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**Improving the quality of customer service of JSC «Russian Railways» through the use of on-line technologies
(on the example of the Far-Eastern territorial centre for corporate transport service)**

*In the article the subject of research supports the territorial center of the Far-Eastern Transport Service (FETCCTS) Khabarovsk – one of the enterprises of the holding company «Russian Railways». During the reviewed version of the proposal of the working group of the Centre for Corporate Transport Service (CCTS) for the creation of the Center for marketing and promotion of transport services (CMPTS). Proposed his own version of the reorganization of using on-line-technology to improve the quality of customer service of JSC «Russian Railways». The application of technology «single window», which laid down the basic principles of customer relationship management (CRM-system). In addition to organizing on-line-offices CMPTS in the territory of the East of Russia proposed to establish such offices in the promising directions of development of the Eastern polygon railway network in the border cities of China, S. Korea, DPRK. Transportation services will take place on-line-mode qualified managers at the central office FETS located in Khabarovsk, Russian Federation.*

**Повышение качества обслуживания клиентов ОАО «РЖД» за счет применения on-line-технологий (на примере Дальневосточного территориального центра фирменного транспортного обслуживания)**

*В статье объектом исследования выступил Дальневосточный территориальный центр фирменного транспортного обслуживания (далее – ДТЦФТО), г. Хабаровск – одно из предприятий, входящих в Холдинг ОАО «РЖД». В ходе работы рассмотрены варианты предложений членов рабочей группы Центра фирменного транспортного обслуживания (далее – ЦФТО) по созданию Центра маркетинга и продвижения транспортных услуг (далее – ЦМПУ). Предложен свой вариант реорганизации с применением on-line-технологий для повышения качества обслуживания клиентов ОАО «РЖД». Рассмотрено применение технологии «одного окна», где заложены основные принципы построения системы управления взаимоотношениями с клиентами (CRM-системы). Помимо организации on-line-офисов ЦМПУ на территории Востока России, предлагается создать такие офисы на перспективных направлениях развития Восточного полигона сети железных дорог в приграничных городах КНР, Ю. Кореи, КНДР. Оказание транспортных услуг будет происходить в on-line-режиме квалифицированными менеджерами в центральном офисе ДТЦФТО, находящемся в г. Хабаровске, РФ.*

***Keywords:*** *JSC «Russian Railways», the Far-Eastern Territorial Centre for Corporate Transport Service (FETCCTS), the Centre of marketing and promotion of transport services (CMPTS), transport services, logistics services, technology of «one window», customer relationship management (CRM-system), quality of service customers, on-line-technology, on-line-office.*

***Ключевые слова:*** *ОАО «РЖД», Дальневосточный территориальный центр фирменного транспортного обслуживания (ДТЦФТО), Центр маркетинга и продвижения транспортных услуг (ЦМПУ), транспортные услуги, логистические услуги, технология «одного окна», система управления взаимоотношениями с клиентами (CRM-системы), качество обслуживания клиентов, on-line-технологии, on-line-офис.*

To date, worldwide logistics is experiencing a real upturn. Particular attention is the problem of customer loyalty.

World-class organizations should ensure its customers a high level of logistics services. In order to achieve excellent results in this area need to know what consumers expect, and understand how to operate the company (in comparison with those of competitors) in terms of logistics service performance [1]. As soon as an acute national and international competition, and the growing demands of consumers, managers must increasingly use logistics as a mechanism to ensure their sustainable competitive advantage in the market.

Customer service – is the result of the logistics system. customer service level determines not only whether or not the company will retain existing customers, but also how much it will be the actual potential customers. Therefore, customer service direct impact on the market share of the company, its total logistics costs and, ultimately, its profitability. In this regard, it is important that customer service has become an integral part of the design and functioning of any logistics system [2, 3].

In the development of consumer retention programs leading role played by logistics managers, as they are at the core of the customer service process. The effectiveness of this program emphasizes the possibility of:

- To quantify the value of a variety of customer segments, focusing on the costs of customer acquisition and lifetime value customers.

- To assess the reasons why consumers no longer use the services of the company, it often requires communication with people, as it helps to understand the reasons for their dissatisfaction.

- To analyze how service users are, what their needs, their concerns, what is the level of their satisfaction with the service [4].

