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REACHING YOUR RIDERS Investigated

Understanding How Bus Transit Agencies Communicate and How Users Perceive Them



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Understanding How Bus Transit Agencies Communicate and How Users Perceive Them

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Hi!
I'm Comms Cavi, and I will be your friend taking you you through this report!

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Reaching
your riders

Abbreviations

BMTC	Bengaluru Metropolitan Transport Corporation
BEST	Brihanmumbai Electricity Supply and Transport Undertaking
DTC	Delhi Transport Corporation
GMBCL	Gurugram Metropolitan City Bus Limited
KMRL	Kochi Metro Rail Limited
KSRTC	Kerala State Road Transport Corporation
MTC	Metropolitan Transport Corporation
PMPML	Pune Mahanagar Parivahan Mahamandal Limited
TGSRTC	Telangana State Road Transport Corporation
STU	State Transport Undertakings
SPV	Special Purpose Vehicles

Executive Summary

Context

Buses in India move millions of people every day, but the quality of a rider's experience begins far beyond the journey on the bus itself. Their experience begins with finding the right route, the nearest bus stop, knowing when their bus will arrive, understanding fares or schemes, and being able to seek help when something goes wrong.
These experiences are determined based on how well they are communicated by their bus agency.

Communication is therefore not an additional service, it is an essential part of public transport that determines whether a system feels simple, reliable, safe, and worth choosing.

About the report and methodology

The Reaching Your Riders - Investigated report examines how effectively transit agencies communicate with riders and how riders experience those communications in their day-to-day journeys. The report is presented in two parts.



Part 1

The Transit Agency Landscape:

Assessing transit communications in India through the Promote-Inform-Engage framework

Part 2

The Rider Experience:

Understanding the public perception of transit communications in India

Part 1 assesses eight bus agencies (through one-on-one interviews) to understand how they promote their services, share critical information with riders, and provide channels for commuters to engage, provide feedback, and seek support when needed. The eight bus agencies assessed include:

1. Bengaluru Metropolitan Transport Corporation (BMTC)
2. Brihanmumbai Electricity Supply and Transport Undertaking (BEST)
3. Metropolitan Transport Corporation (MTC)
4. Pune Mahanagar Parivahan Mahamandal Limited (PMPML)
5. Delhi Transport Corporation (DTC)
6. Kochi Metro Rail Limited (KMRL)
7. Surat Sitilink
8. Telangana State Road Transport Corporation (TGSRTC)

Part 2 captures the experiences of over 1,700 riders across the respective cities through a mixed-method rider survey. Cities included: Bengaluru, Mumbai, Chennai, Pune–Pimpri Chinchwad, Delhi, Kochi and Thiruvananthapuram, Surat, and Hyderabad. Combining structured questions and some open-ended responses, the survey provides insights into public perceptions of their transit agency's communication and engagement with riders.

The study is built on ITDP India's

Promote–Inform–Engage framework

Promote

Does the agency make people want to ride?
Campaigns, branding, fare schemes, and everything that turns a stranger into a rider.

Inform

Can a rider actually plan a trip?
Routes, schedules, fares, and service updates, across both digital and offline channels.

Engage

Is anyone listening?
How easily riders can complain, get heard, and stay in an ongoing conversation with their agency.



Key findings from The Transit Agency Landscape Assessment

The findings show that bus agencies have established foundations, including recognised brands, digital platforms, fare concessions, and commuter support channels. However, these efforts are not yet translating into a seamless passenger experience. They need to strengthen how they promote their services, ensure consistent branding and better awareness of fare benefits, make travel information more complete and accessible across digital and physical platforms, and build stronger grievance and feedback systems.

Overall, the focus must shift from having these tools in place to making them reliable, easy to use, and centred around the everyday needs of commuters.

1 Promote



The brand exists but isn't consistently leveraged across touchpoints

All agencies had an established brand name and recognisable logo, and most have built their credibility over decades through sheer scale and reliability. However, this needs strengthening: only 3 of 8 agencies have defined visual guidelines covering typography, colour palettes, or design templates. This gap is most visible at bus stops, where STU branding is almost entirely absent (except for a logo) since stops usually fall under the ULB's jurisdiction, and buses themselves are covered with advertisements, which means that the very first touchpoint of a rider's journey carries no trace of the service they're about to use.

2 Promote



Financial incentives such as fare schemes and discounts are integral in promoting the service

Most bus agencies recognise that affordability matters. 7 out of 8 agencies offer concessions or special fare schemes for groups such as women, students, senior citizens, and persons with disabilities.

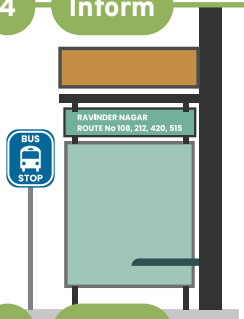
3 Inform

Digital channels exist but are fragmented and are not always updated regularly



All surveyed bus agencies have websites and apps, and most are active on platforms like X and Instagram to share information with commuters. However, riders often need to use multiple platforms for basic needs such as trip planning, live tracking, and ticketing. For example, some apps provide fare details but do not offer payment options, route information often lacks clear maps across all platforms, and only half of the agencies have integrated real-time information with Google Maps. DTC's One Delhi App stands out as an example of a more complete platform, bringing multiple commuter services together in one place.

4 Inform



Bus stops are missing the basic information riders need

While 5 out of 8 bus agencies provide schedules, only half of those surveyed display route information at bus stops. Information on grievance redressal is even more limited, with only 1 out of 8 agencies informing passengers about where they can raise complaints at the bus stop.

5 Inform



Apps are emerging as the strongest real-time information channel

Across the surveyed agencies, 6 of 7 apps provide real-time updates, making live tracking one of the most widely available app-based features. However, in many apps, this information is either delayed or inaccurate, raising concerns about its reliability for commuters who depend on it to plan their journeys.

6 Engage

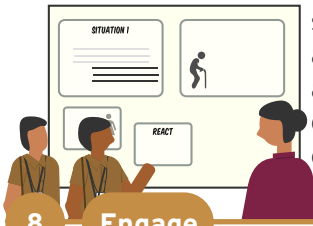
Complaint channels are available, but accountability is weak



All 8 agencies accept complaints through at least one channel (such as emails, handwritten letter, helpline number, online portal, social and website), but only half of them allow riders to track complaint status. Surat, Sitilink shares a unique reference ID for tracking, while BMTC sends an SMS-based docket number these should become standard practice. However, providing reference IDs or docket-numbers are only effective when the complaint is addressed and communicated back to the rider.

7 Engage

Frontline training is consistent across agencies



All bus agencies reported conducting staff training on customer service, safe driving, passenger handling and soft skills. Some agencies have also introduced staff wellbeing initiatives, such as yoga and wellness sessions, recognising the importance of supporting the physical and mental wellbeing of frontline employees.

8 Engage

Direct community engagement and outreach initiatives are helping agencies build connections with riders

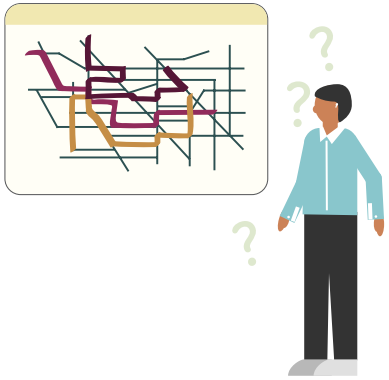


Some agencies are moving beyond traditional communication channels to directly engage with citizens and build connections with communities.
For example, KMRL conducts outreach initiatives with housing communities and neighbourhood groups to create awareness, while MTC's vintage bus trips use unique experiences to engage citizens and create a connection with the service. However, these efforts are not always sustained or part of a regular engagement strategy, limiting their long-term impact in building continued commuter relationships.

Key findings from The Rider Experience Surveys

Based on 1,700 rider surveys across ten cities, the findings highlight that better information can play a key role in improving the bus experience. Many commuters still struggle to know when their bus will arrive, find the right route, access fare benefits, or get responses to their complaints. While digital tools are helping, they cannot replace clear information at bus stops and support from staff.

1 Inform



Route information is the largest communication gap

1 in 4 riders across the cities still struggle to identify the correct bus route number, highlighting gaps in how route information is presented. When route numbers are difficult to spot or understand, commuters have to rely on bus staff, fellow passengers, or guesswork to board the right bus.

2 Promote



Bus services are not always easy to identify

Across the cities, only one-third of riders (33.5%) find it "extremely easy" to identify the right bus service. This means that most commuters still depend on additional cues such as asking the driver or conductor, checking with fellow passengers, or relying on guesswork, to confirm they are boarding the correct bus.

3 Inform



Digital tools are improving access to bus information, but many riders still rely on physical information present at bus stops

While apps and websites are becoming an important source of travel information in most cities, many commuters still depend on bus stop displays and staff support to plan their journeys. Cities need to strengthen both digital and offline information channels to ensure that every rider, regardless of access to technology, can easily find routes, schedules, and service updates.

4 Inform

Real-time information remains out of reach for many riders



1 out of 3 riders have no access to live bus location or arrival information, limiting their ability to plan around delays and waiting times. Among commuters who have access to a smartphone, 42% rely on apps for real-time information, making them the most used source.

5 Inform

If the journey is easy to navigate, commuters are more likely to use the bus more often



The top three factors that can encourage commuters to use buses more often are better last-mile connectivity, clear and easy-to-read signage at bus stops, and reliable real-time information on bus arrivals. Addressing these everyday challenges can make the entire journey smoother, reduce uncertainty, and build greater confidence in bus services.

6 Promote

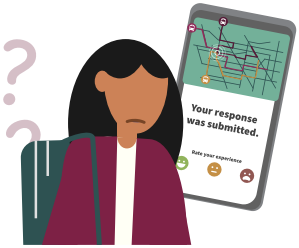
Many commuters are unaware of special fare scheme and discounts



While most bus agencies offer discounts, concessions, or travel passes, 36% of riders are still unaware of these benefits. Closing this communication gap through better promotion across buses, bus stops, digital platforms, and social media can help more commuters access available schemes and make public transport more attractive.

7 Engage

Complaint systems are not closing the loop



20% of riders raised complaints. Amongst those who did, nearly 1 in 3 complaints were either unresolved or did not receive a clear response, weakening trust in the grievance system.

The say–do gap: What bus agencies offer vs. what riders feel

Bus agencies in these cities are doing a lot right - they've got branding, apps, discount schemes, live tracking, and complaint lines. The problem isn't that these things don't exist. It's that riders don't know about them or can't find them when it matters.

A third of riders have no idea discounted fares even exist or can't get real-time bus information at all. More than half struggle just to find basic route details. And of the small number who do complain, 1 in 3 never hear back.



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
7 of 8 agencies offer fare concessions for women, students, seniors and persons with disabilities.	1 in 3 riders (36%) don't even know these schemes exist. Only 40% are aware and actually use them.	Fare concessions play an important role in making buses more affordable. However, their impact depends on awareness. Bus agencies need to promote these schemes so that more commuters know about and benefit from them.
All agencies have a digital presence. 7 out of 8 agencies have their own transit apps, all have websites, and most are active on platforms such as X and Instagram to share information with commuters.	Across all cities except Surat, Kochi, and Thiruvananthapuram, apps and websites were the most common sources for commuters to access bus route and schedule information.	Going digital is essential, but platforms need to be more complete and regularly updated. Many apps provide only basic information, while features like payments, trip planning, and updated schedules are often missing.
Real-time information is available on most digital platforms, with 6 out of 7 STU/SPV apps providing live bus updates, making it one of the most common digital features offered to commuters. However, this information is less available at physical locations, with only 50% of agencies providing real-time updates at bus stops.	32% of riders have no access to real-time info. Of those who do: 42% use apps, 16% check stop displays, 10% use Google Maps.	Bus agencies must focus on increasing adoption of their transit apps and improving the accuracy of live bus updates on them. While digital access is important, many commuters still depend on physical information sources, especially those without smartphones. Hence, all bus stops should have boards with real-time bus information. Integration with Google Maps can make it easy for those who don't have the app such as tourists.

What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
Most bus stops lack basic information that commuters need. Only 50% of the STUs/SPVs provide route and schedule information at bus stops, while just one STU provided details on how passengers can raise grievances.	After apps and websites, bus stops are an important source of information on routes and schedules for most commuters across all cities.	A key challenge is that bus stops are managed by urban local bodies rather than STUs/SPVs. This split responsibility creates gaps in maintenance and ensuring that the right commuter information is available. Better coordination between the agencies responsible for operating buses and managing stops is needed, along with route and schedule details in a clear and easy-to-understand format. ULBs must include a clause in their bus shelter tenders requiring them to have provision for passenger information displays and ensuring the regular updating to route maps and service information. Refer to the detailed model clause on page 48.
All 8 agencies provide at least one channel for commuters to raise complaints, but only 4 allow riders to track the status of their complaints.	Raising complaints is not a common practice among bus users. Only 20% of riders reported raising a complaint. Among those who did report an issue, nearly 1 in 3 complaints were either unresolved or did not receive a clear response from their bus agency.	Providing a reference number or docket ID, as done by Surat Sitilink and BMTC, should become standard practice. However, tracking is meaningful only when agencies also ensure timely updates and clear responses to commuters
All bus agencies conduct regular training to their staff on customer service, safe driving, passenger handling and soft skills.	Many commuters still pointed to issues such as rude behaviour by drivers and conductors.	Training should continue but be strengthened through rider feedback, surprise audits, recognition for good behaviour, and regular sharing of complaint trends with frontline staff.

Top 10 recommendations for bus agencies to improve communications



Build a clear and consistent brand identity

A strong and consistent brand across buses, bus stops, apps, and websites helps people easily recognise and trust the service. Simple branding guidelines can ensure that every touchpoint feels connected and reinforces the identity of the bus system.

Create a clear social media and outreach strategy

Social media should do more than post occasional updates. It should become a reliable way to inform and engage commuters. Each platform should have a clear purpose and be updated regularly with timely, useful content.





Better promote fare schemes and passenger benefits

Many commuters miss out on discounts simply because they do not know they exist. Targeted campaigns, both online and on the ground, can help more women, students, workers, and other eligible groups benefit from these schemes.

Build one simple, integrated app for riders

Commuters should not have to switch between multiple apps to complete one journey. A single app with routes, schedules, live tracking, ticketing, and payments can make bus travel much simpler.



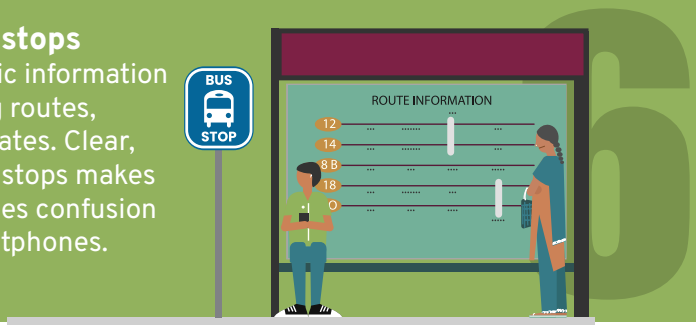


Expand real-time passenger information

Real-time information should be available across the entire fleet, accurately on apps, and at bus stops. Accurate live updates help reduce uncertainty and make buses easier to use, especially for first-time riders and persons with disabilities.

Improve information at bus stops

Bus stops should provide the basic information every commuter needs, including routes, schedules, fares, and service updates. Clear, well-designed information at bus stops makes journeys easier to plan and reduces confusion especially for those without smartphones.



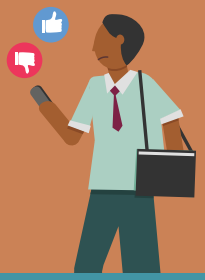


Integrate with Google Maps and other mobility platforms

Many commuters already use Google Maps to plan their trips, so bus information should be available where people are already looking. Better integration can make services easier to find and encourage more people to use public transport.

Make complaints easy to track

Every complaint should receive a unique reference number so commuters can easily track its progress. Clear updates and timely resolutions will build trust and encourage more riders to report issues.





Invest in regular staff training

Drivers and conductors shape the daily experience of every commuter. Regular training on customer service, communication, and passenger behaviour can improve interactions and create a more welcoming bus service.

Build stronger connections with communities

Bus agencies should regularly engage with people through events, campaigns, and neighbourhood outreach instead of interacting only when problems arise. Ongoing community engagement helps build trust, increase awareness, and make public transport a part of everyday city life.




ஏறும் வழி
- கோவை

Introduction

Every morning, millions of Indians, living in different states and cities, carry out the same routine. They step out of their homes, stand at their bus stop, and wait. They are waiting not just for their next bus, but for a sign, a signal, that their bus knows they exist.

For decades, Indian cities have run on the strength of their bus transit systems. BMTC moves Bengaluru. BEST has been an emotion for Mumbaikars. MTC weaves through Chennai's heat. DTC connects Delhi's sprawl. They are by no means small operations, but some of the largest public transport networks, collectively moving millions of people every day. But does large scale translate to good communication?

A bus that arrives on time is not automatically a bus that people can find easily, plan their trip around, or trust in advance. And in a country where 900 million people are now on social media, using their smart phones to access the world around them, the question of how a transit agency speaks and engages with its riders, across digital and offline channels, is more important now than ever before.

This report is about that question.



The Reaching Your Riders guidebook, published in 2023, laid out the principles of communicating with riders:
1. Promote services to get the attention of those beyond the captive audience
2. Inform riders with the right information, at the right time
3. Engage with the people, not just to address grievances, but to also build long-lasting trust

With these principles as the foundation, this report is a candid look at how eight State Transport Undertakings (STUs) and Special Purpose Vehicles (SPVs) are living up to them, and how their users are reacting to them.

The report is in two parts:

Part 1
The Transit Agency Landscape:
Assessing transit communications in India through the Promote-Inform-Engage framework

Part 2
The Rider Experience:
Understanding the public perception of transit communications in India

What we found is that there is ambition by the transit agencies and in most cases execution as well. Some agencies have embraced smart ticketing, others have meme-driven Instagram pages that speak to the younger audiences. Others have maintained websites with information on routes and schedules, but real time information is unavailable. Bus liveries carry branding and advertising, but the bus stops themselves usually have no traces of the transit agency and its identity There are apps for tracking and apps for ticketing, but rarely a single app that does both. There are grievance channels that exist on paper but are not always easy to find.

The public perception study of over 1,700 riders across ten cities reveals that these gaps are strongly reflected in the passenger experience. Riders depend on a mix of mobile apps, bus-stop boards, staff and knowledge built over time to plan their journeys, yet many still struggle to identify the correct stop, bus or route. One out of three riders have no access to real-time arrival information, making journeys feel uncertain and unreliable. Complaint channels and promotional schemes are also not always visible or easy to use. Overall, riders value clear signage, real-time information, and responsive communication to address grievances, more than any financial incentives. These findings show that improving communication across every stage of the journey can make bus travel easier, more predictable and more trustworthy.

This does not mean a systems failure for the transit agencies. Rather, it is the result of agencies trying to navigate a critical transformation from operating in a business-as-usual environment, to meeting the expectations of today's riders who want information before they leave their homes, when they reach the stop, and be heard when something goes wrong.

The report will provide an overview of how STUs and SPVs are faring against the framework of Reaching Your Riders, and how their riders perceive the agency's services specific to communications. It will also identify key gaps between institutional intent and user experience, and offer practical recommendations to help transform these agencies into more user-centric transit systems.

At its core, public transport is not only about moving people from one place to another, it is also about how clearly, consistently, and confidently people are able to understand and navigate their journey. When communication breaks down, even the most well-designed transport systems become difficult to use. But when communication works well, it becomes the invisible infrastructure that makes the system feel simple, reliable, and accessible.

Who is the report for?

This report is designed to serve as a practical resource for two primary stakeholders:

1. For bus operators, specifically STUs and SPVs, it acts as a diagnostic tool to identify critical communication gaps based on their current activities and public perception, discover actionable ways to enhance rider touchpoints, and foster peer-to-peer learning across transit agencies. The findings are intended to help bus operators answer a fundamental question: Are we communicating our public transport services in a way that makes them easy for people to understand, access, and use?

2. For state and national governments, it highlights the urgent need to establish national-level communication standards and guidelines —ensuring that essential information, signage, and digital integration are consistently delivered across all cities in public transport to elevate the overall rider experience.

This report is Part I of a two-part series. **Part I serves as a diagnostic foundation,** establishing why passenger communication matters for bus-based transit agencies and highlighting operational gaps. Because STUs and SPVs vary significantly in budget, staffing, skills, and tools, it identifies where support is needed with high-level solutions.

This will be followed by a potential **Part II that will provide in-depth assessments,** mapping each STU/SPV's budgets, team structures, processes, digital capabilities, partnerships, and policy needs. The intent is to provide a more practical and customised set of recommendations that STU/SPV can take on based on their communication strategy, resources, and priorities.


WATER ATM
SERVCONNECT
Coimbatore Route

Part 1

The Transit Agency Landscape:

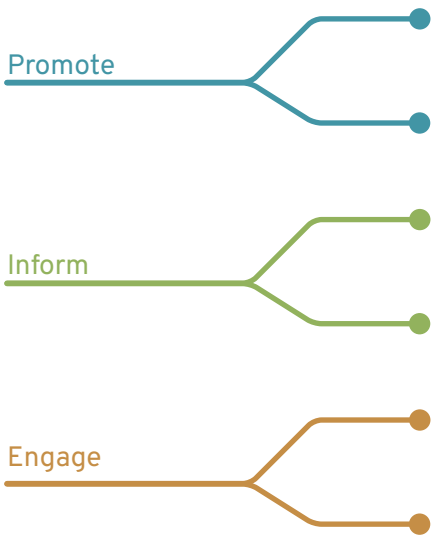
Assessing Transit Communications in India through the Promote-Inform-Engage Framework

Context and Objectives

While the Reaching Your Riders guidebook established the foundational communication principles and framework strategies needed for State Transport Undertakings (STUs) to build passenger trust and improve journey quality, this report evaluates their real-world application.

Based on the Reaching Your Riders 2026 assessment data, this report analyses the communication strategies, digital interventions, and passenger engagement initiatives of eight major Indian STUs/SPVs.

Rather than auditing specific campaigns, our study evaluated the broader ecosystem and foundational tools used for routine route information dissemination and outreach. Specifically, this report seeks to answer the following questions:



- How are transit agencies promoting their service and establishing their credibility?
- Is there a consistent visual brand identity across all physical and digital passenger touch points??
- How are transit agencies sharing accurate, real-time information to their riders?
- Is it easy enough to access information digitally and offline?
- What channels are set-up for riders to share their feedback?
- What efforts are they taking to address their concerns?

The assessment is shaped around the Promote- Inform- Engage framework.

Methodology

The assessment builds upon the Promote–Inform–Engage framework recommended in the Reaching Your Riders publication. This framework ensures holistic communication that addresses passenger needs at every stage of their journey:

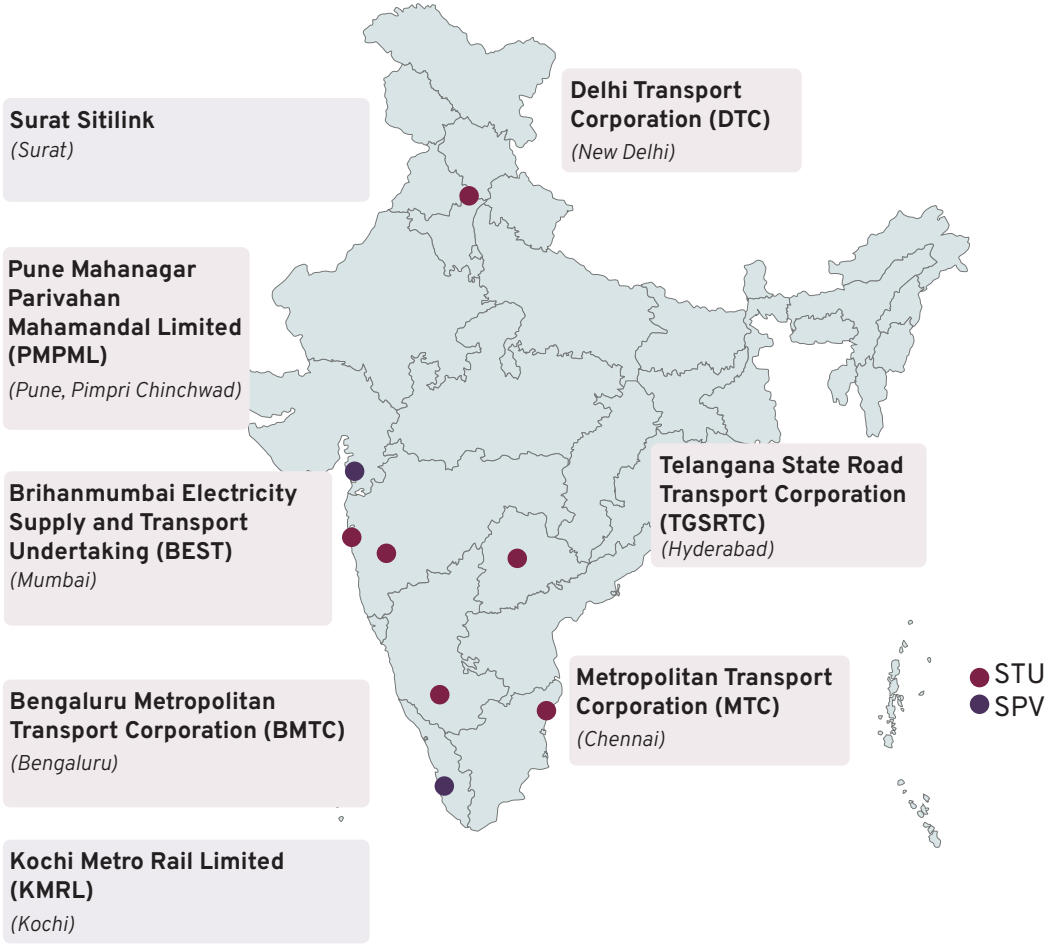
Promote *(Shift mindsets and behaviour)*:
Focuses on how operators market transit schemes, improve brand image, and encourage people to choose sustainable travel options.

Inform *(Deliver the right information at the right time):*
Evaluates how riders plan journeys confidently using physical signage, digital route maps, real-time alerts, and clear fare policies.

Engage *(Build trust through accountability):*
Assesses accessible feedback and grievance channels, ensuring rider complaints are transformed into actionable transit improvements.

To evaluate the STUs against these pillars, we utilised a dual approach:
1. One-on-one interviews with officials from each of the STUs and SPVs
2. Secondary research to validate the information received from them

The map below shows the 8 STU/SPVs studied across India. Officials from each agency were interviewed to get agency specific information.



Limitations

All information shared through the interviews is subject to the individuals bias or knowledge. Legacy knowledge was lacking in certain cases, and some information was anecdotal. To mitigate this limitation, the findings were cross-verified with publicly available information wherever possible.

Bengaluru Metropolitan Transport Corporation (BMTC)



Image Source: BMTC

5500 ICE buses
1764 e-buses

mybmtc.karnataka.gov.in/en

@BMTC_BENGALURU
@bmtc_official
@BMTCinfo
company/bangaloremetropolitan-
-transportcorporation

Brihanmumbai Electricity Supply and Transport Undertaking (BEST)



Image Source: BEST

2760 ICE buses
1292 e-buses

bestundertaking.com

@myBESTbus
-
@aamchibest
-

Metropolitan Transport Corporation (MTC)

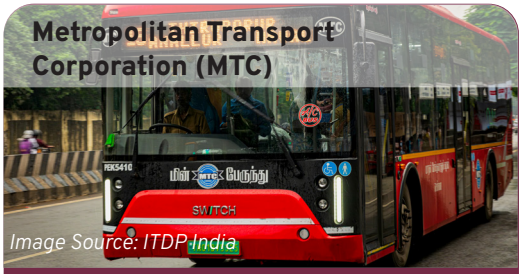


Image Source: ITDP India

3976 ICE buses
600 e-buses

mtcbus.tn.gov.in

@MTCchennai
@MTCChennai
MTCChennai

Pune Mahanagar Parivahan Mahamandal Limited (PMPML)



Image Source: ITDP India

1467 ICE buses
535 e-buses

pmpml.org

@PMPMLPune
@pmpml_pune
@ pmpml.org
-

As of July 2026

Delhi Transport Corporation (DTC)



Image Source: Coach Builders India

1771 ICE buses
2579 e-buses

dtc.delhi.gov.in

@dtchq_delhi
-
@dtcemployee
-

Kochi Metro Rail Limited (KMRL)


Image Source: Changing Transport

15 e-buses

kochimetro.org

@ MetroRailKochi
@kochimetrorail
@KochiMetroRail
-

Surat Sitilink



Image Source: Bhaskar English

775 ICE buses
450 e-buses

suratsitilink

@mysuratmysmc
@mysuratmysmc
My Surat My SMC
-

Telangana State Road Transport Corporation (TGSRTC)



Image Source: MakeMyTrip

2930 ICE buses
969 e-buses

tgsrtc.telangana.gov.in

@tgsrtchq
@tgsrtchq
@
-

As of July 2026

PROMOTING THE SERVICE

This section covers the transit agencies' visibility, their perspective of their overall brand, and how they position their brand to their riders and communicate their schemes and campaigns.

Digital Presence

Transit agencies have primarily focused on building their digital presence through official websites and social media platforms. Among these, X (formerly Twitter) is the most widely used social media channel, followed by Instagram. This pattern reflects broader digital communication trends in India, where social media adoption is rapidly expanding with widespread smartphone usage. The country is estimated to cross 900 million social media users in 2026.[1] Some standout social media accounts are that of MTC and KMRL who regularly update their content and use modern-day memes, videos, and creative content to keep their audience engaged.

1 *Source: The Hindu, 2023*

STU/SPV	Instagram	X (formerly Twitter)	LinkedIn	Facebook	Website
BMTC					
BEST					
DTC					
KMRL					
MTC					
PMPML					
Surat Sitilink					
TGSRTC					

Regularly updated
Occassionally updated
Not Active
No Account

Table: STUs and SPVs presence across digital platforms and content update frequency

Recommendations

Across all STUs there is a need for a dedicated strategy to disseminate the right kind information and ensure timely updates across appropriate channels. The table below can be used to chart a plan, especially for new projects/initiatives undertaken by STUs.

Media Channel	Rider Interest	STU/SPV Intent	Best Leveraged For
X (Twitter)	**Immediate utility:** Checking for delays, service alerts, or asking a quick question during a commute.	**Operational pulse:** Rapid-fire dissemination of service status and real-time customer service.	Service alerts, outages, weather impacts, and direct replies to rider complaints.
Facebook	**Community and logistics:** Looking for local news, event highlights, or participating in neighborhood groups.	**Public education:** Deepening community ties and providing detailed project or policy updates.	Long-form news (e.g., new line openings), public hearing notices, lost and found, and community event partnerships.
Instagram	**Aspiration and vibes:** Consuming transit style reels, visual cityscapes, or lifestyle content along with latest scheme/offer announcements.	**Brand humanisation:** Showcasing the 'face' of the agency to build trust and emotional connection.	Behind-the-scenes (maintenance shops), 'How-to-ride' reels, high-quality photography of trains/buses in the city.
LinkedIn	**Professional growth:** Searching for jobs, industry networking, or following B2B infrastructure trends.	Talent and authority: Positioning the agency as a top-tier employer and a leader in urban mobility.	Recruitment ads (hiring drivers/engineers), ribbon-cutting ceremonies, 'Employee Spotlight' series, and industry awards.

Spotlight: A relatable voice of the service

Kochi Metro Rail's page speaks in the language of its current users: memes. Be it schemes, announcements or etiquettes, the social media cell finds just the exact way to make people take notice.



A reel spotlighting the MetroConnect service with a Tokyo Drift trend

MetroConnect (feeder buses that support last mile connectivity) shares its social media page with the Metro Rail to provide regular updates and information.

Naming the brand

90% of the STUs are named after the regions they cater to, like BMTC for Bengaluru, and PMPML for Pune. Other brands have created distinct identities without the regional attribute, like MTC in Chennai.

Visual identity and consistency

Transit agencies have historically built a strong and recognisable identity primarily through the scale and reliability of their operations, rather than through deliberate marketing or branding efforts. In many cases, the service itself has become the brand. Over decades, even without extensive advertising campaigns, their visibility comes from being a 'default choice' for mobility. This reliance on their services has created a naturally captive audience.

1 2 3 4

KOCHI METRO RAIL LIMITED

metroconnect

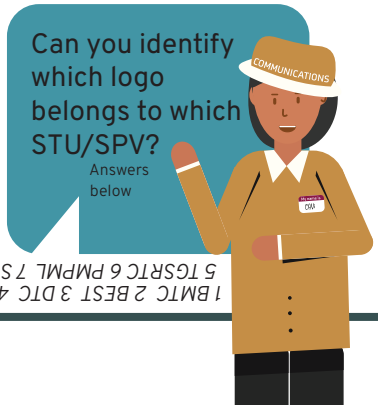
8 7 6 5

MTC

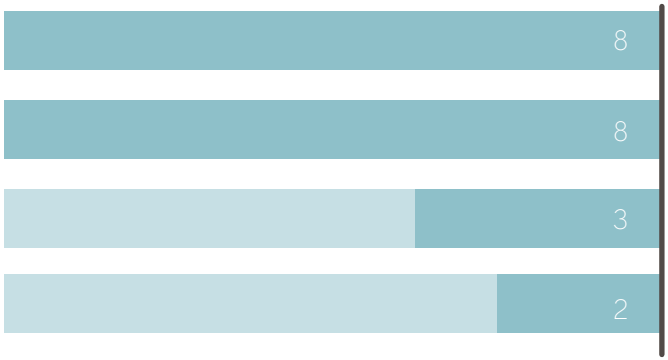
(An undertaking of Surat Municipal Corporation)

PMPML

In today's evolving transit landscape, a modern and consistent brand image is critical to attract new users, such as choice riders and airport commuters, who prioritise ease of discovery and aesthetic clarity. STUs/ SPVs do not necessarily need to change their existing visual identity, however, it is important that they consistently use it across all communication avenues to maintain their brand visibility.



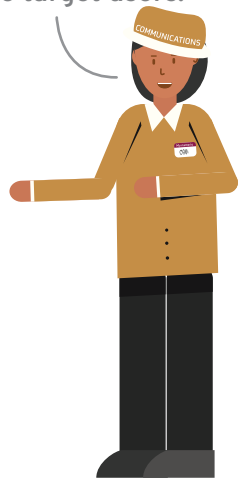
1 BMTC 2 BEST 3 DTC 4 KMRL
5 TGSRTC 6 PMPML 7 Sitilink 8 MTC



Number of STU/SPVs with various brand features

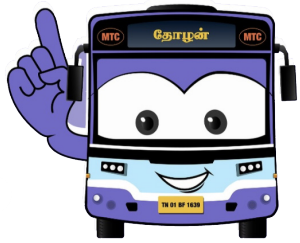
While all transit agencies have established brand names and recognisable logos, our conversations with the agencies revealed a key gap: the absence of a comprehensive, standardised brand style guide. Such a guide would define core visual identity elements, including typography systems, colour palettes, design templates, and consistent styling guidelines. In many cases, officials were not aware of any formal guidelines on their visual identity. This is an important gap to fill because a clear style guide will help ensure consistent branding across all communication channels and touch points

A well-defined brand identity helps establish brand recognition and fosters a connection with the target users.





Sachin Tendulkar as the brand ambassador as part of outreach for BEST for the Chalo app



MTC's mascot for BusFirst Campaign, Chennai

STU/ SPV	Service Differentiation	Bus Stop Branding	Bus Branding
BMTC	●	○	●
BEST	●	○	●
DTC	●	○	●
KMRL	●	○	●
MTC	●	○	●
PMPML	◔	○	●
Surat Sitilink	◔	◔	●
TGSRTC	◔	○	●

● Yes ◔ Sometimes ○ No

Table: Branding used for service and bus infrastructure

While the buses carry branding of the transit agency, specifically the use of their logo, there is still a long way to go in terms of livery design to make the appearance consistent across the fleet.

The prevalence of bus advertising also severely impacts the perception and understanding of the different services operating under the same city transport agency.



MTC with distinct recognisable liveries for Ordinary vs Deluxe service buses

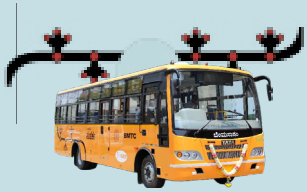
Spotlight: How to make bus services easy to identify?

