ACCS 2012
CommuterDirect.com®
Individual User Study

September 2012
Final Report

Prepared by
Study Background Objectives & Methodology
Study Background

• This CommuterDirect.com® research study is a component of the ACCS Research & Evaluation Program.

• The study is periodically conducted every few years for three primary purposes:

  1. **Current Service Level Performance**: Evaluate CommuterDirect.com®’s specific service offerings and satisfaction levels.

  2. **Continuous Service Enhancement**: Improve aspects of CommuterDirect.com®.

  3. **ACCS Impact Calculation**: Provide inputs to calculate the overall impact of CommuterDirect.com® on ACCS’ overall goals and return on investment in CommuterDirect.com®.
Study Objectives

• Identify who uses the service. Profile the service users and identify changes from 2007 study.

• Understand how the service is being used.

• Measure overall satisfaction levels for CommuterDirect.com® and identify the drivers of satisfaction.

• Evaluate specific aspects of the service, including products offered, website, renewable order program, reporting options, customer service, fulfillment, electronic SmartBenefits and prepaid Cards.

• Identify any service issues or gaps to improve the service.
Methodology

- SIR & LDA conducted an online survey of CommuterDirect.com® active (ordered within the last 90 days) and inactive users (last order was between 91 days and 2 years ago)
  - An email “advance notification” of the study was sent from Ron Ison to all CommuterDirect.com® account holders on May 24, 2012
- An email with the survey link was sent to 19,073 active users and 7,235 inactive users on May 31, 2012
  - A $5 Starbucks card was offered as an incentive to the first 1,000 respondents to the active user survey and all respondents were entered into a drawing for an iPad
- Users had until June 24, 2012, to complete the survey
- Total completed surveys
  - Active users - 4,027; 21% response rate
  - Inactive users - 464; 6% response rate
Recap Key Insights from 2007 & Recommendations
2007 Key Take-A-Ways and Recommendations

• One of the keys to long-term sales may be making sure companies know about CommuterDirect.com®.

• Average spending is significantly higher among those using renewable service.

• Cross-selling between CommuterDirect.com® and CommuterPage.com® is underutilized yet could be an effective strategy.

• If practical, offering lower cost shipping options may increase frequency of use.

Continued on next page.
2007 Key Take-A-Ways and Recommendations

- Users suggest advertising as a good method of attracting others.
- Testimonial advertising may be an effective strategy for increasing user base.
- Loyalty marketing programs should be considered to improve retention.
- Suggest surveying lapsed users to determine why they no longer purchase from CommuterDirect.com®.
CommuterDirect.com®
2012 User Demographic Profile
Only 1% of the Survey Respondents Live in Arlington County

2007
n = 390

2012
n = 4,094
(Only includes active users)

QE-1, D-1. What is your home zip code?
CommuterDirect.com® Respondents Live All Over the Greater D.C. Area

(But Skew Towards Maryland)
Areas Near VRE and Metro Have a Higher Concentration of Respondents in Five Key Areas

Blue - Metro
Green - VRE
Red - MARC
Similar to the 2007 Survey, Almost All Active Respondents Are Employed Full time

2007
n = 390

2012
Active n = 4,094
Inactive n = 433

QE-3, D-2. What is your current employment status?
Over Two-thirds of Respondents Work in Washington, DC

The large increase in Commuter Direct users living in DC can be attributed to Commuter Direct taking over the MARC ticket-by-mail program in 2008.

QE-7. What is your work zip code?

- Maryland: 2007 - 26%, 2012 - 12%
- Arlington: 2007 - 6%, 2012 - 11%
- Other Virginia: 2007 - 13%, 2012 - 13%
- DC: 2007 - 54%, 2012 - 69%
- Other: 2007 - 3%, 2012 - 5%
Most Respondents Work in DC
Respondents Are Still Primarily Gen X and Boomers, But There Is a Higher Percentage of Boomers in 2012

- 2007
  - Millennial Generation: 7%
  - Generation X: 19%
  - Baby Boomer Generation: 49%
  - Silent Generation: 7%

- 2012
  - Millennial Generation: 7%
  - Generation X: 19%
  - Baby Boomer Generation: 50%
  - Silent Generation: 3%

Inactive account holders are more likely than active account holders to be Millennials and less likely to be Boomers.

Based on: In what year were you born?

2007
- Active n = 390
- Inactive n = 432

2012
- Active n = 4,094
- Inactive n = 432

QE-10, D-8. Based on: In what year were you born?
Fewer 2012 Respondents Identify Themselves as White, Non-Hispanic

QE-11, D-9. Which of the following best describes your racial background?

2007 n = 390
2012 Active n = 4,094
Inactive n = 433
2012 Respondents Were More Likely to Have Higher Household Incomes; 40% of Active Users Made More Than $120,000 Annually

<table>
<thead>
<tr>
<th>Income Category</th>
<th>2007</th>
<th>2012 Active</th>
<th>2012 Inactive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $60K</td>
<td>18%</td>
<td>6%</td>
<td>14%</td>
</tr>
<tr>
<td>$60K to $120K</td>
<td>33%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>More than $120K</td>
<td>31%</td>
<td>40%</td>
<td>32%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>21%</td>
<td>23%</td>
<td>23%</td>
</tr>
</tbody>
</table>

QE-12, D-10. Which category best represents your household’s total income?
More Males Than Females Took the 2012 Survey in Contrast to 2007; This Difference Is Statistically Significant

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Prefer not to say/Not asked</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>47%</td>
<td>53%</td>
<td>7%</td>
</tr>
<tr>
<td>2012</td>
<td>52%</td>
<td>41%</td>
<td>7%</td>
</tr>
<tr>
<td>Active</td>
<td>49%</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Inactive</td>
<td>7%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

2007 n = 390
2012 Active n = 4,094
Inactive n = 433

QE-13, D-11. Are you (male/female)?
CommuterDirect.com®
User Profile
Commute Habits
Compared to 2007, More Respondents Typically Take the Commuter Train and Fewer Typically Drive Alone

<table>
<thead>
<tr>
<th>Transportation</th>
<th>2007</th>
<th>2012-Active</th>
<th>2012-Inactive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commuter Train</td>
<td>59%</td>
<td>92%</td>
<td>15%</td>
</tr>
<tr>
<td>Drive alone</td>
<td>35%</td>
<td>2%</td>
<td>12%</td>
</tr>
<tr>
<td>Metrorail</td>
<td>21%</td>
<td>11%</td>
<td>3%</td>
</tr>
<tr>
<td>Bus</td>
<td>9%</td>
<td>8%</td>
<td>1%</td>
</tr>
<tr>
<td>Carpool/Vanpool</td>
<td>9%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Bicycle/Walk</td>
<td>2%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>7%</td>
<td>9%</td>
</tr>
</tbody>
</table>

The large increase in Commuter Train users can be attributed to Commuter Direct taking over the MARC ticket-by-mail program in 2008.

