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U.S. Department
of Transportation

**Urban Mass
Transportation
Administration**

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Transit Marketing:

A Review of the State-of-the-Art
and
A Handbook of Current Practice

Transit Management Division

Final Report
April 1985



UMTA Technical Assistance Program

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16. Abstract Over the past decade, marketing has been given increased emphasis as a way to improve both transit ridership and productivity. While there is near universal agreement among transit managers that some level of marketing is necessary, there is far from consensus on what an appropriate level might be, or on how marketing should be defined. This review provides an overview of current practice in transit marketing. The report is the product of interviews with marketing directors of 25 transit agencies and a review of prior research reports and trade publications. It includes a discussion of the role of transit marketing and describes a framework for a comprehensive approach to marketing in the transit industry. Where possible, the review presents an assessment of current practice. Additional detail and examples of recent marketing activities at individual transit agencies are provided in the Appendix, "A Handbook of Current Practice."					
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Preface

This document was prepared by Cambridge Systematics, Inc., under contract to the Transportation Systems Center (TSC) of the U.S. Department of Transportation with considerable assistance from a number of individuals who are very active in the field of transit marketing. This review has benefited enormously from their experience, insights and perspectives.

Providing direct input as consultants to the study were Richard L. Oram, Dr. Gordon J. (Pete) Fielding, John T. (Jack) Doolittle, Dr. Peter B. Everett, Dr. Mark D. Abkowitz, Harron Ellenson and Mary R. Currier. In addition, marketing directors from twenty-five major transit agencies generously contributed their time and ideas by participating in our survey of current marketing and by reviewing intermediate products. Their perspectives have helped us to focus the study on those methods most relevant to the transit industry.

Finally, Rosemary Booth, our Technical Monitor at TSC, has provided valuable insights and guidance throughout the course of the study. This document has benefited greatly from her participation.

The valuable contributions of all these individuals we gratefully acknowledge.

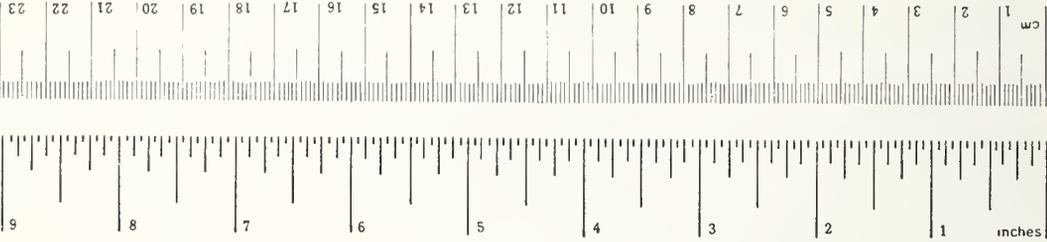
METRIC CONVERSION FACTORS

Approximate Conversions to Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
LENGTH				
in	inches	2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
AREA				
in ²	square inches	6.5	square centimeters	cm ²
ft ²	square feet	0.09	square meters	m ²
yd ²	square yards	0.8	square meters	m ²
mi ²	square miles	2.6	square kilometers	km ²
	acres	0.4	hectares	ha
MASS (weight)				
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
VOLUME				
tsp	teaspoons	5	milliliters	ml
Tbsp	tablespoons	15	milliliters	ml
fl oz	fluid ounces	30	milliliters	ml
c	cups	0.24	liters	l
pt	pints	0.47	liters	l
qt	quarts	0.95	liters	l
gal	gallons	3.8	liters	l
ft ³	cubic feet	0.03	cubic meters	m ³
yd ³	cubic yards	0.76	cubic meters	m ³

TEMPERATURE (exact)

°F	Fahrenheit temperature	5/9 (after subtracting 32)	Celsius temperature	°C
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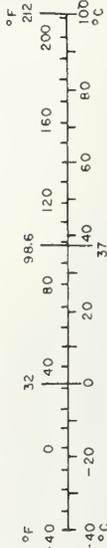


Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
LENGTH				
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
m	meters	1.1	yards	yd
km	kilometers	0.6	miles	mi
AREA				
cm ²	square centimeters	0.16	square inches	in ²
m ²	square meters	1.2	square yards	yd ²
km ²	square kilometers	0.4	square miles	mi ²
ha	hectares (10,000 m ²)	2.5	acres	
MASS (weight)				
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	
VOLUME				
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m ³	cubic meters	35	cubic feet	ft ³
m ³	cubic meters	1.3	cubic yards	yd ³

TEMPERATURE (exact)

°C	Celsius temperature	9/5 (then add 32)	Fahrenheit temperature	°F
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* 1 in. = 2.54 (exact). For other exact conversions and more detailed tables, see NBS Misc. Publ. 288, Units of Weights and Measures, Price \$2.25, SO Catalog No. C13.110-288.

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1.0

Introduction

Significant advancements have been made in marketing practice in private industries in recent years and there is considerable interest in the transit industry in transferring some of the successful techniques to the public sector. Advancements in data processing and communications technology have significantly improved the ability of producers and retailers in the private sector to identify market segments in more detail and to target marketing to the segments most likely to respond (Business Week, November 21, 1983).

There is also a recognition, however, that the marketing of a public sector service good such as transit is different in many respects from the marketing of consumer goods in the private sector. Techniques that are cost-effective in the private sector may, therefore, not have the same level of cost-effectiveness in a transit marketing program. Some evidence of what works in the context of transit marketing is provided by current and past practice. This report presents a review of the state-of-the-art in current transit marketing practices.

There has been an increasing level of interest in marketing in transit since the 1970's, but, unfortunately, there has been little attention given to evaluating marketing programs or specific marketing techniques. As

a result, transit marketing often occurs without a clear cost justification and therefore without the full support of top management. This review is part of a program sponsored by the Urban Mass Transportation Administration (UMTA) to develop a comprehensive research program for the evaluation of transit marketing. It is the intention of UMTA to identify the necessary elements of an effective marketing program and to identify the cost-effectiveness of specific marketing activities. The results of the research will then be disseminated and training programs developed to improve the understanding and practice of marketing in the transit industry.

The purpose of this review is to provide a comprehensive review of current practice in transit marketing and by doing so provide a solid foundation of understanding from which to develop a research program. Where possible, the review presents an assessment of current practice and suggests the objectives for which specific techniques have been most effective. From this review, clear directions for future research and development activities begin to emerge.

This report is the product of a three stage review including:

- a review of prior research,
- an inventory of marketing techniques and
- a survey of marketing directors.

In the first stage, two types of research efforts were reviewed. The first was a series of reports on transit marketing practices and procedural guidelines

prepared in the mid-70s. Four transit marketing management handbooks were prepared under the sponsorship of UMTA:

1. Marketing Organization (UMTA, 1975b)
2. User Information Aids (UMTA, 1975c)
3. Pricing (UMTA, 1976a)
4. Marketing Plan (UMTA, 1976b)

In addition, the proceedings of two conferences on transit marketing (UMTA, 1975a and TRB 1978) and a number of individual contributions on the appropriate role of transit marketing were reviewed (Alpert and Davies 1975; Cravens et al. 1979; Hatfield et al. 1978; Hauser and Koppelman 1976; Hughes 1979; Kotler 1977; Lovelock 1973 and 1978; Robinson and Lovelock 1979; Schneider 1965; Vanier 1979; Walbreaker 1975; Wilbur Smith and Associates 1976). Each of these research efforts has contributed significantly to this review.

The second group of research efforts reviewed was a series of recent studies of the effectiveness of marketing techniques. Everett, Watson and Gurtler (1982) reviewed short-term economic incentives as transit marketing techniques using case studies from fifteen transit agencies. Transportation Research Board sponsored a review of marketing evaluation practices (Everett and Watson 1982) which relied on a survey of 41 transit agencies. Abkowitz and Driscoll (1983) performed a comparative study of promotion and efforts in marketing programs and in doing so accumulated and synthesized reports of evaluations or promotional efforts.