BMTC in 2014 undertook a branding exercise to standardise the way its buses are differentiated. From a confusing array of 15 colours representing the service at random, the liveries were imagined in 3 colours.

Service Differentiation: Blue, orange, and green became the primary colours to represent the service. While the colour palette helps differentiate the services, they also created a distinct character for the buses through unique graphics featuring bees, dandelions, flower petals, grapevines, and other nature-inspired motifs.



Blue for tranquillity of the sky; generally used for Vajra, Vayu Vajra air-conditioned buses, including airport services.



Orange for the radiant sun; used for feeder services connecting suburban areas to metro stations.



Green after the canopies of the garden city; used for Ordinary and Big Trunk services that connect the central city.



Source: IdiomLive

BMTC also has an electric bus fleet that looks clearly different from its ICE buses. For example, the metro feeder buses are turquoise blue, while 'Switch' buses used for city services are purple.

While these branding efforts by BMTC in 2014 set a strong benchmark for service differentiation, the situation today is different. Bus liveries are now largely dominated by commercial advertisements, leaving little room for a distinct and consistent brand identity.

54% of BMTC commuters surveyed said it was very easy to identify the bus service.

A significant visual gap exists in the public transport ecosystem: the near-absence of STU branding at bus stops. While the stop is a cornerstone of the commuter experience, it frequently falls outside the STU's jurisdiction, with Urban Local Bodies (ULBs) typically responsible for installation and maintenance. Only few STUs ensure their branding is present, in which DTC is one.

Consequently, the STU's brand identity takes a backseat at the very touchpoint where riders begin their journey. This fragmentation not only dilutes brand recall but also the connection between the infrastructure (the stop) and the service provider (the bus), resulting in a disjointed user experience.

Here is a model clause that could be added to bus shelter tenders:

The Contractor or Concessionaire shall provide and maintain clearly visible passenger information displays showing the stop name, transit agency identification, route numbers, route maps showing destinations and key stops, timings or frequencies of the buses, and passenger assistance and complaint contact details.

Displays shall follow the space, format, language, and accessibility requirements specified in the tender and shall remain clearly visible and unobstructed by advertisements. Route maps and service information shall be updated whenever routes or services change, within the period specified in the contract, using information approved by the designated Transit Agency. Displays shall be kept clean, legible and in good condition, with damaged or missing displays repaired or replaced within the prescribed period.

DTC Bus Stop with DTC branding



Fare Schemes and Subsidies

Marketing efforts are primarily centered around fare concessions and branding to improve service appeal. Almost all STUs offer concessional passes for students, senior citizens, and persons with disabilities. Several agencies have also introduced high-impact schemes to encourage public transport use among specific groups. For example, free bus travel for women is offered in several states including the Mahalakshmi Scheme in Telengana, similar initiatives in Delhi, Chennai and Bengaluru. PMPML's offers zero-fare travel for women on International Women's Day.

Dedicated customer centric campaign that promote schemes as part of a long-term strategy can create sustained impact on public perception and improve trust.



These concessions and subsidies are not only social welfare measures but also valuable tools for attracting and retaining riders. By reducing the cost of travel, they make public transport more accessible. However, their success depends on how effectively they are communicated. Many potential beneficiaries may be unaware of the schemes available to them or how to access them. Surprisingly, 50% of BMTC commuters and 42% of MTC commuters surveyed said that they were unaware of any special schemes. STUs can maximise the impact of these initiatives by actively promoting them through campaigns, onboard information, bus stops, websites, apps, and social media. *(Refer next page for a snapshot of some of the schemes from these agencies)*

STU/SPV	Schemes Available for Riders
BMTC	Private event chartering services (birthdays, film shoots, political gatherings), central bus reservation department, senior citizen concessions, and concessions for Persons with Disabilities (PwD).
BEST	18 different concession types including monthly, daily, and concessional passes for students, PwDs, daily commuters, women, press, and police.
DTC	Universal free bus travel for women on all routes (scheme name to be formalised), and concessional passes for students and senior citizens.
KMRL	No schemes or concessions launched yet.
MTC	Fare-free travel for women, senior citizens, persons with disabilities, and transpeople; affordable general passes, and private vehicle chartering services.
PMPML	Student passes, PwD passes, and senior citizen passes.
Surat Sitilink	Standardised concessional passes for students, women, and senior citizens; specialised Labour Passes and Institutional Passes with distinct fare structures.
TGSRTC	Government-backed Mahalakshmi scheme for fare-free travel for women; TAYL (Travel As You Like) 24-hour unlimited travel ticket; monthly and quarterly passes for students and the general public.

Cavi's

Recommendations to effectively promote the service



BRAND IT!

Transit agencies must invest in building a cohesive, consistent, and recognisable brand that extends beyond logos on buses. This includes creating distinct visual identities for different services, consistent branding across buses, bus stops, passenger information systems, digital platforms, etc.

POST IT!

An organised strategy to disseminate promotional content about services across social media, website, and any other information touch point is especially essential to stay relevant and be pragmatically valuable to the riders.

MARKET IT!

STUs should actively promote fare schemes and subsidies through consistent, targeted communications and campaigns across both physical and digital touch points to ensure riders are aware of the benefits available to them. Clear and continuous communication will help improve uptake of these schemes, attract new users, and strengthen public trust in the service.

Informing the Rider

Providing the right information at the right time is critical for decision-making during trips. To understand how seamlessly passengers can navigate public transit systems in their trips, this section evaluates the core channels through which STUs deliver essential journey information. By analysing current digital and physical infrastructure, we examine where information is easily accessible and where critical gaps remain.

Pre-trip planning

This stage focuses on deciding your itinerary, navigating to the starting point, and gathering all necessary route information before boarding.

Websites, journey planning apps, digital/printed timetables, and fare charts, digital integration (navigation)„ signage on streets, and station location indications on apps.

On the bus and after

This stage tracks progress along the route. It helps passengers to know about upcoming stops, handle unexpected service disruptions or transfers, exit safely at the correct stop, navigate out of the terminal, and register feedback if needed.

Audio announcements and digital displays, stop sequence map, live tracking in app, grievance information, signage at stops, integrated, grievance and feedback channels (QR codes, helpline numbers, or in-app support forms).

At the bus stop/terminus

This stage focuses on deciding your itinerary, navigating to the starting point, and gathering all necessary route information before boarding.

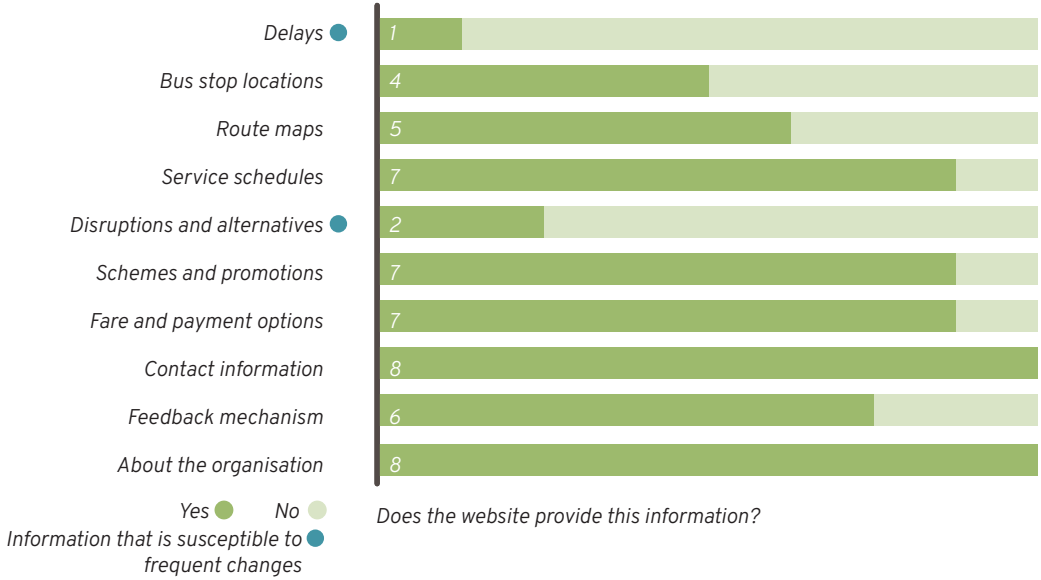
Real-time Passenger Information Systems(PIS), information at the stop (timetables/route maps), signage with stop names and grievance redressal information.

Websites as a source of transit information for planning the trip

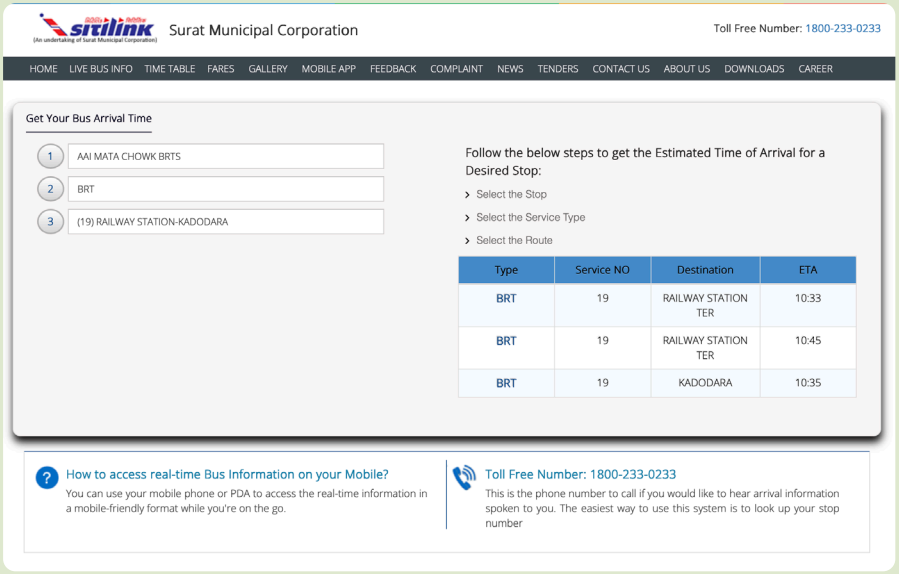
Typically websites are critical as they can be used at any and all stages for planning and providing feedback.

All eight transit agencies have prioritised establishing websites for information about the service. Self-assessments suggest full coverage of transit data—from disruptions to service promotions.

However, critical inconsistences do exist, for example, fare details are regularly published without corresponding payment methods. Route information rarely translates into visual route maps. Content on disruptions and alternatives is present but not consistently maintained. This indicates that while the infrastructure for digital information exists, it is currently only partially meeting rider needs.



These transit websites require upgrades to make them more current, user-friendly, and intuitive, ensuring information is easily accessible to riders.





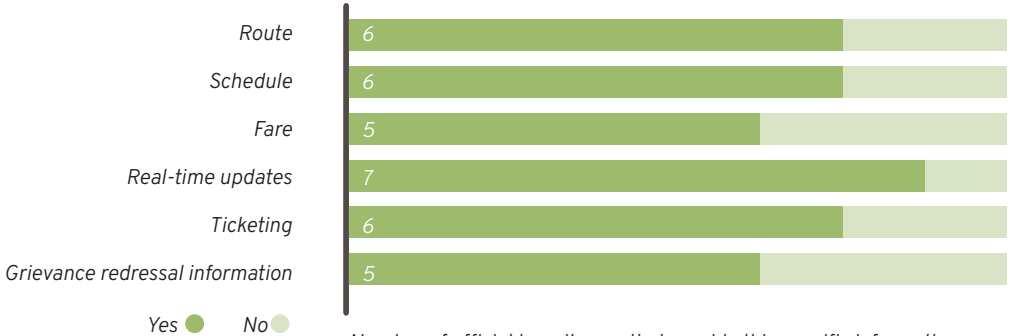
Sitilink website is one of the only websites providing dynamic information on real-time updates on its buses (in addition to its app and toll-free number)

While websites are prioritised by all STUs and SPVs, only few STUs like BMTC, DTC, PMPML have integrated accessibility features for local languages on their websites. Only one STU (BMTC) website has provisions for persons with disabilities by incorporating screen-reading features and adhering to web accessibility guidelines.

This highlights a critical systemic gap: while transit information is technically available, it remains entirely inaccessible to a significant portion of the user base.

Digital transit information through apps and Google Maps for planning the trip

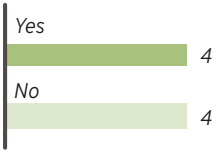
Surveys from ITDP India's Transport4All challenge highlighted a strong demand for digital data, with 57% of respondents expressing a preference to receive route, timetable, and stop information through online channels.[1] In alignment, STUs have prioritised the development of mobile applications to improve the passenger experience. Additionally, several operators have integrated their transit data with Google Maps to ensure widespread, seamless access.



Number of official transit apps that provide this specific information

In some cases, even within a single city, capabilities like live tracking and digital payments are often siloed in different apps. Without a standardised mobility benchmark, policymakers struggle to define and implement a unified, user-centric digital experience.

Integrating with Google Maps



Are the latest routes and schedule information integrated with Google Maps?

There's 50% divide in the uptake of integration with Google Maps. STUs like MTC, KMRL, BMTC, PMPML maintain their own apps as the source of credible information about the service with plans in the future to consider integration with GoogleMaps.

However, riders are still able to access basic information on Google Maps which is sourced from multiple partnerships.

1 Analysis of Public Transport Needs in Indian Cities

Transit agencies can make their service information available on Google Maps by publishing it in a standardised format. The General Transit Feed Specification (GTFS) is the commonly used open data standard for publishing static transit information such as routes, stops, schedules, and fares. GTFS-Realtime (GTFS-RT) extends this capability to real-time information such as bus locations, service disruptions, delays, and changes.

The transit agency is typically the institutional owner of this data and is responsible for ensuring that the information is accurate and regularly updated. IT teams or technology vendors can support the agency in generating, hosting, and maintaining the feeds. The feeds can then be made available through an open data portal or API, allowing third-party platforms and applications to access and use the information.

For agencies seeking to improve passenger access to information, establishing and maintaining a reliable GTFS/GTFS-Real-time feed is therefore an important enabling step for integration with journey-planning platforms and other digital services.

City	Apps Available for Riders [Official/Thirdparty]
Bengaluru	Namma BMTC, Tummoc, Namma Yatri
Mumbai	Mumbai One, Chalo, Tummoc
Delhi	One Delhi, Tummoc, Yatri, Chartr
Chennai	Chennai One, Arasu Bus, Namma Yatri, Chennai Bus, Chalo
Pune, Pimpri Chinchwad	Apli PMPML
Surat	Surat Sitilink, PayTM
Hyderabad	TGSRTC Bus Tracking (Gamyam)
Kochi	Kochi One, Chalo *These apps are mainly for metro and KSRTC buses, not KMRL's metro connect.*

Facility in app	Namma BMTC (BMTC)	Mumbai One (BEST)	One Delhi	Chennai One	Apli PMPML	Surat Sitilink	TGSRTC Official Online Booking
Trip planner	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Routes	Yes	No	Yes	Other app	Yes	Yes	No
Schedules	Yes	No	Yes	Other app	Yes	No	No
Real time info	Yes	Yes	Yes	Yes	Yes	Yes	No
Ticketing	No	Yes	Yes	Yes	Yes	Yes	Yes
Feedback	Yes	Yes	Yes	Yes	No	Yes	Yes
Accessibility	No	No	No	No	No	No	No

Yes *No* *Other app*

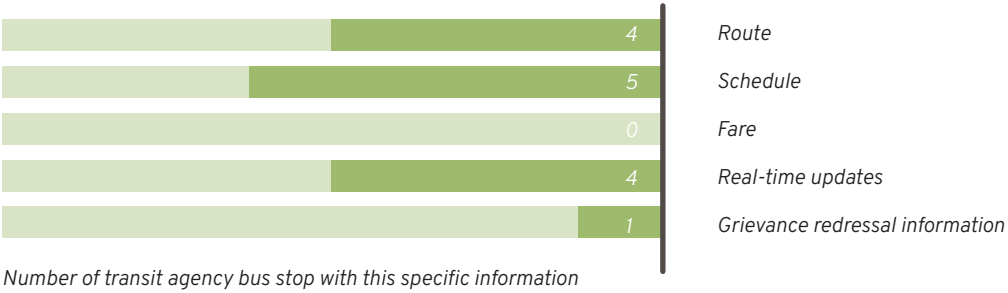
Table: Features in key mobility apps across cities

PMPML has feedback info only, not direct means to raise complaints within the app.

STUs need to provide a seamless user experience by integrating ticketing and live tracking into a single app. Whether upgrading an existing platform or building a custom one, the solution must be fully integrated from trip planning to final booking, eliminating the need for riders to switch between different tools.

Information at the bus stop

Passengers need to know which bus to take and whether a vehicle serving their destination passes through that specific stop. While digital tools assist in navigating to a stop and sharing route numbers, a distinct gap remains for passengers who are not technologically savvy. Furthermore, according to our Transport4All surveys, commuters over the age of 60 expressed a strong preference for static information made directly available at the physical stop.



Number of transit agency bus stop with this specific information

The availability of passenger information at bus stops remains inconsistent across STUs:

- Schedules: Provided by 5 out of 8 STUs.
- Route information: Shared by only 50% of the surveyed STUs.
- Grievance redressal: Only 1 out of 8 STUs provides information on where passengers can raise grievances.

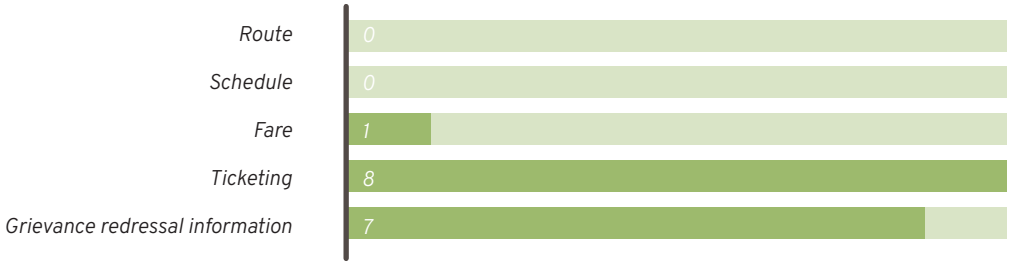
While digital apps are useful, relying on them entirely is not feasible for a large share of elderly and technologically challenged commuters. The absence of basic route maps and clear information at bus stops further increases passenger uncertainty. In fact, nearly half of the transit agencies do not provide route maps at the bus stop. According to our rider survey, after mobile apps and websites, the second most important source of travel information for passengers is information available at bus stops.

Information at the bus terminals

Unlike standard bus stops, terminals must spatially orient passengers across various platforms and layout designs. Clear physical signage paired with dynamic digital displays is crucial here. Terminals also experience a high influx of first-time or occasional users alongside daily commuters, meaning comprehensive spatial navigation data is vital.

Information inside the bus

Once on board, passengers need clear information regarding their fare, available ticket purchase options, and where to deboard. Internal bus infrastructure currently lacks prioritisation for passenger orientation, making riders dependent on conductors for route updates. To improve enroute navigation, buses should feature clear stop announcement mechanisms paired with dynamic Passenger Information System (PIS) displays. While a few operators—such as MTC and BMTC—currently announce and display upcoming stops, widespread adoption across other STUs and SPVs is still underway. On a positive note, 7 out of 8 STUs successfully prioritize displaying in-vehicle grievance reporting information.



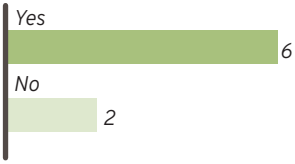
Number of transit agencies with this specific information in buses

STUs and SPVs must establish clear, accessible touchpoints that promote these contact numbers. Currently, only one of the STUs surveyed displays helpline information at bus stop. In the other cities, riders are forced to rely on websites or mobile apps, or just have no other option to reach out to the transit agency. This gap must be closed by integrating helpline numbers across all physical transit infrastructure.

Helplines

In a diverse country like India, STUs show an understanding of the need for providing information in local languages. In addition to English, all STUs have information displayed in local languages except for KMRL and TGSRTC as per interviews. However, the prevalence of local languages is varied across different channels.

Language Accessibility



Is information accessible in local language(s)?

MTC, KMRL, DTC, BMTC, BEST, and PMPML train staff to assist passengers with both visible and invisible disabilities. DTC, TGSRTC, and Surat Sitilink provide specific training for physical boarding and alighting assistance.

TGSRTC hosts passenger-treatment training thrice annually, while PMPML conducts weekly 'Gate Meetings' on staff etiquette.

Accessibility

BMTC has special OnBoard assisitive technology to help visually impaired riders alerting them when a selected bus is within a 30-meter radius and more.

Update Frequency

While some agencies prioritise digital agility (social media/apps) and others focus entirely on the physical environment (on-ground signage), none of the evaluated STUs maintain a consistent, unified daily/weekly update frequency across all six channels simultaneously.

Aside from the continuous real-time updates pushed through automated Passenger Information Systems (PIS) for next-stop announcements, the on-board static information does not account for frequent modifications, and are only changed during fare restructuring or permanent route overhauls.

STU/SPV	Website	Terminus and Depots	Bus Stops	Inside the Bus	App	Social Media
BMTC	On a need basis	Daily	Weekly	Not much	Daily	Daily
BEST	On a need basis	Monthly	On a need basis	On a need basis	Monthly	Daily
DTC	On a need basis	On a need basis	On a need basis	On a need basis	On a need basis	On a need basis
KMRL	On a need basis	On a need basis	On a need basis	On a need basis	On a need basis	On a need basis
MTC	Monthly	On a need basis	On a need basis	Not much	Daily	Daily
PMPML	Daily	On a need basis	On a need basis	On a need basis	Daily	Daily
Surat Sitilink	On a need basis	Daily	Daily	Daily	On a need basis	On a need basis
TGSRTC	On a need basis	Daily	Daily	On a need basis	On a need basis	Daily

Cadence of updation: Daily; Weekly; Monthly; Yearly; On a need basis; Not much

Table: Current cadence of updation of information across channels

	Rider Interest	STU / SPV Intent
Website	Pre-trip planning: Static timetables, fare calculators, route maps, passes/ticketing policies, and major travel advisories.	Act as the primary corporate informational anchor, establish authority, host legal tenders/bids, and minimise public inquiries.
App	On-the-go utility: Real-time live tracking, Live ETA (Estimated Time of Arrival), bus occupancy levels, digital ticketing, and route deviations.	Drive digital ticketing adoption, collect high-fidelity passenger movement data, map travel demand patterns, and send hyper-local alerts.
Terminus and Depots	Platform/Bay allocations, upcoming departures, long-distance intercity schedules, and facility maps.	Ensure orderly crowd management, streamline terminal dwell times, reduce foot traffic bottlenecks, and optimise bay utilisation.
Bus Stops	'Next bus arrival information?', route sequence verification, and localised line identification.	Manage roadside waiting anxiety, and communicate immediate single-corridor delays.
Inside the bus	In-transit orientation: 'Next stop notification?', connection options, automated vocal announcements, and destination display.	Minimise accidental over-riding, reduce driver/conductor distractions from queries, and manage safe alighting flow at upcoming doors.
Social Media	Rapid situational awareness: Major line blocks, unexpected strike actions, festival/holiday schedules, and customer feedback.	Rapid crisis communication, public relations management, brand visibility, and addressing immediate customer sentiments at scale.

Table: Suggested cadence of updation and relevant information to be prioritised across channels

	Recommended Frequency of Updation	Best Leveraged For
	Low to Medium (Daily for news/ advisories; Seasonal/Quarterly for timetables and fare changes)	Comprehensive pre-trip planning, long-form public notices, citizen grievance redressal, and route network changes.
	Dynamic / Real-Time (Every 10 to 30 seconds via GPS integration for live tracking)	Instant personalisation, cashless ticketing, and real-time operational transparency.
	High	High-volume node sorting, connecting regional/intercity commuters to correct bays, and handling major system disruptions.
	Dynamic / High(Real-time digital displays updated every 30–60 seconds; static posters updated quarterly)	Minimising perceived waiting times, roadside branding, and assisting spontaneous, short-distance daily commuters.
	Dynamic/Continuous (Instantaneous triggers tied directly to localised geofencing and GPS wheels)	Real-time transit navigation, immediate connection awareness, accessibility compliance (audio-visual triggers), and citizen safety alerts.
	Very high during events (Hourly or instantly during a crisis; Daily for standard passenger engagement)	Immediate mass announcements, broad disruption warnings, holiday service variations, and community relationship building.

PMPML's Route Maps and Line Signage at Terminus and Bus Stops

PMPML explored introducing route maps and line signage along the five bus lanes of Deccan Gymkhana bus stand that serves 42 routes.

Sarg Design Studio, a Pune-based design services studio conceived the idea of setting up a PMPML Design
Studio—a studio embedded within PMPML to conceptualise, design, and implement passenger information signage and maps for the entire bus network.

As a pilot, the PMPML Design Studio developed a route map and bus lane information signage at the Deccan Gymkhana bus stand that showcases the bus lane map that informs the bus routes on each lane, the bus route list with destination, and shared bus stops.

The wayfinding system uses large information panels to guide riders to wait for their buses in the respective bus lanes.







Source: Sarg Design Studio

Cavi's

Recommendations to effectively inform the rider:

UPDATE IT!

Whether digital or physical, there must be a system to update information at regular intervals, so it stays relevant and accurate.

UPGRADE IT!

STUs should work on revamping their apps into a 'Gold Standard' mobility app that integrates live vehicle tracking, visual route maps, and digital ticketing. Currently, riders often face 'app overload,' where tracking is on one app and pass purchasing is on another, creating a fractured experience.



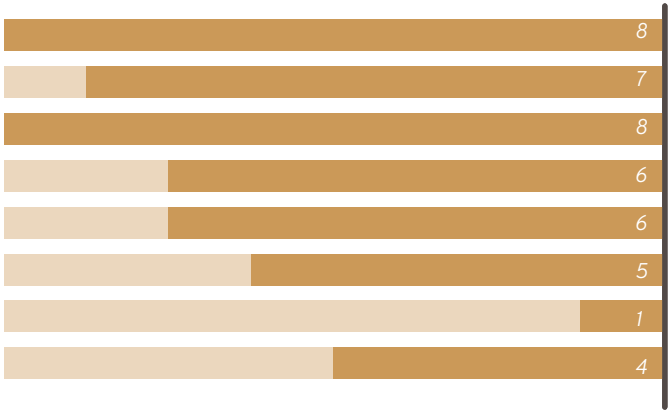
DEMOCRATISE IT!

To support less tech-savvy, elderly, or digitally excluded passengers, STUs must install route maps, simplified timetables, and colour-coded network guides at all bus stops.

Engaging with the Rider

Engaging with riders is essential for building a public transport system that responds to users' needs. A good grievance redressal system allows passengers to report issues, provide feedback, and seek resolutions, helping transit agencies identify recurring problems and improve service quality. However, engagement should go beyond complaints. STUs can create meaningful two-way communication through rider surveys, community events, Bus Day campaigns, school outreach programmes, and public awareness initiatives. Such efforts help agencies better understand their users, build trust, foster a sense of ownership among riders, and demonstrate that passenger feedback leads to real improvements.

How can riders share their complaints with the transit agency?



How can riders share their complaints to the transit agency?

Traditional communication channels such as email and helpline numbers continue to dominate, suggesting that STUs/SPVs rely heavily on legacy methods to engage with riders

Digital channels seem underpenetrated—SMS and apps, arguably the most accessible for everyday riders, have the lowest adoption among STUs. While all STUs/SPvs have apps, only 50% are utilised to receive grievances.

Even though channels exist to receive complaints, only half of STUs provide visibility into complaint status, meaning riders can submit but often can't track outcomes.

Few STUs give a status update to the rider through SMS or reply in the same channel through which the complaint was raised (like social media or email replies). Surat's Sitilink shares a unique reference ID for easy tracking. Some STUs stop at sharing autogenerated response upon receiving the complaint.

68% of passengers said that their complaint was resolved for them.
Source: RYR Rider Data

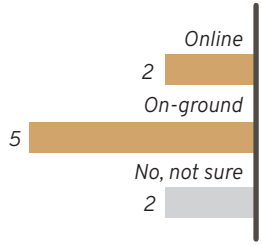
Our assessment of the multi-channel grievance landscape highlights best practices:

MTC
Direct accessibility via a dedicated WhatsApp channel

BMTC
Superior transparency through a docket tracking number via SMS, ensuring passengers can monitor their complaint's lifecycle.

BEST
Hybrid approach utilising conductor-held complaint books and an auto-generated digital response system.

Rider satisfaction surveys



Do you conduct yearly passenger satisfaction surveys to understand their experiences?

Ground surveys are a common method for measuring rider satisfaction. PMPML conducts ground surveys monthly, while TGSRTC conducts them twice a year. KMRL (Kochi) recently started passenger satisfaction surveys in 2025 are in the process of rolling out QR code-based feedback mechanisms with minimal resources requirements.

On-ground surveys are the most commonly used feedback mechanism, with 5 out of 8 STUs/SPVs conducting them.

What are different ways in which the service reaches out to the riders?

STUs and SPVs, in addition to day-to-day interactions, set up outreach campaigns towards building community relationships.

For example, to ease congestion and attract new riders to the service, MTC announced free travel for fans attending cricket matches at the M.A. Chidambaram Stadium (Chepauk) on non-AC buses by simply showing their valid match ticket. The physical or digital entry ticket acts as a bus pass, and this travel benefit is valid from three hours before the toss until three hours after the final ball.

STUs and SPVs also roll out various training programmes for its staff, given that they engage with riders on an everyday basis and represent the face of the service. These trainings equip employees with the tools and strategies to listen to riders and deal with grievances in an empathetic manner.

Spotlight: How KMRL is Activating Riders

KMRL in late 2021 undertook an experiential engagement strategy to transform its transit network from a sterile utility into an active cultural hub. Moving away from traditional, passive public transit marketing, station environments were reimagined to capture civic pride, pop-culture relevance, and local festivities.

Community activation: Festive programming, public consciousness, and gamified infrastructure became the primary tools to engage daily riders. While these campaigns drove immediate foot traffic, they also created a distinct character for the metro network through interactive installations and localised community competitions.

Social and cultural pop-ups for grounded civic connection. Implemented at Kaloor and Edappally stations, featuring interactive health awareness kiosks and high-profile rides with local cultural icons like Miss Kerala to normalise transit as a safe, lifestyle preference.
Gamified Infrastructure for experiential daily commutes is exemplified by the musical staircase at MG Road station, which plays piano notes matching commuter footsteps to encourage physical activity over escalator use.

KMRL also integrated this experiential approach into its wider economic and fleet strategy. For example, the monetisation of 35,000 sq. ft. of platform space for localised kiosks transformed stations into bustling commercial ecosystems.

While these engagement efforts by KMRL in late 2021 set a strong benchmark for public transit activation, the situation over time demands balance of providing more information about routes, timings of the bus services to improve reliability on the service.

Source: KMRL Newsletter January 2022

How does the service engage with the riders, beyond the ride?

BMTC engages riders across digital and physical touchpoints

To streamline grievance redressal, community complaints are captured and resolved directly through RWAs and local citizen WhatsApp groups. This is paired with on-ground awareness campaigns at bus stations targeting both the public and transit staff. Additionally, specialised bus stand programs are organised every two to three months to educate commuters on vital safety tips.



Source: TNM

In addition to regular commuter engagement initiatives, BMTC conducts ongoing staff training focused on soft skills, and customer service. These trainings are delivered across multiple levels of the organisation, including depot-level and divisional staff, to strengthen their ability to interact effectively and empathetically with riders.

BEST celebrates culture, stays close to its roots

The agency organises events around Marathi Basha day on 27th Feb, at terminals. These events involve elected representatives of the corporation from the respective wards, activating community participation.



Source: Hindustan Times

BEST has established a continuous training programme for its staff. At least once every six months, employees undergo training on safe driving practices and on-board behaviour. The programme also includes wellness initiatives, such as yoga sessions, to promote the health and well-being of staff.





DTC piggybacks on National NCMC Campaign

DTC leveraged existing national-level campaigns around the launch of the National Common Mobility Card (NCMC) to raise awareness amongst captive and new riders.



Source: Hindustan Times

Drivers and conductors are given regular training, with special focus on ethical values, customer service and safe driving techniques.

KMRL's citizen activation

KMRL undertakes outreach initiatives targeted at housing communities and neighbourhoods to build awareness and strengthen engagement. It also maintains a regular presence on social media, using these platforms to communicate new services, announce schemes and offers, share service updates, and engage directly with the public.



Source: LinkedIn via Gokul TG

KMRL conducts regular trainings, using structured modules, on defensive and efficient driving, road discipline, insurance processes, first aid and fire safety, stress management, and passenger handling—along with dedicated sessions on the unique requirements of electric bus operations.



How does the transit agency train their staff to engage with riders?

How does the service engage with the riders, beyond the ride?

MTC gets creative and celebrates the service

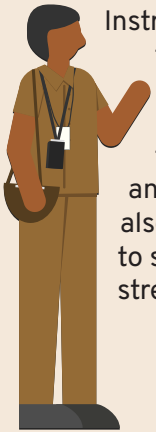
By offering unique experiences like Vintage Bus trips, MTC connects with riders on a sentimental level. These nostalgic journeys celebrate the history of public transit in Chennai. Additionally, bus Exhibitions and the innovative 'Bus First' campaign showcase the operational aspects of the service, fostering deeper understanding and pride. These initiatives are designed to build a strong community around public transport, turning it into more than just a commute.

PMPML improves literacy through library on wheels

The 'Library on Wheels' is a standout initiative by PMPML that brings books directly to the community, actively promoting literacy. This mobile library serves neighborhoods, making reading material easily accessible. PMPML's dedication is also shown through events like Bus Day, held annually. Furthermore, to mark International Women's Day on March 8th, PMPML offers zero-fare tickets for women, reinforcing its commitment to social responsibility and accessible transit for all.







MTC conducts daily Class Instruction (CI) training sessions for drivers and conductors covering road safety, traffic rules, passenger service, ticketing, accident prevention, and fuel-efficient driving. They also includes daily yoga sessions to support staff well-being and stress management.

On a weekly basis, Depot Managers conduct on-site gate meetings with drivers and conductors to reinforce workplace etiquette. Technical skills are upgraded through quarterly driver training seminars in collaboration with IDTR, complemented by annual, specialised capacity-building workshops for administrative staff led by CIRT.



Sitilink engages through on-site outreach and participation in public events

Occassionally, campaigns are organised at construction sites, schools, and colleges to connect directly with potential beneficiaries and explain available schemes. The team leverages existing public platforms by setting up information stalls at external community events, rather than organising independent, dedicated functions.

TGSRTC uses a strong community-embedded feedback and outreach system to stay connected

Colony and Village Bus Officers (in rural areas) directly engage with passengers at the local level. They participate in community events to collect rider feedback and operational data, including suggestions on bus frequency, timings, and service gaps.
They also runs awareness campaigns in schools, gated communities, and neighbourhoods, often complemented by initiatives like blood donation camps to strengthen community engagement.



Sitilink ensures that core operational and technical training sessions are conducted on a quarterly or half-yearly cadence. Additionally, to foster an inclusive and respectful transit environment, mandatory gender sensitisation training is hosted every month for all staff members.



Specialised training and review sessions are conducted three times a year. These programs brief personnel on the corporation's financial health and analyse recent customer feedback. Soft skills training, focusing on customer relations are also covered.

How does the transit agency train their staff to engage with riders?

Spotlight: How MTC is Activating Chennai's Riders

MTC is transforming how Chennai views public transport through a dynamic mix of events, competitions, and civic campaigns. To inspire residents to step on board, the corporation in 2024 and 2025 gamified the transit experience with an urban treasure hunt powered entirely by the bus network. They also launched a popular photography contest celebrating the view from the iconic 'window seat,' capturing the heart of the city through the eyes of its commuters. Aligning these rollouts with the city's celebration of Madras Day helped create a groundswell of civic pride, drawing in new riders who rarely step onto public transit.

Beyond digital engagement, MTC introduced a 'Museum on Wheels' and 'Chennai Ula' hop-on and hop-off tour bus that weaves through Chennai's historical hotspots. Simultaneously, MTC is modernising its identity by launching premium bus services and championing on-street advocacy through campaigns like Bus First. By appealing to other motorists to make way for public transport, the initiative highlights a powerful truth: prioritising buses elevates the daily lives of crores of commuters.



