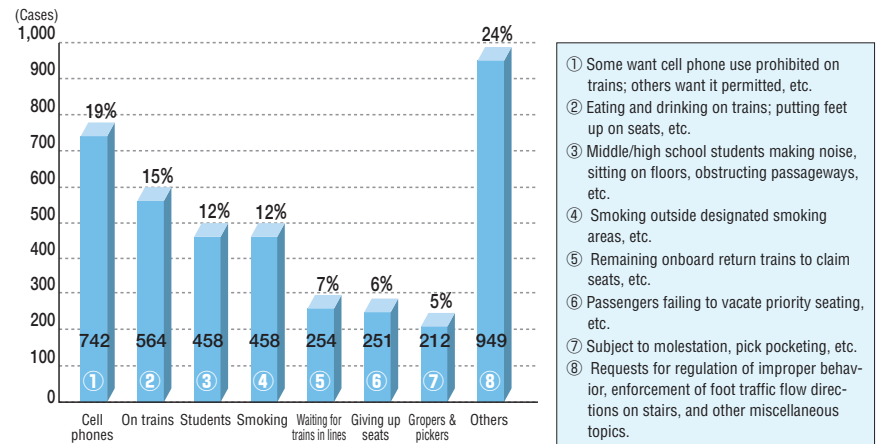


Green Car attendants provide beverage and towelette service on the *Hayate* and *Komachi* liners

Installing elevators and escalators

In compliance with the *Barrier-Free Transportation Law*, we are cooperating with local municipalities to install mechanical lifting devices in stations. Specifically, we now regard elevators as a basic amenity and have set a goal of installing them in all subject stations¹ by 2010. We are also committed to installing more escalators².

Customer voices complaining about bad behaviors on trains and at stations



1 Stations slated for elevator installation
Approximately 390 stations serving at least 5,000 passengers a day with a height difference greater than 5 meters between levels

2 Stations slated for escalator installation
Approximately 300 stations serving at least 10,000 passengers a day with a height difference greater than 5 meters between levels