Many of the evaluations cited by Abkowitz and Driscoll were sponsored by UMTA as part of the Service and Methods Demonstration (SMD) Program. SMD evaluations have covered fare-free transit, fare prepayment, and merchant discounts as promotional efforts as well as a number of service changes that have had marketing elements. The SMD projects provide the best examples of thorough evaluations and provide most of the existing evidence of cost-effectiveness for marketing techniques.

The second stage of the review was an inventory of marketing techniques. The inventory drew extensively on practices reported in recent issues of Passenger Transport, as well as in the other research efforts cited, and was supplemented by conversations with the researchers and other industry representatives including members of the APTA and TRB transit marketing committees. Several recently released handbooks have provided considerable insight, one prepared by Peter Muller-Munk Associates (1981) for the U.S. Department of Transportation and a series prepared under the sponsorship of the American Public Transit Association (APTA) Marketing Committee (1982 and 1983) which covered timetables, on-street information and telephone information systems. In addition, the Committee has prepared a kit providing guidance in media advertising.

The final stage of the process was a telephone interview survey of marketing directors from 25 transit agencies in North America. Follow-up site visits were made to three of the agencies with the most active marketing programs: Seattle Metro, Portland Tri-Met, and Toronto Transit Commission. The interviews covered the size and structure of the marketing department, the

elements of the marketing program, and evidence of the effectiveness of specific techniques.

The remainder of this report is organized into four sections. The first provides a discussion of the role of transit marketing; first in terms of its potential and then in terms of current practice. This section provides a foundation for the review of specific techniques by providing a definition of marketing in the context of public transportation and its relationship with other planning and operational functions within an agency.

The discussion of the role of marketing is followed by a review of current practice in terms of specific marketing techniques. The emphasis is on describing the full range of current marketing practice, identifying where specific techniques are being tried, and where possible, reporting on the perceived effectiveness of the techniques.

The third section of the report is a summary of the organization and function of marketing in the transit industry today and a summary of the relative effectiveness, whether demonstrated or perceived, of the most prevalently used marketing techniques in each functional area of marketing.

Additional detail and examples of recent marketing activities at individual transit agencies are provided in the Appendix, "A Handbook of Current Practice."

2.0

The Role of Marketing in Transit

In the 1960's urban passenger transportation began a period of transition from private to public ownership which has affected every aspect of transit operations from service planning to marketing. The overriding objective of the private operator was to make a profit, and the success or failure of the operation was easily measured. Publicly-owned transit systems, however, have a multitude of objectives, ranging from lowering peak-period congestion to providing specialized transportation services to the elderly and handicapped. While most publicly-owned transit systems are concerned about covering costs, government capital and operating subsidies have allowed operators to assign a secondary priority to fare recovery. Public transportation systems have a broader (and often competing) set of objectives which make cost-effectiveness more difficult to measure than is the case for private operations.

Transit marketing activities have also evolved during this transition period from private to public ownership of transit systems. Prior to the 1970's marketing activities were primarily limited to advertising and information aids, and transit managers tended to regard their customers as a homogeneous group, with similar and predictable characteristics and needs. This style of marketing reflected the product orientation of transit

operations which was more concerned with selling the "product," fixed route transit, than with developing services to meet consumer wants and needs.

During the 1970's, the transit industry began to recognize the complexity of the transit market and that different people seek very different attributes from the transportation system. As a result, some transit systems began to perform market segmentation and attitude surveys and to tailor services and marketing campaigns to specific market segments.* In addition, transit marketing began to move beyond print and broadcast media to direct mail, tradeouts and sponsorship of special events by some transit agencies. While the need to incorporate skills in consumer research and marketing into the planning, management, and evaluation activities of transit systems has gained credibility, in practice this integration has generally not occurred, and marketing activities continue to occupy a relatively low priority in most transit systems.

The fiscal outlook for transit has become more difficult in the 1980's with declining federal and local operating assistance. Many transit systems are faced with having to increase fares and/or reduce service to cope with decreased funding. The relatively minor role of transit marketing at many properties makes it vulnerable to being cut back even though it has the potential to contribute toward more productive delivery of transit

*In practice, however, transit marketing activities tended to focus on those easiest to attract to transit use--commuters--with little consideration given at many systems to the impact of resulting peaking costs.

services. It is therefore important that the transit industry explicitly recognize the importance of marketing and its potential for achieving more cost-effective operations.