Source: MTC Chennai

Cavi's

Recommendations to effectively engage with the rider:

GET ON-GROUND

STUs/SPVs should use a high-touch engagement approach and activate public outreach through community-based events and observational days to enable regular on-ground interaction with users and improve feedback and awareness.



TRACK IT!

To build accountability, STUs should provide a unique reference ID or docket number via SMS for every complaint filed in addition to centralised system to monitor all complaints. This allows riders to track the status of their grievance, ensuring the engagement loop is effectively closed.

TRAIN THEM!

STUs should institutionalise and gender sensitisation trainings on a recurring cycle. Implementing weekly 'Gate Meetings' or quarterly behavioral seminars for drivers and conductors is essential to improving passenger-staff interactions and soft skills, in addition to the currently frequent heath and performance trainings.

City Bus Agencies at a Glance





BMTC at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	BMTC is active on some social media platforms.
	Branding and Identity	Brand Name Well-defined, easily identifiable logo Typography and Palette Mascot Bus branding and service differentiation are currently available.
	Bengaluru Nagar Sarige	
	Fares and Schemes	Private event chartering services (birthdays, film shoots, political gatherings), central bus reservation department, senior citizen concessions, and concessions for Persons with Disabilities (PwD).
ENGAGE	**Public Activation**	**Bus Station Safety Programs:** Conducted every 2 to 3 months across major bus stands, focusing on commuter safety guidelines and transit tips. **Integrated Information Campaigns:** Station-level awareness drives designed to keep both passengers and transit staff informed on service updates and safety protocols.
	Staff Training	Regular trainings provided at training institute: soft skills and behavioural attitudes. Depot level and division level trainings are also organised for staff.
	Feedback and Grievances	Frequent feedback collected from RWAs, local citizen forums WhatsApp groups. Their grievance is captured there and addressed. When riders raise a complaint, update is sent via sms.

INFORM

Category	Information currently available ● Yes ● No
Website	● Delays ● Bus stop locations ● Route maps ● Service schedules ● Disruptions and alternatives ● Schemes and promotions ● Fare and payment options ● Contact information ● Feedback mechanism ● About the organisation ● Accessibility features
App 	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information
Bus Stop	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information
Terminals	● Route ● Fare ● Ticketing ● Grievance information ● Display Boards ● Audio Announcement
Google Integration	Yes No

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

BEST at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	BEST is active on some social media platforms.
	Branding and Identity BEST	• Brand Name • Well-defined, easily identifiable logo • Typography and Palette • Mascot Typography sizes fixed according to bus size. Between 2022-23, BEST had brand ambassadors—Sachin Tendulkar and Anil Kumar.
	Fares and Schemes	18 different concession types including monthly, daily, and concessional passes for students, PwDs, daily commuters, women, press, and police.
ENGAGE	**Public Activation**	**Grassroots & Local Ward Engagement:** Leverages high baseline public awareness to conduct grassroots programs, collaborating with local ward representatives at bus termini. **Cultural & Civic Celebrations:** Organises community events around key cultural observances, such as Marathi Bhasha Diwas (February 27). **Safety & Conservation Drives:** Partners with RTO centers to host quarterly awareness programs focused on road safety and resource conservation.
	Staff Training	BEST conducts mandatory bi-annual training sessions for its staff. They focus on safe driving habits and customer service standards, while incorporating wellness initiatives like yoga to support the physical and mental health of frontline teams.
	Feedback and Grievances	Fortnightly basis surveys are undertaken by traffic operation department—traffic inspectors (line officers) to gather rider feedback.

INFORM

Category	Information currently available	Yes / No
Website	Delays	No
	Bus stop locations	Yes
	Route maps	Yes
	Service schedules	Yes
	Disruptions and alternatives	Yes
	Schemes and promotions	Yes
	Fare and payment options	Yes
	Contact information	Yes
	Feedback mechanism	Yes
	About the organisation	Yes
	Accessibility features	No
App 	Route	Yes
	Schedule	Yes
	Fare	Yes
	Real-time updates	Yes
	Ticketing	Yes
	Grievance information	Yes
Bus Stop	Route	Yes
	Schedule	Yes
	Fare	No
	Real-time updates	Yes
	Ticketing	No
	Grievance information	No
Inside the bus	Route	No
	Fare	No
	Ticketing	Yes
	Grievance information	Yes
	Display Boards	Yes
	Audio Announcement	Yes
Google Integration		Yes / No: Yes

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

DTC at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	DTC is active on X (formerly Twitter)
	Branding and Identity Devi Bus; DTC 	• Brand Name • Well-defined, easily identifiable logo • Typography and Palette • Mascot Bus branding and service differentiation are currently available.
	Fares and Schemes	Universal free bus travel for women on all routes (scheme name to be formalised), and concessional passes for students and senior citizens.
ENGAGE	**Public Activation**	DTC leveraged existing national-level campaigns around the launch of the National Common Mobility Card (NCMC) to raise awareness amongst captive and new riders.
	Staff Training	Drivers and conductors are given regular training, with special focus on ethical values, customer service and safe driving techniques.
	Feedback and Grievances	Riders can raise complaints via email id, handwritten letters, helpline numbers, online grievance portal, social media and the app.

INFORM

Category	Information currently available ● Yes ● No
Website	● Delays ● Bus stop locations ● Route maps ● Service schedules ● Disruptions and alternatives ● Schemes and promotions ● Fare and payment options ● Contact information ● Feedback mechanism ● About the organisation ● Accessibility features
App 	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information
Bus Stop	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information
Inside the bus	● Route ● Fare ● Ticketing ● Grievance information ● Display Boards ● Audio Announcement
Google Integration	Yes No

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

KMRL at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	KMRL is active on all social media platforms.
	Branding and Identity	Metro connect Brand Name Well-defined, easily identifiable logo Typography and Palette Mascot Bus branding and service differentiation are currently available.
ENGAGE	**Public Activation**	**Community Outreach:** Direct consultations with residential neighborhoods to refine route networks and serve high-demand corridors. **Digital Presence:** Active social media campaigns leveraging current digital trends.
	Staff Training	**Structured Capacity Building:** Comprehensive training covering defensive driving, passenger handling, first aid, fire safety, stress management, and insurance workflows. **E-Mobility Focus:** Dedicated technical modules for electric bus operations.
	Feedback and Grievances	Surveys to gather feedback are yet to be rolled out. Riders can raise complaints.

INFORM

Category	Information currently available	Yes / No
Website	Delays	No
	Bus stop locations	No
	Route maps	No
	Service schedules	Yes
	Disruptions and alternatives	No
	Schemes and promotions	No
	Fare and payment options	Yes
	Contact information	Yes
	Feedback mechanism	Yes
	About the organisation	Yes
	Accessibility features	No
App	Route	No
	Schedule	No
	Fare	No
	Real-time updates	No
	Ticketing	Yes
	Grievance information	No
Bus Stop	Route	No
	Schedule	No
	Fare	No
	Real-time updates	No
	Ticketing	No
	Grievance information	No
Inside the bus	Route	No
	Fare	No
	Ticketing	Yes
	Grievance information	Yes
	Display Boards	No
	Audio Announcement	No
Google Integration	Yes / No	No

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

MTC at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	MTC is active on some social media platforms.
	Branding and Identity MTC	• Brand Name • Well-defined, easily identifiable logo • Typography and Palette • Mascot Bus branding and service differentiation are currently available. Services have names like Deluxe, Express, Ordinary, AC. A mascot was developed part of the Bus First campaign.
	Fares and Schemes	Fare-free travel for women, senior citizens, persons with disabilities, and transpeople; affordable general passes, and private vehicle chartering services.
ENGAGE	**Public Activation**	**Heritage & Public Awareness:** Organizes vintage bus runs, fleet exhibitions, and the high-visibility Bus First public transport campaign. **Educational & Safety Programs:** Conducts targeted safety awareness drives across schools, colleges, and institutions, spearheaded by a dedicated Safety and Training Wing.
	Staff Training	**Daily Class Instruction (CI):** MTC runs daily training sessions for drivers and conductors covering road safety, traffic regulations, passenger courtesy, ticketing procedures, accident prevention, and eco-driving techniques. **Holistic Staff Well-Being:** Integrates daily yoga and mindfulness sessions to manage operational stress and promote physical and mental health among frontline staff.
	Feedback and Grievances	Riders can raise complaints via app, email, whatsapp, phone, or inperson. On ground surveys are deployed to gather feedback from riders.

INFORM

Category	Information currently available	Yes / No
Website	Delays	No
	Bus stop locations	No
	Route maps	No
	Service schedules	Yes
	Disruptions and alternatives	No
	Schemes and promotions	Yes
	Fare and payment options	Yes
	Contact information	Yes
	Feedback mechanism	Yes
	About the organisation	Yes
	Accessibility features	No
App	Route	Yes
	Schedule	Yes
	Fare	Yes
	Real-time updates	Yes
	Ticketing	Yes
	Grievance information	No
Bus Stop	Route	No
	Schedule	No
	Fare	No
	Real-time updates	Yes
	Ticketing	No
	Grievance information	No
Inside the bus	Route	Yes
	Fare	No
	Ticketing	Yes
	Grievance information	Yes
	Display Boards	Yes
	Audio Announcement	Yes
Google Integration		Yes / No: No

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

PMPML at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	BMTC is active on some social media platforms.
	Branding and Identity	Brand Name Well-defined, easily identifiable logo Typography and Palette Mascot Bus branding and service differentiation are currently available.
	Fares and Schemes	Student passes, PwD passes, and senior citizen passes.
ENGAGE	**Public Activation**	Student Pass Promotion: Annual campus visits to colleges to drive student pass adoption. Digital & On-Ground Campaigns: Regular social media engagement alongside key community initiatives, including celebrating Bus Day. A dedicated bus converted into a Mobile PMPML Bus Library for community engagement. Free fare promotion for all women passengers done on women's day. Mobile Pass Issuance Centers: "Pass Centers on Wheels" providing convenient, on-the-spot pass registration and renewal.
	Staff Training	Depot Manager gate meetings with drivers and conductors focusing on customer etiquette and operational protocols. Technical driver trainings in collaboration with IDTR, every quarter. Annually, administrative capacity-building workshops for staff via CIRT.
	Feedback and Grievances	Riders can raise complaints on the app or in person. On ground surveys are rolled out time to time to gather rider feedback.

INFORM

Category	Information currently available (● Yes ● No)	
Website	● Delays ● Bus stop locations ● Route maps ● Service schedules ● Disruptions and alternatives ● Schemes and promotions ● Fare and payment options ● Contact information ● Feedback mechanism ● About the organisation ● Accessibility features	
App	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information	
Bus Stop	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information	Audio announcements inside the bus and bigger audio systems at major terminals. Information inside bus in red stencils.
Inside the bus	● Route ● Fare ● Ticketing ● Grievance information ● Display Boards ● Audio Announcement	
Google Integration	Yes **No**	

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

Sitilink at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	Sitilink is active on some social media platforms.
	Branding and Identity	• Brand Name • Well-defined, easily identifiable logo • Typography and Palette • Mascot Bus branding and service differentiation are currently available.
	Fares and Schemes	Standardised concessional passes for students, women, and senior citizens; specialised Labour Passes and Institutional Passes with distinct fare structures.
ENGAGE	**Public Activation**	**Beneficiary Engagement:** Regular awareness campaigns are held at construction sites, schools, and colleges to communicate scheme details to eligible groups.
	Staff Training	**Training Cadence:** Skills and operational training sessions are conducted on a quarterly and half-yearly basis. These sessions also include how to assis persons with disabilities. **Gender Sensitisation:** Dedicated gender sensitisation workshops are held on a monthly schedule.
	Feedback and Grievances	Riders can raise complaints, each complaint generates a reference ID that riders can use to track status. **Onground Surveys:** Sitilink conducts on ground surveys to understand rider feedback.

INFORM

Category	Information currently available	● Yes ● No
Website	● Delays	
	● Bus stop locations	
	● Route maps	
	● Service schedules	
	● Disruptions and alternatives	
	● Schemes and promotions	
	● Fare and payment options	*While fare information is available, payment information is not.*
	● Contact information	
	● Feedback mechanism	
	● About the organisation	
	● Accessibility features	
App	● Route	
	● Schedule	
	● Fare	
	● Real-time updates	
	● Ticketing	
	● Grievance information	
Bus Stop	● Route	
	● Schedule	
	● Fare	
	● Real-time updates	
	● Ticketing	
	● Grievance information	
Inside the bus	● Route	
	● Fare	
	● Ticketing	
	● Grievance information	
	● Display Boards	
	● Audio Announcement	
Google Integration	Yes	No

Findings in this category reflect the responses and not necessarily the actual availability.

TGSRTC at a Glance

	Category	What is currently done
PROMOTE	**Social Media**	TGSRTC is active on some social media platforms.
	Branding and Identity 	Brand Name Well-defined, easily identifiable logo Typography and Palette Mascot Bus branding and service differentiation are currently availablem with clear names as City Ordinary in Hyderabad, Metro Express, Metro Deluxe and Pushpak for the airport service.
	Fares and Schemes	Government-backed Mahalakshmi scheme for fare-free travel for women; TAYL (Travel As You Like) 24-hour unlimited travel ticket; monthly and quarterly passes for students and the general public.
ENGAGE	**Public Activation**	**Direct Campaigns:** Outreach programs in schools, colleges, and gated communities, alongside blood donation camps. **Dedicated Liaison Roles:** Introduction of Colony Bus Officers and Rural Village Bus Officers.
	Staff Training	Held 3 times a year. Key Modules (OGMIS): Corporation financial health, customer feedback analysis, challenge resolution, and customer-first service delivery.
	Feedback and Grievances	**Rider Insights:** Data collection through community events and “doorstep” feedback systems regarding bus frequency and timing changes.This is done through both online and onground surveys. Riders can raise complaints and the agency replies when there are updates.

INFORM

Category	Information currently available	● Yes ● No
Website	● Delays ● Bus stop locations ● Route maps ● Service schedules ● Disruptions and alternatives ● Schemes and promotions ● Fare and payment options ● Contact information ● Feedback mechanism ● About the organisation ● Accessibility features	
App 	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information	
Bus Stop	● Route ● Schedule ● Fare ● Real-time updates ● Ticketing ● Grievance information	
Inside the bus	● Route ● Fare ● Ticketing ● Grievance information ● Display Boards ● Audio Announcement	
Google Integration	Yes No	

Findings in this bus service snapshot reflect interview responses and may not fully correspond with real-time ground realities or information availability.

Part 2

The Rider Experience:

Understanding the public perception of transit communications in India

Introduction

A commuter's experience with public bus transport is shaped not only by the service itself but also by the quality of information available before, during, and after a journey. Unclear routes, missing real-time updates, and uncertain grievance channels can make even well-operated services difficult to navigate. Communication plays an important role at every stage of the journey, helping passengers plan trips, access services, share concerns, and build trust with transit agencies.

While Part 1 of the report assessed communication practices from the perspective of transit agencies, Part 2 shifts focus to the passenger experience through a structured rider survey across eight public bus agencies, using the inform, promote, and engage framework. By understanding how riders access information, use communication channels, and interact with services, the report identifies gaps and opportunities to create more reliable, accessible, and rider-focused communication systems.

Objectives

The primary objective of this study was to understand:
1. How commuters access information, how easily they can find and use it, and the communication channels they prefer;

2. Their preferred channels for engaging with the agency to share feedback or concerns, along with the challenges they experience in doing so;

3. What would encourage them to use buses often.

By understanding public perceptions from each of the ten cities, it helped identity where the STU/SPV is lagging in their communication efforts and what can be improved such that their interventions align with the commuters needs.

Methodology

Over 1,700 commuters were surveyed across the ten cities, to understand the perception of their STU/SPV from a communications perspective. Surveys questionnaires were developed following the 'Promote-Inform-Engage' framework to ensure all aspects of communications were covered.

The survey was therefore structured into 3 sections:

Promote: To assess the rider's awareness of fares, concessions, promotional schemes, campaigns, and other initiatives designed to encourage public transport.

Inform: To examine how riders get information on routes, schedules, etc. and the ease of accessing it, whether they get real-time updates or disruption alerts.

Engage: To understand the rider's awareness and use of complaint mechanisms and feedback

channels to interact with the transit agencies.

The study adopted a mixed-methods approach combining both quantitative and qualitative data to capture a comprehensive understanding of rider experiences. The quantitative component consisted of structured questions that generated measurable data on all aspects. The qualitative component included open ended questions that allowed riders to share their experiences, challenges, and suggestions in their own words. These responses provided additional context to the survey findings and helped identify communication gaps.

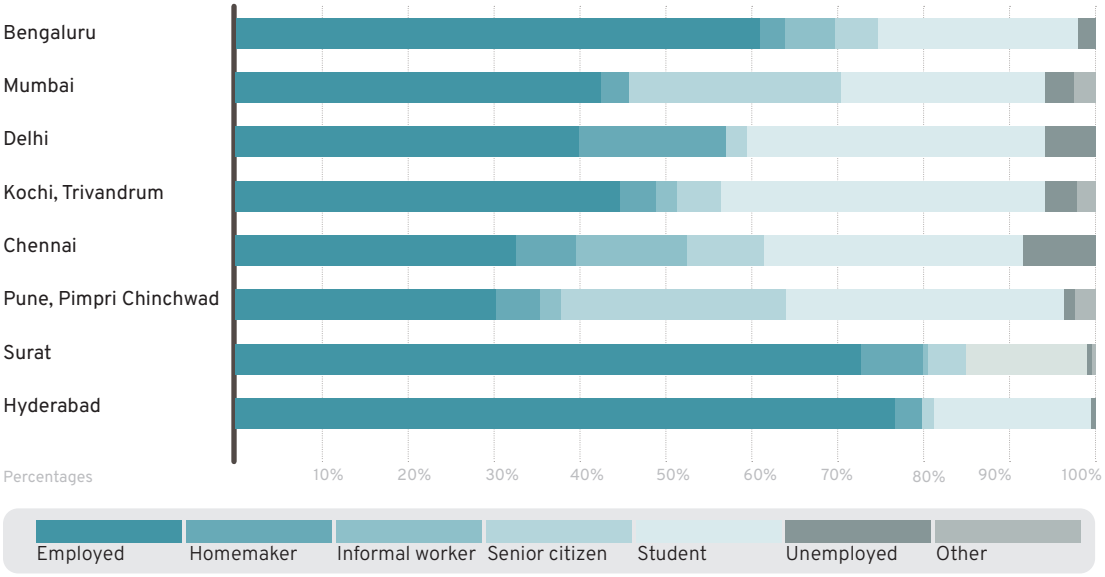
To support large scale analysis, qualitative responses were processed using AI-assisted text analytics and sentiment analysis. This helped identify recurring themes, common concerns, and overall rider sentiment across the participating cities. This was then manually cross-verified by the team.

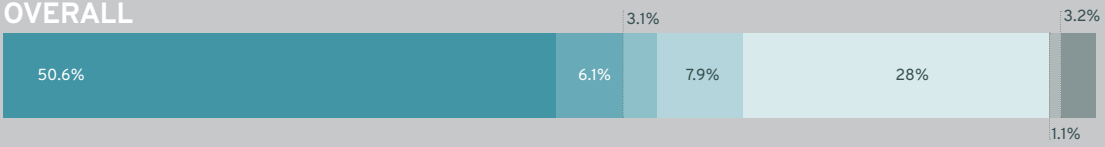
Limitations

The key limitation of the survey is that data collection was conducted by a third party rather than the project team directly. This may have introduced variations in how questions were interpreted or responses were recorded. However, the third-party surveyors were trained by the project team on the use of the survey form and approach to ensure consistency and capture accurate information. The survey was conducted with existing bus riders only. It did not include non-riders or former riders, including those who tried the service and subsequently returned to a two-wheeler or another mode. Findings therefore reflect current riders' awareness and experiences, and do not establish what prevents people outside the system from using buses.

Comparative Analysis and Key Findings

Who is taking the bus?





50.6%

of riders used the bus to get to their place of work.

This reflects the critical role of public transport in enabling daily mobility and supporting access to jobs across cities.

This trend is most prevalent in Hyderabad (77%) and Surat (73%).

One in three riders is a student.

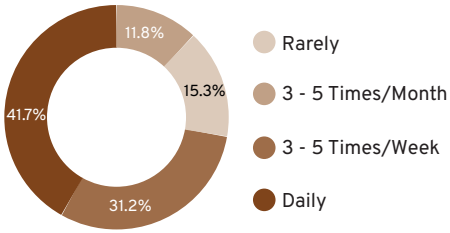
Pune–Pimpri Chinchwad stands out as the only city where students (32%) slightly outnumber commuters travelling to work.

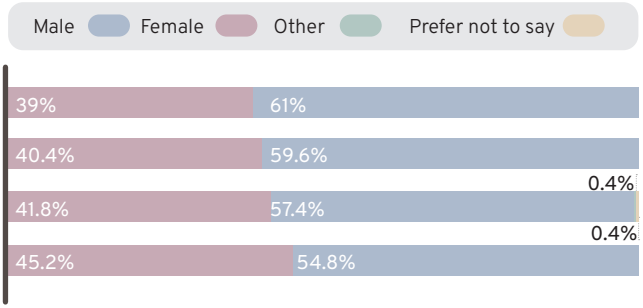
This highlights the importance of bus services in connecting educational institutions and supporting affordable mobility for younger riders.

Across the eight cities surveyed, commuting to work emerges as the primary reason for bus travel.



How often people use city buses





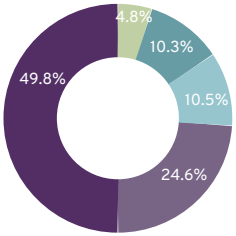
42%
of respondents use city buses daily, indicating that buses remain an essential mode of transport.

73%
ride at least 3 times a week

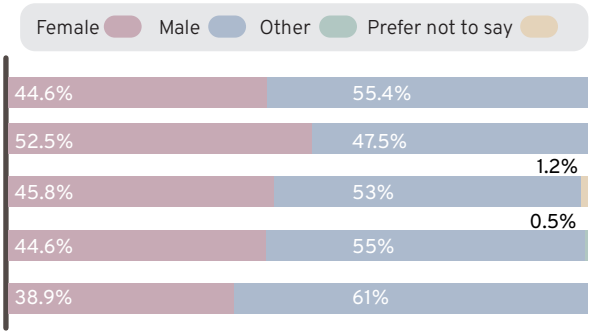
The usage is consistently high across both genders, with men forming a slightly larger share of respondents in each travel frequency category.

This consistent usage reflects the role of bus services not just as a mobility option, but as an essential connection to work, education, and other everyday activities.

What do you usually travel for?



- Connecting to another mode of public transport
- Errands/Appointments
- Recreation
- School/College
- Work



50% of all bus journeys are work-related.

Male riders dominate in travelling to work **61%**

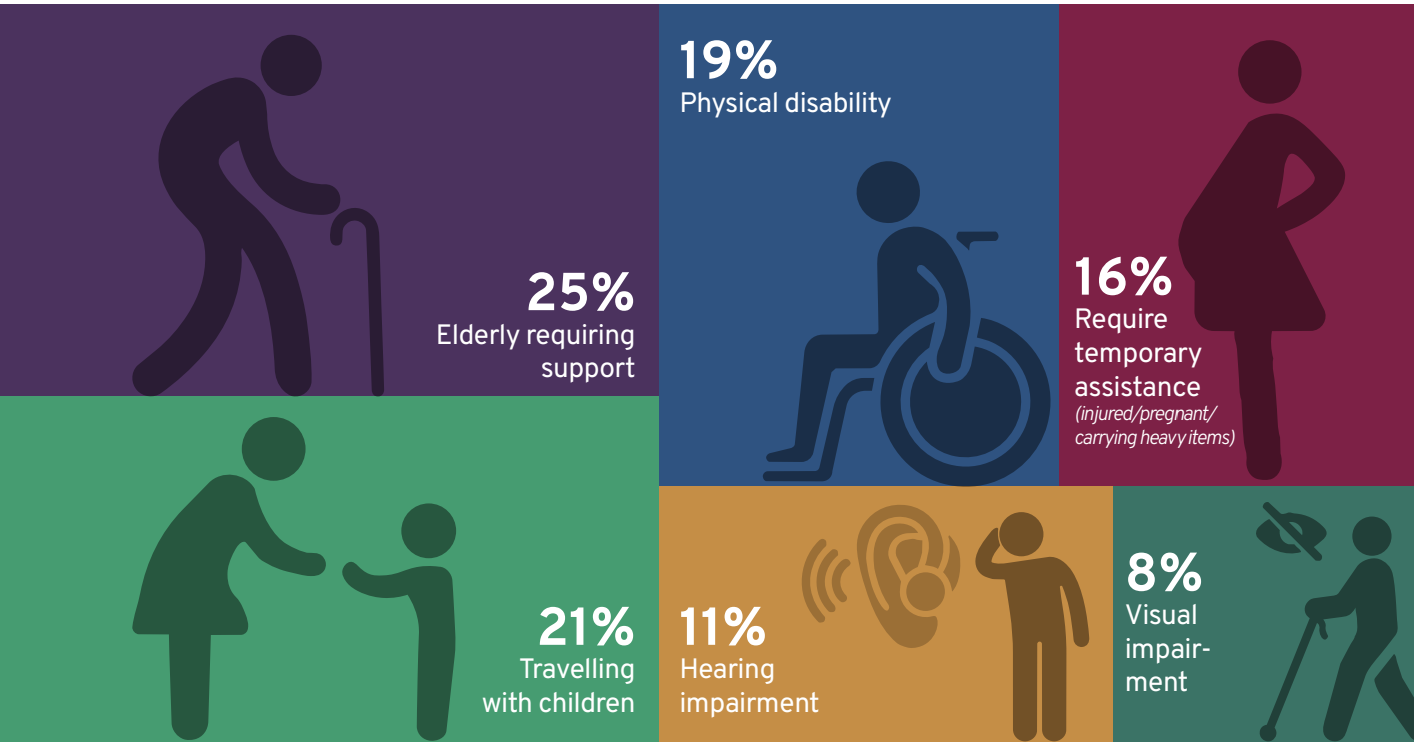
Women hold a marginally larger share of errands and appointments (53%) — the only purpose where they lead. This highlights that women's travel needs often go beyond regular work commutes and may include multiple stops and varied purposes throughout the day.

Bus systems must consider these diverse travel patterns to ensure services are convenient, safe, and accessible for women.



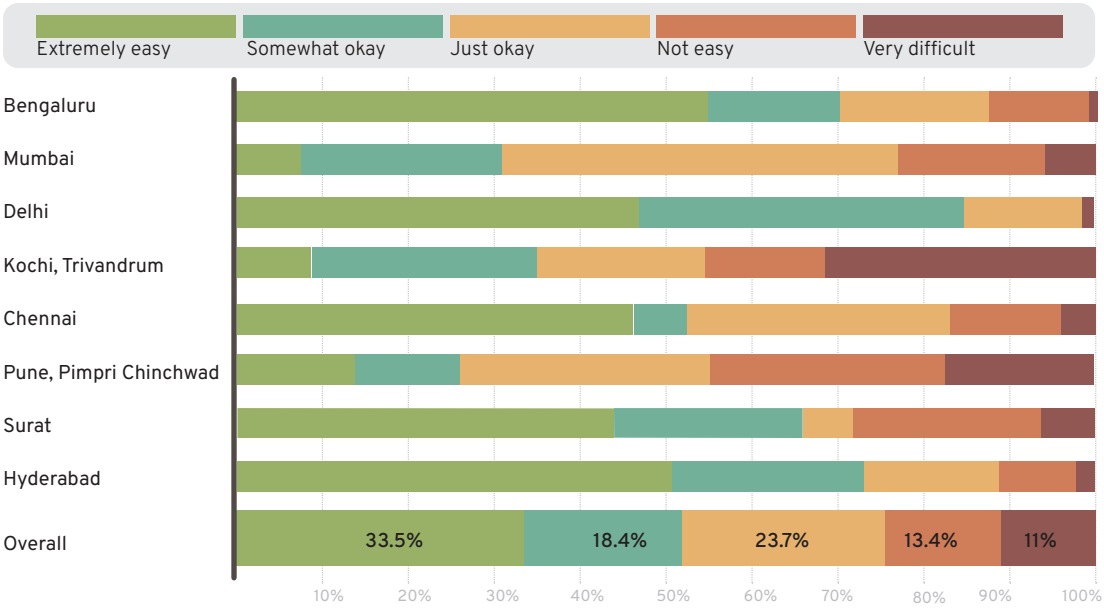
Do you have any accessibility needs while travelling?

Out of the total people surveyed, **36% require some assistance or the other.**
Of the people needing assistance, elderly requiring support, travelling with children, and physical disabilities are the top three reasons people require assistance.



Compared to commuters who do not require any assistance, the share of those needing support may be smaller; however, public transport is a service for everyone and must be designed to serve everyone. Bus systems need to recognise that certain groups face additional challenges while travelling. The most common need is among commuters travelling with children, followed by those requiring temporary assistance (such as people who are injured, pregnant, or carrying heavy items), and elderly passengers who may need additional support. Bengaluru and Hyderabad had the widest range of assistance requirements, particularly among elderly commuters, persons with disabilities, and those needing temporary support during their journeys.

8 How easy is it to identify the correct bus stop?





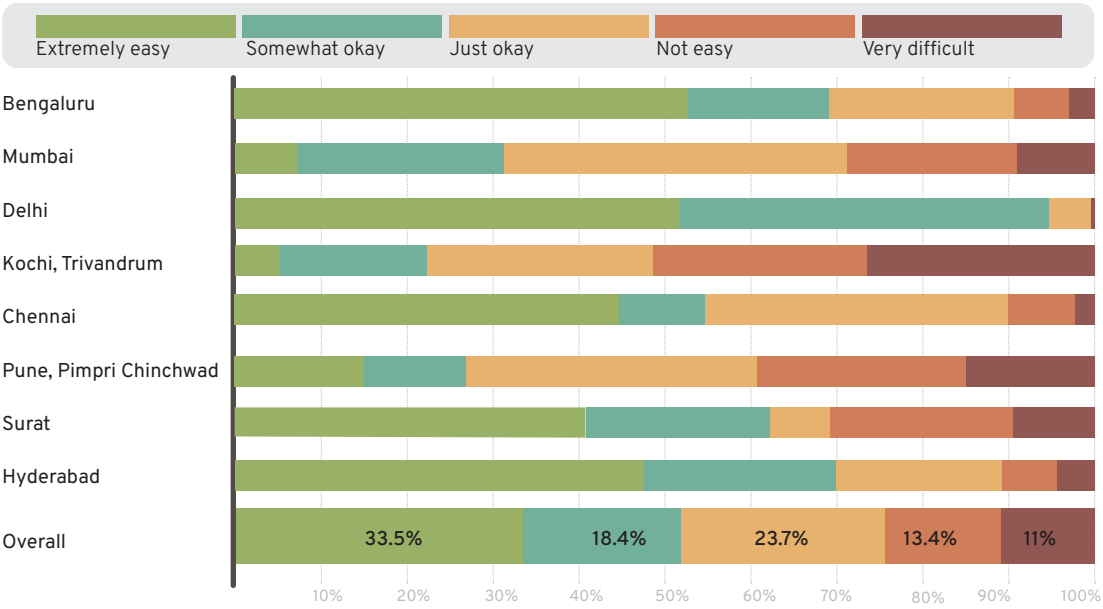
Only
one in three
find it easy to spot the stop.

While commuters in Delhi, Hyderabad, Bengaluru, Surat and Chennai generally find it easy to identify the correct bus stop, Mumbaikars report a largely neutral experience. However, 1 in every 3 riders in Kochi and Trivandrum, and Pune–Pimpri Chinchwad struggle to find their bus stop.

This difficulty is often linked to basic gaps in bus stop information such as unclear or missing signboards, inconsistent stop names, and lack of route details. For regular commuters, these gaps may be manageable, but for new users or people unfamiliar with the area, they can make bus travel confusing and stressful.

Clear and consistent bus stop signage, route information, and better wayfinding systems can help commuters feel more confident about using public transport.

8 How easy is it to identify the correct bus (service differentiation)?



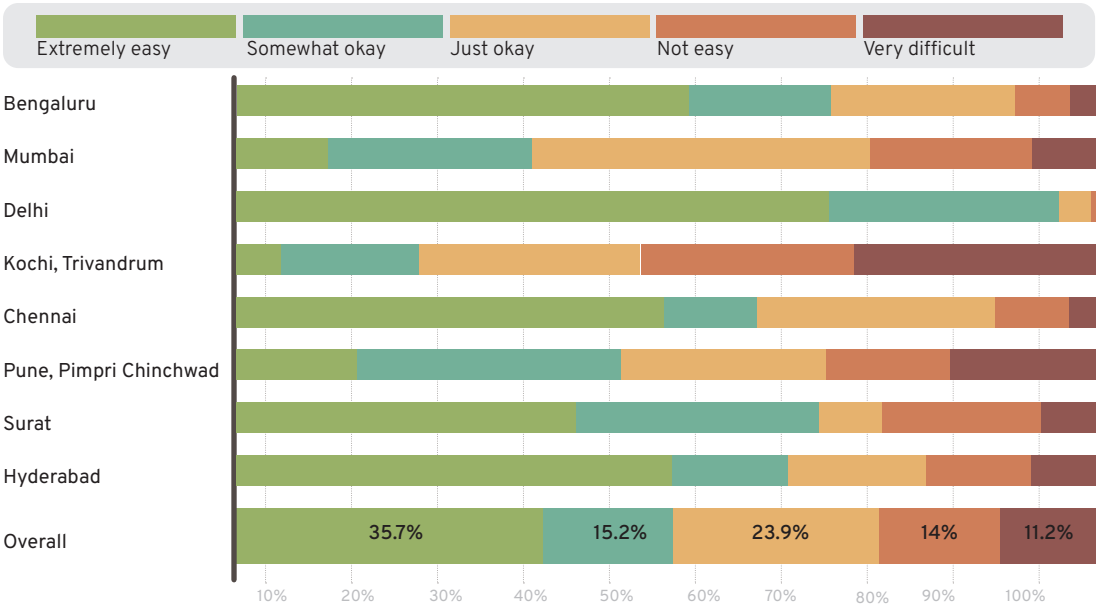


2/3
commuters find it difficult to identify their bus service easily.

Across all the ten cities, just under a third of riders (33.5%) call service differentiation “extremely easy” which means that most riders still need a second cue such as asking the driver/conductor, a fellow passenger, or a guess.

Bengaluru and Delhi perform better than the other cities, with more than half of their commuters saying they can easily identify the right bus service. However, even in these cities, a significant number of riders still face challenges.

