



Composing an Optimization Projects Portfolio for a Railway Company Based on a Customer Journey Mapping

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Agenda

01 Setting Situation, Problem, Solution, Implementation

02 Deploying Continuous Improvement Cycle

03 Composing Customer Journey Map

04 Creating Project Portfolio

05 Project Example

01 SITUATION



- **Russian railroad transportation company**
- 110 000+ freight wagons
- 14 branches all around Russia
- 2000+ regular customers

Objective: sales maximization through customer loyalty

02 PROBLEM



- The company provides a good quality railroad transportation services but recently **began to lose market share**
- **The competitors provide customers the new services** (discounts, deferred payment, complex logistics, etc.)

03 SOLUTION

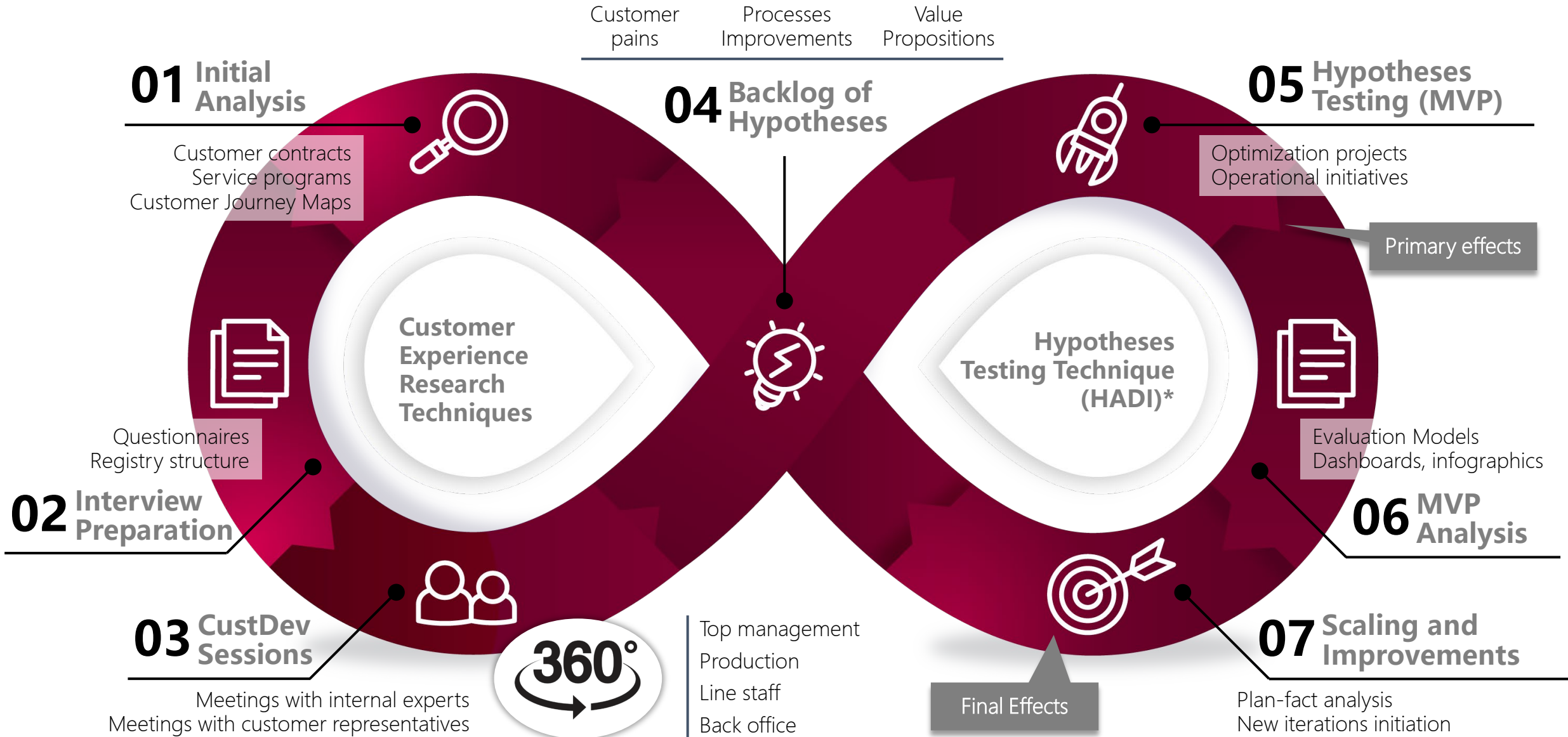


- In order to improve the loyalty and retain market share the company needs to hear **the voice of its customers**
- The reasonable way to do this is to create a **Customer Journey Map** to identify the the key problems ("pains") of the clients