Most of the western transport companies annually loses 10-20 % and more of their consumer base. Transportation programs play a key role in the contribution to profit, helping to create customer loyalty, increasing the retention rate and reducing the number of customers who left the company [5].

European and American companies involved in rail freight, based on advanced business and operating models, one of the directions of its activity is isolated orientation to the client. On the basis of deep research quality control competition in railway facilities in Europe it found that the identification of the level of quality of services is characterized by including:

- Calculation of total quality index for the relevant service delivery.

- A focus on the customer, employee and supplier in terms of compliance with the principles applicable to rail transport.

Each rail operator recognizes the importance of the customer, and knows that the client - is its most crucial asset. Without the client does not have a license to operate.

In Europe and the US rail operators carry out customer satisfaction research results of the company. For companies that provide rail freight transportation, these estimates are very important and are the basis of the objectives and plans of improvement. The European railway companies are studying the deep desires, motivations, expectations, and so-called «moments of truth» customers. Answers to these questions provide representation at the railway operator of a new customer looking at the services we provide. Focusing on these elements increases the level of customer satisfaction, also allows you to make the right strategic decisions and to adequately address emerging issues in the course of business [6, 7].

As stated in the functional quality management strategy of JSC «Russian Railways» the basic principle of operation of the Holding Company is a customer-oriented business. In the context of growing competition in the transport market orientation to the fullest to identify and meet the requirements of consumers of JSC «Russian Railways» is the key to effective long-term development and competitiveness of rail transport in all segments of the market [8].

At present, the main customers for the motivating factor to conclude agreements with «Russian Railways» holding companies is dominant, and in most cases, a monopoly position in the transportation market, and competitive cost of such transportation. Improving the quality of services and increase the efficiency of interaction with customers and between business units is one of the key factors for the development of the Holding Company as an international transport and logistics company.

Development in the field of logistics services will enhance the level of cooperation with customers due to tighter integration of business processes and the creation of unique solutions for the consumer. The development of logistics business will accelerate the transition to long-term and medium-term contracts.

The development of new logistics products and services one of the principles that should be guided by a principle of customer focus and total quality management - to ensure the reliability of operation and high quality work of each business unit business unit to ensure the overall quality of products and services delivered to end-users. It should also be guided by the principle of information and computer support .

You can select the following key principles of marketing system and customer work:

- Development of the institution of client managers (design format and the introduction of the operating instructions and the manager of the client files), the introduction of the principle of «one window» and the formation of customer-centric culture Holding (learning how to work with clients , encouraging initiatives to develop incentive programs).

- Conduct customer segmentation, ie, division basis to specific groups of consumers, each of which will be determined by the list of popular services and a business unit that provides these services, or a group of business units (in the provision of integrated services).

- Determination of the list of the most important services for customers of the Holding, the ranking (ordering) services included in the list drawn up by the importance of customer service and the development of the portfolio.

- Determination of cost and quality characteristics for products and services of transport and logistics market, provided by the Holding.

- Development of a unified database of clients and introduction of CRM-system - a complex relationship management with customers, based on a common customer base and track all contact with every customer in the system.

- Evaluation of services and customer satisfaction, the establishment of the relationship between the level of service and the cost of services provided, the service level definition, required to ensure the competitiveness of the Holding.

Implementation and development of the institution of client managers based on three main principles:

- Maintenance of key customers - is not only a sales and not just marketing, but it is - a business.

- Holding's management, together with the managers should try to understand his client enough to not just create the right product, but to exceed customer expectations.

- The role of leadership of the Holding and the business units is not only in the appointment of managers for positions, but also the need to ensure the proper organization of the work and give the manager sufficient to carry out its role of authority.

To inform the client unit of the Holding is important to develop and implement a CRM-system for the exchange of complete and objective data about customers across all subsidiaries and affiliates, designed to automate customer interactions by storing customer information and history of relations with them establish and improve business processes and subsequent analysis. The technology of «one window» implies that the design of the shipping services concentrated in one place (the client manager) that eliminates the need for the client to communicate with all departments of the Holding Company, engaged in the provision of transportation services.

An important component of this technology is to minimize the number of documents, which the customer must arrange for service. This is achieved by building a developed and effective system of interaction between all business units involved in the provision of services [9].

Subject to the requirements defined in the Concept of development of the transport and logistics business of the Holding Company «Russian Railways» [9], Far Eastern Territorial Centre for Corporate Transport Service (FETCCTS) is currently undergoing reorganization.