A summary of a three day workshop on transit marketing convened by the Transportation Research Board in 1977 began with the statement, "Marketing should take its place as a legitimate and vital part of transit management and of community planning" (Transportation Research Board, 1978, page 174.). What has remained unclear in the seven years since that workshop is the level of marketing required to make it a "legitimate and vital part." While there is almost universal agreement among transit managers that some level of marketing is necessary, there is far from a consensus on what an appropriate level might be, or more basically, on how marketing should be defined. Transit managers with a more traditional product-oriented approach to service delivery tend to define marketing as advertising and promotion, while transit managers with a more consumer-oriented approach tend to view marketing as an active element of service planning, operations, and strategic planning, in addition to advertising and promotion. The diversity of opinion is reflective of the differing objectives and service area characteristics of individual transit agencies as well.

If marketing is to make a significant contribution toward the cost-effective delivery of transportation services, then a narrow view of marketing as only advertising and promotion should be rejected in favor of a more comprehensive approach. The remainder of this

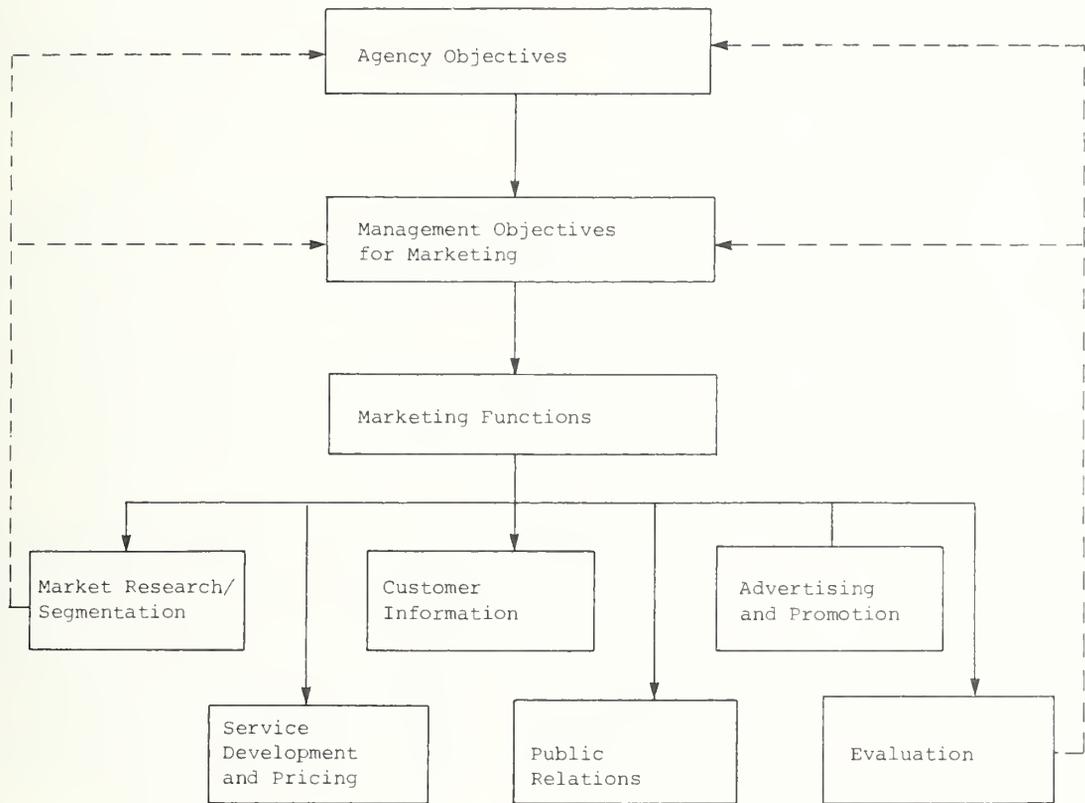
report describes a framework for a comprehensive approach to marketing in the transit industry. The framework, illustrated graphically on the following page, is based on recommendations of prior research (Transportation Research Board 1978; Urban Mass Transportation Administration 1975) efforts in transit marketing and on discussions with transit marketing professionals. The recommended shift from production to consumer orientation in marketing and the view that marketing can provide needed direction for all agency activities are consistent with current marketing theory.