8 How easy is it to identify the correct bus route number?



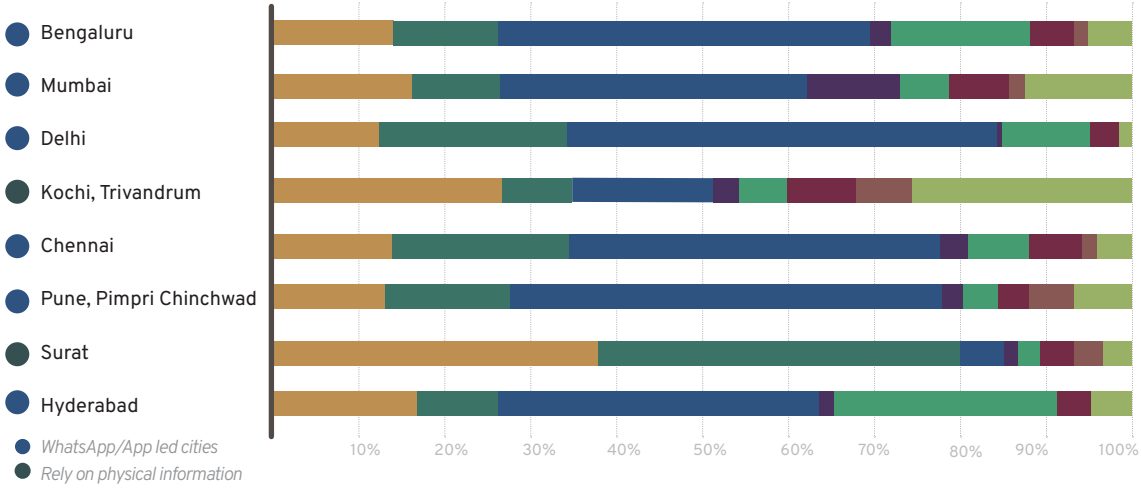


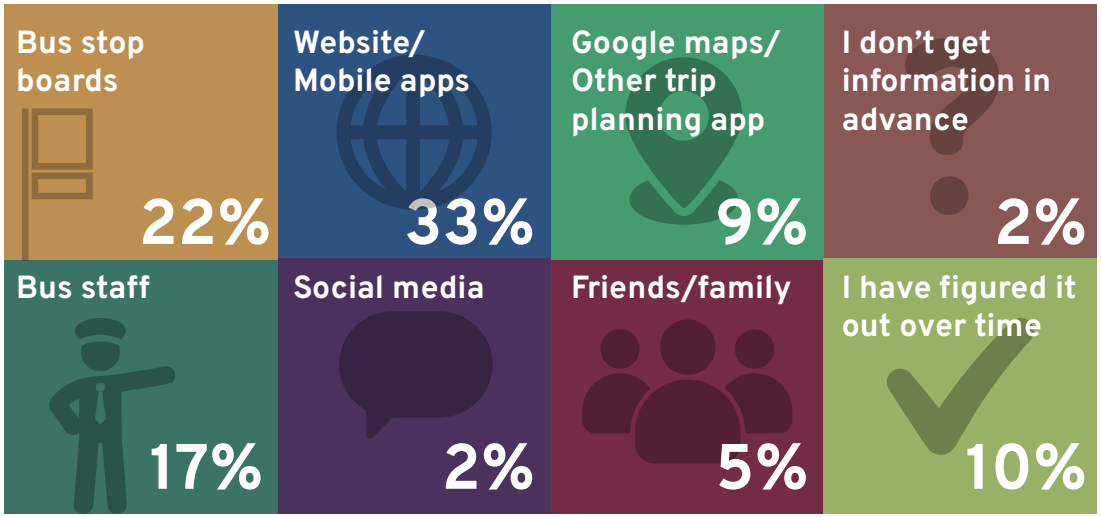
Only
one in three
find it easy to identify the bus route number.

Delhi stands out among all cities, with 71% of riders finding it extremely easy to identify bus route numbers, and only 0.5% facing difficulty. However, the experience is very different in other cities. In Trivandrum, more than half of the riders struggle to identify the correct route number, followed by Pune–Pimpri Chinchwad (40.4%). Mumbai also shows a challenge, with nearly 4 in 10 riders describing the experience as only "just okay.

Overall, one in four riders across the surveyed cities still find it difficult to identify the right route number, pointing to gaps in how routes are displayed and communicated to commuters. Clearer route signage, consistent numbering, and better information at bus stops and on apps can make it easier for riders to find the right bus.

11 Where do you get information about bus routes and scheduling to plan your journey?





Websites and mobile apps, along with physical information and inperson communication are the top three sources of information across all cities.

6/8 cities have riders rely on digital tools commonly to get information about bus routes, schedules, and services before and during their trips.

However, a significant number of riders still do not regularly use smartphones or have limited access to digital platforms.

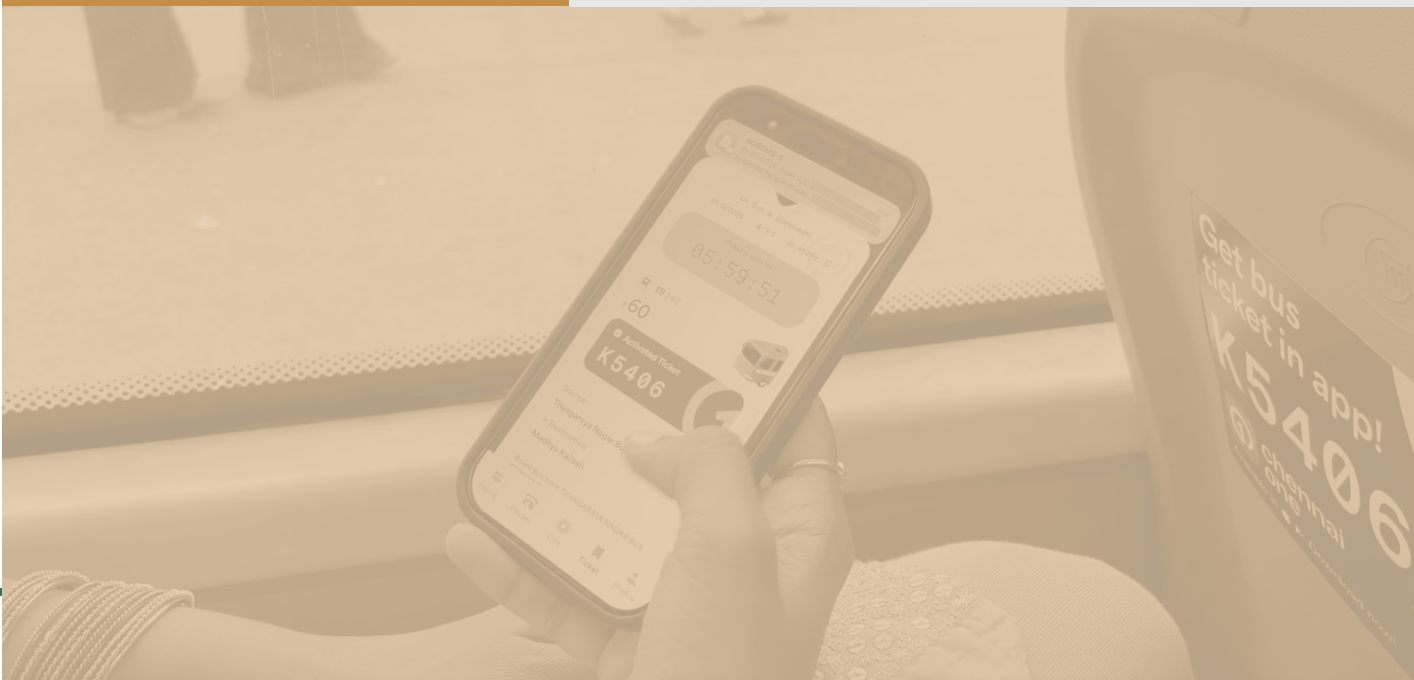
Bus staff and boards are sought after.



Even in cities where apps and websites are widely used, many commuters continue to rely on bus staff and information displayed at bus stops. This shows that digital platforms are helpful, but they cannot be the only source of information. Clear and updated information at bus stops and support from staff remain important for many riders.

Surat is a clear example of this gap. With limited availability and use of digital tools for bus information, commuters mostly depend on bus staff and bus stop boards to find routes and schedules.

This highlights the need for cities to strengthen both **digital** and **physical** information systems to make bus travel easier for everyone.





Do you have access to live location and arrival time (real-time information) of your bus?

Real-time information is one of the biggest gaps identified in the study and one that directly affects commuters' confidence in using buses. When riders do not know when the next bus will arrive, waiting becomes uncertain and frustrating. A commuter may not know whether the bus will arrive in five minutes or fifteen, whether they should continue waiting, or look for another option.

1 out of every 3 riders is travelling "blind" without knowing the expected arrival time of their bus. This lack of information can make public transport feel unreliable, even when services are operating regularly. Providing accurate real-time updates through apps, websites, bus stop displays, and other channels can help commuters plan better, reduce waiting anxiety, and build greater trust in bus services.

42%
Track it through a **mobile app**

10%
Check **Google Maps**

16%
See it on a **bus-stop display**

32%
Have no access at all

How difficult is to access the following information?

1=very easy, 5= very difficult

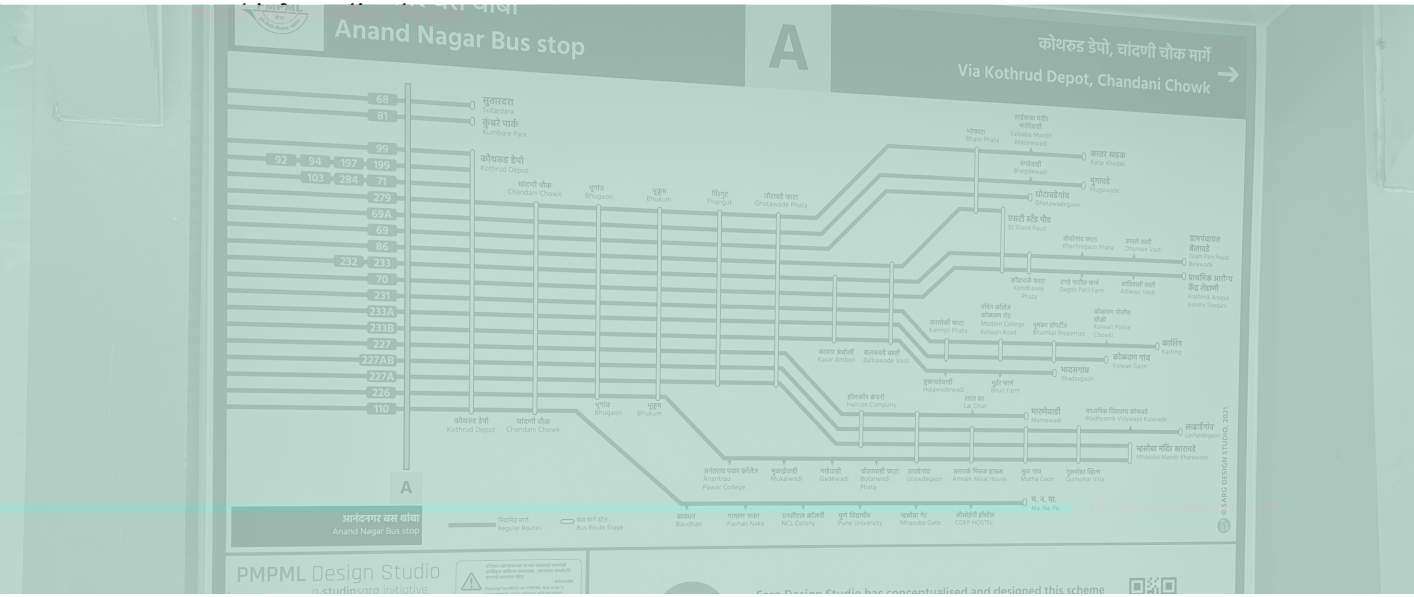
Rating Scale 1-5

1 2 3 4 5

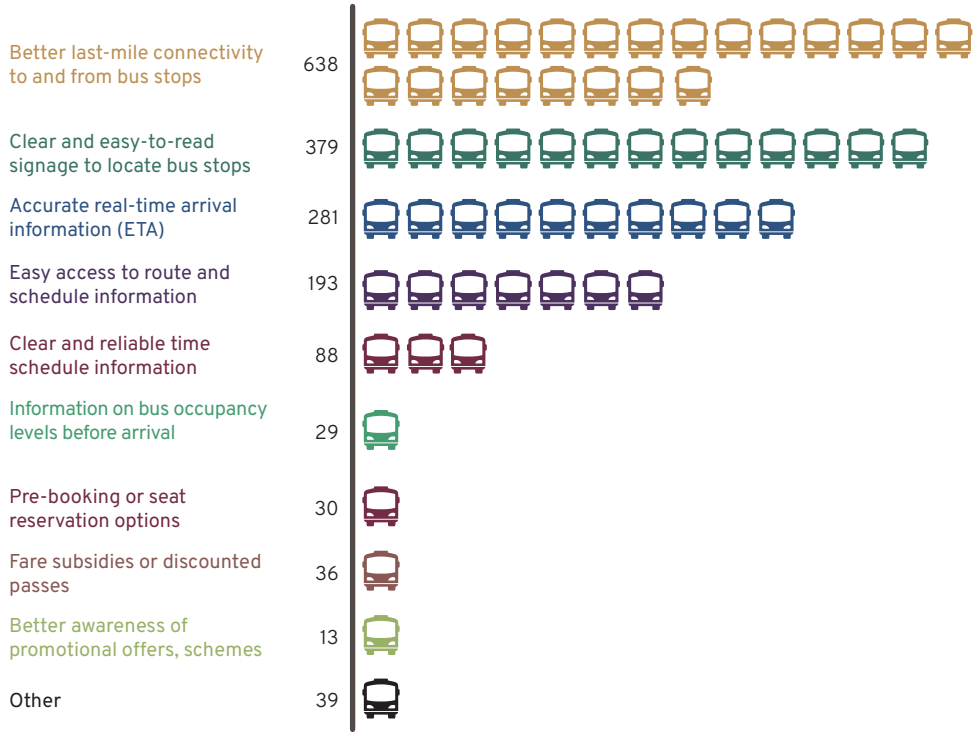
Very Easy — Very Difficult

City/Rating Category	Live location & arrival updates	Route Details	Schedule Timings	Fare Information	Emergency Help Information
Bengaluru	3.2	3.9	3.4	2.9	2.6
Mumbai	2.6	2.9	2.4	2.7	2.1
Delhi	2.1	1.9	1.3	1.8	1.6
Kochi, Trivandrum	2.9	2.8	2.8	2.8	3
Chennai	3.2	3.8	3.8	2.8	3
Pune, Pimpri Chinchwad	2.6	2.8	2.6	2.8	2.4
Surat	3.5	3.5	3.5	4	3.6
Hyderabad	3.4	3.9	3.1	2.7	2.2

Surat emerges as the city where users experience the greatest difficulty in accessing transit information, particularly for fare information (4.0) and emergency help information (3.6). Hyderabad, Bengaluru, and Chennai also report relatively higher difficulty, especially in accessing route details, live location updates, and schedule information. In contrast, Delhi records the lowest difficulty ratings across all categories, suggesting that users generally find transit information easier to access. Mumbai, Kochi–Trivandrum, and Pune–Pimpri Chinchwad also perform comparatively well, with consistently lower difficulty ratings across



What would riders encourage you to use buses more often?

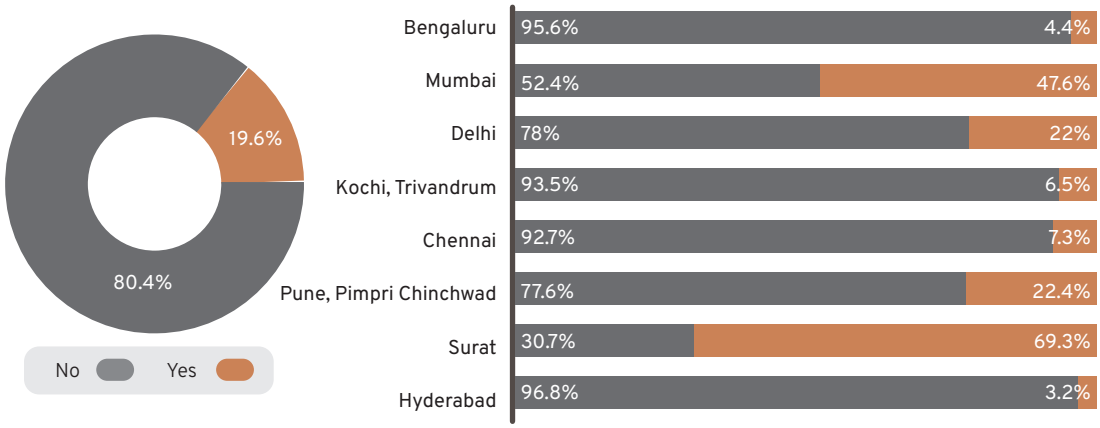


Ranked by the number of riders who identified each improvement as a priority, the findings show that commuters place greater value on a more convenient, reliable, and predictable bus experience than on monetary incentives such as lower fares or promotional offers.

The improvements most likely to encourage people to use buses more often are those that address everyday challenges during a journey, including better last-mile connectivity to and from bus stops, clear and easy-to-read signage to help riders find the right stop and route, and real-time information on bus arrivals. These factors directly influence how easy and stress-free it feels to use public transport.

The findings suggest that increasing bus ridership is not only about making travel cheaper, but also about making the entire journey easier, from finding the bus stop, knowing when the bus will arrive, and confidently completing the trip. Strengthening these basic passenger information systems can play an important role in improving the overall commuter experience and encouraging more people to choose buses for their daily travel.

Have riders raised complaints or not?



68% of the complaints raised were resolved

22% of the complaints were not addressed

10% yeilded no response

Only 1 in 5 riders speak up. Even when riders do speak up, the experience is not always encouraging. Nearly 1 in 3 complaints are left without a resolution. This can reduce trust in the grievance system and discourage commuters from reporting issues in the future.

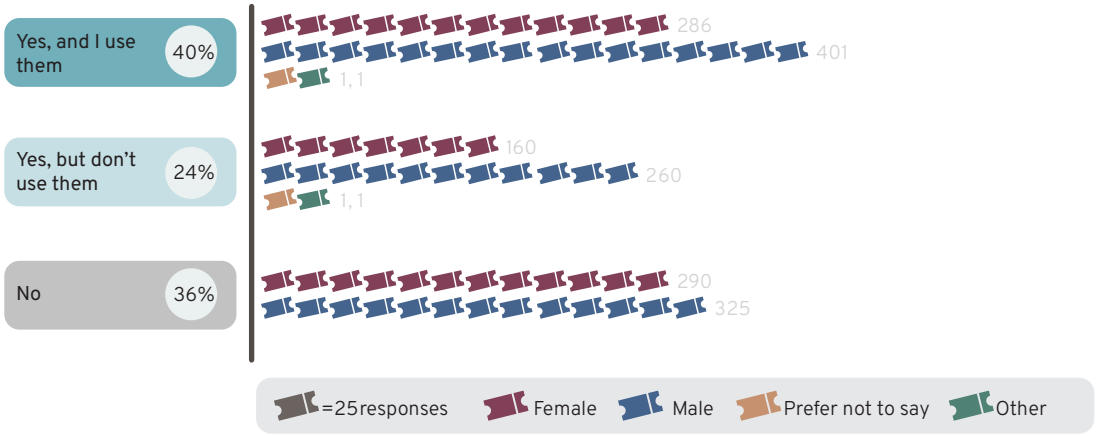
Complaint reporting varies widely across cities. It is highest in Surat (69.3%) and Mumbai (47.6%), while very few riders in Hyderabad, Bengaluru, Kochi–Thiruvananthapuram, and Chennai raise complaints. The findings suggest that improving grievance redressal is not just about resolving complaints quickly, but also about making it easier for commuters to report problems and ensuring they receive timely updates and clear responses.





Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)



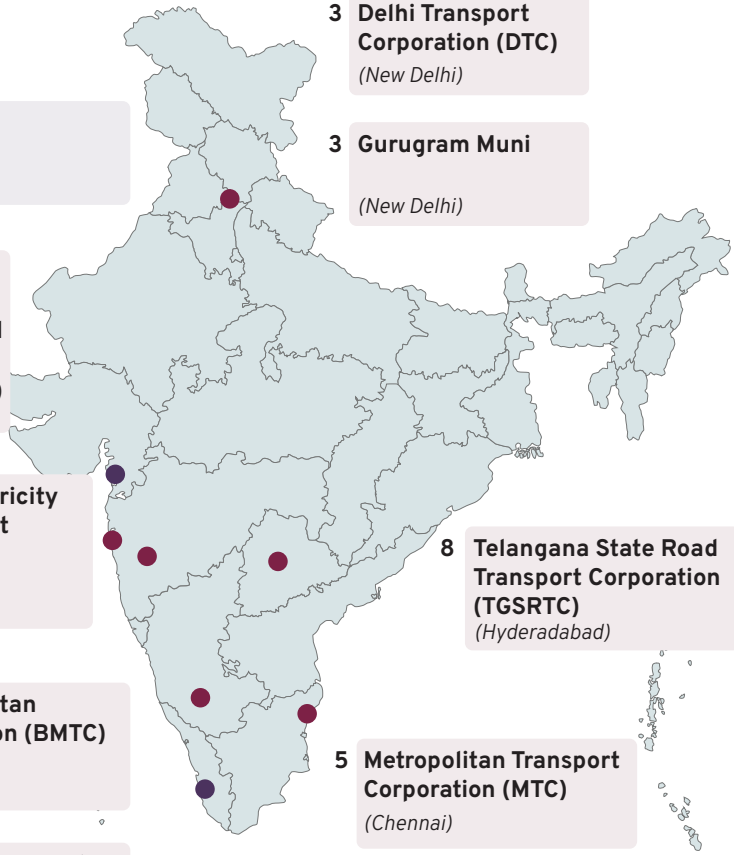
Despite almost every bus agency offering some form of fare discount, concession, or travel pass, 36% of commuters said they were not aware of any such schemes. This means that more than one in three riders might be missing out on benefits simply because they do not know they exist.

The findings suggest that the issue is not the lack of fare benefits, but the lack of awareness about them. If commuters are unaware of available discounts and passes, these schemes cannot reach the people they are meant to support or encourage more people to use buses. This points to a clear communication gap. Bus agencies need to do more to promote these benefits through bus stops, on buses, apps, websites, and social media so that commuters can easily find and use them.


BMTC
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Helpline No: 08022483777

City-wise Rider Experiences

Surveys	Cities	Transit Agencies	
1700+	11	8	STU SPV



7 Surat Sitilink
(Surat)

6 Pune Mahanagar Parivahan Mahamandal Limited (PMPML)
(Pune, Pimpri Chinchwad)

2 Brihanmumbai Electricity Supply and Transport Undertaking (BEST)
(Mumbai)

1 Bengaluru Metropolitan Transport Corporation (BMTC)
(Bengaluru)

4 Kerala State Road Transport Corporation (KSRTC)
(Kochi, Trivandrum)

3 Delhi Transport Corporation (DTC)
(New Delhi)

3 Gurugram Muni
(New Delhi)

8 Telangana State Road Transport Corporation (TGSRTC)
(Hyderadabad)

5 Metropolitan Transport Corporation (MTC)
(Chennai)

01
Bengaluru Metropolitan Transport Corporation (BMTC), Bengaluru

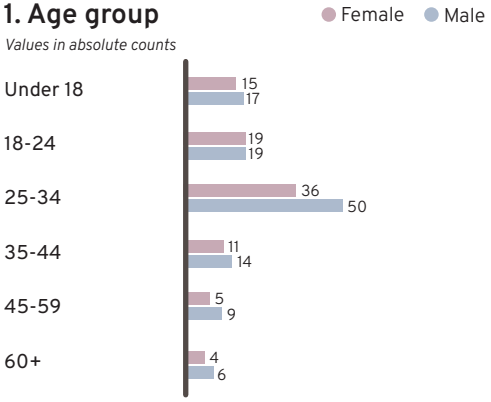
Surveys	Female	Male
205	90 43.9%	115 56.1%

Survey Locations

1. Banashankari TTMC
2. K.R. Market Bus Stand
3. Kempegowda Bus Station (Majestic)
4. Shanthinagar TTMC
5. Shivajinagar Bus Station
6. Vijayanagar TTMC
7. Yeshwanthpur TTMC

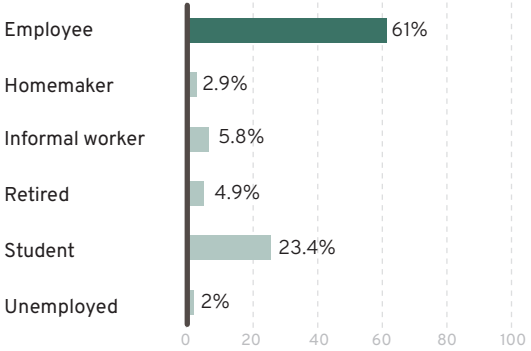
1. Age group

Values in absolute counts



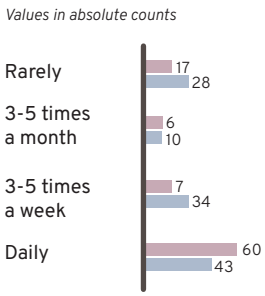
2. Employment type

Values in percentages



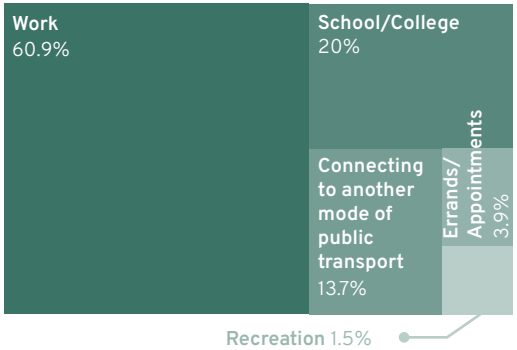
3. How often do you use city buses?

Values in absolute counts



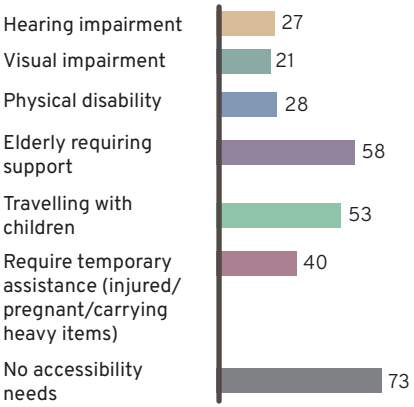
4. What do you usually travel by bus for?

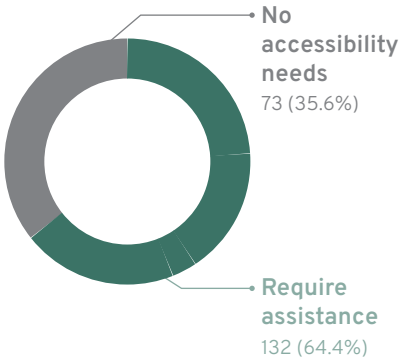
Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts



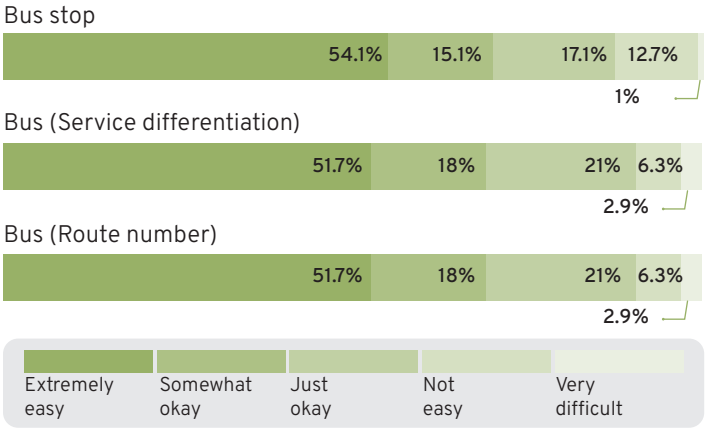


Most respondents (64.4%) require some form of accessibility support while travelling, with assistance for elderly passengers and travellers with children being the most common needs.

Inform

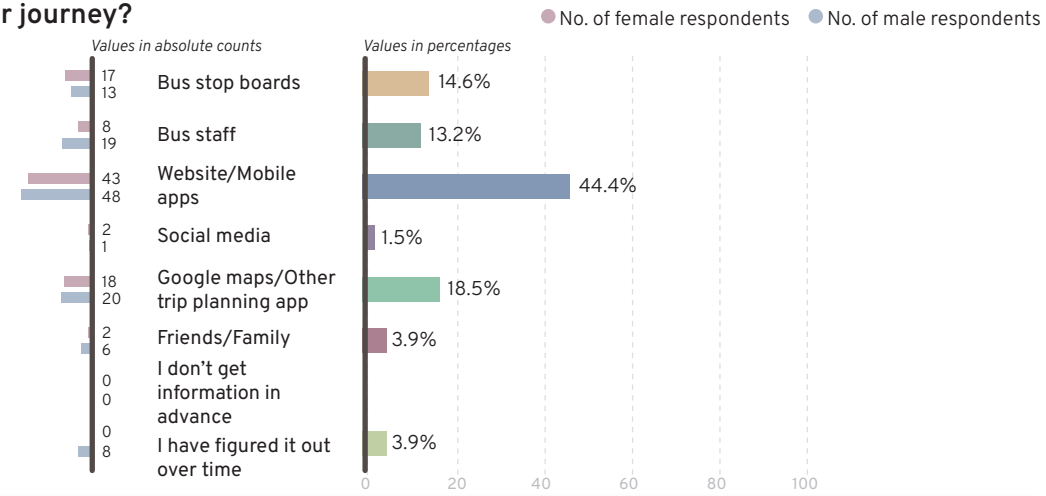
6. How easy is it to identify your bus and bus stop?

Values in percentages



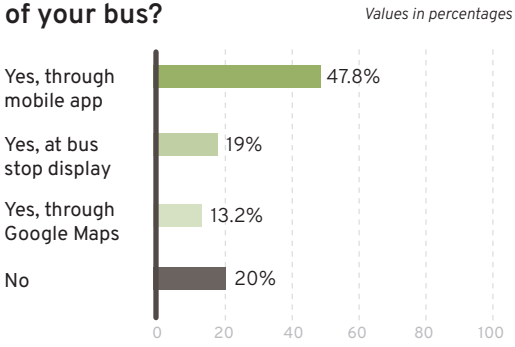
While just over 50% riders find it easy to identify both buses and bus stops, close to ~30% of riders find it 'Just okay' to 'Very difficult' to identify their service.

7. Where do you get information about bus routes and scheduling to plan your journey?



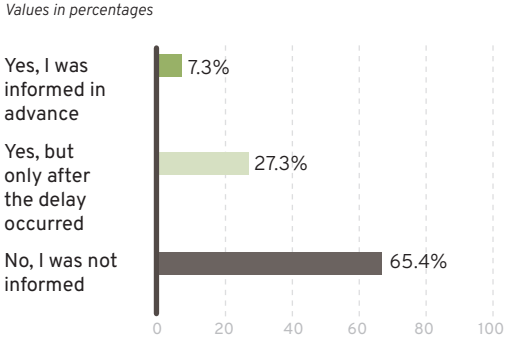
Digital channels are the primary source of trip information, with websites and mobile apps being used by nearly half of all respondents, yet approximately 28% users still rely on physical boards at stops or the staff in buses for their information.

8. Do you have access to live location and arrival time (real-time information) of your bus?



Mobile apps are the primary source of real-time bus information (48%), but one in five respondents still have no access to live arrival updates.

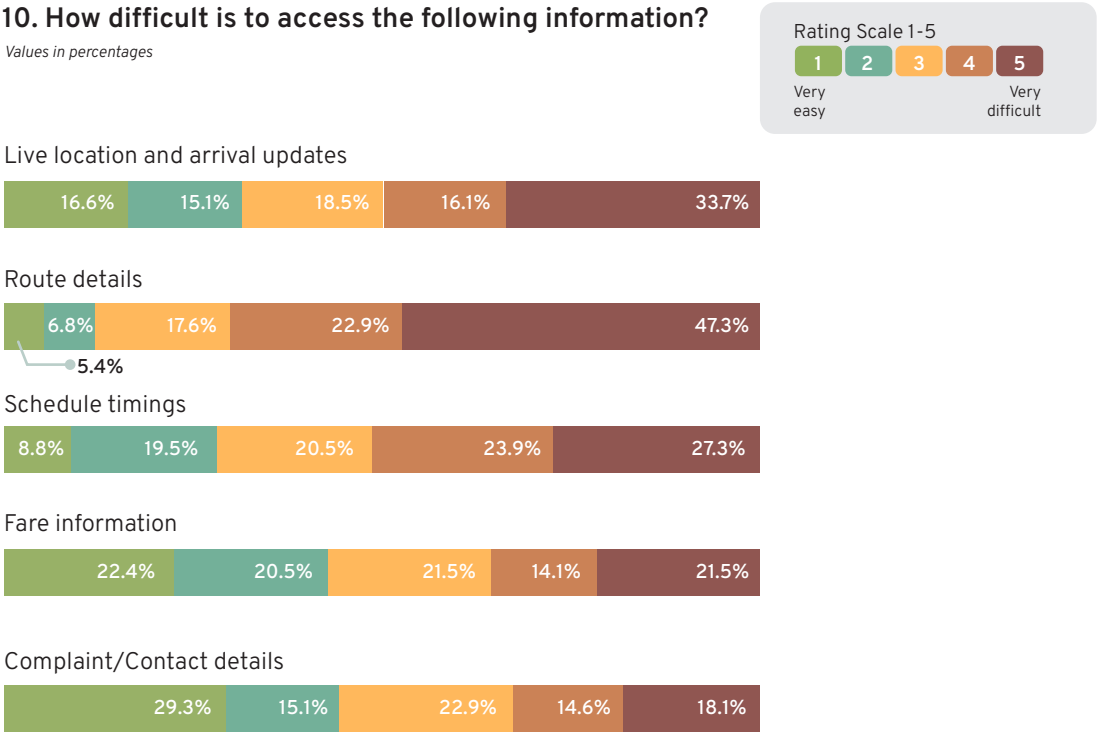
9. If you faced disruptions/delays in the last 3 months were you informed?



Communication during service disruptions is weak, with 65% of respondents reporting that they were not informed about delays at all.

10. How difficult is to access the following information?

Values in percentages



48% of riders found it 'Very difficult' to access route detail information. While all bus stops have route numbers, critical information such as stop sequences or network maps is absent. The second most challenging information to access is live location and arrival updates, highlighting the need for better and effective real-time communication. Further, our interviews also highlight the demand from riders, when asked what specific information would have solved the problems they faced when commuting.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

Live information

Every single BMTC bus must have live GPS tracking onboarded—including all electronic buses and depot movements—to eliminate 'phantom buses' on the Namma BMTC app.

Route information

Upgrade the Namma BMTC app search function to support landmark, college, hospital, and tourist destination names instead of strictly requiring exact, local stop names.

Delays and disruptions

Implement real-time, push-based text and app notifications for sudden route diversions caused by waterlogging, road construction, VVIP movements, or accidental breakdowns.

Live information

Integrate live traffic data into the app's algorithms to accurately reflect delayed ETAs instead of defaulting to static, unrealistic weekday schedules during heavy congestion or weekends.

Live information

Modernise physical bus stop infrastructure by fixing frozen digital boards, securing them against power cuts with solar backups, and printing weatherproof QR codes linking directly to live arrival timetables.

Engage

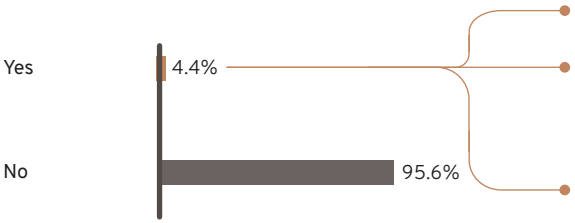
12. How would you describe your city bus service?

Values in absolute counts



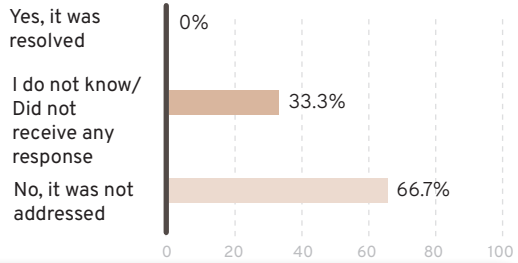
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages



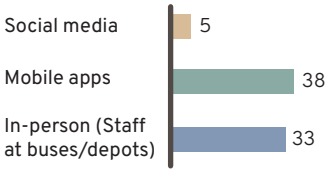
Very few respondents (4.4%) have raised complaints, but among those who did, none reported successful resolution, indicating low confidence in grievance redressal mechanisms.

Correlating with the ease of accessing the information (Q10), 56% of people did not find it easy to access complaint information. This could be the reason for people not opting to raise complaints, if faced with any grievance.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 76 people responded to this question and their top three choices of engagement were:



While many respondents prefer engaging with BMTC via digital channels, close to 43% still prefer in-person interaction with BMTC staff. This clearly highlights that BMTC should continue investing in staff training and sensitisation programmes.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.*

1



Conduct of crew: Smooth driving by drivers (avoiding sudden brakes, jumping signals, using phones, or cutting off vehicles) and helpful conductors.

2



Reliability of bus service: Buses coming on time and arrival information being accessible by riders.

3



Affordability: Nominal fares and special schemes for students, elderly.

17. Do you feel your needs and concerns are heard by the service? How do you think the bus service can communicate with users like you better?

Top 3 reasons why riders feel unheard

1. Reported issues go unfixed for months with no follow up.

> “No. I’ve seen the same broken LED display at my stop for 8 months, nobody cares.

2. Formal feedback channels don’t always work, forcing riders into informal workarounds such as social media or Whatsapp groups.