Members of the Working Group Centre for Corporate Transport Service 4 options considered proposals on the establishment on the basis of the Far Eastern Territorial Centre for Corporate Transport Service Center of marketing and promotion of transport services provided in the Table.

Analyzing options for proposals for the creation CMPTS, the author seems likely to offer the option for the organization of work in this direction - the creation on the basis of linear agency offices on-line marketing and promotion of the Center of transportation services (Table 5 graph).

In addition to organizing on-line- CMPTS offices in the territory of East Russia can establish such offices in the promising directions of development of the Eastern polygon railway network in the border cities of China, S. Korea, DPRK. In the central office, which is located in Khabarovsk, Russia, managers can be expertly rendered transport services, which successfully intertwine all of the above benefits.

Commissioning of on-line- offices will lead to the solution of problems of transport and logistics business, such as:

- Improving the quality of transport services.

- Introduction of new products to the individual needs of shippers.

- Change the system of promotion and implementation of transport services.

- Development of the institution of client managers (format development and implementation of the operating instructions and the client manager dossier).

- Implementation of the principle of «one window» and the formation of customer-centric culture Holding (learning how to work with clients, encouraging initiatives to develop incentive programs).

- Conduct customer segmentation, ie, division basis to specific groups of consumers, each of which will be determined by the list of popular services and a business unit that provides these services, or a group of business units (in the provision of integrated services).

- Determination of the list of the most important services for customers of the Holding, the ranking (ordering) services included in the list drawn up by the importance of customer service and the development of the portfolio.

- Determination of cost and quality characteristics for products and services of transport and logistics market, provided by the Holding.

- Development of a unified database of clients and introduction of CRM-system.

- Evaluation of services and customer satisfaction, the establishment of the relationship between the level of service and the cost of services provided, the service level definition, required to ensure the competitiveness of the Holding.

And, importantly, the proposed option helps:

- Reduce costs for reorganization activities CCTS and implementation of quality management system of the Holding Company «Russian Railways».

- Increase the competitiveness of JSC «Russian Railways» at the expense of an effective response to the ever-changing needs of consumers.

- Reduce the risks associated with the incompetence of the staff.

- The use of advanced methods and technologies.

- A decrease in the duration of the provision of transport services.

This will achieve the basic principles laid down in the draft concept of development of transport and logistics business:

- The principle of customer focus.

- The principle of total quality management.

- The principle of information and computer support.

Schematically, the process of providing services managers CMPTS shown in Fig. 1.

Head office

Khabarovsk

On-line- office

North Korea

On-line- office

China

On-line- office

Vladivostok

On-line- office

Tynda

On-line- office

Komsomolsk - on-Amur

On-line- office

Yuzhno - Sakhalinsk

 - Direct impact

 - Indirect effects

*Fig. 1. The process of providing transportation services managers CMPTS*

The proposed option to create on-line- office marketing and promotion of the Centre of transport services will bring together members of the logistics process and to synchronize their actions.

Also, this option would allow timely corrective, preventive actions , as the growing demands of the transport and logistics market can be met by other players on their own by creating its own logistics infrastructure on the territory of Russia and other countries. Another positive aspect, which has on-line- office, is that he will introduce a corporate quality management system in the distal portions of the railway. Training requirements of the quality management system standards of JSC «Russian Railways» can be arranged through the on-line- conferences.