2007 n = 390
2012 Active n = 4,094
2012 Inactive n = 433

QE-4, D-3. What type of transportation do you typically use to get to work?
In 2007, 32% reported using one mode exclusively. In 2012, 14% said they used one mode exclusively.

In 2007, 32% reported using one mode exclusively. In 2012, 14% said they used one mode exclusively.

2007 n = 390
2012 Active n = 4,094
Inactive n = 433

2007
2012-Active
2012-Inactive

QE-5, D-4. What other types of transportation do you typically use to get to work?
The Number of People Who Only Use a Secondary Mode a Few Times a Year Has Increased to a Quarter in 2012

2007
n = 390

2012
Active n = 4,094
Inactive n = 433

QE-6, D-5. How often do you typically use any of these other types of transportation to get to work?
In 2007, 42% lived less than a mile from transit. In 2012, 32% of active users live less than a mile away.

2007  n = 390
2012  Active n = 4,094

QE-9, D-7. How far is it from your home to the nearest bus stop or train station?
Major Findings & Recommendations
1

Employers are the single greatest CommuterDirect.com® referral source.
6 out of 10 Respondents First Heard About CommuterDirect.com® from Their Employer

The significant increase in the “employer” response was driven by the newly designed and implemented Electronic SmartBenefits program.

<table>
<thead>
<tr>
<th>Method</th>
<th>2007</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMATA.com</td>
<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>Referred by a friend/other</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>Other online source</td>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>CommuterPage.com</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Commuter Store</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Employer</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Ad/Direct mail</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>Article in magazine/other</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
<td>6%</td>
</tr>
</tbody>
</table>

QB-1. How did you (originally) hear about CommuterDirect.com®?
Implication

Continue to leverage relationships with employers, since they are a major (and growing) referral source.
Put Your *SmartBenefits* To Work For You!
Receiving your transit benefits getting harder and harder? SmarTrip cards not an option for your commute?

We are here to make your transition to SmartBenefits as easy and seamless as possible! With a SmartBenefits Personal Account you can use your SmartBenefits at any Commuter Store location and through the CommuterDirect.com mail order service.

Sign up for the SmartBenefits Personal Account Service »

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**Computer Direct**

Easy Commutes Begin Here

Serving the Greater Washington D.C. Area

SmartBenefits
Now you can add your SmartBenefits to your account & purchase fares from area transit systems. Learn More

1x
One-Time Orders
Place a single order for transit tokens, tickets, and passes. Learn More

Renewable Orders
Set up your order to have your ticket, tokens, and passes automatically sent to you on a regular basis. Learn More

Debit Cards
Pay for all or part of your orders with your employer-sponsored debit card. Learn More

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Send This Link To Your Employer

**Traffic’s**

Welcome to CommuterDirect.com® Corporate Services

Manage employee tax-free transit benefits, place a one-time order, and reload and manage SmarTrip funds all under one corporate account. It’s easy with CommuterDirect.com® Corporate Services. We carry all tickets, tokens, and passes for all transit systems in the Washington D.C. metropolitan area and we are fully compliant with IRS regulations.
Who’s Eligible?

To participate in the SmartBenefits Personal Account Service you will need a SmarTrip card AND your employer must have you registered in Metro’s SmartBenefits program.

How Does It Work?

With a SmartBenefits Personal Account, your commuting benefits are placed in a personal Commuter Store or CommuterDirect.com account, so you can purchase fares from any local transit system. For the purposes of SmartBenefits Personal Accounts, having a SmarTrip card permits us to assign a unique identification number for your SmartBenefits account to access your benefits.

If you only use a transit provider that does not accept SmarTrip cards for payment, such as VRE and MARC, or if you plan to receive all of your fare media (tickets, passes, etc.) through Commuter Direct’s mail order program, do not download your benefits onto your SmarTrip card.

If you will be using your SmartBenefits for multiple modes of transit (such as VRE/MARC and Metrorail/Metrosbus), you can allot some of your benefits to a Personal Account (for VRE, MARC, etc.) and download the rest to your SmarTrip card (for use on Metrorail, Metrosbus, etc.).

Remember, anything downloaded directly to your SmarTrip card cannot be used on VRE, MARC and other transit agencies that do not accept SmarTrip cards for fare payment.

How Do I Sign Up?

On the next few pages, we will be asking for some information. First, we will ask you how you will be using your SmartBenefits: in person at a Commuter Store location, creating a new CommuterDirect.com customer account, or adding SmartBenefits to an existing CommuterDirect.com account. Then we will ask you for the information needed to register your SmarTrip card with Metro and set up your SmartBenefits Personal Account.

We will send you an email when your account setup has been completed.

One final note: timing is everything. In order to participate for the following month, your employer needs to have you in Metro’s SmartBenefits system by the 15th of the month, and you also need to apply for your SmartBenefits Personal Account by the 15th of the month.

I have read the above information and am ready to proceed with setting up my SmartBenefits Personal Account.

Click here to view our frequently asked questions about SmartBenefits.
Arlington County is still not getting credit for CommuterDirect.com®.

