

### Putting customer comments into shape

In our Medium-term Management Plan New Frontier 2008, we stated that we see “challenging ourselves to meet customer expectations” as the basic tenet of our management. We are building a database to be shared among all our employees as a means to construct a system that can promptly respond to customer concerns. The database consists of customer comments gathered both directly and indirectly through our 19 customer help desks, at stations, via the Internet, and in all sections of work.

Furthermore, to help us read between the lines and understand exactly what customers may be referring to obliquely, we have started a program to collect information on things we “noticed” regarding safety and service level improvements in our rolling stock and manufacturing divisions in addition to the service division, and connect them to specific actions.

### Beyond the manual

There is no better test of our ability to provide services than during times of emergency. In order to ensure prompt provision of operational information, early restoration of train schedules and cooperation with alternative transportation systems, we will share our responses as “organization knowledge” by preparing manuals and updating them daily.

However, what we are truly aiming at is an accurate and detailed service that goes beyond mere manuals. The real issue is to elevate each customer’s sense of security and satisfaction.

To that end, all employees strive to heighten their awareness and act accordingly while advancing service improvements through teamwork founded on the power of each individual.

### Pursuing satisfaction

The Customer Service Department was established in July 2005 as a cross-organizational section to enhance services that go beyond the manual.

In this department, the comments database is analyzed and feedback is given to all other departments. Customer Service Department also conducts independent customer satisfaction surveys, anticipates customer needs and works on employee awareness reform. What we aim for is the creation of a corporate culture of “being happy by making customers smile.”

JR East is promoting many different measures from both the human and physical aspects, including the introduction of women-only railcars, the banning of smoking on trains, the encouragement of service assistant qualification acquisition, the provision of information in times of emergency using displays, and the publication of a corporate newsletter Smile that promotes service improvement efforts by introducing best practices.





Easy-to-read information display

Poster announcing total non-smoking trains



Universal design, barrier-free railcar



Corporate newsletter Smile that introduces advanced initiatives



Barrier-free facilities

## Aiming for a trusted JR East - Our initiatives



### A customer's thank you brings satisfaction

**Ai Tsuchiya**  
Senior Passenger Station Clerk  
Tokyo Station

All kinds of customers use the ticket office. There are those not used to traveling, business people in a hurry, foreign tourists, etc. I attend to them by placing myself in their place and asking myself what they are troubled with.

When I was a new recruit, I once helped a customer with a large bag to secure an extra seat to put it on. Later I received a thank you letter, and that "thank you" made me extremely happy.

Although the time I spend with each customer is very, very short, I try to attend each individual with a smile, wishing them a safe journey as sincerely as possible. This is because in the station we are the representatives of the company.

In the future, I would like to become a good model for junior employees, and work on upgrading the service quality of Tokyo Station as a whole.



### Look at things from the customer's viewpoint in morning rush hour commuter trains

**Syuku Saitou**  
Rolling Stock Engineer  
Toyota Electric Railcar Depot

I am in charge of inspecting and repairing the E233 series trains which are now being increasingly introduced on the Chuo and other lines with the aim of providing more comfort and security. The question I often have to consider is how to prevent trouble and not inconvenience our customers. With this in mind, I am working to establish inspection methods and an advanced trouble survey. In addition, every day I pay close attention to all details of railcar conditions during the morning commuting hours.

In addition to customer comments, we can discover many points of improvement for railcars that are our products by looking at things from the customer's perspective and carefully listening to comments of family and friends. Based on these discoveries, I am working to improve the quality of our services.

Although we do not directly have contact with customers, we take notes of such points and report them regularly.

Cooperation with other departments and sections is also needed. For example, we may obtain information from train crews and through the improvement of couplers, we can work on the improvement of riding comfort in all railcars.