From the perspective of the marketing department, this suggests that marketing should be viewed as a set of interrelated activities which includes market research and program evaluation in addition to the more traditional activities of promotion, advertising, public relations and customer information. From an agency-wide organizational perspective, this means that the marketing function should be integrated with other functional areas of the transportation agency--product planning, pricing, and operations. This does not suggest that marketing staff should assume responsibility for the activities of these areas, but rather that marketing activities should provide direction for them.

The individual functions within a comprehensive marketing program are described below:

- Market Research should play a central role in a comprehensive marketing program and interface with all phases of marketing from the development of objectives and marketing strategies through promotion and advertising of transportation services, provision of customer services, and evaluation and monitoring of specific marketing

Integrated Structure for Marketing



← - - - Information Feedback

programs and, more generally, the overall marketing function. Market research, by providing information on the perceptions, attitudes, and travel behavior of users and non-users through surveys, focus group interviews, and market segmentation studies and analysis, can provide valuable input to each element of a transit agency's marketing program.

- Service Development and Pricing plays the role of adjusting service or packaging it in such a way as to be more appealing to the consumer. Current transit riders are provided with rewards or additional reasons for using transit and prospective riders are provided with more good reasons for considering its use.
- Consumer Information services, including user aids, telephone inquiry response, and consumer information programs, provide users and prospective users with the information required to use the transit system. As such, they are perhaps the most basic element of a marketing program. Depending on their design, these activities can also provide opportunities for promoting system use as well.
- Public Relations activities are fundamental to developing and maintaining community support and awareness. Public transportation agencies do more than just provide transportation services, and the ability of the agency to meet its stated objectives is heavily dependent on the level of support it receives from the community at large. Media relations and community service activities are central to this marketing element.
- Advertising and Promotion activities are fundamental to attracting and maintaining transit system ridership. In recognition of the diversity of the transit marketplace, advertising and promotion strategies are relying more on market segmentation analysis and target marketing and less on the broad approach of communicating a singular message to the general public.

-
- Evaluation activities are needed to measure the effectiveness of individual marketing activities, other marketing elements, and the overall marketing program. Appropriate techniques need to be developed, and evaluation should be conducted on a regular basis.

A comprehensive marketing program can also provide significant contributions to management and product planning activities. The results of market research surveys and analysis can provide valuable information to management in its efforts to establish goals and objectives for the transportation agency as a whole. (This process is illustrated by the "Information Feedback" lines of the preceding figure.) Clearly, the needs and concerns of the public at large need to be considered in this process and market research activities can provide the necessary data. Surveys, focus groups, and market segmentation analysis provide information relative to user and non-user perceptions, attitudes, and travel behavior, which can enable management to be more responsive and realistic in establishing goals and objectives. In addition, market research evaluation activities can aid management in assessing the productivity of the marketing function, and in some cases the productivity of services, and in relating the attainment of marketing objectives to the overall objectives of the organization.

The results of market research activities are also relevant to service development. User and non-user surveys, focus groups, and market segmentation studies can help service planning personnel to identify market segments, assess service deficiencies, and reorganize service to more effectively meet the transportation

agency's objectives. Market research can also contribute to the determination of price and service elasticities of demand for various market segments. Service development can also benefit from consumer insights gained through marketing's consumer information and public relations activities.

A review of current transit marketing practice in North America has revealed that the integration of marketing into the other activities of a transit agency as we have described is not common. Many transit properties can boast sophisticated approaches to marketing and the use of well-developed and effective marketing techniques, but few can claim to have an organizational structure and planning process which fully exploits the contributions that a comprehensive marketing program can provide. The most common organizational structure found among transit agencies (even those with sizable marketing budgets) separates service development, pricing and promotion. Considerable information can be lost when responsibility for these functions is dispersed. Only a few agencies have provided a structure which facilitates the flow of information and knowledge of the public needs, attitudes and service satisfaction. If the transit industry is to make the transition from a product to consumer orientation, then the organizational structure of many transit agencies will need to be modified to institutionalize the integration of the marketing function with other agency functions.