Please note: The research team acknowledges that this particular conclusion and implication may be difficult to implement when working with outside agencies.
Respondents Are Still Unclear About Who Operates CommuterDirect.com® with Only 10% Saying Arlington County or ACCS

QB-2. To the best of your knowledge, who operates CommuterDirect.com®?

2007: n = 390
2012: n = 4,094 (includes only active)
Over Half of Respondents with Active Accounts Have Heard of the Commuter Store and Almost a Quarter Have Used the Stores

<table>
<thead>
<tr>
<th>Service</th>
<th>Heard and use</th>
<th>Heard but don't use</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Commuter Store®</td>
<td>23%</td>
<td>35%</td>
</tr>
<tr>
<td>CommuterPage.com®</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Arlington County Commuter Services</td>
<td>3%</td>
<td>13%</td>
</tr>
</tbody>
</table>

D-6. The following are some other services offered by Arlington County. Please rate your level of familiarity and/or use with each of the following services.

n = 4,027
Implication

Put your name on all transactions. Explore a more direct and seamless branding approach.
Put Your SmartBenefits To Work For You!
Receiving your transit benefits getting harder and harder? SmarTrip cards not an option for your commute?

We are here to make your transition to SmartBenefits as easy and seamless as possible! With a SmartBenefits Personal Account you can use your SmartBenefits at any Commuter Store location and through the CommuterDirect.com mail order service.

Sign up for the SmartBenefits Personal Account Service »

SmartBenefits
Now you can add your SmartBenefits to your account & purchase fares from area transit systems. Learn More

One-Time Orders
Place a single order for transit tokens, tickets, and passes. Learn More

Renewable Orders
Set up your order to have your ticket, tokens, and passes automatically sent to you on a regular basis. Learn More

Debit Cards
Pay for all or part of your orders with your employer-sponsored debit card. Learn More

Tickets and Passes Delivered to Your Door

My Account Login
Username: Go
Password: Create An Account
Forgot Password?

“Traffic’s unbearable. That’s why I take Metro.”

Fewer Americans commuting solo
The dismal economy and skyrocketing gas prices may have accomplished what years of advocacy failed to: getting more people to stop driving solo. The share of workers driving to work alone dropped slightly from 2010 to 2011 while commutes on public transportation rose nationally and in some of the largest metropolitan areas, according to Census data out today Thursday. Read More...
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Over 2,500 Local Employers Participate
Find Your Company Here
80/20 Rule
Commuter train tickets are the most common item purchased, and CommuterDirect.com® is the sole source of ticket purchases for half of respondents.
MARC Monthly Pass and VRE Monthly Pass Are the Most Common Fares Purchased

<table>
<thead>
<tr>
<th>Pass Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARC (monthly)</td>
<td>54%</td>
</tr>
<tr>
<td>VRE (monthly)</td>
<td>30%</td>
</tr>
<tr>
<td>VRE (5-day)</td>
<td>13%</td>
</tr>
<tr>
<td>SmarTrip Cards</td>
<td>12%</td>
</tr>
<tr>
<td>MARC (one-way)</td>
<td>6%</td>
</tr>
<tr>
<td>Metro/bus</td>
<td>5%</td>
</tr>
<tr>
<td>MARC (weekly)</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

QB-4. Which of the following types of passes, tickets or other transit fares do you typically purchase now?

Active n = 4,022
2012 Active Account Holders Are Most Likely to Purchase Tickets for MARC and the Metrorail, but Purchase of VRE Grew Substantially since 2007

QB-3, B-1. For which of the following transit services do you currently purchase passes, tickets or other fares?
Over Half of Respondents Purchase Only Through CommuterDirect.com®

n = 4,094

QB-6. Do you currently purchase transit passes, tickets or other fares through any sources other than CommuterDirect.com®?
Among Those Using Multiple Sources for Purchases, CommuterDirect.com® Is Still Used Most Often

According to the survey, among those using multiple sources for purchasing transit fares, CommuterDirect.com® is still the most used, with 79% of respondents citing it as their preferred source. The second most used source is My Employer, with 4% of respondents using it most often. Other sources such as WMATA.com, Metro, The Commuter Store®, Amtrak Quik-Trak kiosk, Amtrak counter, VRE office or kiosk, and Other/Don't know are used by 3% or less of respondents. The survey was conducted in 2012 with a sample size of 1,812.
Similar to 2007, Approximately 6 in 10 Respondents Say They Spend More Than $150 Per Month in Total on All Transit Fares

Average spending per month has increased from $188 in 2007 to $194 in 2012.

Based on this survey - self-reported data

2012 (Only includes active users) n = 4,027
2007 n = 390

QB-5. How much do you spend per month on all transit fares?
Most Users Spend the Majority of Their Transit Dollars at CommuterDirect.com®

Average Spending Per Month:
$194 for all transit fares and $171 for CommuterDirect.com®

Note: actual appended data

n = 4,027

QB-5. How much do you spend per month on all transit fares? (used appended data for comparison)
Implication

Growth opportunities are likely to come from adding users, not increasing the amount current users spend (80% share of wallet is high).
The CommuterDirect.com® experience ratings continue to be high, even with the large amount of growth.
86% of Respondents Rate Their Experience with CommuterDirect.com® Very Positively

QC-2. How would you rate your overall experience with CommuterDirect.com®?

n = 4,027
Based on a scale of 1 to 5 where “1” means “very poor” and “5” means “very good.”

*The percentage difference is not statistically significant.*

**Overall Experience Ratings Remain High**

*2007-2012 Decrease Is Not Statistically Significant*

QC-2. How would you rate your overall experience with CommuterDirect.com®?

2007
n = 390

2012
n = 4,027
Experience Ratings Are Similar for All Generations

Younger Generations May Be Harsher Critics of Online Services - see Top Box “5” Rating

- Millennials: 37% (4) and 46% (5) - Total 83%
- Gen X: 31% (4) and 53% (5) - Total 84%
- Baby Boomers: 22% (4) and 65% (5) - Total 87%
- Silent: 17% (4) and 64% (5) - Total 81%

Percentages represent top two box ratings of “4” (lighter) and “5” (darker).