> “I feel heard only when the issue goes viral on social media — that’s not a fair system.

3. Responses, when they happen, are generic and automated without understanding the actual problem.

> “I feel ignored because the app’s ‘planned maintenance’ notification is always generic — never specific.

More than 90% of riders did not feel heard by the service. To make riders’ concerns heard, BMTC should invest in robust and responsive feedback channels that not only acknowledge the complaint, but also specify steps taken to address it to make sure that riders feel seen and heard.

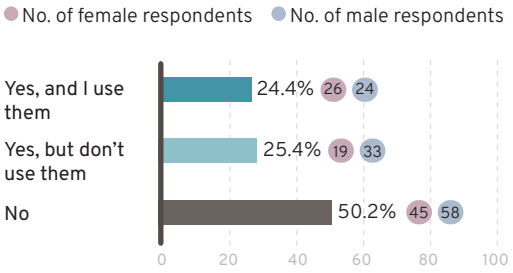


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

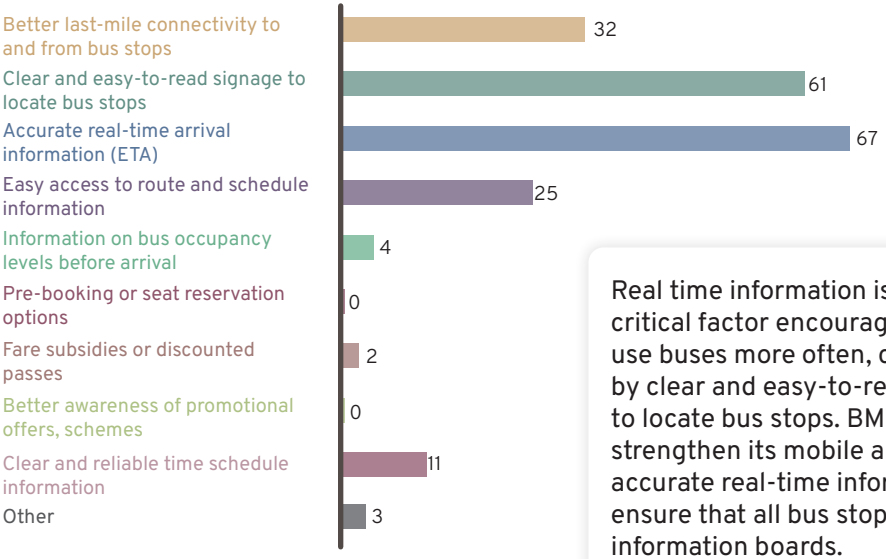
Values in percentages and absolute counts



Despite several available concessions and schemes, half of the respondents remain unaware of them, indicating a significant communication gap.

20. What would encourage you to use buses more often?

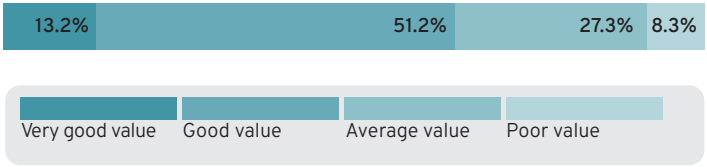
Values in absolute counts



Real time information is the most critical factor encouraging riders to use buses more often, closely followed by clear and easy-to-read signage to locate bus stops. BMTC has to strengthen its mobile app with more accurate real-time information and ensure that all bus stops have LED information boards.

21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
BMTC offers 18 distinct concession categories on daily and monthly passes, including schemes for students, persons with disabilities (PWD), daily commuters, press, police, and fare-free travel for women	Half of the respondents are unaware of existing concessions due to significant communication gaps.	Awareness is key to the success of any scheme. There is a need for targeted awareness campaigns to reach the beneficiaries.
Live tracking, route details, along with delay updates are published on the official website.	65% of commuters reporting that they are never informed about delays even though BMTC has digital solutions. 47% find it 'very difficult' to access information on route details; this is followed by almost 34% finding it difficult to get information on live location and bus arrival time. This is critical because 67% of commuters have said that they are likely to use the bus system more often if there is accurate real-time arrival information.	Improve delivery of delay information and integrate with real-tile tools and public announcement systems at bus stops.
Helpline details are displayed across buses, terminals (50 stands 14 major hubs), apps, and website, with docket tracking sent via SMS.	Few riders file complaints because 66.7% of submitted issues go unacknowledged, leaving commuters feeling unheard and distrustful.	Tracking systems coupled with clear actions by STUs with mandatory status updates for users. Publish monthly resolution statistics to restore public trust.

02 | Brihanmumbai Electricity Supply and Transport Undertaking (BEST), Mumbai

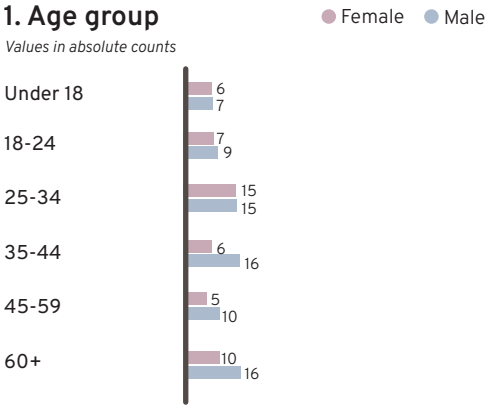
Surveys	Female	Male
122	49 40.2%	73 59.8%

Survey Locations

1. Andheri
2. Andheri East
3. Bandra
4. Borivali
5. Chembur
6. Chhatrapati Shivaji Maharaj Terminus (CSMT)
7. Dadar
8. Deccan Gymkhana
9. Dhankawadi
10. Goregaon
11. Goregaon Bus Station
12. Kandivali
13. Kharghar, Navi Mumbai
14. Malad
15. Malad West
16. Mulund
17. Mumbai Jogeshwari
18. Opera House
19. PMC Bhavan
20. Pune Railway Station
21. Shivajinagar
22. Thane

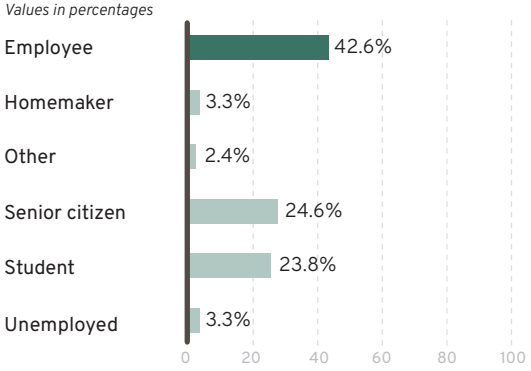
1. Age group

Values in absolute counts



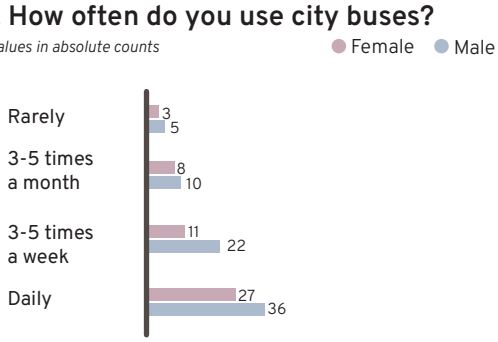
2. Employment type

Values in percentages



3. How often do you use city buses?

Values in absolute counts



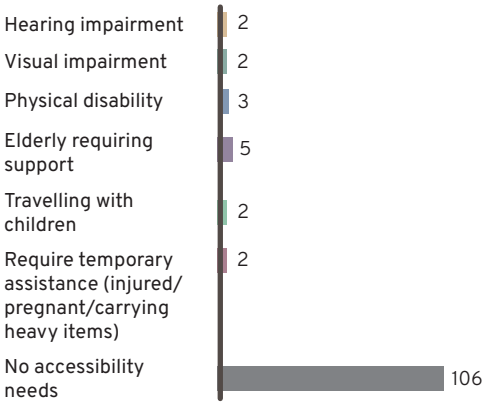
4. What do you usually travel by bus for?

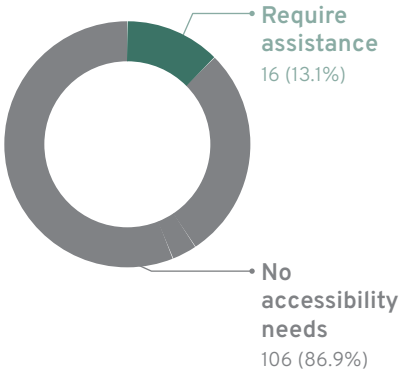
Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts



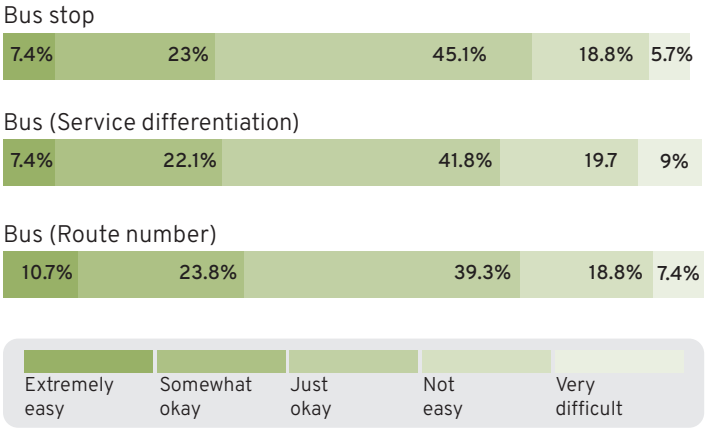


Most respondents (87%) reported having no special accessibility needs.

Inform

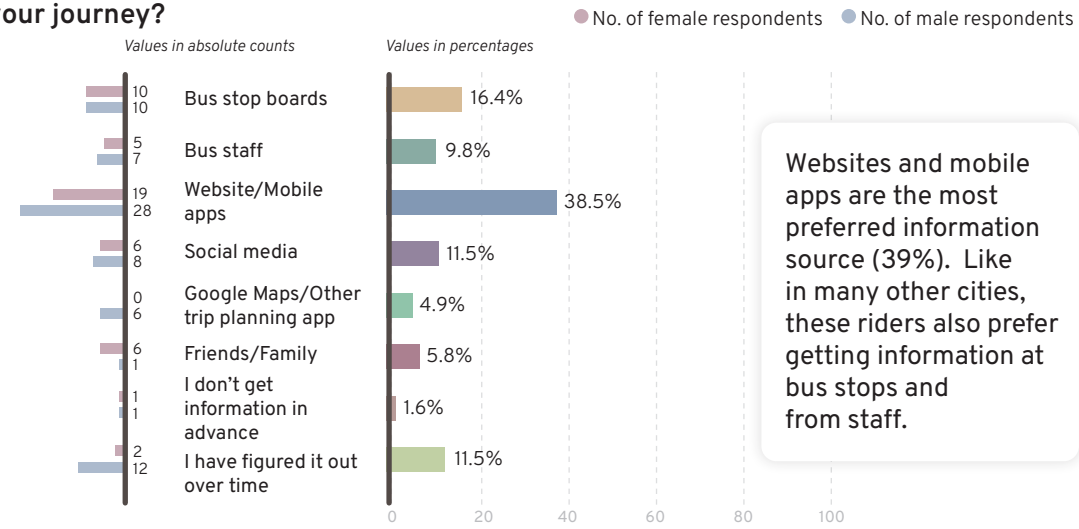
6. How easy is it to identify your bus and bus stop?

Values in percentages



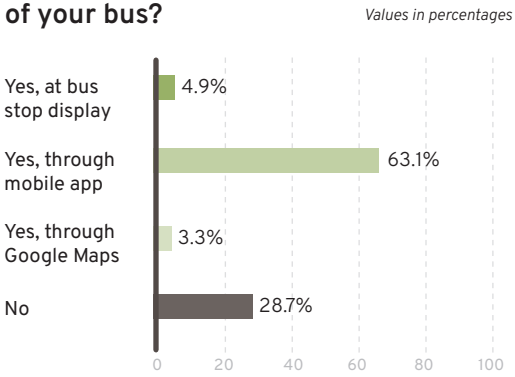
According to the survey, BEST ranks among the lower-performing STUs in terms of passengers identifying buses and bus stops, highlighting the need for stronger branding and more consistent visual identity.

7. Where do you get information about bus routes and scheduling to plan your journey?



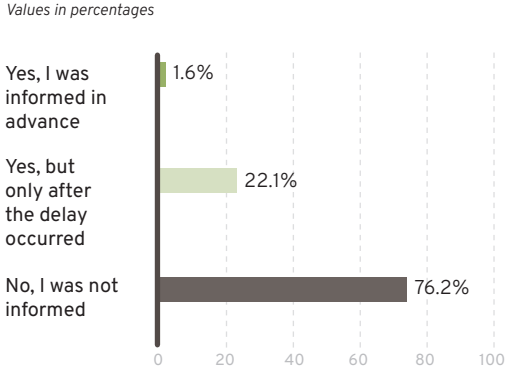
Websites and mobile apps are the most preferred information source (39%). Like in many other cities, these riders also prefer getting information at bus stops and from staff.

8. Do you have access to live location and arrival time (real-time information) of your bus?



More than 63% of Mumbai's transit riders rely on three key mobility apps—Mumbai One, Chalo, and Tummoc—to get real-time information for their daily commute.

9. If you faced disruptions/delays in the last 3 months were you informed?



Communications on delays and disruptions remain poor, with over three-fourths of respondents (76%) stating they were not informed about disruptions in advance.

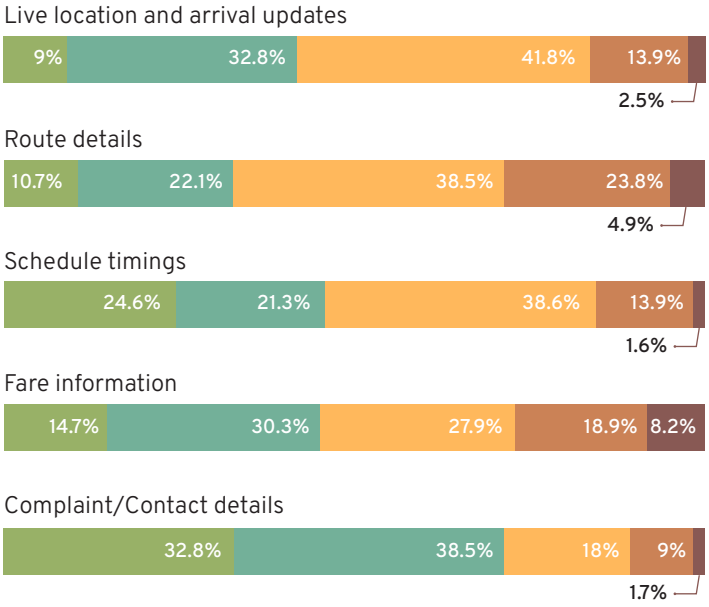
10. How difficult is to access the following information?

Values in percentages

Rating Scale 1-5

1 2 3 4 5

Very easy — Very difficult



Most transit information is accessible for riders. However, there is a need for improvement in the way live location and route detail information is disseminated. BEST, like some of its peers (PMPML, MTC) has ensured that information on raising complaints and getting in touch with the STU is easily accessible.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

Live information

Buses 'vanishing' from the Chalo app, showing wrong arrival times, or running without their GPS trackers turned on. We want a reliable real-time tracking that actually matches reality. If a bus is delayed or canceled, it needs to reflect instantly instead of just disappearing from the screen.

Information accessibility

Navigating tedious mobile apps is a hassle, especially for the elderly, infrequent travelers, or during phone battery/network dead zones. Bring back and update physical descriptive boards at every bus stop listing every route number and its complete sequence of stops.

Service identification

Route numbers and destinations are often poorly lit, too small, or completely missing from the front of the bus, making it incredibly difficult to identify the correct vehicle, especially at night or in a rush. We need large, bright, clean digital LED destination boards on all buses.

Delays and disruptions

Routes getting diverted due to festivals, metro construction, or breakdowns without any public notice, leaving commuters waiting hours for a bus that will never pass that stop. Immediate, visible alerts regarding active route diversions—both broadcasted as push notifications on tracking apps and physically posted at the affected bus stops are the need of the hour.

Engage

12. How would you describe your city bus service?

Values in absolute counts

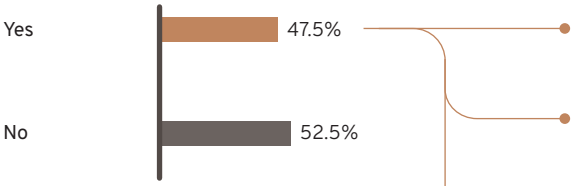
Slow 29 Affordable 28 Reliable 11

Safe 36 Crowded 35 Clean 7 Modern 5

Convenient 14 Unreliable 7 Outdated 2 Confusing 12

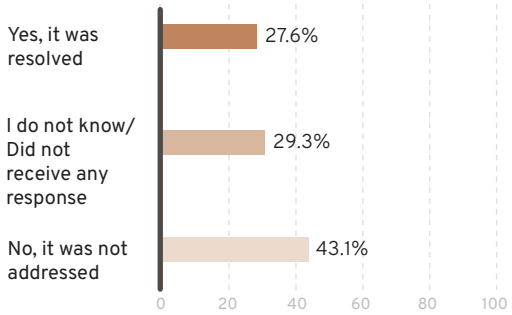
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

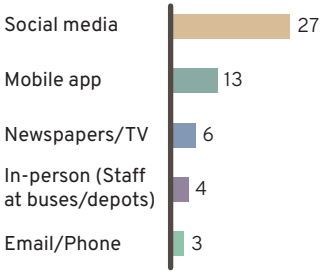


Complaint reporting is relatively high, with nearly half of respondents raising issues. This could be attributed to the ease of accessing information on how to raise complaints. However, only 28% reported satisfactory resolution, highlighting gaps in grievance handling and follow-up.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 53 people responded to this question and their top choices of engagement were:



About 50% of users prefer engaging with BEST via social media. BEST has 80.5k followers on X (as of June 2026) and they actively engage with followers, resolving their queries.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.

1



Safety: Bus journeys without the fear of harassment, theft, or security risks.

2



Reliability of bus service: Buses coming on time and arrival information being accessible by riders.

3



Affordability: Nominal fares and special schemes for students, elderly.

17. Do you feel your needs and concerns are heard by the service? How do you think the bus service can communicate with users like you better?

Why riders feel unheard

1. There is little to no in-person engagement with riders to understand their concerns.
2. The existing apps do not have a responsive enough customer feedback system in place, with no service level benchmarks indicating resolution.

Responses were mixed, with half of the respondents feeling like they were able to reach out to BEST and get a response while the other half felt there was a gap in communication, both in terms of announcing new initiatives and addressing grievances.

Why riders feel heard

1. BEST is responsive through multi-channel communications, including e-mail and social media.
2. Some suggestions were taken into consideration and some reflected in an outcome, however occasional.
3. Responses, when they happen, are generic and automated without understanding the actual problem.

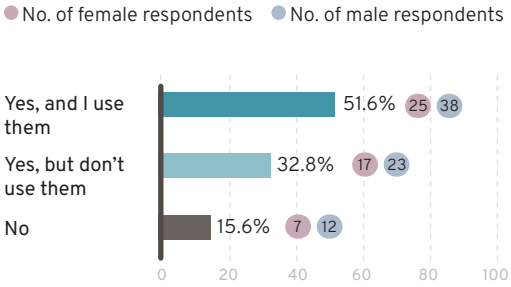


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

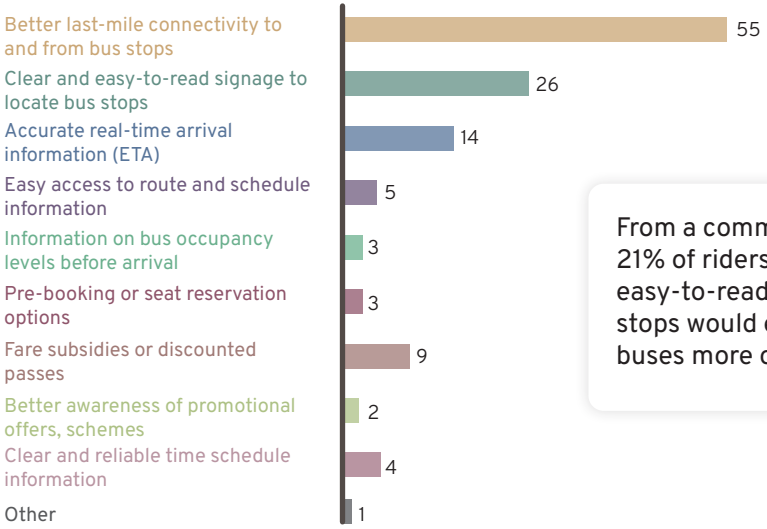
Values in percentages and absolute counts



Awareness of fare schemes is high, with over 84% of respondents knowing about available concessions and many actively using them.

20. What would encourage you to use buses more often?

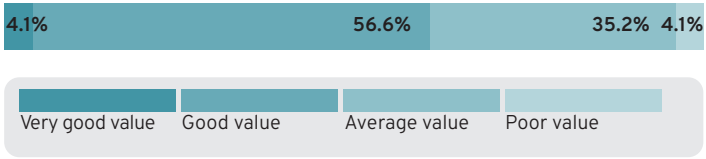
Values in absolute counts



From a communications perspective, 21% of riders said that clear and easy-to-read signage to locate bus stops would encourage them to use buses more often.

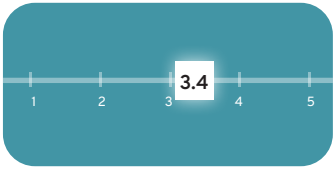
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
BEST has real time information updated regularly at bus stops, terminals, all apps and via helplines. They have ensured buses have vehicle location tracking.	Riders report buses 'vanishing' from the apps, showing wrong arrival times, or running without their GPS trackers turned on and demand for reliable real-time tracking that actually matches reality.	Implement automated compliance checks where drivers cannot start a route or receive shift credits unless active GPS tracking is enabled. Update tracking algorithms so that if a bus stops sending GPS signals, it is automatically marked as "untracked/ delayed" rather than remaining stuck or vanishing unexpectedly on user apps.
Delay information is available during flooding/rains.	76% riders were not informed of delays, even during non-monsoon seasons which hampers their riding experience and how reliable the service is.	Expand delay reporting beyond monsoon emergencies into standard daily operations via existing channels.
Route information, fare information is presented at bus stops.	Almost 70%of the riders found it just okay to very difficult to identify bus stops. Out of the respondents who chose to share what encourages them to ride buses more often, 21% highlighted clear and easy-to-read signage to locate bus stops would help them.	Transit agencies and ULBs should conduct regular wayfinding audits, install clear and standardised bus stop signage, ensure accurate mapping on digital platforms, and make stops easy to locate from nearby landmarks and pedestrian routes.

03
Delhi Transport Corporation (DTC), Delhi

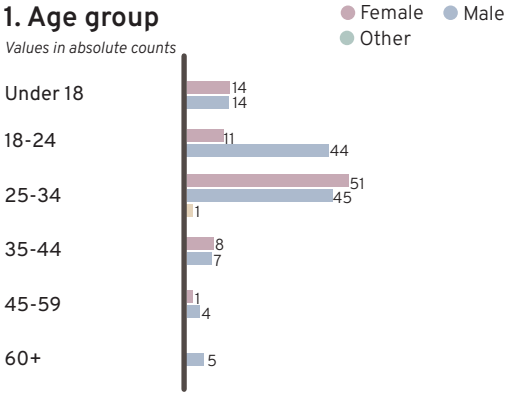
Surveys	Female	Male	Other
205	85 41.5%	119 58%	1 0.5%

Survey Locations

1. Anand Vihar ISBT
2. Ashok Nagar
3. Bhajanpura
4. Majnu Ka Tilla
5. Mori Gate Terminal
6. Nehru Place
7. Rajiv Chowk
8. Shahdara

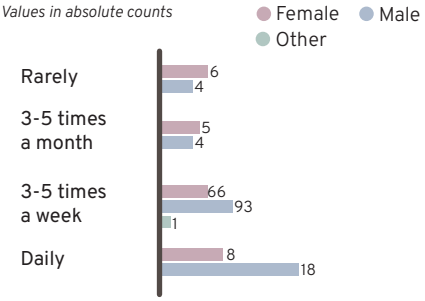
1. Age group

Values in absolute counts



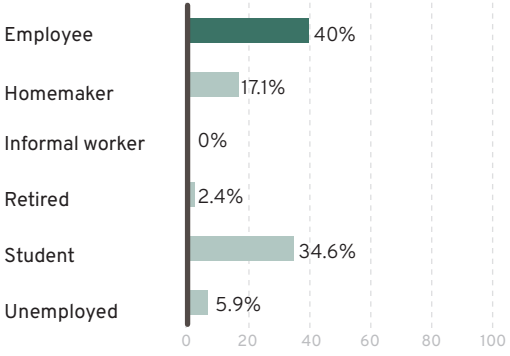
3. How often do you use city buses?

Values in absolute counts



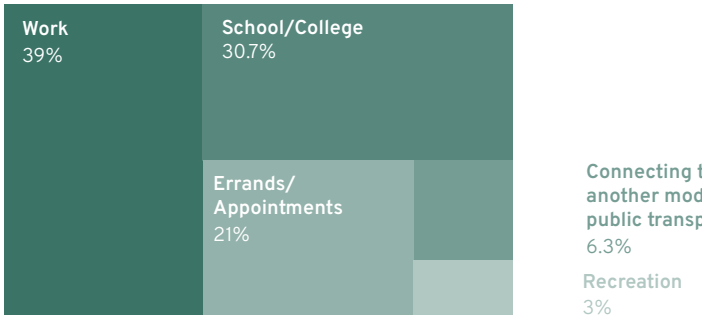
2. Employment type

Values in percentages



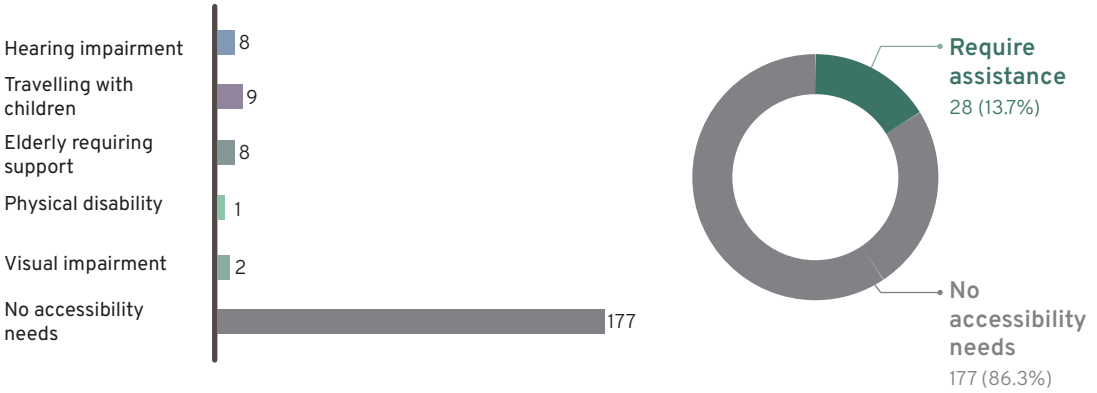
4. What do you usually travel by bus for?

Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts

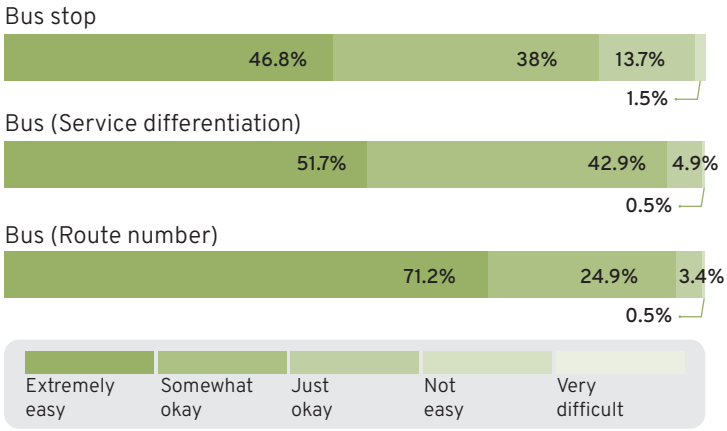


Most respondents reported having no special accessibility needs, with a small share requiring support including riders with children, elderly users, and those with hearing impairments.

Inform

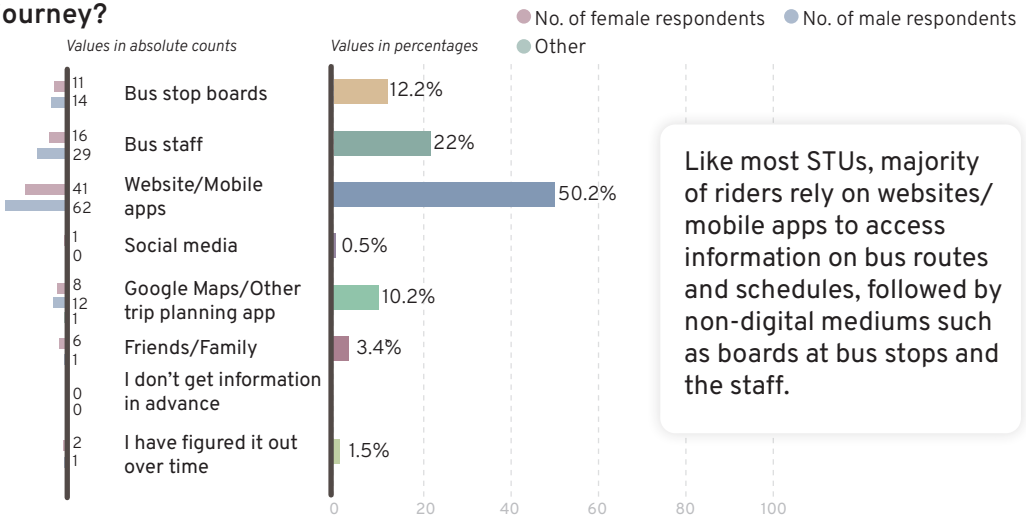
6. How easy is it to identify your bus and bus stop?

Values in percentages



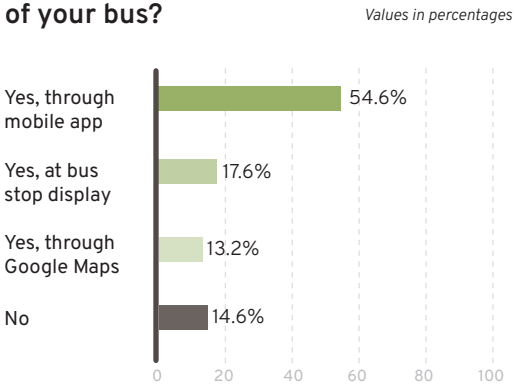
DTC riders mostly find it easy to identify buses and bus stops, which could imply effective use of branding and visual consistency.

7. Where do you get information about bus routes and scheduling to plan your journey?



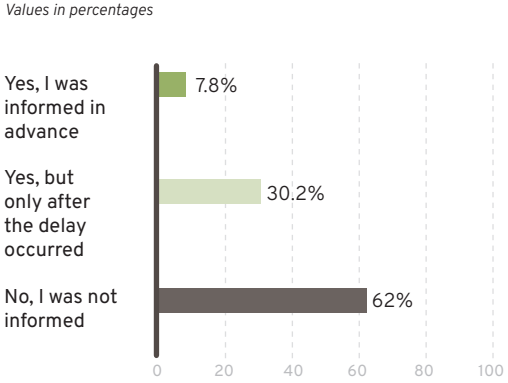
Like most STUs, majority of riders rely on websites/ mobile apps to access information on bus routes and schedules, followed by non-digital mediums such as boards at bus stops and the staff.

8. Do you have access to live location and arrival time (real-time information) of your bus?



55% riders access real-time information through mobile apps, attributed to the fact that Delhi has atleast 4 popular apps for buses.

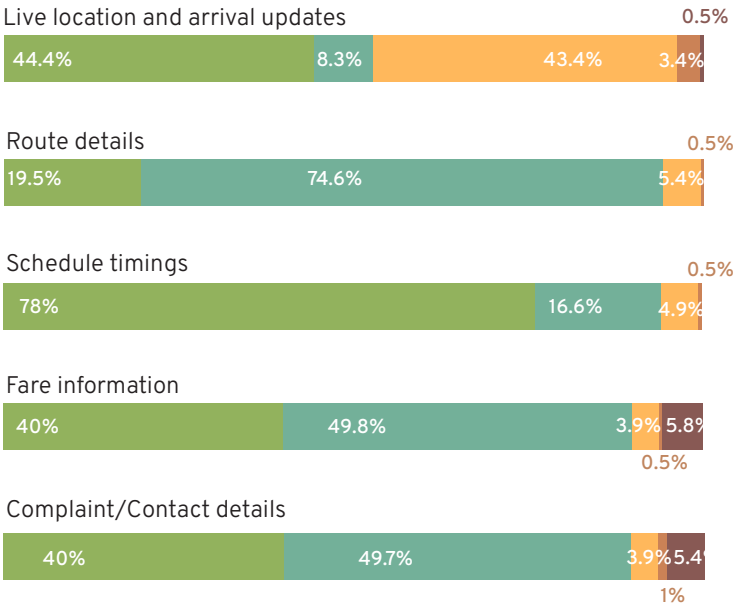
9. If you faced disruptions/delays in the last 3 months were you informed?



Communications on delays and disruptions continue to be weak, with over 62% of respondents saying they were not informed about disruptions.

10. How difficult is to access the following information?

Values in percentages



Most Delhi commuters find it easy or very easy to access information on route details, schedule timings, fare information, and complaint mechanisms. However, over 47% of respondents reported that accessing live bus location and arrival updates is only moderately easy or difficult. This highlights a key gap identified through the survey, as real-time information was also among the most desired improvements that could help commuters better plan their journeys and address challenges faced while using DTC bus services.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

Live information

Integrate live GPS data with active traffic tracking algorithms to broadcast real-time countdowns on the DTC app, filtering out misleading depot movements and pushing instant alerts for breakdowns.

Route information

Upgrade the app's database to support landmark, institutional, and specific area searches (e.g., hospitals, colleges, tourist places) rather than strictly relying on exact transit stop names.

Information accessibility

Expand the in-bus LED displays and automated audio systems to provide synchronised, audible, and bilingual announcements (Hindi and English) for incoming stops throughout the entire trip.

Delays and disruptions

Program instant, automated text and app-based notifications for dynamic route diversions caused by waterlogging, emergency road construction, festival processions, or VIP movements.

Information accessibility

Maintain physical bus stop infrastructure by fixing broken digital display boards, lowering extreme installation heights, and adding solar-power backups to keep boards active during local blackouts.

Engage

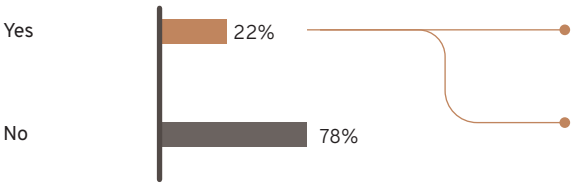
12. How would you describe your city bus service?

Values in absolute counts



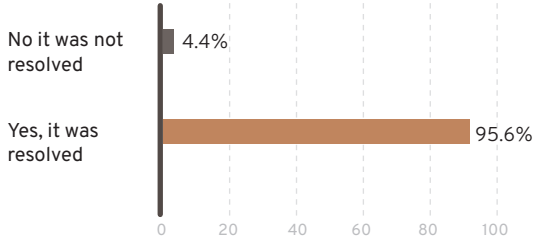
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

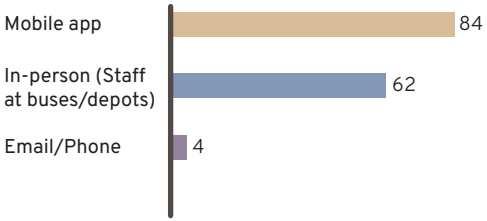


Very few riders have raised complaints, and most of those who did shared that their complaint was addressed.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 150 people responded to this question and their top choices of engagement were:



There is a clear preference for mobile app based engagement with DTC from its riders, closely followed by interaction with staff in buses and at depots.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.

1



Safety: Bus journeys feel safer with surveillance and reserved seats for women and the elderly.