04 IMPLEMENTATION



- The Customer Journey analysis will help to hear the customers better, but further it is necessary **to define specific actions**
- **Optimization Projects Portfolio** is to be created and aligned with the strategy and financial and social goals of the company



Stage 1 Execution of a Contract

Stage 2 Agreement on Tariffs

Stage 3 Transportation in Freight Railcars

Stage 4 Settlements and Reclamations

1.1. Formation of demand and sending requests

1.3. Formation of target parameters of the service contract

2.1. Price monitoring and contractor selection

2.3. Submission of an application (digital and/or paper form)

3.1. Waiting and monitoring of the railcars' movement

3.3. Delivery / removal of railcars from the station

4.1. Waiting and negotiation of closing documents

4.3. Receiving / processing / paying fines

1.2. Interaction with railway freight operators

1.4. Commercial proposal and signing of documents

2.2. Coordination of tariffs, volumes and transp. schedule

2.4. Receiving a response of order execution possibility

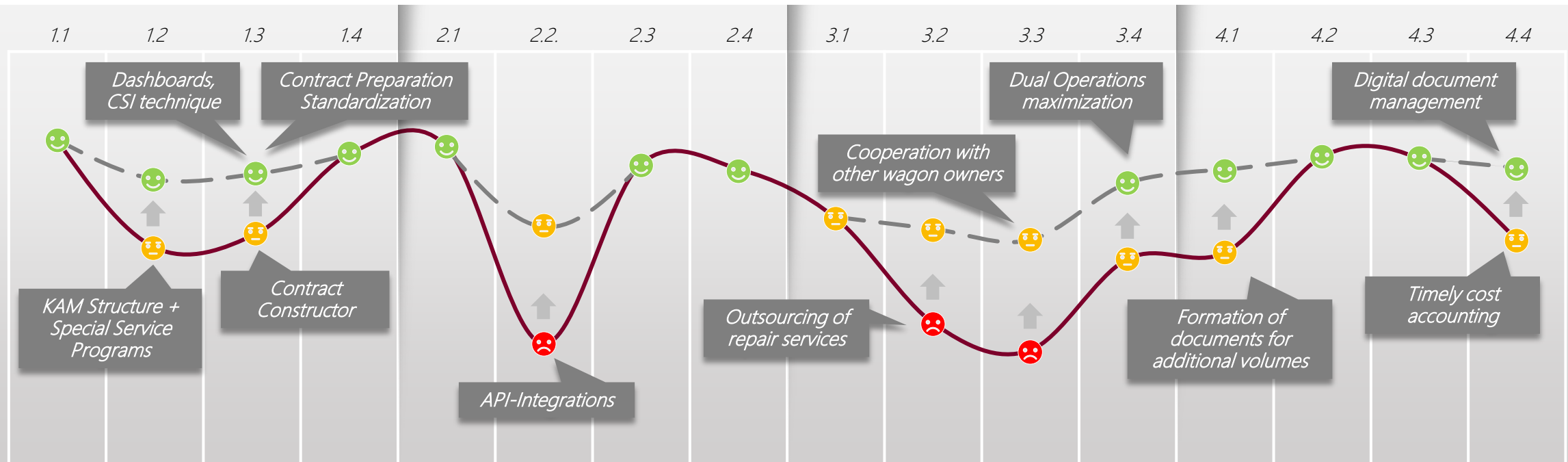
3.2. Checking the suitability and readiness of railcars