QC-2. How would you rate your overall experience with CommuterDirect.com®?
User Comments About Overall Rating

“All of my transactions so far have been very smooth. My recurring monthly order is processed timely and correctly. It's great!”

“It has been easy to use, and I have received prompt assistance when needed.”

“Because of the ease of use, and the responsiveness of staff - customer service in the several times I have used it has been exemplary.”

“Relatively friendly web system, with helpful backup if needed by phone.”

QC-3. Why did you give that rating?
Implication

Share Your High Scores with Your Staff. Pay special Attention To Younger Users’ Ratings for Potential Service Improvements.
Ease of Use and Navigation of The Website Are the Biggest Drivers of Overall Satisfaction.
Regression Analysis

Statistical regression analysis models data to explore and identify any linkages between how people rated overall measures related to specific performance variables. This process looks for relationships or predictors where a higher rating on an attribute positively or negatively impacts the overall rating.
Ease of Use and Navigation are the Biggest Drivers of Overall Satisfaction

In the verbatim responses, respondents stated the text was too small and site was too cluttered.

Higher rating on attribute positively impacts overall satisfaction.
Implication

Continue to Find Ways To Improve Ease of Use and Navigation of The Website, the two Key Drivers. Examine Readability & Visual Images As An Opportunity...
Millennials & Gen X Make Up Half of the Customer Base

Based on: In what year were you born?

Digital Natives

- Millennials: 7%
- Generation X: 40%
- Baby Boomers: 50%
- Silent Generation: 3%

Inactive account holders are more likely than active account holders to be Millennials and less likely to be Boomers.

2007: n = 390
2012: Active n = 4,094, Inactive n = 432

QE-10, D-8.
For The **Digital Natives**, the Two Younger Generations, the Biggest “Deterrent Drivers” of Satisfaction Are Reports & Visuals

- **Ease of use**: No
- **Ease of navigation**: No
- **Technical Issues**: No
- **Registration process**: No
- **Visuals/Images**: -0.116
- **Reports**: -0.116
- **Information/Content**: No
- **Readability**: No

Table shows Millennials and Gen Xers only.

Negative coefficients impact overall satisfaction negatively

**Overall Satisfaction**
You Serve Thousands
Yet, You Show Only 2 Humans
And only one is pleased!
Fewer Americans commuting solo
The dismal economy and skyrocketing gas prices may have accomplished what years of advocacy failed to: getting more people to stop driving solo. The share of workers driving to work alone dropped slightly from 2010 to 2011 while commutes on public transportation rose nationally and in some of the largest metropolitan areas, according to Census data out today Thursday. Read More...
Arlington County Commuter Services

Tickets & Passes Delivered Right To Your Door

Learn more

Long Range TDM planning.
(click link below)

My Account Login
Username: 
Password: 

Help
Contact Us
Create An Account
Forgot Password?

“Traffic’s unbearable. That’s why I take Metro.”

Over 2,500 Local Employers Participate
Find Your Company Here
Implication

Add & Improve Visuals Immediately. Explore Upgrading the Look of Reports, Too.
The Net Promoter Score® for CommuterDirect.com® shows a world-class rating.
Using a 11-Point Scale, Two-Thirds of Respondents Are Very Likely to Recommend CommuterDirect.com®

QC-4. How likely is it that you would recommend CommuterDirect.com® to a friend or colleague? (11-point scale)

2012 Active Users
n = 2,037

Little negativity
Using a 5-Point Scale, 85% of Respondents Are Likely to Recommend CommuterDirect.com®

QC-4. How likely is it that you would recommend CommuterDirect.com® to a friend or colleague? (5-point scale)

2012 Active Users
n = 2,037
The Net Promoter Score® Subtracts Detractors from Promoters

QC-4. How likely is it that you would recommend CommuterDirect.com® to a friend or colleague? (11-point scale)

2012 Active Users
n = 2,037
CommuterDirect.com® Has a Net Promoter Score® of 53%

Percentage of Promoters (Rating 9 or 10) 67%

Percentage of Detractors (Rating 0 to 6) 14%

Net Promoter Score 53%*

*Using 11 Pt. Scale
The Net Promoter Score® Is Similar When Using the Same Scale

<table>
<thead>
<tr>
<th></th>
<th>2007* (5-point)</th>
<th>2012 (5-point)</th>
<th>2012 (11-point)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Percentage of Promoters</td>
<td>85%</td>
<td>85%</td>
<td>67%</td>
</tr>
<tr>
<td>The Percentage of Detractors</td>
<td>3%</td>
<td>5%</td>
<td>14%</td>
</tr>
<tr>
<td>Net Promoter Score®</td>
<td>82%</td>
<td>80%</td>
<td>53%</td>
</tr>
</tbody>
</table>

*2007 score was estimated only using a 5-point scale.
Average NPS Across All Industries
Is Only 10-15%

Anything above 50% is considered to be World Class.

USAA - 87%
Amazon - 76%
Apple - 71%
Google - 56%
Facebook - 31%
### ACCS’ Services Have High Net Promoter Scores

<table>
<thead>
<tr>
<th>Study</th>
<th>Net Promoter Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 WalkArlington</td>
<td>49%*</td>
</tr>
<tr>
<td>2012 CommuterDirect.com</td>
<td>53%</td>
</tr>
<tr>
<td>2011 BikeArlington</td>
<td>58%*</td>
</tr>
<tr>
<td>2007 ATP Services</td>
<td>61%*</td>
</tr>
<tr>
<td>The Commuter Store™</td>
<td>72%</td>
</tr>
<tr>
<td>2007 CommuterDirect.com (Individuals)</td>
<td>82%*</td>
</tr>
<tr>
<td>2008 ART</td>
<td>84%*</td>
</tr>
<tr>
<td>2007 CommuterDirect.com (Corporate)</td>
<td>96%*</td>
</tr>
</tbody>
</table>

*Note: Net Promoter Score for these studies was calculated using a 5-point scale. Beginning with the 2009 Commuter Store Study, this is being updated to the appropriate 11-point scale. Score differences between the scales are minor.*
Half of all users have already recommended CommuterDirect.com® to others. Those who have recommended are most likely to be Boomers.