2



Feedback resolution: Quick turnaround times in addressing rider concerns and closing the feedback loop.

3



Affordability: Nominal fares and special schemes for students, elderly.

17. Do you feel your needs and concerns are heard by the service?
How do you think the bus service can communicate with users like you better?

Why riders feel unheard

1. No acknowledgment or response to complaints raised by riders via the whatsapp groups.

2. The existing apps do not have a responsive enough customer feedback system in place, with no service level benchmarks indicating resolution.

A large share of the riders were part of DTC's Whatsapp groups. Some felt that information sharing was active on certain groups for specific routes while others largely remained inactive. While this is a good channel of communication, the riders' concerns were not acknowledged or responded to, therefore not closing the feedback loop.

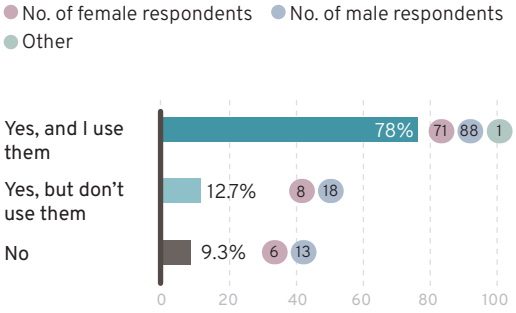


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

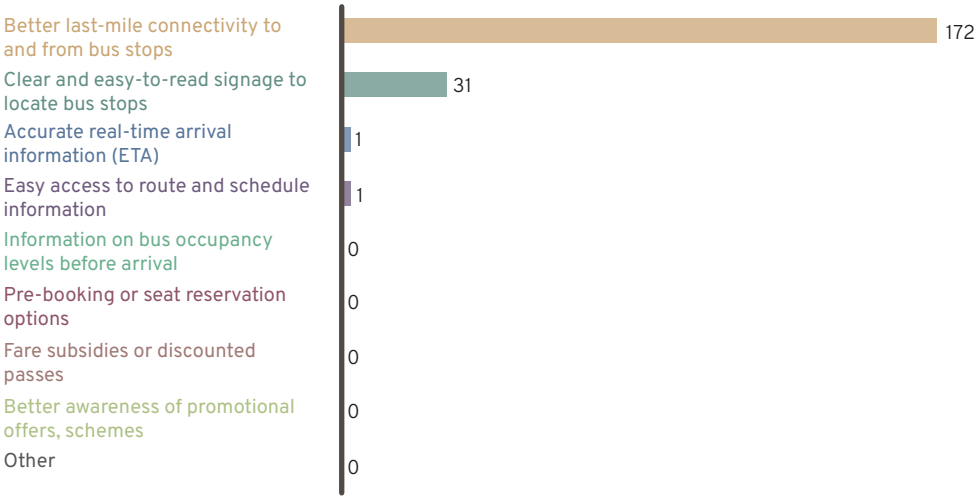
Values in percentages and absolute counts



Scheme awareness is high among DTC riders, with 78% using available discounts or passes, while only a small share remains unaware.

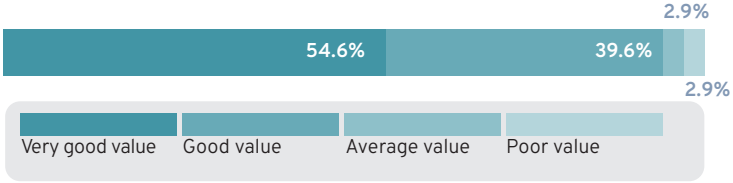
20. What would encourage you to use buses more often?

Values in absolute counts



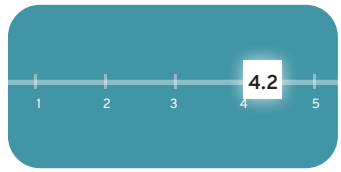
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
DTC offers concessions for women and senior citizens. It also has convenient payment mechanisms like the NCMCcard.	Riders have reported high levels of awareness and usage of these schemes, with 90% reporting that they are aware of schemes and proportion one of the highest reported across all cities comparatively.	Comms efforts even strategically placed with national campaigns (like in the case of NCMC) can improve awareness and uptake of such promotions
Branding is taken care of and ensured by the agency along with transport department at bus stops.	Riders have reported positively able to recognize bus, bus stop and even differentiate service.	Consistent branding helps riders stay informed while also being able recognize the service easily.

04
Kerala State Road Transport Corporation (KSRTC), Kochi, Thiruvananthapuram

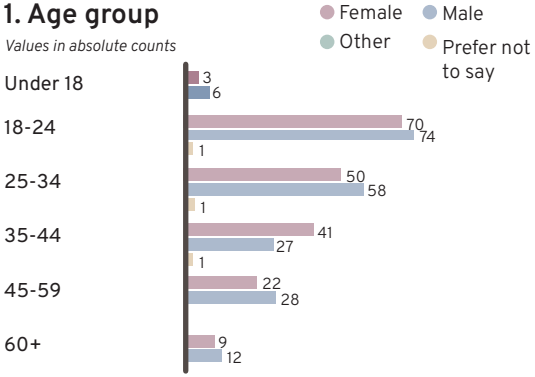
Surveys	Female	Male	Other 1
403	195 48.4%	205 50.9%	Prefer not to say 2

Survey Locations

1. Attingal
2. CUSAT
3. East Fort
4. Elamkulam
5. Fort Kochi
6. High Court
7. High Court Junction
8. Jobin
9. Kadavanthra
10. Kakkanad-Akuva
11. Kannur
12. Kattakada
13. Kuttiyani
14. Marine Drive
15. MG Road
16. Neyyatinkara
17. Panampilly
18. Paravoor
19. Pathadhipalam
20. Petta
21. Pothencode, Trivandrum
22. Thampanoor
23. Thripunithra-CUSAT
24. Town Hall
25. TVM
26. Vembayam
27. Vypin
28. Vyttila

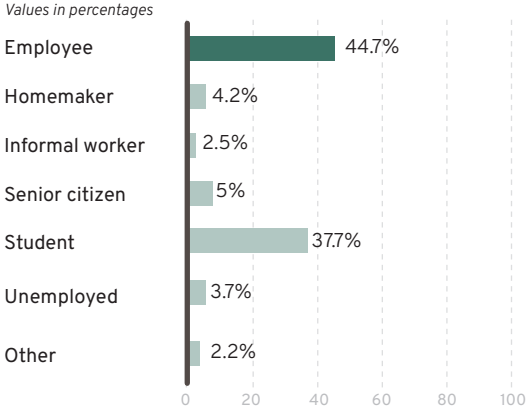
1. Age group

Values in absolute counts



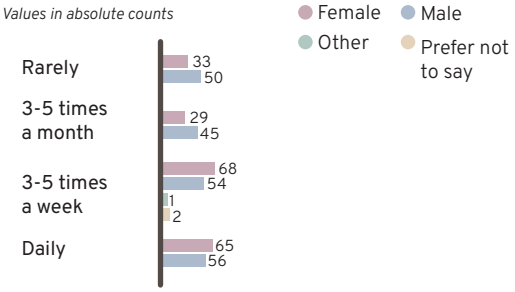
2. Employment type

Values in percentages



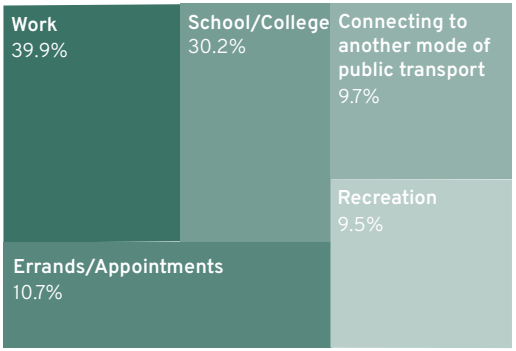
3. How often do you use city buses?

Values in absolute counts



4. What do you usually travel by bus for?

Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts

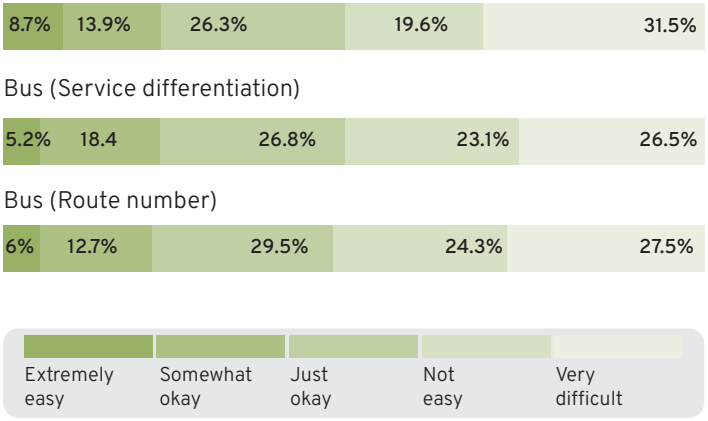


A large majority (85%) reported no accessibility needs, with only a small proportion requiring travel assistance.

Inform

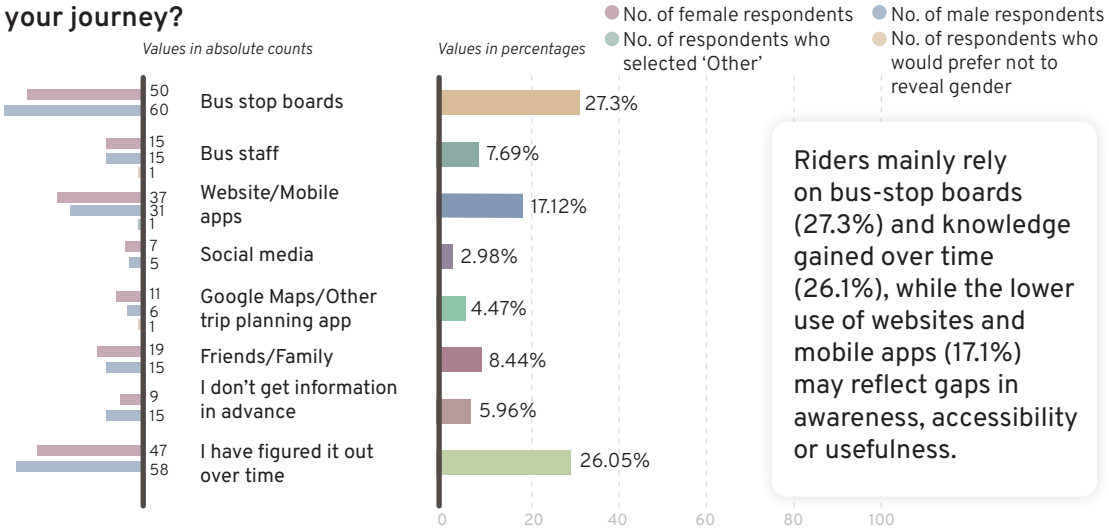
6. How easy is it to identify your bus and bus stop?

Values in percentages



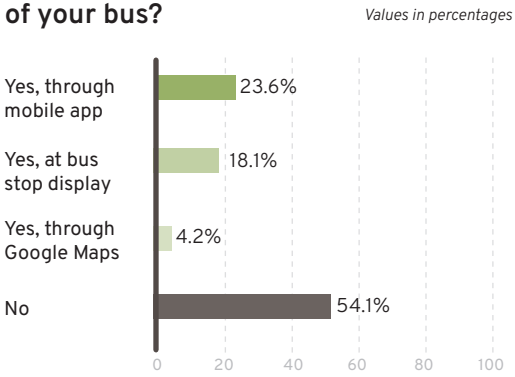
Close to 65% of riders felt it 'Just Okay' to 'Very difficult' to identify the service. This highlights a need for stronger and recognisable branding and visual identity for the service.

7. Where do you get information about bus routes and scheduling to plan your journey?



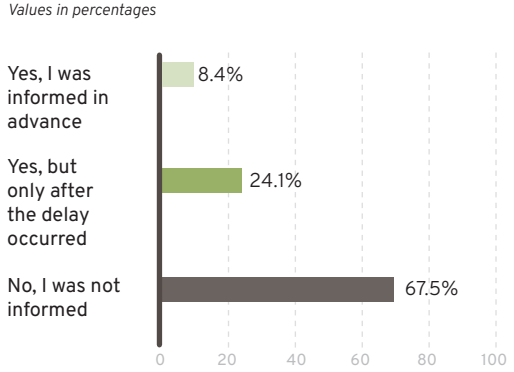
Riders mainly rely on bus-stop boards (27.3%) and knowledge gained over time (26.1%), while the lower use of websites and mobile apps (17.1%) may reflect gaps in awareness, accessibility or usefulness.

8. Do you have access to live location and arrival time (real-time information) of your bus?



More than half of respondents (54%) have no access to real-time bus arrival information, while mobile apps remain the primary source for those who do receive live updates.

9. If you faced disruptions/delays in the last 3 months were you informed?



Communication during service disruptions is limited, with 67% of riders reporting that they were not informed about delays or disruptions.

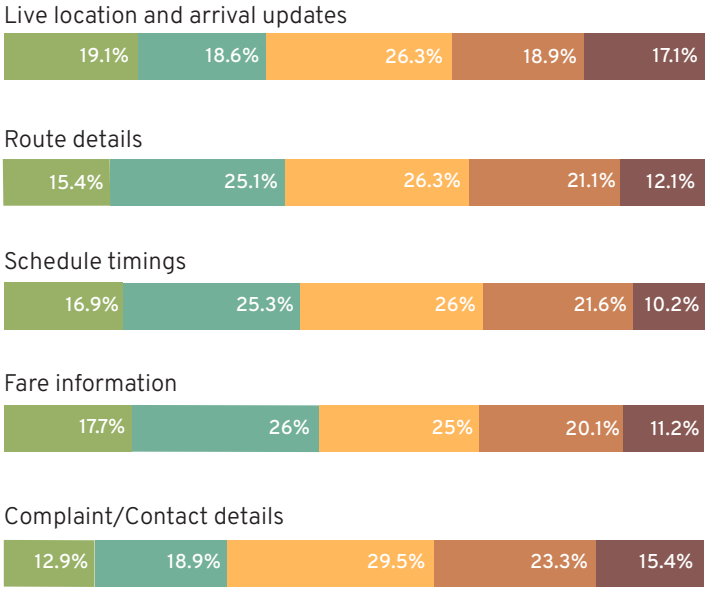
10. How difficult is to access the following information?

Values in percentages

Rating Scale 1-5

1 2 3 4 5

Very easy — Very difficult



Close to 60% of riders find it okay to very difficult to access all categories of information indicating a need for improved dissemination of transit information across multiple channels.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

Live information

Instead of just saying a bus is coming, the app system must explicitly specify if it's a real-time GPS location or just a scheduled estimate to eliminate the anxiety of wondering if it already passed.

Delays and disruptions

If a pre-booked long-distance bus is delayed due to road maintenance, the system must pass the information to passengers via text alerts instead of making them wait indefinitely at the station.

Route and schedule information

KSRTC hubs like Thampanoor need proper physical route and time display boards, so passengers coming from the railway station can plan ahead instead of relying on expensive auto-rickshaws.

Live information

To bridge the massive technology gap for non-regular riders, transit systems should install live arrival time displays directly at the ticket counter screens instead of just on platforms.

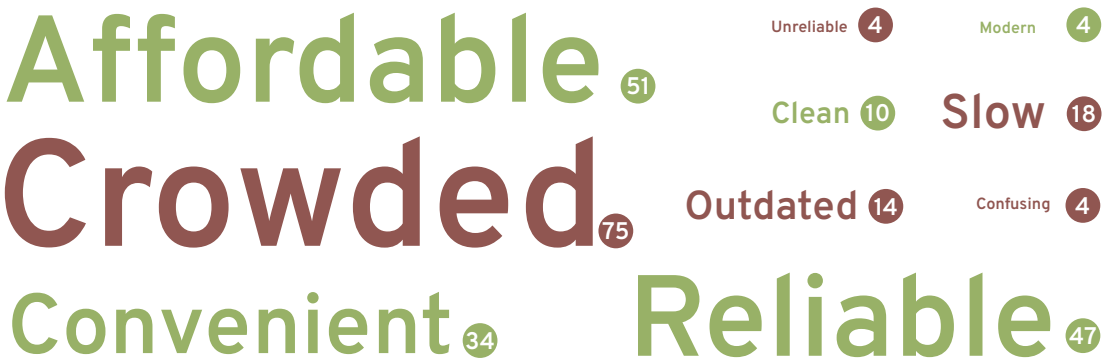
Live information

Live tracking apps must update online schedules properly and fix location freezes so commuters can reliably reach their stops 10 minutes prior rather than waiting an hour without information.

Engage

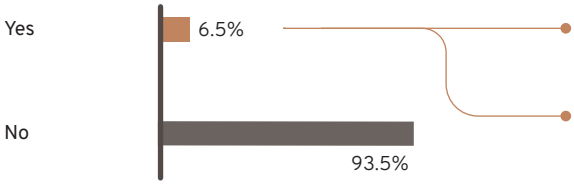
12. How would you describe your city bus service?

Values in absolute counts



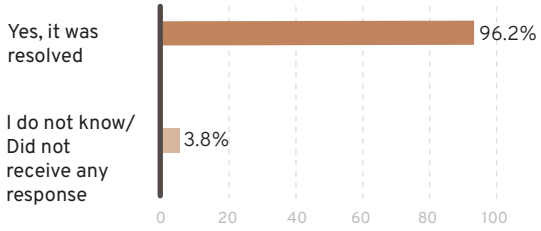
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

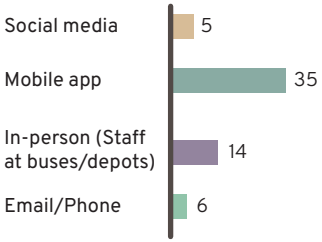


Very few riders (6.5%) have raised complaints, but among those who did, nearly all reported that their complaint was resolved, indicating an effective grievance redressal process.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 60 people responded to this question and their top three choices of engagement were:



To maximise passenger engagement, KSRTC must invest heavily in deploying stable real-time data feeds to its app platforms and expanding casual utility touchpoints like WhatsApp text ticket booking.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.

1



Robustness: Frequent buses and multiple easy-to-reach stops for a service that is highly reliable and effortlessly convenient for riders.

2



Accuracy: Accurate real-time information, timely arrivals and departure of buses, punctuality of service.

3



Affordability: Nominal ticket rates, student/ senior concessions, price stability against rising petrol costs.

17. Do you feel your needs and concerns are heard by the service? How do you think the bus service can communicate with users like you better?

Why riders feel unheard

1. Rude responses from staff when conerns are raised by riders.

2. Inaccurate, outdated information available on apps.

Why riders feel heard

1. KSRTC is responsive through social media which riders find engaging.

A large share of the riders felt unheard by the service. A fraction of the riders that felt heard highlighted social media as an effective channel for dialogue. Some responses also highlighted the need for a modern, easy-to-use app with accurate real-time information to also book tickets and plan trips.

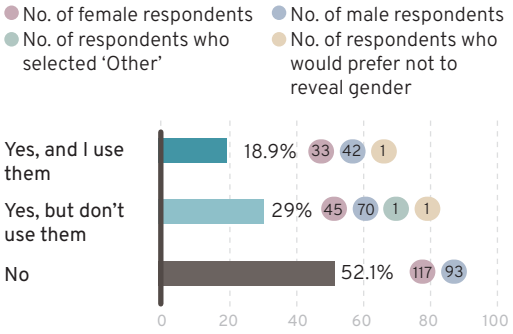


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

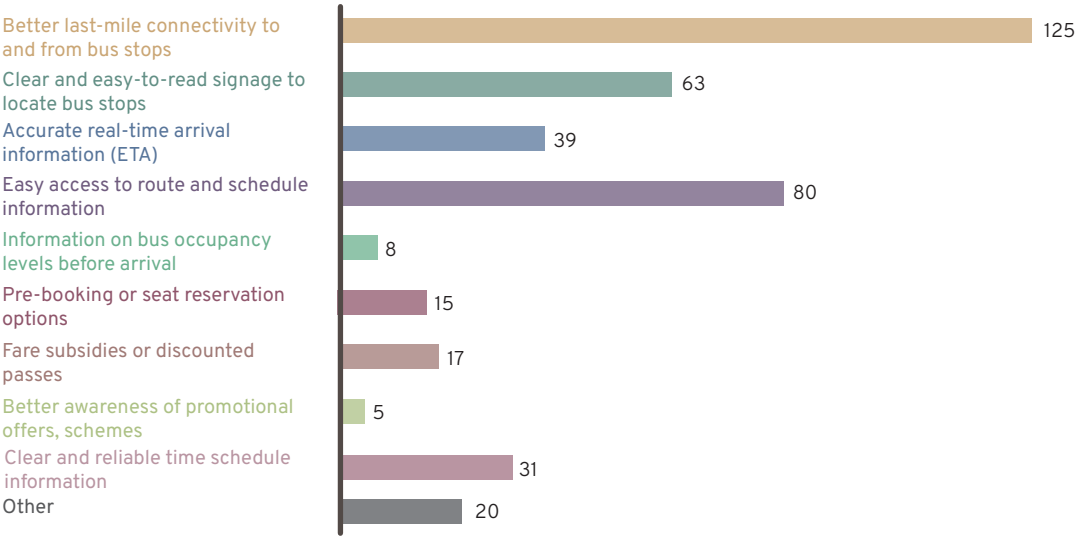
Values in percentages and absolute counts



Over half of respondents (52.1%) shared that they were unaware of discounts, passes, or promotional benefits offered by KSRTC.

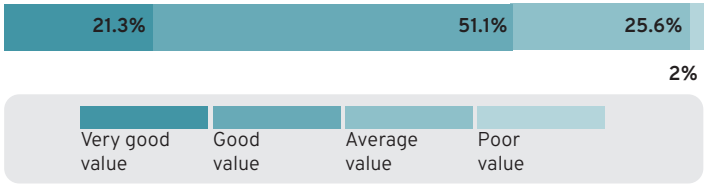
20. What would encourage you to use buses more often?

Values in absolute counts



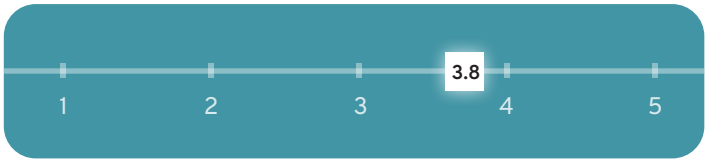
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5 (5 most satisfied).

Average value



05
Metropolitan Transport Corporation (MTC), Chennai

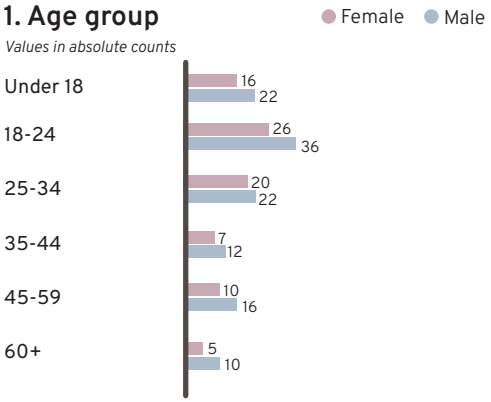
Surveys	Female	Male
202	84 41.6%	118 58.4%

Survey Locations

1. Broadway (Prakasam Salai)
2. Koyambedu (CMBT)
3. Mount Road (Government Estate)
4. Perambur
5. T. Nagar Terminus
6. Toll Gate
7. TVK Nagar

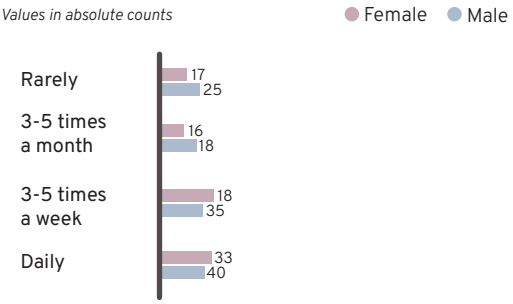
1. Age group

Values in absolute counts



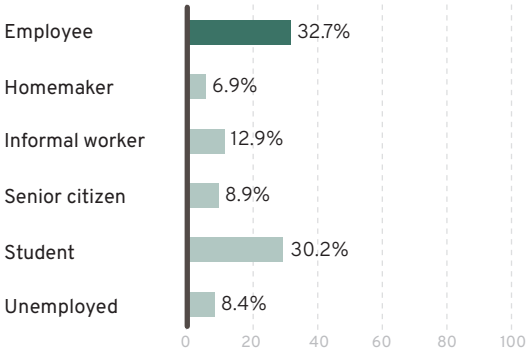
3. How often do you use city buses?

Values in absolute counts



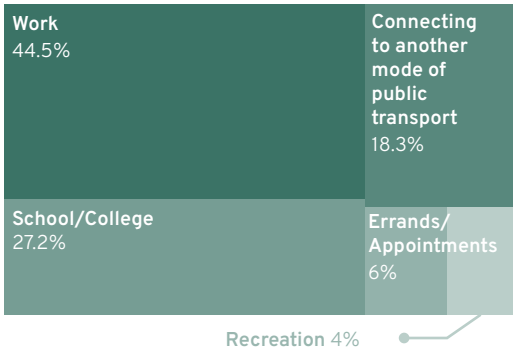
2. Employment type

Values in percentages



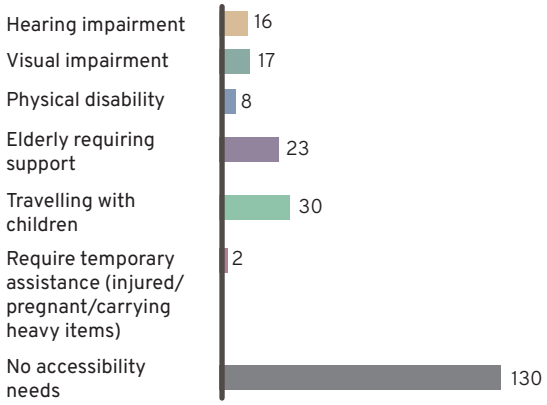
4. What do you usually travel by bus for?

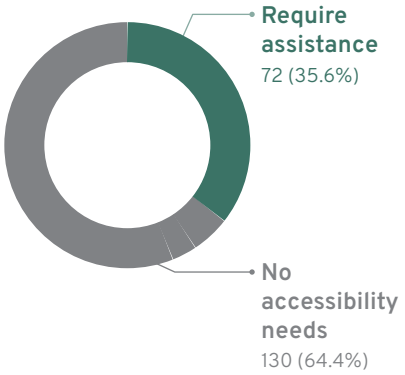
Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts



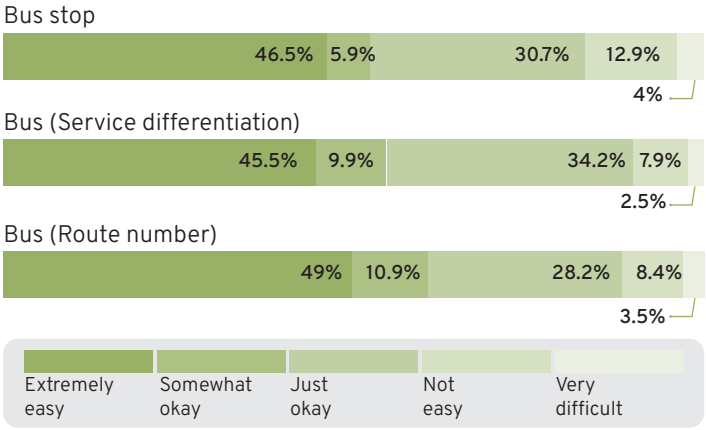


Over one-third of respondents (35.6%) require accessibility support, with travelling with children and elderly assistance emerging as key needs.

Inform

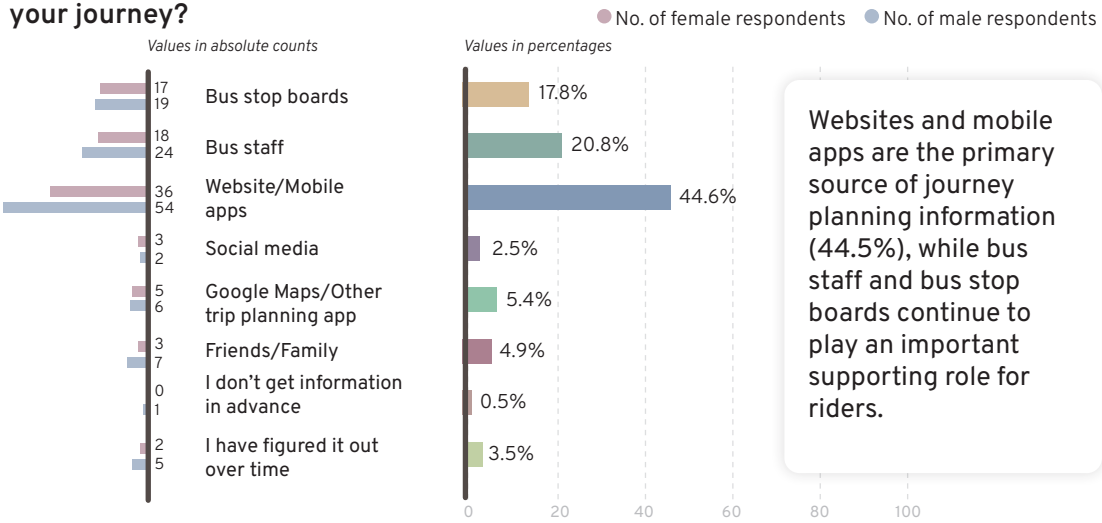
6. How easy is it to identify your bus and bus stop?

Values in percentages



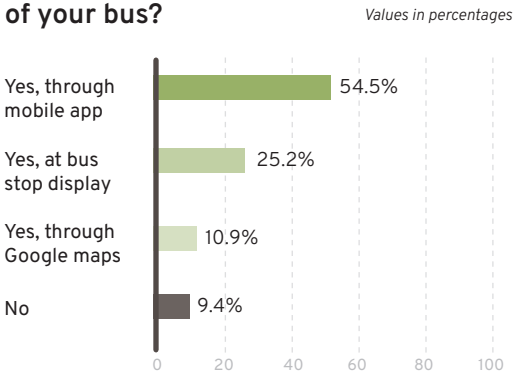
Most riders find buses, route numbers, and bus stops easy to identify, with route numbers being the easiest to recognise. However, around 13% of respondents still find bus stop identification difficult, indicating scope for improving stop visibility and signage.

7. Where do you get information about bus routes and scheduling to plan your journey?



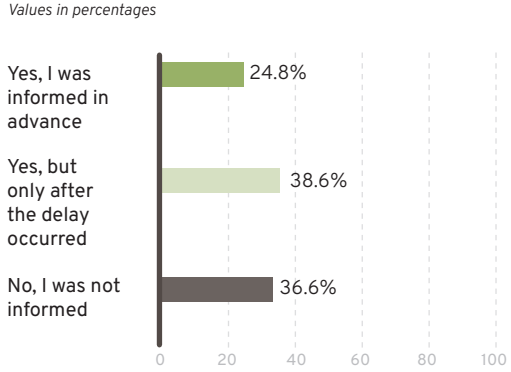
Websites and mobile apps are the primary source of journey planning information (44.5%), while bus staff and bus stop boards continue to play an important supporting role for riders.

8. Do you have access to live location and arrival time (real-time information) of your bus?



Mobile apps are the primary source of real-time information (55%), and only 9.4% of respondents reported having no access to live bus arrival updates.

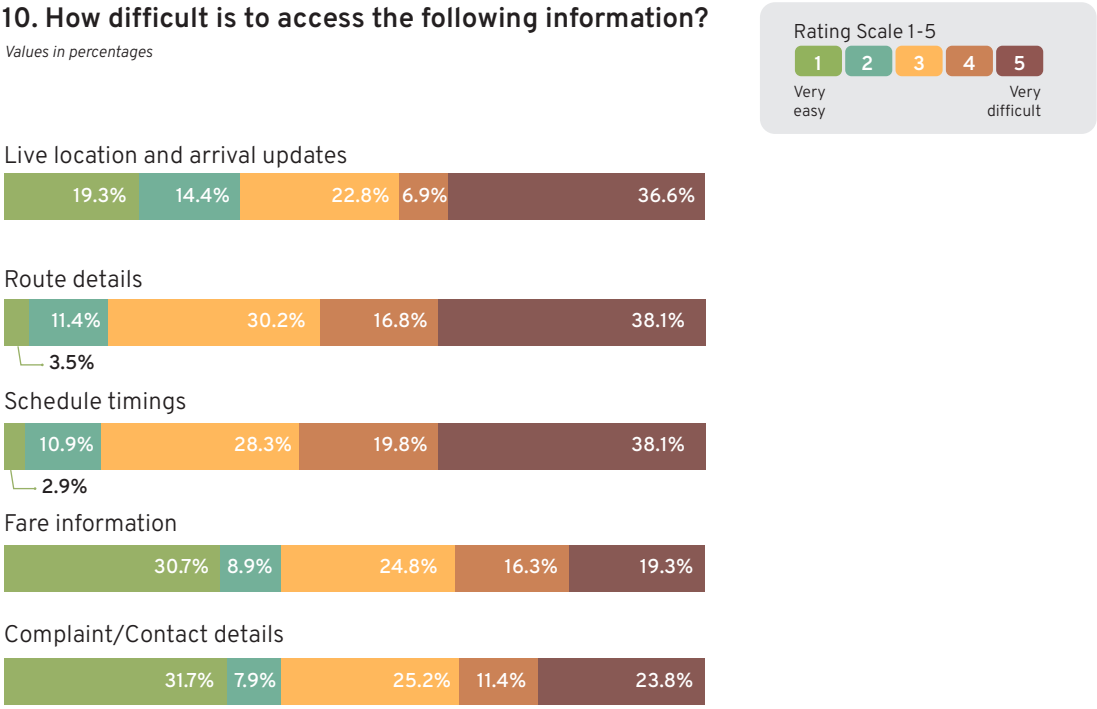
9. If you faced disruptions/delays in the last 3 months were you informed?



While most riders receive some form of disruption information, only 25% are informed in advance, and over one-third (37%) receive no information.

10. How difficult is to access the following information?

Values in percentages



Route details and schedule related information were highlighted as being difficult to access by riders, with close to 80% riders rating this as 'just okay' to 'very difficult' to spot. However, live updates, information on fares and complaints are fairly easier to access by the riders. riders. There is still room for improvement as close to 60% riders still find it slightly challenging to access.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

Live information

Deploy a functional, high-accuracy mobile application to eliminate the widespread habit of relying blindly on friends or family updates to find routes.

Route information

Install high-visibility physical route and timing information boards directly at crowded bus stops to guide passengers when real-time mobile tracking completely fails during peak hours.

Scale up bus frequency and improve scheduling regularity specifically during the morning 5:30 AM to 9:00 AM rush to stop commuters from missing buses due to extreme overcrowding.

Replace outdated, unclean vehicle fleets and enforce basic infrastructure maintenance to make the physical boarding environment safe and comfortable for regular commuters.

Engage

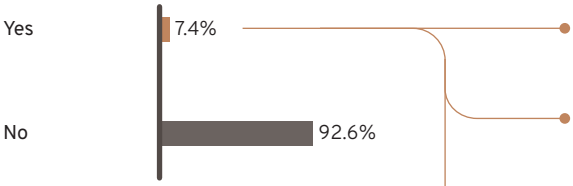
12. How would you describe your city bus service?

Values in absolute counts

Crowded 69
Slow 50
Outdated 3
Modern 2
Confusing 15
Clean 33
Affordable 126
Safe 44
Convenient 27
Unreliable 25
Reliable 22

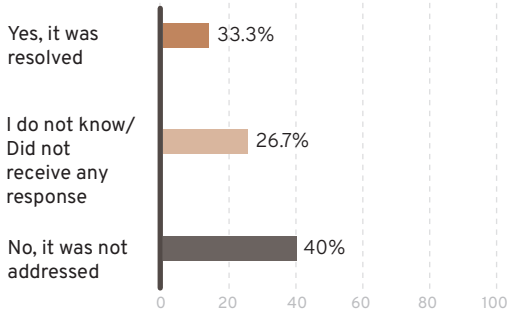
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

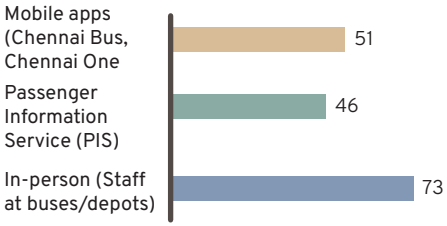


Only 7.4% of respondents have raised complaints, indicating limited use of formal grievance channels. Among those who did, only one-third reported successful resolution, highlighting scope for improving complaint redressal and response mechanism, to close the feedback loop.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 170 people responded to this question and their top three choices of engagement were:



In-person engagement is the most preferred channel (73), followed by mobile apps (51) and Passenger Information Services (46). STUs should therefore prioritise accessible and well-informed frontline staff, while strengthening digital channels as complementary options for commuters.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.