3.0

Review of Marketing Practice

The state of the practice in transit marketing includes the use of a wide variety of marketing techniques which are used by individual transit agencies to meet a range of marketing and system objectives. This section describes the types of techniques which are currently used by transit operators to market transit services in terms of their objectives and demonstrated effectiveness. Because the organization and level of activity of the marketing function varies significantly from transit agency to transit agency, it is difficult to categorize the components of the marketing function in a way which consistently reflects actual practice. For the purposes of this review, individual marketing techniques have been placed into functional areas based on their primary function. Consistent with the discussion of a comprehensive market program as described on pages 8-13, the functional areas are:

- Market Research
- Service Development and Pricing
- Consumer Information
- Public Relations
- Advertising and Promotion
- Evaluation

Although the marketing function at any given transit

agency is unlikely to be structured exactly in this fashion and, with the exception of the larger agencies, is unlikely to include marketing activities in all areas, this categorization covers the current range of transit marketing activities.

A hard and fast categorization of techniques is further complicated by the fact that marketing techniques seldom have a single objective and often are used in combination. For example, cable television can be used to promote the system as a whole (or a particular service or incentive offer), or to provide information as to its use, or both. An incentive promotion such as reduced off-peak fare is usually accompanied by some advertising activity and perhaps information materials. An increase in ridership is an implicit objective of most marketing techniques regardless of their stated objectives. Implicit in this categorization, then, is the recognition that much overlap and interdependence exists between marketing functions, techniques, and objectives.

3.1 Market Research

Historically, marketing activities in both the public and private sectors have largely been concerned with product or service packaging and promotion. Changes in demographics and lifestyles over the past several decades have resulted in a proliferation of markets, and a recognition that the logical first step in product development is identifying what the consumer wants and needs. In the private sector this has meant an evolution from a product orientation, which emphasizes making products that are easy to produce and then selling them,

to a marketing orientation, which emphasizes producing what the consumer wants. In firms which have a fully developed marketing orientation, marketing is equated with adaptability and provides overall direction for the firm's activities. Market research is the key element in this process.

The transit industry has begun to respond to these changes as well. Publicly-operated transit systems are called on to provide a wider variety of transit services than those provided by their privately-operated predecessors. In addition to meeting the transportation needs of commuters and the transit dependent, publicly-owned systems must address the mobility needs of such diverse groups as shoppers, the elderly and handicapped, students, and others. More and more, marketing is being viewed as a comprehensive process which identifies consumer needs (markets), tests consumer reaction to product concepts, and then suggests advertising and promotional strategies. This view of marketing places market research in a central position. Transit marketing professionals recognize the need for a comprehensive role for marketing and the importance of market research to this role, but institutional and financial constraints generally make this a difficult goal to realize.

Current transit marketing practice emphasizes a market segmentation approach, which identifies the components of the user and non-user markets and explicitly recognizes that each group seeks different attributes from the transportation system. In target marketing, individual marketing activities are developed and aimed

at a particular market segment, based on characteristics such as demographics, travel patterns, residential location, etc. Nearly all transit agencies do some target marketing, and it is not unusual for an agency to target all its marketing activities. However, more attention needs to be paid to the size of the market segments identified because it is more effective to target market smaller rather than larger market segments. It is not uncommon for a transit agency to target market a large segment such as the off-peak rider instead of subdividing this group into shoppers, tourists, senior citizens, etc.

Although market research is widely viewed as an important and effective component of transit marketing, its potential has yet to be realized. Transit agencies make use of a variety of market research techniques, but generally lack the financial and staff resources to apply them consistently. Among the most common market research techniques in use today are the following:

- On-Board Surveys are universally conducted by transit agencies, although relatively few agencies conduct them on a regular basis. The primary objective of on-board surveys is to monitor user response to transportation services. Some transit agencies conduct on-board surveys on an ongoing basis. Los Angeles completes a survey cycle of individual routes every two to three years. Spokane surveys routes with disappointing ridership levels every two months in addition to conducting annual surveys on all routes. In San Francisco (BART) and the Twin Cities, riders are surveyed biannually, and annually in Houston and Ann Arbor. In other urban areas (New York, Toronto, Miami, Denver), on-board surveys are conducted to evaluate specific service changes.