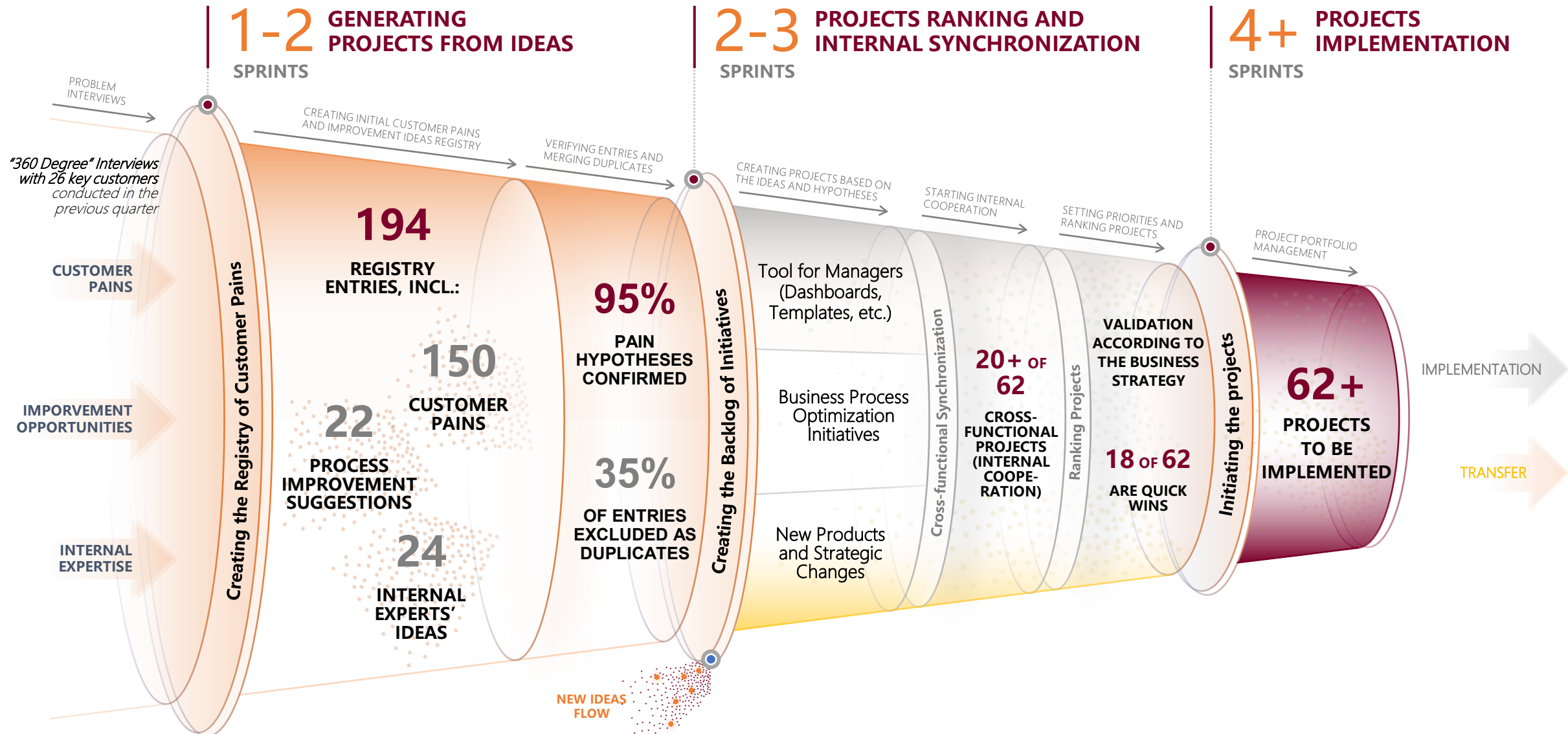
3.4. Cargo inspection, loading / unloading

4.2. Payments, including deferred

4.4. Closing settlements for the period

The Dynamics of the
Key Account Customer Journey





Dynamic dashboards for 45
Key Customer Managers
(instruments + trainings)

1

Each manager receives a
digital portrait of their
specific customers

2

Negotiating position is
strengthened by having
visual data at hand

3





Personal Input

- 01 Generated optimization ideas within the team**
- 02 Performed ideas validation and financial analysis**
- 03 Implemented agile task tracking (Jira + Confluence)**
- 04 Leveraged project portfolio optimization techniques**
- 05 Composed dashboards in MS Power BI and provided trainings**
- 06 Created various visuals (presentations and infographics)**

Questions?