1



Time-keeping: Punctuality of buses at the stops has been a key reason for trust in riders who depend on the service for everyday journeys.

2



Affordability: Nominal ticket rates, student/ senior concessions, price stability against rising petrol costs.

3



Safe driving: Some riders have highlighted safe driving behaviour of drivers as a factor driving trust.

17. Do you feel your needs and concerns are heard by the service? How do you think the bus service can communicate with users like you better?

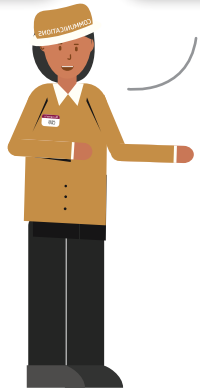
Why riders feel unheard

1. Out of date boards that are blank during peak hours at times.
2. Lack of allied information on connecting routes.
2. Chennai One app not showing accurate information during peak hours.

Why riders feel heard

1. Initiatives like the vintage bus tour feel like the service is doing something to engage and excite its riders.

A large share of the riders felt unheard by the service. A lot of the responses attribute out of date boards at stops or apps crashing to not reflect the most upto date information.

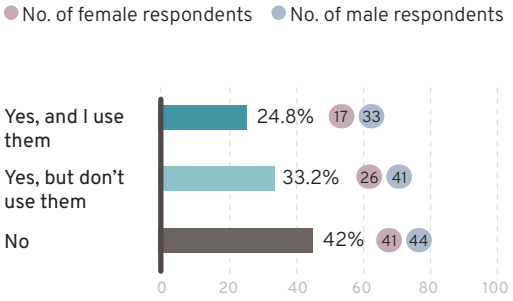


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

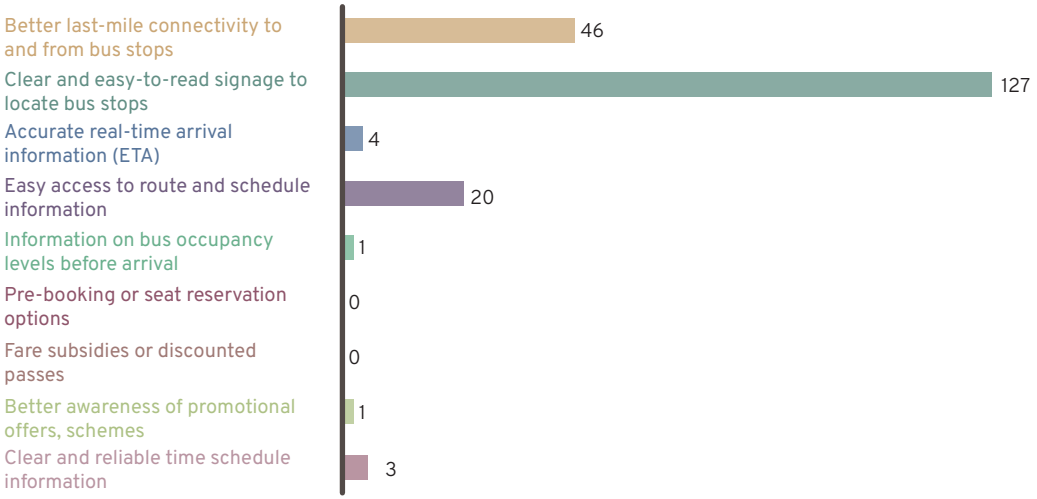
Values in percentages and absolute counts



Awareness of available schemes is limited, with 42.1% of respondents unaware of discounts or passes, despite several concessions being available.

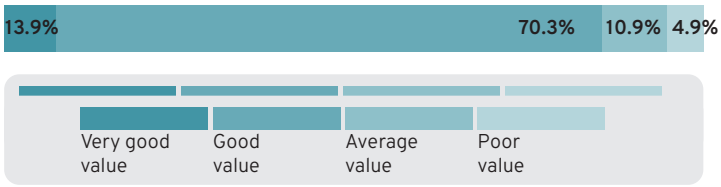
20. What would encourage you to use buses more often?

Values in absolute counts



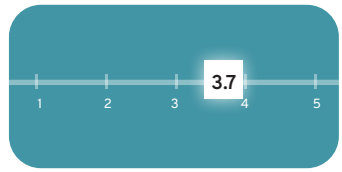
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
Schedule information and route information is provided at bus stops (or terminals); via apps, website, Via helplines.	Route details and schedule related information were highlighted as being difficult to access by riders, with close to 80% riders rating this as 'just okay' to 'very difficult' to spot. However, live updates, information on fares and complaints are fairly easier to access by the riders. riders. There is still room for improvement as close to 60% riders still find it slightly challenging to access. This is despite users trying to access information on the same channels the bus agency uses to provide the same.	There is a gap in the access to and clarify of the information provided so there is a need to focus on improving the discoverability, clarity, and visual presentation of core routing and schedule data across both physical stops and digital platforms

06
Pune Mahanagar Parivahan Mahamandal Ltd (PMPML), Pune, Pimpri Chinchwad

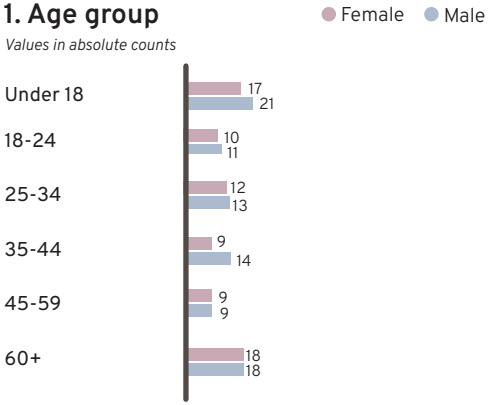
Surveys	Female	Male
161	75 46.6%	86 53.4%

Survey Locations

1. Alandi Devachi
2. Aundh
3. Bhosari
4. Chinchwad
5. Deccan Gymkhana
6. Dhankawadi
7. Hadapsar
8. Katraj
9. Kothrud
10. Pimpri-Chinchwad
11. Nigdi
12. Pune
13. Shivajinagar
14. Swargate
15. Wakad

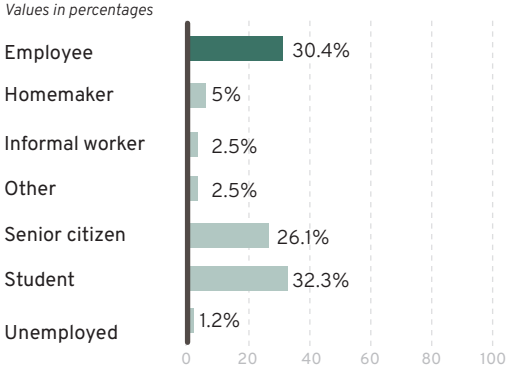
1. Age group

Values in absolute counts



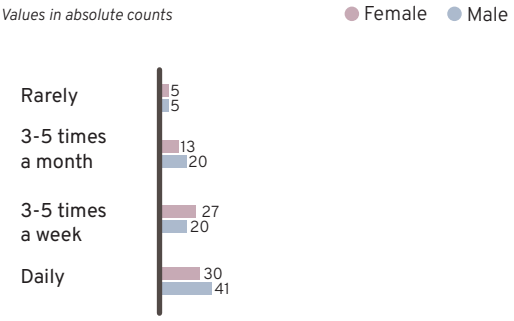
2. Employment type

Values in percentages



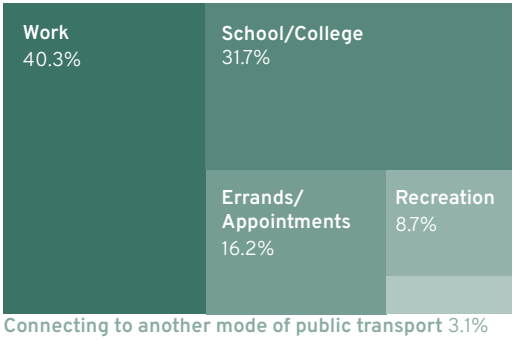
3. How often do you use city buses?

Values in absolute counts



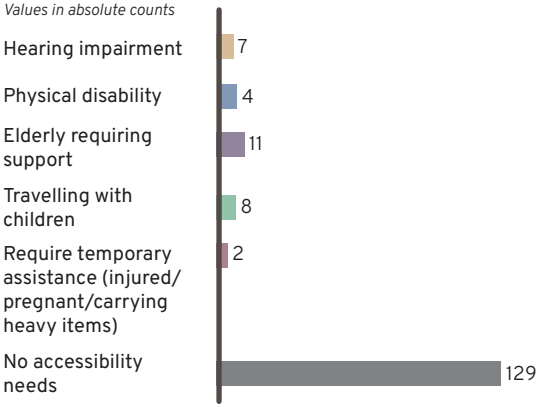
4. What do you usually travel by bus for?

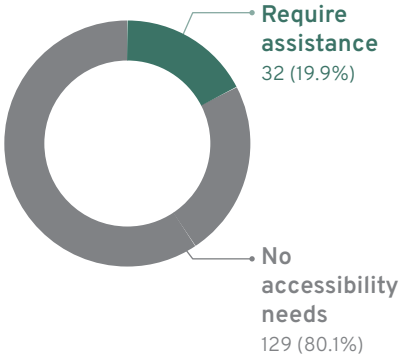
Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts



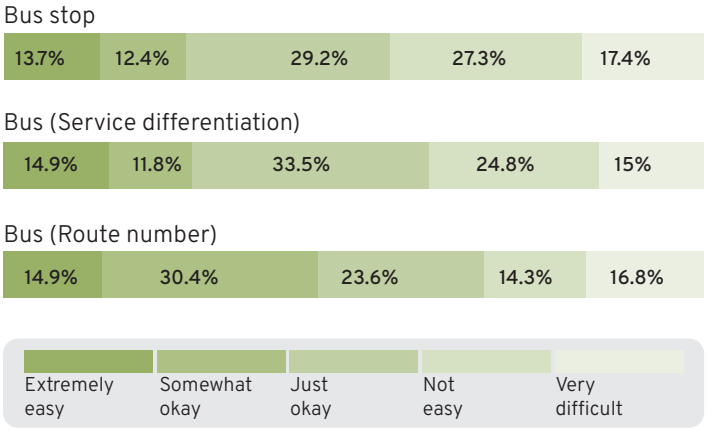


Most respondents (80%) reported having no accessibility needs while travelling. Among those requiring support, assistance for elderly passengers and travelling with children emerged as the most common needs.

Inform

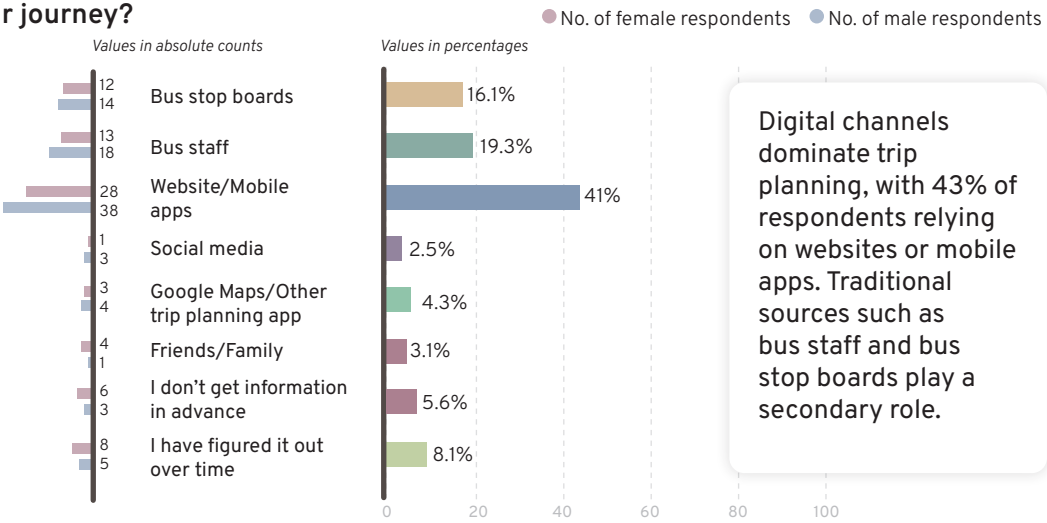
6. How easy is it to identify your bus and bus stop?

Values in percentages



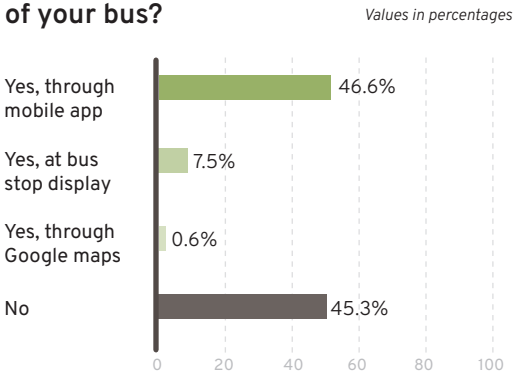
PMPML services, routes, and bus stops are not easy for many commuters to identify. Most respondents rated them as ranging from 'Just okay' to 'Very difficult' to find, highlighting the need for stronger and more consistent branding to make PMPML services and infrastructure easier to recognise and navigate.

7. Where do you get information about bus routes and scheduling to plan your journey?



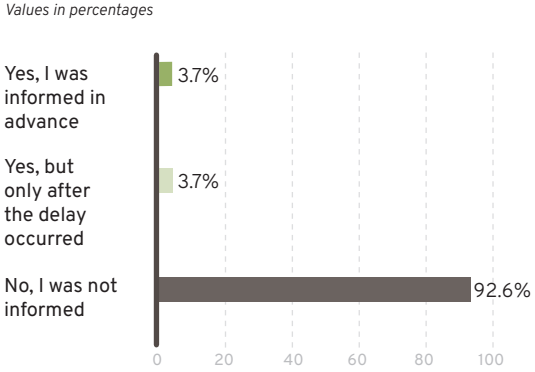
Digital channels dominate trip planning, with 43% of respondents relying on websites or mobile apps. Traditional sources such as bus staff and bus stop boards play a secondary role.

8. Do you have access to live location and arrival time (real-time information) of your bus?



Access to live bus information is divided, with nearly equal proportions of riders using mobile apps (47%) and having no access to real-time updates (45%).

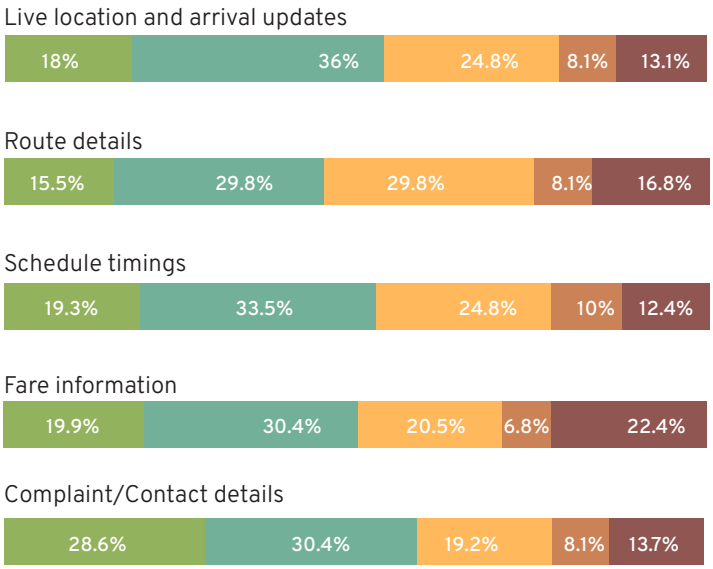
9. If you faced disruptions/delays in the last 3 months were you informed?



Communication during disruptions is extremely weak, with 92% of respondents reporting that they were not informed about delays or service disruptions.

10. How difficult is to access the following information?

Values in percentages



Most information categories are perceived as accessible. However, route details and fare information remain comparatively more difficult for some riders to access.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

Route and live information

There is confusion with correct bus route numbers or the specific routes the buses take, which is further compounded when buses run late without any notification. There is a need for clear, accessible maps detailing route numbers and paths, paired with real-time delay notifications.

Live information

We need reliable, real-time live location tracking feature on a mobile app so commuters can track the bus's actual movement.

Disruption and delays

Push immediate route diversion and sudden service cancellation alerts directly to the app, newspapers, and social media so school students and office commuters, so that they don't have to wait for hours indefinitely.

Service differentiation

Launch dedicated, clearly distinguished school buses during board examinations and expand ladies-special routes during peak hours to protect vulnerable commuters from extreme crowd rushes.

Engage

12. How would you describe your city bus service?

Values in absolute counts

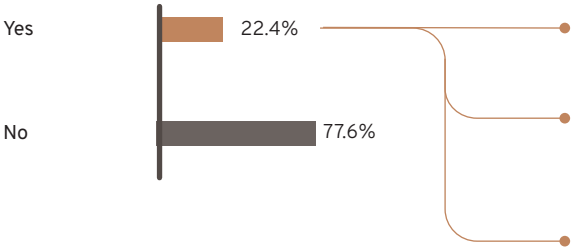
Slow 29 Affordable 10 Reliable 10

Safe 24 Crowded 26 Convenient 19

Unreliable 15 Outdated 3 Confusing 2 Clean 1

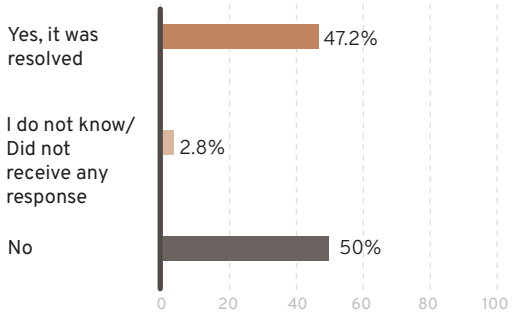
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

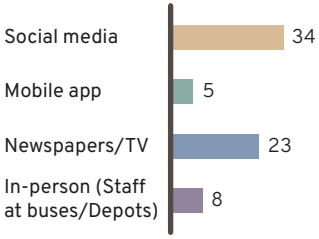


Only 22% of respondents had raised a complaint. Among them, nearly half reported that their complaint was resolved, indicating moderate confidence in PMPML's grievance redressal process.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 70 people responded to this question and their top three choices of engagement were:



Social networks and the Apli PMPML app remain the single largest aggregated choice. PMPML should run bilingual awareness campaigns across both sets of media to transition its highly neutral/indifferent user base into active digital app users.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.

1



Affordability: Nominal ticket rates, student/ senior concessions, price stability against rising petrol costs.

2



Robustness: Low waiting time and highly frequent buses that make the service both highly reliable and effortlessly convenient for the rider.

3



Helpful staff: Behaviour of staff is very good

17. Do you feel your needs and concerns are heard by the service?
How do you think the bus service can communicate with users like you better?

Why riders feel unheard

1. No feedback closing
2. Very few citizen forums to raise complaints or concerns.

Why riders feel heard

1. Friendly staff that guide when needed

A large share of the riders felt unheard by the service. The few that felt otherwise, shared that the the service was actively engaging with them through social media and newspapers, however this engagement is one sided.

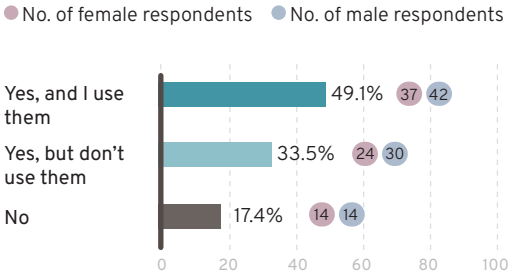


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

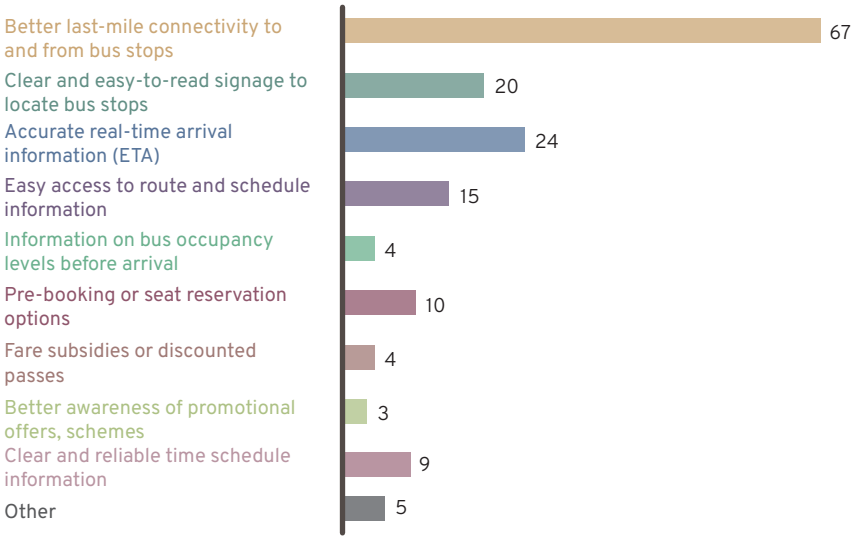
Values in percentages and absolute counts



Awareness of concession schemes is relatively high, with 83% of respondents aware of available benefits, and nearly half actively using them.

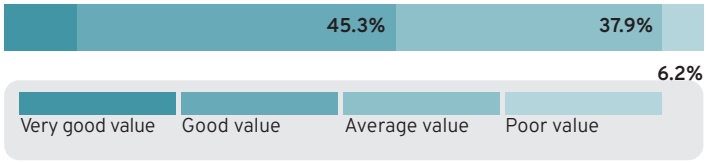
20. What would encourage you to use buses more often?

Values in absolute counts



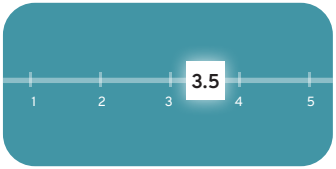
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
Information like Schemes and promotions, Fare and payment options, Contact Information, feedback mechanisms, and about the organisation are provided through the apps.	Riders have shown positive adoption for digital channels and have found it easy to access the information the agency also reported to provide. There is a huge demand for delay communications from the agency though, as 92% riders feel they don't get disruption updates.	The agency needs to expand digital features beyond scheme and route information into real-time operational communication with information on delays and disruptions along routes, so that affected users receive instant push notifications via their most used channels like the Apli PMPML app.

07
Surat Sitilink, Surat

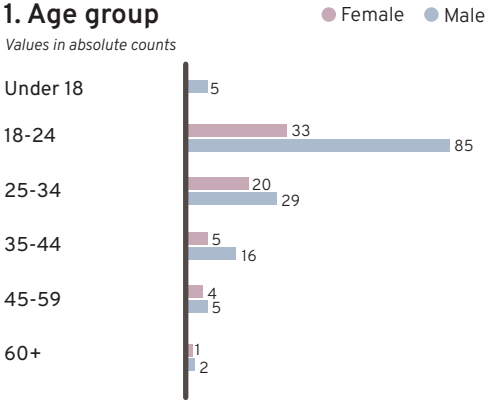
Surveys	Female	Male
205	63 30.7%	142 69.3%

Survey Locations

1. Broadway
2. Railway Station
3. ONGC Colony
4. Y Junction Dumas Road
5. Goverdhan Nath
6. Aaimata Chouk BRTS
7. Adajan
8. Adajan Patiya BRTS
9. Amroli Mansarovar Bridge 1a
10. Bhagwati Industries BRTS
11. Bhagwati Nagar
12. Bhestan
13. Govardhan Nath Ji Haveli
14. Kadodara
15. Kamnath Mahadev
16. Kharvar Nagar
17. Kharvarnagar BRTS
18. Magob depot
19. Morabhagal
20. Morabhagal BRTS
21. Navyug College
22. ONGC Colony BRTS
23. Palanpur Patiya BRTS
24. Palanpur Jakat
25. Pandesara
26. Pandesara GIDC
27. Parle Point
28. Railway Station Terminal
29. Ramnagar BRTS
30. Rander
31. Sabar Gaam BRTS
32. Sachin
33. Sachin GIDC
34. Sachin Railway Station
35. Sankheshwar Chowk
36. Sonifaliya Surat
37. Surat
38. Surat Arar
39. Surat Railway Station
40. Tadwadi
41. Udhana Academy BRTS
42. Udhana Teen Rasta
43. Udhana Academy College
44. Udhana GSRTC BRTS
45. Unn Industrial Estate
46. Unn Charr Rasta
47. Magob Gam Depot
48. MMDA Depot

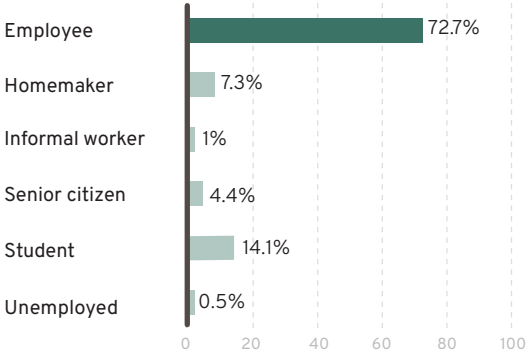
1. Age group

Values in absolute counts



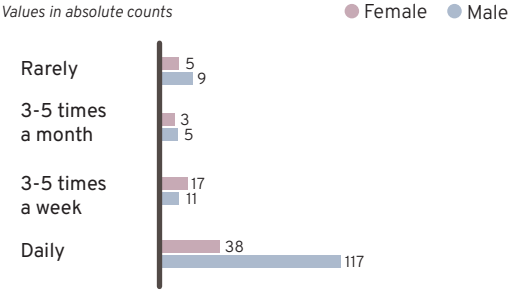
2. Employment type

Values in percentages



3. How often do you use city buses?

Values in absolute counts



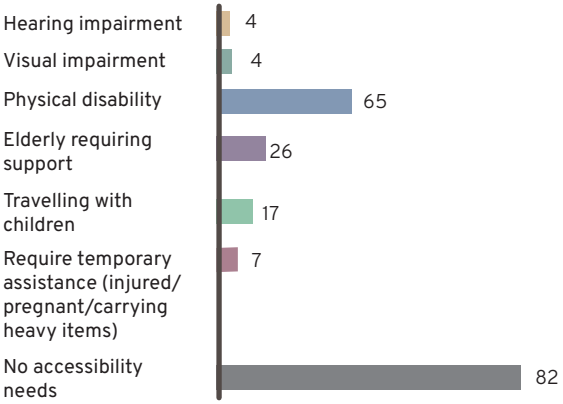
4. What do you usually travel by bus for?

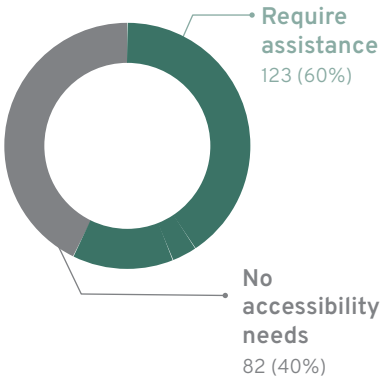
Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts



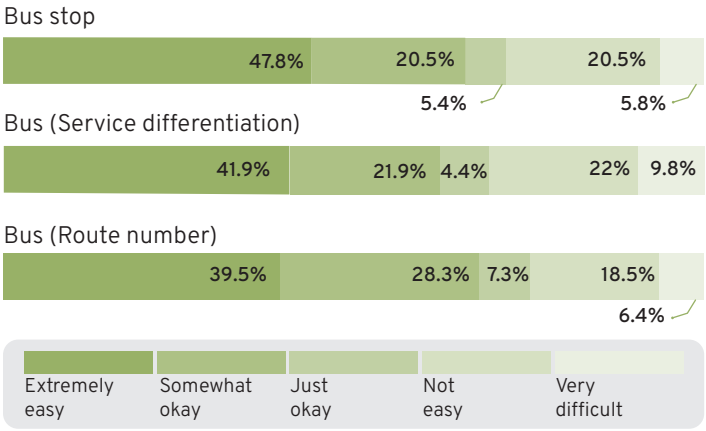


Nearly 60% of respondents require accessibility support while travelling, with physical disabilities being the most commonly reported need (31.7%).

Inform

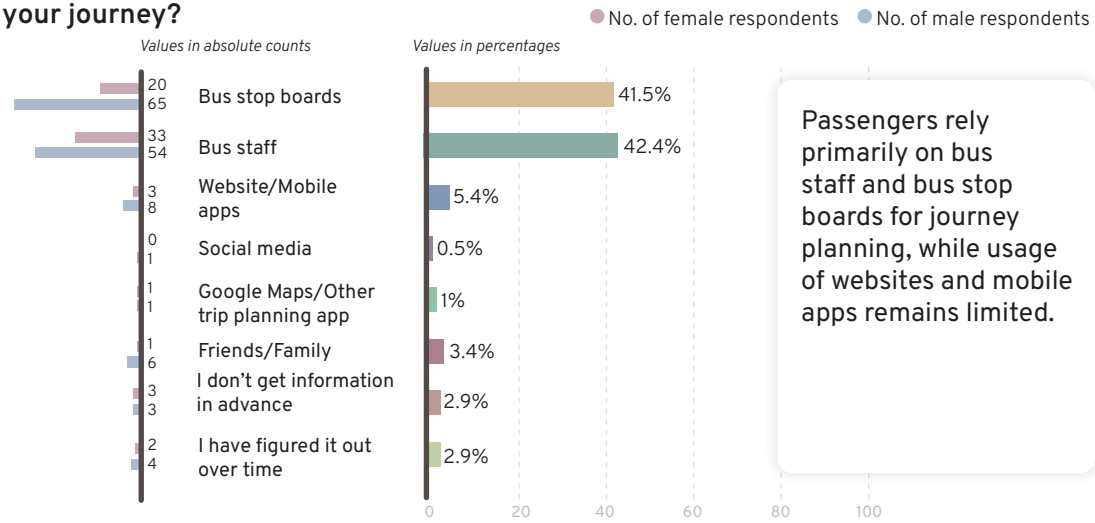
6. How easy is it to identify your bus and bus stop?

Values in percentages



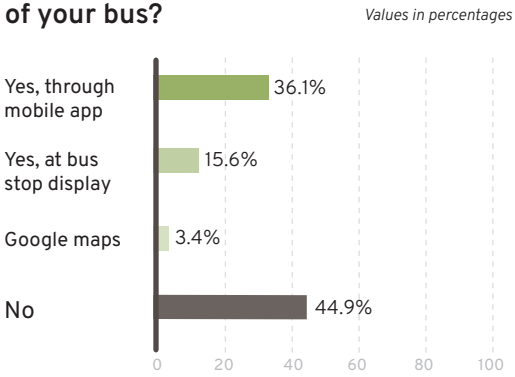
While most riders can identify buses and bus stops, route number identification remains comparatively weaker, suggesting a need for clearer route displays.

7. Where do you get information about bus routes and scheduling to plan your journey?



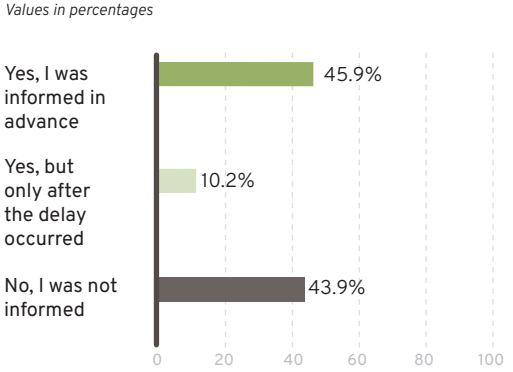
Passengers rely primarily on bus staff and bus stop boards for journey planning, while usage of websites and mobile apps remains limited.

8. Do you have access to live location and arrival time (real-time information) of your bus?



Access to real-time information is mixed, with 45% of respondents reporting no access to live bus updates, slightly higher than those using mobile apps (36%).

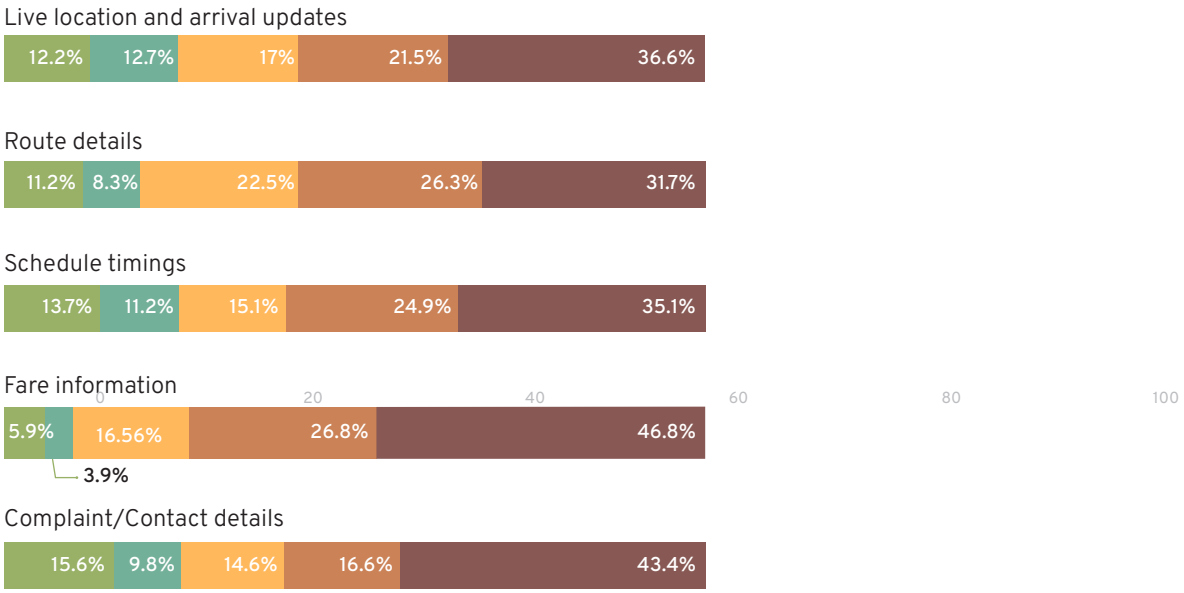
9. If you faced disruptions/delays in the last 3 months were you informed?



Disruption communication is relatively better than in many cities, with 46% informed in advance. At the same time,almost an equal portion, about 44% still reported not being informed.

10. How difficult is to access the following information?

Values in percentages



Access to transit information remains a key challenge, with over 40% of respondents rating fare information (47%), emergency help information (47%), and complaint/ contact details (43%) as very difficult to access.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

> There are extreme gaps in evening service, sometimes upto 2 hours between buses during peak commuting hours on some routes (Route 23). Increasing frequency of buses during evening rush hours is needed to shorten wait times.

> We need real-time dispatch monitoring and automated live arrival updates so passengers don't have to rely on a supervisor to find out where the bus is.

> Standardising the timetable information to convey frequency during off-peak afternoon hours, and making the schedule visible to passengers via multiple channels.

> Real time information capturing ETAs and occupancy numbers to help us decide whether we want to wait for the next bus or not.

Engage

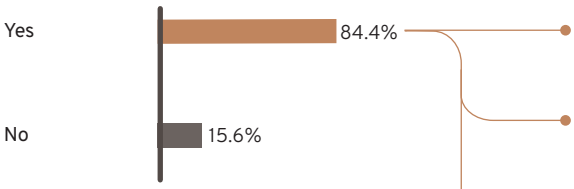
12. How would you describe your city bus service?