QC-5. Have you ever recommended CommuterDirect.com®?

2012
n = 4,027
Implication

Make it Easy for Customers to Refer A friend or colleague to the service. Offer an incentive. Think lifetime value of a customer.
Arlington County Commuter Services

Over 2,500 Local Employers Participate
Find Your Company Here

Tickets & Passes Delivered Right To Your Door

Refer A Friend. Ride Free!
Lifetime Value of A Customer Marketing Referral Campaign ROI

*Example Calculus*

- Self-reported, through this survey, $171 is average monthly consumer spend through CommuterDirect.com®
- $171 x 12 months = $2,052
- $2,052 x ...3 years?... = $6,000+
- At 10% commission = $600+
- One month ride free $171?
- $171 generates $600
Overall, the site is highly rated, but problems with the website’s initial setup are the biggest challenge cited by users.
Overall, Most Characteristics Are Rated Highly on the CommuterDirect.com® Website. The Registration Process Received the Lowest Ratings

QC-11. How do you rate on each of the following characteristics?

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Rating</th>
<th>31%</th>
<th>33%</th>
<th>64%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Readability (type)</td>
<td></td>
<td>35%</td>
<td>49%</td>
<td>84%</td>
</tr>
<tr>
<td>Reports (order history, etc.)</td>
<td></td>
<td>32%</td>
<td>51%</td>
<td>83%</td>
</tr>
<tr>
<td>Information/content</td>
<td></td>
<td>37%</td>
<td>39%</td>
<td>76%</td>
</tr>
<tr>
<td>Visuals/images</td>
<td></td>
<td>35%</td>
<td>38%</td>
<td>73%</td>
</tr>
<tr>
<td>Technical issues</td>
<td></td>
<td>33%</td>
<td>38%</td>
<td>71%</td>
</tr>
<tr>
<td>Ease of use</td>
<td></td>
<td>33%</td>
<td>37%</td>
<td>70%</td>
</tr>
<tr>
<td>Ease of navigation</td>
<td></td>
<td>34%</td>
<td>35%</td>
<td>69%</td>
</tr>
<tr>
<td>Registration process</td>
<td></td>
<td>31%</td>
<td>33%</td>
<td>64%</td>
</tr>
</tbody>
</table>
Across All Generations, The Registration Process Received the Lowest Ratings

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Silent</th>
<th>Boomers</th>
<th>GenX</th>
<th>Millennials</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Readability</td>
<td>82%</td>
<td>85%</td>
<td>84%</td>
<td>82%</td>
<td>84%</td>
</tr>
<tr>
<td>Reports</td>
<td>90%</td>
<td>84%</td>
<td>83%</td>
<td>65%</td>
<td>83%</td>
</tr>
<tr>
<td>Information/content</td>
<td>69%</td>
<td>78%</td>
<td>75%</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>Visuals/images</td>
<td>71%</td>
<td>77%</td>
<td>71%</td>
<td>60%</td>
<td>73%</td>
</tr>
<tr>
<td>Technical issues</td>
<td>72%</td>
<td>72%</td>
<td>72%</td>
<td>73%</td>
<td>71%</td>
</tr>
<tr>
<td>Ease of use</td>
<td>69%</td>
<td>71%</td>
<td>70%</td>
<td>68%</td>
<td>70%</td>
</tr>
<tr>
<td>Ease of navigation</td>
<td>68%</td>
<td>70%</td>
<td>68%</td>
<td>65%</td>
<td>69%</td>
</tr>
<tr>
<td>Registration process</td>
<td>58%</td>
<td>64%</td>
<td>65%</td>
<td>64%</td>
<td>64%</td>
</tr>
</tbody>
</table>

QC-11. How do you rate on each of the following characteristics?
Notes from Those Who Commented on the Registration Process

“\textit{I did have some confusion previously with setting up my account with my benefits, etc., from the website but the representatives were always very helpful when I called.}”

“\textit{Once you get used to it, the language is very clear. As an initial user, it was a little confusing whether I was at the right page to set up a continuing order.}”

“\textit{The website is fair. Would be better if you had a 'live chat' ability to help people online.}”

“\textit{The service provided by CommuterDirect has been excellent. However the website is not very intuitive and setting up an account with smart benefits was difficult.}”

QC-12. What comments, if any, do you have about the website itself?
Notes from Those Who Commented on the Registration Process

“I know 5 people who had to be committed for emotional breakdowns after attempting to use the site. Another person gave up and just tried walking to work. He never arrived, and is still missing.”

QC-12. What comments, if any, do you have about the website itself?
Immediately work to make the initial setup smoother and more intuitive, improving the overall user experience.
The CommuterDirect.com®’s SmartBenefits program initial setup may be the biggest customer service issue.
68% Use Electronic SmartBenefits on CommuterDirect.com®

Those who use SmartBenefits are likely to be Gen Xers and Millennials.

QC-7. Do you currently use electronic SmartBenefits on CommuterDirect.com®?

2012 Active Users n = 4,027
Generation X Reported the Highest Usage for Electronic Benefits on CommuterDirect.com®

Note: All percentage differences are statistically significant at the 95% level.

2012 Active Users who use SmartBenefits n = 2,769

QC-7. Do you currently use electronic SmartBenefits on CommuterDirect.com®?
Only Half of the Respondents Say Their SmartBenefits Were Easy to Set Up

C-8. How would you rate the ease of setting up electronic SmartBenefits on CommuterDirect.com?