*Table 1*

**Options for proposals for the creation CMPTS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| I variant | II variant | III variant | IV variant | Author's version |
| 1 | 2 | 3 | 4 | 5 |
| **CMPTS – unit of the Transport Service Agency (TSA) ( center, department )**Advantages:- Direct interaction with customers in the service areas.- Full implementation of the functions of the front – office.- The possibility of the formation of the optimal transport schemes of customer service to suit their needs and characteristics of operational work in the regions.Options Risks:- The lack of qualified staff in the regions.- The insufficient degree of cooperation with affiliates and subsidiaries and affiliates of the company in the organization of cross - sales of services due to lack of departments (offices) in the regions.- The lack of a real possibility of a rapid response to customer requests in connection with the restriction of the right to take certain decisions and carrying out contract work at TSA, as well as the territorial remoteness FETCCTS. | **CMPTS – unit****Far-Eastern Territorial Centre for Corporate Transport Service with geographic location indoors TSA, the administrative subordination FETCCTS**Advantages:- Direct interaction with customers in the service areas.- Full implementation of the functions of the front – office.- The possibility of customer service to suit their needs and characteristics of operational work in the regions.Options Risks:- The lack of qualified personnel in the regions.- The inability to exercise full control over the quality of the work unit.- The insufficient degree of cooperation with affiliates and subsidiaries and dependent companies (SDCs ) of JSC «Russian Railways» in the organization of cross - sales of services due to lack of departments (offices) in the regions.- The lack of a real possibility of a rapid response to customer requests in connection with the restriction of the right to take certain decisions and carrying out contract work at TSA level, as well as the territorial remoteness FETCCTS. | **CMPTS – a structural unit of FETCCTS ( through TSA transformations)**Advantages:- The possibility of the selection of qualified personnel, the relevant requirements of the company.- Handling and the ability to ensure proper control over the activities of the Centre.- A higher level of interaction between the front - office (CMPTS) and back - office (departments , FETCCTS sectors). - The possibility of building a more effective schemes of interaction with branches and SDCs of the organization of cross - sales.Options Risks:- Loss of control of corporate transport service line agencies (LTSA) in connection with the conversion of TSA. | **CMPTS – a structural unit directly CCTS ( subordinate administrative CCTS)**Advantages:- Increase CMPTS status, warranty timely and quality to ensure customers the required services from the back - office.Options Risks:- The inability to exercise full control over the quality of the work unit.- Potential loss of the possibility of the formation of the optimal transport schemes of customer service to suit their needs and characteristics of operational work in the regions.- May reduce the quality of interaction with the territorial subdivisions of branches and SDCs, included in the transport - logistics business - unit . | **Creation on the basis of linear agencies on-line offices CMPTS**Advantages:- Increase CMPTS status, warranty timely and quality to ensure customers the required services.- The possibility of direct communication with the client manager, located in the central office in Khabarovsk.- Guaranteed to provide quality and timely advice , reducing data processing times.- Registration and approval of the contract and supporting documents on-line, the possibility of an electronic signature.- The possibility of full control over the quality of work units (LTSA).- The possibility of the formation of the optimal transport schemes of customer service to suit their needs, expectations, and operational features in the regions.- Improving the quality of interaction with the territorial subdivisions of branches and SDCs, included in the transport - logistics business - unit.Options Risks:- Communication problems.- Malfunction of computer equipment |

 *Source: FETCCTS*

The proposed option would allow the author to co-ordinate the work of the Center for marketing and promotion with the use of «single window» technology of transport services, which will be laid down the basic principles of relationship management with customers (CRM- system ):

- Single of CRM-system connected to a single database of customer, should be installed in all business units of the transport and logistics business unit.

- Customer segmentation: in of CRM-system will be made clear to any business unit and to the client manager applies a particular customer.

- In cooperation with employees of the client company should be available all the necessary information about the relationship with the customer - the decision is made based on this information (information about the decision, in turn, is also stored).

- CRM-system user needs to see how the financial result brought the work to a specific order of a specific client each participating business unit business unit.

- CRM-system should contain the tools to analyze the information collected about customers and the preparation of data for decision-making.

Also, an option proposed by the author will facilitate the implementation of one more requirement of ISO 9001 - «Customer communication», which will allow:

- To determine the satisfaction of transport quality of service.

- Determine the level of commitment to customer holdings in terms of long-term relationships.

- To determine the likelihood of positive customer recommendations for the Holding services.

Responsibility for the organization of customer satisfaction and loyalty assessment should be fixed for the managers to work with clients. The results of customer surveys should be placed in the client file in the CRM- system, compiled and analyzed. Identified customer needs allow you to work in the future, if possible to conclude an early agreement for the supply of additional volumes, transporting raw materials and finished customer products.

Taking the above into consideration, one can say that the use of modern information technologies allows companies to quickly respond to market trends and serves as an effective means of establishing links between rail operators and consumers. The greatest potential in this respect is the World Wide Web, which can be used to communicate with the client via remote access.

The use of on-line- offices will:

- Provide training, consultation with the company's staff on organizational and production activities.

- To carry out interviews with internal customers on satisfaction activities.

The introduction of on-line- office is not an end in itself, as an adequate response to modern requirements , expectations and needs of customers , both external internal .

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