Values in absolute counts



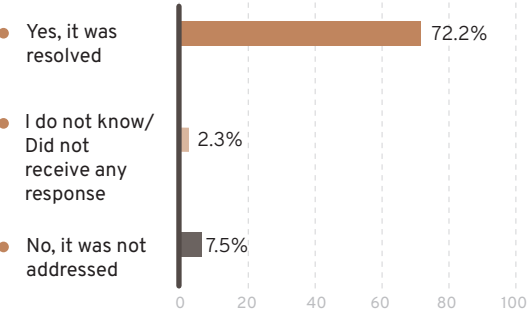
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

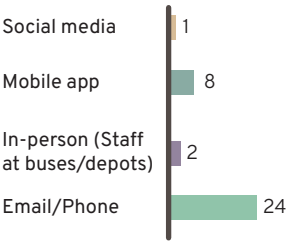


Complaint engagement is exceptionally high, with 84% of respondents having raised a complaint, and over 72% reporting that their issue was successfully resolved

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 35 people responded to this question and their top three choices of engagement were:



To improve satisfaction, Sitilink must prioritise setting up helplines and tollfree number to cater to the digitally challenged section of riders.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

This was the top factor highlighted by the respondents.



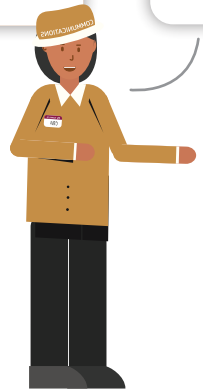
Punctuality and schedule adherence: This is the most frequently cited factor that builds trust in the service for riders of Sitilink.

17. Do you feel your needs and concerns are heard by the service? How do you think the bus service can communicate with users like you better?

Why riders feel unheard

Lack of closure on the feedback loop, with no updates or acknowledgement sent to riders

The responses were mixed, with some responding that they felt heard and some responding that they felt unheard due lack of updates on where their complaint stands.

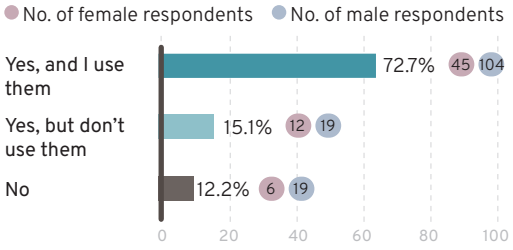


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

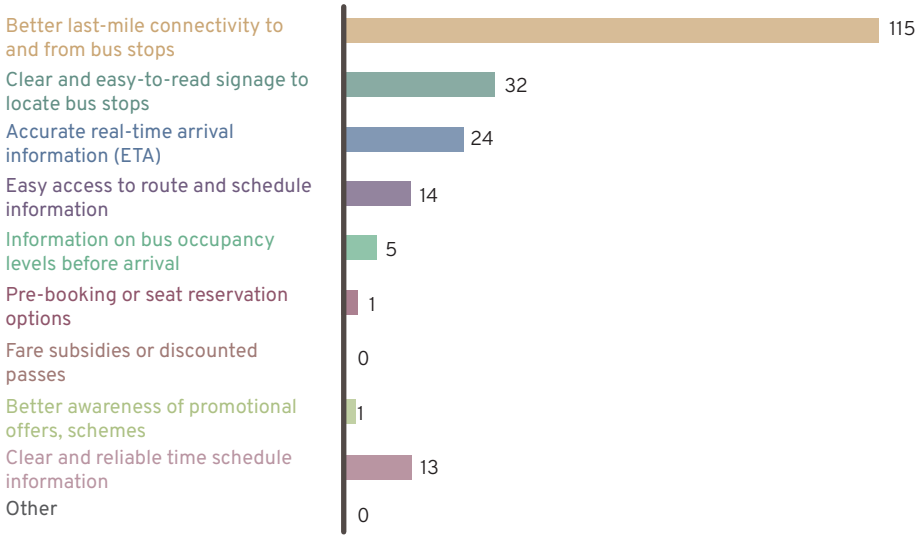
Values in percentages and absolute counts



Awareness of concession schemes is high, with most respondents familiar with available benefits and a significant share actively using them.

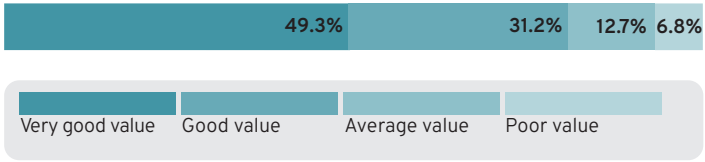
20. What would encourage you to use buses more often?

Values in absolute counts



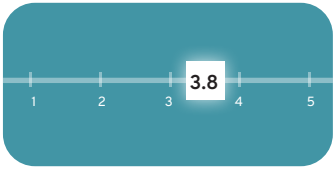
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
Schedule and route information are provided at digital touchpoints like apps and websites for riders along with information disruptions and alternatives, schemes and promotions, contact information; along with information about the organisation.	Access to transit information remains a key challenge, with over 40% of respondents rating fare information (47%), emergency help information (47%), and complaint/ contact details (43%) as very difficult to access. This is because riders rely primarily on bus staff and bus stop boards for journey planning, while usage of websites and mobile apps, where most of this information is provided, remains limited to merely 5.4%.	Standardise physical information boards at bus shelters to include printed fare charts, emergency helpline numbers, and grievance redressal contacts alongside route maps. Conductors, drivers, and terminal kiosk staff to assist commuters with route and fare inquiries, as they are the primary point of contact for majority of riders.

08
Telangana State Road Transport Corporationn (TGSRTC), Hyderabad

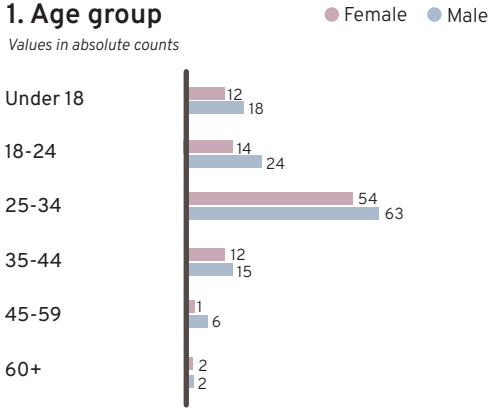
Surveys	Female	Male
223	95 42.6%	128 57.4%

Survey Locations

1. Hitech City Bus Stop
2. Jubilee Bus Station (JBS)
3. Kothaguda Bus Stop
4. Koti Bus Terminal
5. Mahatma Gandhi Bus Station (MGBS)
6. Mehdipatnam Bus Station
7. Secunderabad Railway Station Bus Stand

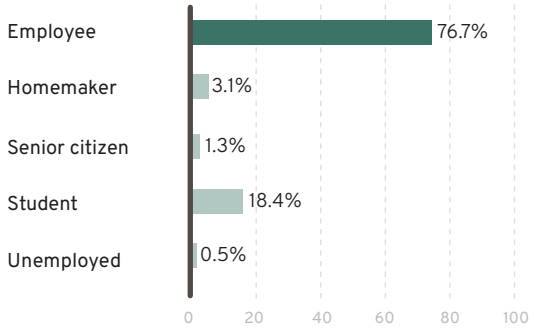
1. Age group

Values in absolute counts



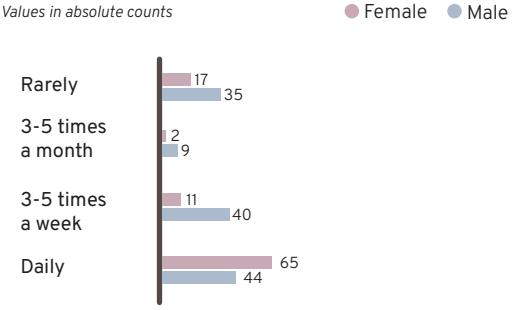
2. Employment type

Values in percentages



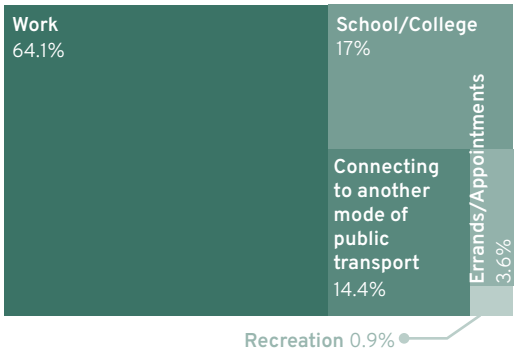
3. How often do you use city buses?

Values in absolute counts



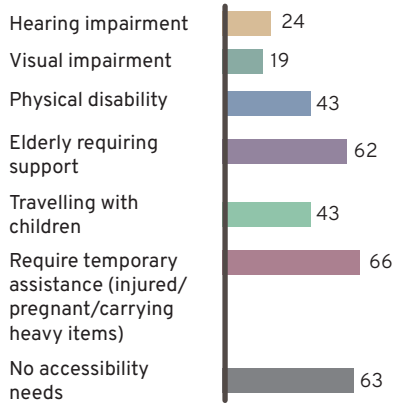
4. What do you usually travel by bus for?

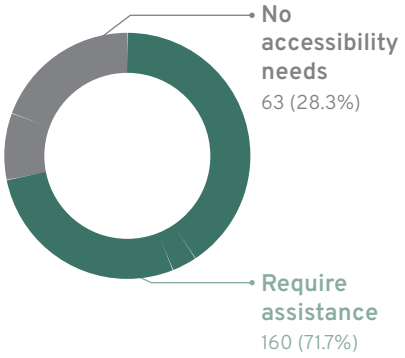
Values in percentages



5. Do you have any accessibility needs while travelling?

Values in absolute counts



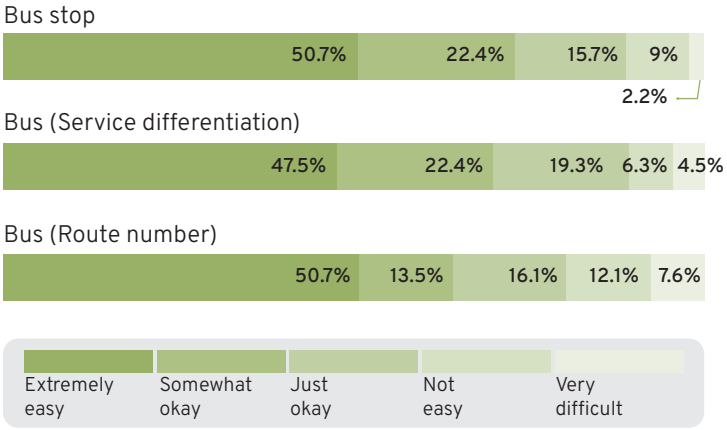


A significant majority of respondents (71.8%) require accessibility support while travelling, with temporary assistance needs (66 respondents) and support for elderly passengers (62 respondents) being the most common requirements.

Inform

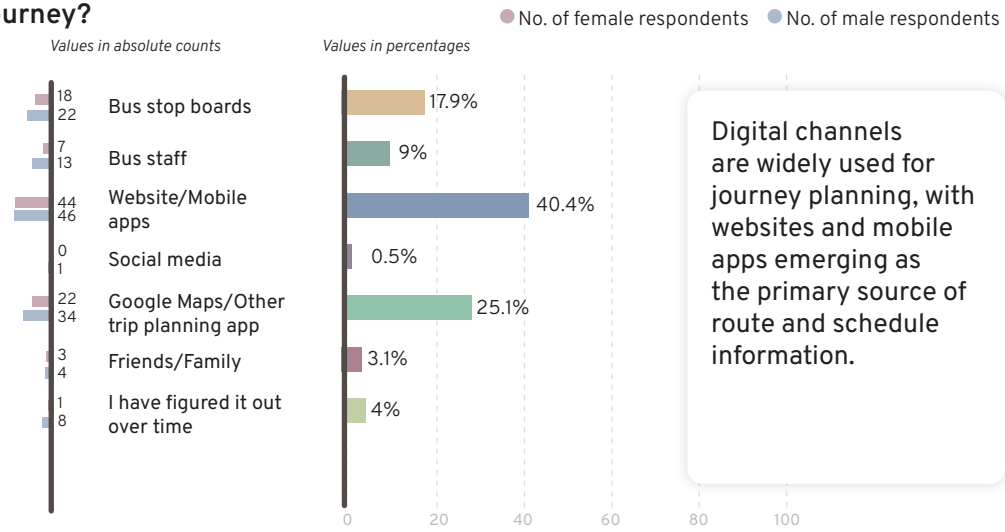
6. How easy is it to identify your bus and bus stop?

Values in percentages



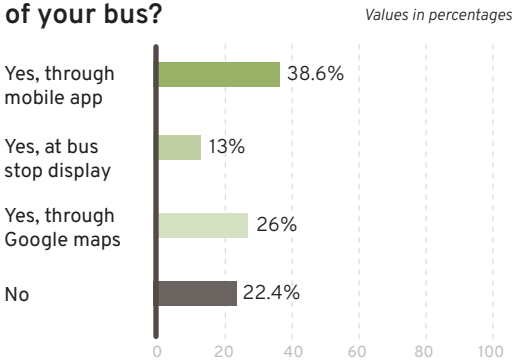
Most respondents found buses and bus stops easy to identify, with around 70% rating bus stops and service types as easy to recognise. Route numbers were comparatively harder to identify, with nearly 20% reporting difficulty.

7. Where do you get information about bus routes and scheduling to plan your journey?



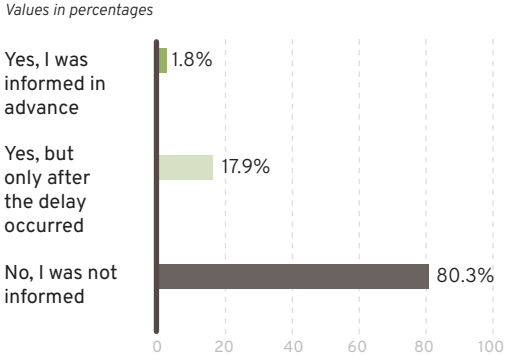
Digital channels are widely used for journey planning, with websites and mobile apps emerging as the primary source of route and schedule information.

8. Do you have access to live location and arrival time (real-time information) of your bus?



Real-time information access is relatively strong, with 62% of respondents accessing live updates through mobile apps or Google Maps, while only 22% reported having no access.

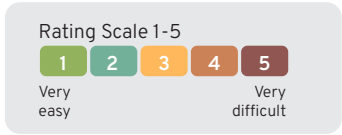
9. If you faced disruptions/delays in the last 3 months were you informed?

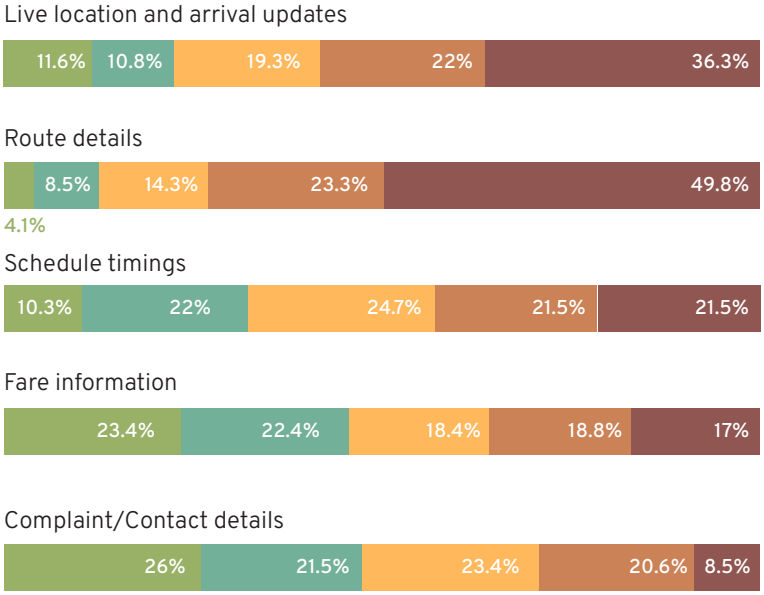


Communication during disruptions remains a major gap, with 80% of respondents reporting that they were not informed about delays, and only 2% receiving advance notice.

10. How difficult is to access the following information?

Values in percentages





Route details and live arrival updates are the hardest information types to access, with 49.8% and 36.3% of respondents respectively rating them as very difficult. The data suggests room for improvement in the way all information categories are disseminated, with emphasis on provision of clear information at the right touchpoints during the journey for all riders.

11. Think about the last time you felt confused or frustrated while trying to find a bus route, schedule, or live arrival time. Describe what happened and what specific information would have solved the problem for you.

These were the most common issues and solutions that were highlighted by the respondents.

> Optimise the TGSRTC Gamyam app tracking algorithm to ensure the bus icon doesn't completely freeze or glitch on the live map when the vehicle gets stuck in heavy traffic.

> Maintain consistent bus frequency and dispatch backup vehicles past 10:00 PM to eliminate incredibly long nighttime waiting periods for commuters.

> Implement a dynamic scheduling buffer within the live arrival information portal so that heavy road traffic jams do not completely throw off the estimated schedule times shown to the public.

> Maintain standardised, clear, and un-confusing bus route number plates across all fleets so first-time travelers arriving at major hubs can immediately identify their destinations (like L.B. Nagar).

> Strictly enforce a regulatory policy ensuring drivers and conductors stop properly at designated bus stops without ignoring waiting passengers, and use polite language.

Engage

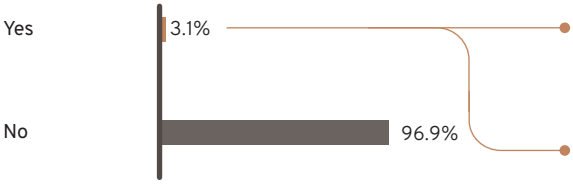
12. How would you describe your city bus service?

Values in absolute counts

Affordable 69
Slow 69
Crowded 69
Outdated 69
Confusing 69
Modern 44
Convenient 44
Safe 44
Reliable 44
Clean 44
Unreliable 69

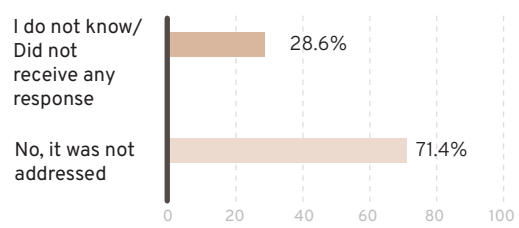
13. Have you raised a complaint?

Values in percentages



14. Was your complaint addressed?

Values in percentages

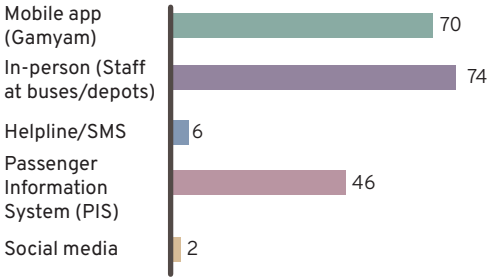


Very few respondents (3%) reported raising complaints, and among those who did, 71% stated that their issue was not addressed, indicating significant gaps in grievance redressal effectiveness.

15. What is your most preferred choice of engagement with the STU?

Values in absolute counts

Only 198 people responded to this question and their top three choices of engagement were:

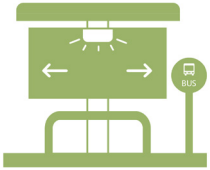


Passengers prefer engaging with TGSRTC primarily through staff at buses/depots (74) and the Gamyam mobile app (70). TGSRTC should prioritise making the app more user friendly with up-to-date information and better interface and continue investing in staff sensitisation trainings.

16. What is the single biggest factor that determines how much you trust the bus service to be reliable?

These were the top 3 factors highlighted by the respondents.

1



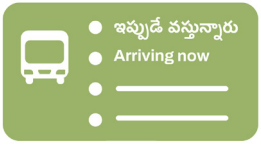
Modern, up-to-date infrastructure—well updated information infrastructure inclusing boards, apps, signages are raised as drivers of trust.

2



Affordability: Nominal ticket rates, student/ senior concessions, price stability against rising petrol costs.

3

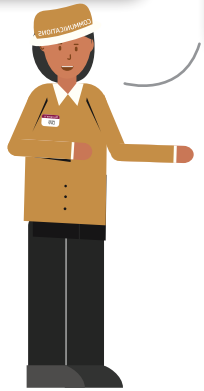


Language accessibility: When information is available in the local language (Telugu) riders feel like they can trust the service.

17. Do you feel your needs and concerns are heard by the service?
How do you think the bus service can communicate with users like you better?

Why riders feel unheard	What riders want to feel heard
1 Lack of responses and acknowledgements upon raising complaints.	1 Setting up responsive channels for communication including updates via personalised channels like Whatsapp/ Telegram.
2 Lack of updates/Inactive digital boards at stops.	2 Improving user interface of existing channels like the Gamyam app to make information accessible in multiple languages, including the local language.
3 Lack of options to choose amount of notifications to receive from the Gamyam app.	

A large share of the riders felt unheard by the service, with many citing that there were no responses via the Gamyam app after submitting complaints.

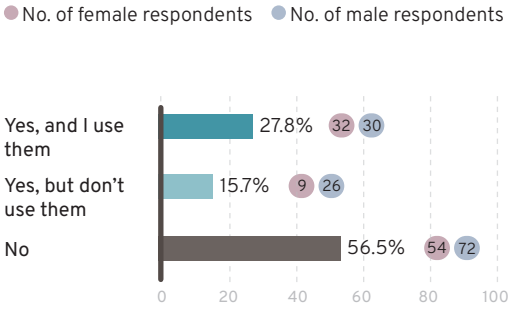


Promote

18. Are you aware of discounts, passes, or promotional schemes?

(Bus Day campaigns, free bus schemes, concession passes)

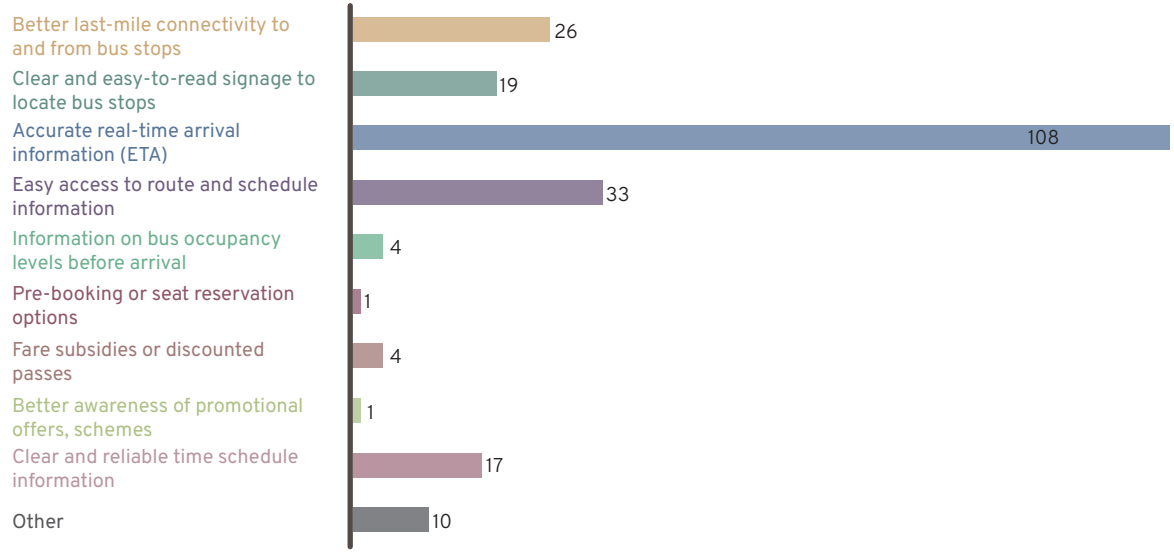
Values in percentages and absolute counts



Awareness of concession schemes is low, with 56.5% of respondents unaware of available discounts and passes despite several benefits being offered.

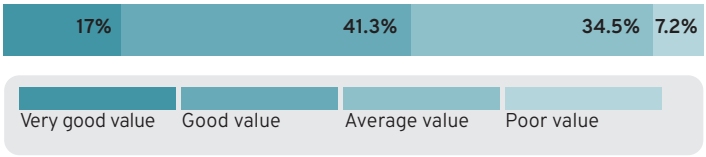
20. What would you encourage you to use buses more often?

Values in absolute counts



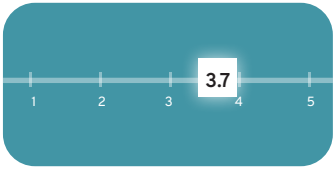
21. Considering the fare, is the service worth the cost?

Values in percentages



22. Rate the service out of 5

(5 most satisfied) Average value



What bus agencies have reported	What riders are actually experiencing	Key takeaway and recommendation
Currently real time updates are provided for few buses especially reservation services alone. Even PIS systems are available only on trial basis on one route with 50 buses. Stage announcement system is yet to be expanded.	Riders clearly identify real-time service updates as a key factor in their decision to continue using buses, with over 100 of the 223 respondents highlighting this need.	Accelerate the rollout of GPS devices across all non-reservation urban and regional fleets (beyond just reservation services) to enable live bus tracking. Install low-cost electronic display boards showing estimated time of arrival (ETA) at high-footfall bus stops and key intermediate stops.
Route info and schedule information is available at terminals, some bus stops, on apps and the website.	Route details and live arrival updates are the hardest information types to access, with 49.8% and 36.3% of respondents respectively rating them as very difficult.	There is room for improvement in the way all information categories are disseminated, with emphasis on provision of clear information at the right touchpoints during the journey for all riders.

Recommendations for STUs

Promote

Build a clear and consistent brand identity across the system:

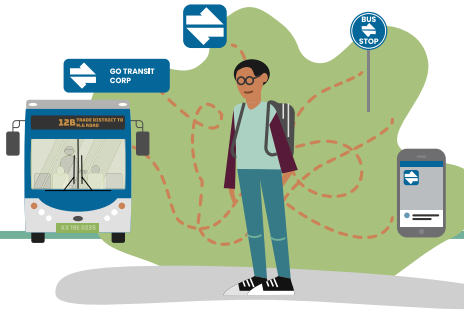
Most STUs already have logos and colours, but these are not used consistently across buses, bus stops, websites, and apps. A strong and uniform visual identity helps people easily recognise the service and improves trust and recall. TGSRTC uses service-specific graphics for Metro Express and Pushpak Airport buses. STUs should develop simple branding guidelines covering colours, typography, vehicle design, and signage across all touchpoints.

Promote fare schemes and passenger benefits better:

Many STUs offer useful fare concessions and schemes, but awareness among eligible users remains low. BMTC alone offers 18 concession types. Surat Sitilink's targeted campaigns at construction sites and schools to reach informal-sector workers is a replicable model for reaching non-captive riders across all STUs. These schemes should be **actively promoted** through targeted campaigns, especially for women, students, workers, and low-income groups, using both online and on-ground communication.

Create a clear social media strategy for each platform:

All STUs are present on social media, but updates are often irregular and unplanned. Each social media platform should serve a clear purpose. For example, X can be used for service alerts, Instagram for, public campaigns and stories, and LinkedIn for official updates and partnerships. Regular and timely communication can help agencies better connect with riders and build a stronger public presence. KMRL stands out by using memes and trending audio formats to communicate schemes and etiquette in the language of its riders.



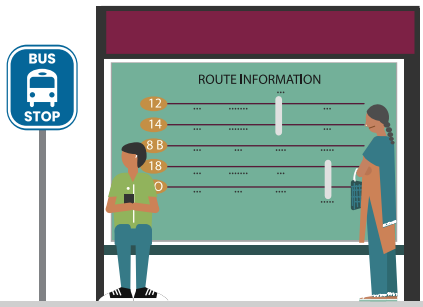
Inform

Expand real-time passenger information systems across the fleet:
Many STUs have introduced audio announcements, display boards, and live tracking systems, but coverage is still uneven across fleets. Real-time updates on bus arrivals and upcoming stops help passengers travel with more confidence and improve accessibility for visually impaired and first-time users.

Integrate public transport information with Google Maps and mobility platforms: Only half of the STUs currently provide real-time route and schedule information through Google Maps. Since many riders already rely on Google Maps and similar platforms for trip planning, integrating accurate public transport information can make services easier to discover and use, especially for new and occasional riders.

Improve information available at bus stops:
Bus stops are often the first point of contact for riders, yet many lack basic information such as route maps, schedules, fare details, and branding. STUs should work with local bodies to ensure bus stops provide clear, easy-to-read, and consistent passenger information to make journeys easier to plan. DTC is one of the few STUs to consistently brand its stops. ULBs shall include mandatory provisions in all bus shelter tenders for the installation, maintenance and timely updating of passenger information displays, including route maps and other service details. For the detailed model clause, refer to page 48.

Build one simple, integrated app for riders:
Passengers currently need multiple apps for trip planning, live tracking, and ticket booking, making the experience confusing. DTC's 'One Delhi' app offers live tracking but separate ticketing. Namma BMTC supports tracking but not ticket purchases. STUs should aim to combine all key journey functions including routes, schedules, live tracking, ticketing, and payments, into one easy-to-use app that supports riders throughout their journey.



Engage

Institutionalise regular staff training on passenger behaviour and soft skills: Frontline staff interactions are the most direct determinant of rider experience, yet training frequency varies widely. PMPML's weekly 'Gate Meetings' between depot managers, drivers, and conductors covering etiquette and immediate passenger feedback is well appreciated. TGSRTC holds specialised sessions three times yearly covering financial health and customer feedback analysis. A minimum quarterly cycle of behavioural and soft-skills training should be mandatory sector-wide.

Activate communities through events, campaigns, and on-ground presence: The most memorable STUs turn transit into a civic moment. MTC ran an urban treasure hunt powered by its bus network, a photography contest celebrating the 'window seat,' and heritage 'Chennai Ula' hop-on/hop-off tours aligned with Madras Day. PMPML's 'Library on Wheels' brought books to neighbourhoods. TGSRTC deploys Colony and Village Bus Officers for doorstep feedback. All STUs must replace purely reactive, portal-based models with structured, calendar-driven community engagement.

Close the grievance loop with a trackable reference ID for every complaint: While all STUs accept complaints, only half provide riders any visibility into resolution status. Surat Sitilink issues a unique reference ID for easy tracking. BMTC sends an SMS-based docket number so riders can monitor the full lifecycle of their complaint. BEST uses auto-generated digital responses only. Every STU must issue a unique complaint reference via SMS and maintain a centralised dashboard to track resolution timelines.



Setting the Foundation

Charting the Strategy

Marketing, communications, and information, as well as feedback mechanisms are paramount in bridging the gap between riders and bus operations.

Different groups have varying travel needs and preferences, requiring tailored communications strategies to reach them effectively. Transport agencies hold the responsibility of providing riders with relevant information that enables them to commute comfortably. **To achieve success in these efforts, transport agencies must prepare a comprehensive communications strategy and goals and allocate the necessary resources to implement it.**

Allocating Resources:

Transit agencies should allocate the necessary resources to execute the communications functions and apportion the necessary funds by preparing a budget.

They should also appoint a senior leader who will additionally serve as the Communications Head and will supervise the communications functions, set the first principles, and provide a structure of the team that will carry out the communications scope of work.

Communications Cell

Setting up a dedicated Communications Team is not mandatory, but it is critical to drive a variety of communications work. The structure of a Communications Team can vary based on the size of the transport agency, the scope of operations, and the specific communication needs.

The Communications Team could be an independent entity that is onboarded through a request for proposal (RfP) and tender process, but it must be housed within the same building as the transport agency-be it state transport undertaking (STU)/ special purpose vehicle (SPV)/municipal corporation to carry out the functions in collaboration with the Operations and Technical teams, under the guidance of the Communications Head. Here is a suggested team composition:

Public Relations Specialist
Handles media relations, press releases, public image. Coordinates with media.

Graphic Designer/ Visual Content Creator
Designs visual assets (maps, infographics). Ensures consistent branding.

Content Creator/Writer
Creates written content (blogs, posts, articles). Ensures clear messaging.

Communications Manager
Overall responsibility for strategies, plans, execution. Oversees team alignment with goals.

Community Manager
Engages online community, responds to queries. Conducts on-ground surveys and activations.

Social Media Manager
Manages social platedforms/curates content. Engages with followers.

Internal Comms Coordinator
Manages internal channels, coordinates agency updates. Develops emergency protocols.

Here are some roles to be considered for a comms cell




#PolaamRight!
#PolaamRight!
#PolaamRight
CDJ 1506

Way Forward

Why a way forward is needed

This investigation sets out why passenger communication matters for bus-based transit agencies and where gaps exist in how STUs and SPVs reach their riders. It provides the base and the foundation. It does not, on its own, tell any one agency what to do, because communication capacity differs widely across agencies in budget, team strength, skills, tools and priorities. The next step is therefore to build a shared national effort that works alongside them.

A Reaching Your Riders National programme to bring STUs and SPVs together

We recommend a national programme, in partnership with the Ministry of Housing and Urban Affairs (MoHUA) and state governments, that brings STUs and SPVs into one peer community on passenger communication. The programme would have four components.

A detailed assessment of each agency's communication ecosystem, done in consultation with the transit agency. This report establishes why such an assessment is needed; the assessment itself must go deeper to understand how existing communication systems contribute to passenger trust and accountability. For each participating agency it should map, but not limited to:

1 Budget: what is spent on passenger communication and its protocols.

2 Team strength and structure: who handles communication, in what roles, and whether it is a dedicated function or an add-on.

3 Capacity and capability: skills in planning, content, digital channels, data use, grievance handling, and accessibility etc.

4 Processes and data: Example, from data collection to understand passenger experiences, how service changes are announced,the mechanisms through which passenger feedback is collected, analysed and translated into operational decisions and service improvements, etc.

5 Institutional coordination: examine institutional responsibilities, coordination between communication and operations teams, for critical aspects, for example, escalation feedback and response protocols, and mechanisms for tracking and communicating actions taken.

6 Policy or institutional change: what systems need a change which could require a policy-level or institutional change to make it happen.

Expected outcome: The assessment should identify the institutional pathways, protocols and capacity improvements needed to integrate passenger communication with service planning and operations. These findings should inform agency-specific 3–5-year plans that strengthen not only passenger outreach but also responsiveness, service reliability and public trust.

A 3-5 year communication plan for each transit agency. Using what the assessment reveals, each agency would develop, a plan that identifies practical priority actions it can take up to improve its communication with riders. Plans should sequence quick wins that need few resources ahead of larger investments, and state what each action needs in budget and people.

Shared tools, standards and capacity support. Where transit agencies face common needs, the programme can develop common resources (templates, content and design standards, accessible communication guidance, feedback and measurement frameworks, training) which agencies can adopt or adapt, rather than each building from scratch.

Peer learning and tracking. A regular forum for agencies to share what works, plus light-touch tracking of progress against each agency's own plan.
Implementation of priority interventions. Which interventions are taken up, and when, depends on each STU's or SPV's priorities, capacity and resources. The programme can offer the right kind of support, not a mandate.

National and State Recommendations

The report is not intended as a policy review or implementation guideline. Its recommendations are therefore strategic and should be adapted to each agency's mandate, capacity, resources and priorities. The findings, however, support national priorities on improving public transport, passenger experience, accessibility and the use of technology. This section therefore links the findings to relevant national policies, service-level guidance, and central government programmes for urban bus transport. The report provides a practical starting point for government and bus agencies, with more detailed standards, tools and implementation frameworks to be developed based on local needs.

Agency	Existing Instrument	Instrument
State Transport Department	Mandate through GO: STUs must have Comms cell with SOP > KPI to see ridership increase Model TOR to hire service providers for app development	Issue a GO directing STUs to establish dedicated communication cells, supported by standard operating procedures (SOPs), defined staff responsibilities and KPIs to track passenger awareness, feedback resolution and the contribution of outreach to ridership growth.
MoRTH	IRC bus stop standards (followed by ULBs)	Review and strengthen guidance on bus stop infrastructure to include signage, route maps, passenger information displays and wayfinding. Encourage ULBs to incorporate passenger information requirements into bus stop design, construction, and maintenance contracts.
MoHUA	Green Urban Mobility Initiatives • PIS is currently part of this • Approach-level recommendations Service Level Benchmarks for PT • Limitation - not revised in past 13 years • Recommendations on infra and service comms strategy Periodic workshops and exposure to best practices	Strengthen PIS as a core component of urban bus improvement programmes. Review and update the SLBs to reflect current passenger information needs, including real-time updates, digital accessibility, passenger feed back and communication quality. Develop guidance on communication strategies, infrastructure and service delivery, supported by periodic workshops and exposure to best practices.
NITI Aayog	Model contract document Amendments to include comms	Review relevant model contract documents to incorporate clear requirements for passenger communication, including information standards, digital and on-ground channels, service updates, accessibility, performance indicators and accountability for maintaining information.

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