- 5 - Very easy: 27%
- 4: 26%
- 3: 25%
- 2: 13%
- 1 - Very difficult: 9%

Problems: 53%
SmartBenefits Set Up Ratings Are Similar Among Most Generations

The *Silent Generation Was Significantly More Likely to Give a Lower Rating for Setting up SmartBenefits*

<table>
<thead>
<tr>
<th>Generation</th>
<th>Rating &quot;4&quot;</th>
<th>Rating &quot;5&quot;</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millenials</td>
<td>26%</td>
<td>26%</td>
<td>52%</td>
</tr>
<tr>
<td>Gen X</td>
<td>28%</td>
<td>27%</td>
<td>55%</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>26%</td>
<td>27%</td>
<td>53%</td>
</tr>
<tr>
<td>Silent</td>
<td>16%</td>
<td>20%</td>
<td>36%</td>
</tr>
</tbody>
</table>

C-8. How would you rate the ease of setting up electronic SmartBenefits on CommuterDirect.com?

2012 Active Users who use SmartBenefits n = 2,769

Percentages represent top two box ratings of “4” (lighter) and “5” (darker).
Comments from Those Who Rated Their Smart Benefits Setup as Difficult

“Better explain the electronic SmartBenefits process to customers and the employers that give the benefit.”

“Commuter direct assisted with the process but without their help I may have not done it correctly.”

“Easier set-up steps and clearer instructions. I actually had to call and have a technician finish setting up my account, but once it was set up, it's all been automatic.”

“I had problems getting CommuterDirect to link to my SmartCard, but when I called your customer service, they figured it out.”

“Simplify the registration/change process. It is not intuitive.”
Comments from Those Who Rated Their Smart Benefits Setup as Difficult

“Very hard to understand procedures for set up and how benefits get to CommuterDirect. Lost $200 purchasing VRE tickets because I didn't understand the process.”

“There are too many variables that aren't explained well. Ultimately, to ensure I did everything correctly, I needed assistance from Commuter Direct.”

“The process to link your SmartTrip and Benefits to your account is incredibly difficult. Better, clearer instructions would be helpful.”

“Step by step instructions with screen shots would be really helpful. There was so much going on when I began receiving commuter benefits it was hard to fully understand everything I had to do to link them.”
Implication

Work to make the SmartBenefits setup process smoother and monitor user experience here. Once improved, ask new “sign-ups” to rate the new sign up process.
Use of the renewable order service is high and growing. This service is rated highly and is an opportunity to build long-term customer relationships.
Awareness of the Renewable Order Service Remains High

QC-13. Are you aware of the renewable order service on CommuterDirect.com®?
More Respondents Are Using the Renewable Service

Our 2007 recommendation was to continue to promote the renewable order service: This proved to be a great opportunity for growth.

QC-14. Do you use the renewable order service on CommuterDirect.com®?

- 2012: n = 4,027
- 2007: n = 390
89% of Those Using Renewable Service Rate Their Experience Very Positively

QC-16. How would you rate your experience with the renewable order service on CommuterDirect.com®?

- 5 - Very good: 66%
- 4: 23%
- 3: 8%
- 2: 3%
- 1 - Very poor: 1%

2012 n = 4,027
Among Those Who Were Not Aware of Renewable Service, 68% Are Likely to Use It in the Future

QC-18. How likely are you to use this service in the future?

Asked of those not aware of renewable service
n = 213
Opportunity to Grow?

16%  
Non users of renewable service

X  
68%  
Non users (unaware of service) say they are now likely to use it (Gave 5 or 4 rating on 5 to 1 scale of future use likelihood)

= 11%  
Greatest potential growth opportunity (to take total penetration to 95%)
Apply Realistic Demand Discount

16% x 39% = 6%

Non users of renewable service
Realistic likely to use 33% + 6%

Apply Demand Discount

50% of the 66% gave 5 on likelihood to use in future
25% of the 23% that gave 4 on likelihood to use in future

Reasonable potential growth opportunity (to take total penetration to 87%)
Irregular Schedule Was Most Common Reason for Not Using Renewable Service

“Because I like the flexibility of changing between Monthly pass and One-Time pass, depending on how many days I work in the office in any given month.”

“Every month is a little different, didn't want to automatically purchase the same item every month.”

“I would rather order the card when I want rather than having it done automatically.”

QC-15. Why don’t you use the renewable order service on CommuterDirect.com®?
Implication

Continue to promote renewable orders, but don’t look for substantially greater penetration overall. Higher customer renewal signups will come with more customers (8 in 10 sign up).
Customer problems are resolved quickly and fulfillment is rated highly.
60% Said They Had Contacted CommuterDirect.com® About a Problem

Yes - 60%
No - 38%
Don’t Know - 2%

QC-21. Have you ever needed to contact CommuterDirect.com® about a problem with the website or with a transaction?

2012
n = 4,027
Over Half of Respondents Made Contact Within the Past Six Months

- Within the past month: 13%
- 1 to 6 months ago: 46%
- 7 to 12 months ago: 24%
- Longer than a year ago: 16%
- Don’t know: 1%

C-23. When did you make this contact (if you have contacted them more than once, please indicate the most recent time)?

n = 2,419

2012
In 2007, the satisfaction rating was 79%.

In 2012, the satisfaction rating was 77%.

QC-25. How satisfied were you with your most recent contact regarding CommuterDirect.com®?
Let’s Focus On Fulfillment Services

To what extent do you agree with the following statements regarding the way items you purchase from CommuterDirect.com® are typically delivered to you?

2012
n = 4,027
Fulfillment Services Are Rated Highly

- Contents always match order: 8% strongly disagree, 89% strongly agree
- Arrives in timely manner: 8% strongly disagree, 87% strongly agree
- Have never had problem receiving: 9% strongly disagree, 84% strongly agree
- Shipping/handling fees reasonable: 12% strongly disagree, 69% strongly agree

Based on a 1-5 scale where “1” means you “strongly disagree” and “5” means you “strongly agree.”

QC-19. To what extent do you agree with the following statements regarding the way items you purchase from CommuterDirect.com® are typically delivered to you?

2012 n = 4,027
Regression Analysis

Statistical regression analysis models data to explore and identify any linkages between how people rated overall measures related to specific performance variables. This process looks for relationships or predictors where a higher rating on an attribute positively or negatively impacts the overall rating.
Timeliness and Reasonable Shipping Fees Are the Biggest Drivers of Overall Satisfaction

Among the 4 fulfillment Attributes

- Arrives in a timely manner
  - Standardized coefficient: 0.142
- Shipping/handling fees are reasonable
  - Standardized coefficient: 0.123
- Content always matches order
  - No
- Haven’t had problem receiving order
  - No

Higher rating on attribute positively impacts overall satisfaction.
Implication

Maintain a high level of customer service for those who need to make contact. Keeping shipping costs reasonable and delivering packages in a timely manner is driving overall satisfaction up.
CommuterDirect.com® is having an impact, taking cars off the road for both work and non-work travel.
Respondents in 2012 Are More Likely to Live Slightly Further from Their Work

Average length of commute in 2007 was 38.5 miles vs. 40.1 in 2012.

2007
n = 390

2012
n = 4,094
(only includes active users)

QE-8, D-6. About how far is it from your home to work?
35% of Respondents Made Some Sort of Change to Their Commute Since Using CommuterDirect.com®

QD-1. Since you started using CommuterDirect.com®, have you made any of the following changes in how you travel to work?

- Did not make any change
- Started riding train
- Ride train to work more
- Telework more often
- Started teleworking
- Walk to work more often
- Ride bus to work more
- Started riding bus
- Carpool or vanpool more often
- Started walking to work
- Ride bicycle more often
- Started carpooling or vanpooling
- Started riding bicycle
- Other

35% of respondents made some kind of change - Telework and Train were most common.

2012
n = 4,027
22% Say the Information They Received from CommuterDirect.com® Helped Them Make This Change

QD-5. Did any information, service or benefit you received from CommuterDirect.com® influence you or assist you to make this change?

2012
n = 1,411
Almost 3 in 10 Drove Alone Before Making the Change

QD-3. How did you typically travel to work before you made this change?

- Rode a train or bus most days: 49%
- Drove alone most days: 29%
- Carpooled or vanpooled all or most days: 6%
- Teleworked all or most days: 0%
- Bicycled all or most days: 0%
- Walked all or most days: 0%
- Other: 12%

2012
n = 1,432
14% Say They Made a Change in Their Non-Work Patterns Since Starting to Use CommuterDirect.com®

- Ride bicycle more often: 0%
- Started riding bicycle: 0%
- Started walking to destinations: 1%
- Started riding bus: 1%
- Walk to destinations more often: 2%
- Ride bus more often: 2%
- Started riding train: 3%
- Ride train more often: 7%
- Started walking to destinations: 1%
- Started riding train: 3%
- Ride train more often: 7%
- No, I did not make any changes: 86%

14% made some change to non-commute travel behavior.

QD-4. Since you first started using CommuterDirect.com®, have you made any of the following changes in how you make non-work trips around Arlington County or around the Washington metropolitan region?
31% Say CommuterDirect.com® Assisted in Their Making a Change to Non-Work Travel

QD-5. Did any information, service or benefit you received from CommuterDirect.com® influence you or assist you to make this change?

n = 560
Implication

CommuterDirect.com® is helping to take cars off the road. Keep up the good work and increase impact in the future by increasing overall CommuterDirect.com® user base.
Two-thirds of inactive users are still purchasing transit fares, but cite a number of different reasons for not using CommuterDirect.com®.
Possible Reasons Why a CommuterDirect.com® User May Become Inactive

1. Don’t currently need transit
2. Live/moved too far away
3. Prefer other service
4. Unhappy with service
5. Lost/changed jobs
6. Too expensive
7. Too Inconvenient for lifestyle
8. Don’t work near public transportation
Two-thirds of Inactive Users Are Still Purchasing Passes for Transit, Just Not from CommuterDirect.com®

I do not currently purchase: 33%
- MARC: 32%
- Metrorail: 29%
- VRE: 14%
- Other: 7%
- Circulator: 2%
- ParkSmart
- Omniride
- Metrobus

Don’t currently need transit accounts only for 33% of all inactive users.

2012 Inactive Users
n = 464

QB-3, B-1. For which of the following transit services do you currently purchase passes, tickets or other fares?
Inactive Account Holders Report Living Closer to a Transit Stop

Approximately half of all inactive users live within 10 blocks of transit.

2012
Active n = 4,094
Inactive n = 433

QE-9, D-7. How far is it from your home to the nearest bus stop or train station?
Inactive Users Are Purchasing Tickets from a Variety of Other Sources

B-3. Where do you currently purchase transit passes, tickets or other fares?

72% of inactive users receive their transit tickets from an outside source.

- At Amtrak Quik-Trak kiosk: 13%
- Online through WMATA.com: 12%
- Through another source: 11%
- Through my employer: 11%
- At a Metro sales office: 9%
- At a VRE ticket kiosk: 6%
- With an agent at an Amtrak ticket counter: 5%
- Online through another website: 4%
- At the VRE sales office: 1%
- Don't know: 1%
- At The Commuter Store: 12%
- I don't currently purchase transit passes, tickets or other fare: 14%

2012 Inactive Users
n = 464

16% Through other .com options
Inactive Users Rate Their CommuterDirect.com® Experience Significantly Lower Than Active Users

21% of inactive users were not satisfied with their overall experience.

C-2. How would you rate your overall experience with CommuterDirect.com®?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Inactive</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Very poor</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>2</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>3</td>
<td>13%</td>
<td>10%</td>
</tr>
<tr>
<td>4</td>
<td>28%</td>
<td>27%</td>
</tr>
<tr>
<td>5 - Very good</td>
<td>47%</td>
<td>59%</td>
</tr>
</tbody>
</table>

Inactive-75% Active- 86%
But Half of Inactive Users Still Say They Would Recommend CommuterDirect.com® to a Friend or Colleague

C-3. How likely is it that you would recommend CommuterDirect.com to a friend or colleague?

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Inactive</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 - Extremely Likely</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>9</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>8</td>
<td>12%</td>
<td>17%</td>
</tr>
<tr>
<td>7</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>6</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>5</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>4</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>3</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>2</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>1</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>0 - Not at all likely</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Inactive: n = 464  
Active: n = 4,094

51% inactive  
67% active
The Net Promoter Score for Inactive Users Is 27%

QC-3. How likely is it that you would recommend CommuterDirect.com® to a friend or colleague? (11-point scale)

2012
n = 464
45% of Inactive Users and 50% of Active Users Have Already Recommended the Service

C-4. Have you ever recommended CommuterDirect.com®?

Don't recall

Active
n = 4,094

Inactive
n = 464
16% of Inactive Users Are Not Employed Full Time

- Employed full time: 84%
- Not employed: 10%
- Employed part time: 2%
- Other: 4%

Lack of full-time employment accounts for 16% of all inactive users.

QE-3, D-2. What is your current employment status?

2012 Inactive n = 433
Most Inactive Users Stopped Using CommuterDirect.com® Because of Reasons Outside CommuterDirect.com® Control

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t currently need</td>
<td>28%</td>
</tr>
<tr>
<td>Prefer other service</td>
<td>24%</td>
</tr>
<tr>
<td>Lost/changed jobs</td>
<td>16%</td>
</tr>
<tr>
<td>Too Inconvenient for lifestyle</td>
<td>10%</td>
</tr>
<tr>
<td>Live/moved too far away</td>
<td>8%</td>
</tr>
<tr>
<td>Unhappy with service</td>
<td>7%</td>
</tr>
<tr>
<td>Too expensive</td>
<td>5%</td>
</tr>
<tr>
<td>Don’t work near public transit</td>
<td>1%</td>
</tr>
</tbody>
</table>

QC-1. Why do you no longer purchase passes, tickets or other transit fares from CommuterDirect.com®?

Coded verbatim of all inactive users.

Maybe Just over a 1/3rd are possible to bring back home?

2012 Inactive n = 433
There Is Still an Opportunity to Attract Some Inactive Users Back to CommuterDirect.com®

1. Don’t Currently Need Transit
2. Live/moved too far away
3. Prefer other service
4. Unhappy with service
5. Lost/changed jobs
6. Too expensive
7. Too Inconvenient for lifestyle
8. Don’t work near public transportation
Potential Impact of Winning Former CommuterDirect.com® Customers Back

*Lifetime Value of A Customer Example Calculus*

- Self-reported, through this survey, $171 is average monthly consumer spend through CommuterDirect.com®
- $171 x 12 months = $2,052

<table>
<thead>
<tr>
<th>Calculation</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,000 inactive customers x 1/3 opportunity = 2,000</td>
<td>$4 Million (one year)</td>
</tr>
<tr>
<td>2,000 x $2,052</td>
<td>$400,000 in commission</td>
</tr>
<tr>
<td>6,000 inactive customers x 16% opportunity (still online = 960)</td>
<td>$1,969,920 (one year)</td>
</tr>
<tr>
<td>960 x $2,052</td>
<td>$196,000 in commission</td>
</tr>
</tbody>
</table>
Implication

Lowering costs (pricing arrangements), building preference, and making improvements as previously mentioned could help CommuterDirect.com® Re-activate some accounts.
Recap of Key Insights & Recommendations
Recap of Key Insights and Recommendations

1. Employers are the single greatest referral source.
   - *Continue to leverage these relationships. Cross-sell on the CommuterDirect.com® individual account website to CommuterDirect.com® Corporate website*

2. Arlington County is still not getting credit for CommuterDirect.com®.
   - *Put ACCS’ name everywhere. Move to a more direct and graphically unifying branding approach. Think “80/20 Rule.”*

3. Commuter train tickets are the most common item purchased and CommuterDirect.com® is getting the majority of transportation spending.
   - *Growth opportunities are likely to come from adding users, not increasing the amount current users spend.*

4. The CommuterDirect.com® experience ratings continue to be high, even with the large amount of growth.
   - *Celebrate your success! CommuterDirect.com® has had exponential growth and still has very high experience ratings.*
Recap of Key Insights and Recommendations

5. Ease of Use and Navigation of The Website Are the Biggest Drivers of Overall Satisfaction.
   - Continue to Find Ways To Improve Ease of Use and Navigation of The Website, two Key Drivers. Immediately Shore Up Readability.

6. The Net Promoter Score® remains high. CommuterDirect.com® is still considered world class.
   - Create a simple online way for people to refer you. Think about an incentive program to reward referrals.

7. Overall, the site is highly rated, but problems with the website and the initial setup are the biggest challenges cited by users.
   - Work to make the initial setup smoother and update the site to make the experience even better.

8. As the majority of CommuterDirect.com® users participate in the SmartBenefits program, make sure this service/product works well. Currently, there is a problem with the sign up feature.
   - Work to make the SmartBenefits setup process smoother and monitor user ratings of this process once it is upgraded to ensure this issue is resolved.
Recap of Key Insights and Recommendations

9. Use of the renewable order service is high and growing. This service is rated highly and is an opportunity to build long-term customer relationships.
   - *Continue the good work with renewable orders, and continue to promote this service, but don’t look for greater penetration overall. New customers will drive customer renewal numbers higher.*

10. Customer problems are resolved quickly and fulfillment is rated highly.
    - *Maintain a high level of customer service for those who need to make contact. Keeping shipping costs reasonable and delivering packages in a timely manner is driving overall satisfaction up.*
Recap of Key Insights and Recommendations

11. CommuterDirect.com® is having an impact, taking cars off the road for both work and non-work travel.
   - CommuterDirect.com® is helping to take cars off the road. Keep up the good work! Increase ACCS’ impact by increasing overall CommuterDirect.com® user base.

12. Inactive users are still purchasing transit fares and some are still doing so online. They cite a number of different reasons for not using CommuterDirect.com®.
   - Lowering costs or creating new pricing, building preference, and making the aforementioned improvements present an opportunity for CommuterDirect.com® to gain inactive users back. Up to 1/3rd of inactive accounts left for reasons that CommuterDirect.com® may have had some control over. Involve this group in website improvements.
34% of Respondents Were Interested in Participating in a Research Panel

 QE-14 Would you be interested in possibly participating on such a panel?

2012 (Only includes active users) 
n = 4,094
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