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- Telephone Surveys are frequently used by transit marketing professionals to obtain information on consumer attitudes and awareness. Information on transportation patterns and demographics is generally solicited as well. Typically, sample sizes range from 500 to 1,500 households and include both users and non-users of the system. In most cases, the telephone survey instruments are developed by the transit agency but are conducted by private contractors. There is general agreement among transit marketing professionals that attitude and awareness surveys should be conducted at least once every year. In practice, only a few agencies (Toronto, Seattle, Portland, Orange County) are able to meet this goal. Telephone surveys are commonly used throughout the transit industry on a less regular basis, and the trend is toward increased frequency. In cities with limited resources available for market research surveys such as Columbus and Milwaukee, attitude and awareness surveys have been conducted by local universities.
 - Focus Groups are generally viewed as an effective market research tool, and are widely, if not frequently, used in transit marketing. Focus groups provide a forum for determining consumer attitudes and responses in greater depth than other survey methods. Focus groups have been effectively used to develop and evaluate user aids (Miami, Los Angeles, Seattle); to find out why people don't use transit (the Twin Cities, Seattle); to determine what system attributes people were willing to pay a higher fare for, i.e., security, frequency of service, etc. (Los Angeles); and to identify suburban transit users and design shared-ride taxi services (Bridgeport). In Spokane, focus group results are tabulated via the "Tel-Back" system. Participants indicate their responses using a hand-held dial, and the system has the ability to tabulate responses according to specified segments such as male, female, user, non-user.
 - Employer Surveys to determine employment levels, availability of parking, employee travel patterns and schedules, etc., have been effectively used

by some agencies to assess the market for transit services (Houston, Boston, Bridgeport). In Boston, where marketing is almost exclusively focused on passholders, user surveys are distributed through the employer pass distribution mechanism.

- Electronic Questionnaire--In Columbus, COTA collects information on consumer attitudes and awareness via "Tellus," an electronic questionnaire, which it periodically places at activity centers such as shopping centers. Interested users and non-users are presented with an opportunity to express their perceptions of COTA service. Individual Tellus units cost approximately \$2,000 and have the ability to perform cross tabulations.
- Information Request Cards and Coupons are used by some transit agencies (Bridgeport, Orange County) as mini-questionnaires. Questions are asked about travel behavior and attitudes and the responses are catalogued as part of the agency's data base. Similarly, newspaper surveys or coupons are also used by some agencies.
- Community Advocacy Groups, i.e., social service agencies, are another important source of information about consumer needs. San Diego is in the process of implementing a community liaison program whereby individual staff members are designated as the contact point between the transit agency and 30 community groups.
- Census Data and other published forms of data are used to a limited extent in cities such as Miami, Toronto, San Francisco (BART), and Orange County. Their potential is recognized but not yet realized in transit market research. Zip code and finer areal stratification data is used to some extent in direct mail campaigns (Bridgeport, Hartford, Albany).

3.2 Service Development and Pricing

In current practice transit marketing generally plays only a limited role in these areas. Typically, marketing and service development are treated as distinct and separate areas of responsibility within a transit agency. While the amount of interaction between marketing and service planning professionals varies significantly from agency to agency, areas of responsibility are consistently defined: basic issues of service and pricing are the responsibility of service planning, and marketing is responsible for promotion and customer service. This gap between service planning and marketing often results in service development and pricing decisions which lack sufficient consumer perspective. Marketing, particularly through its market research element, can integrate consumer needs and preferences into the planning process.

The process of marketing a product or service often includes making adjustments to its design or packaging it in a way which is more attractive to the consumer, and transit marketing professionals can play an important role in this aspect of service development. Included in this discussion of service development marketing techniques, then, are those techniques which are designed to make transit service more convenient and attractive to use. The primary objective of service development in this context is to increase the value or perceived value received by current users of the system, although the consumer orientation will also generally result in a service which is more attractive to potential users as well. Service development marketing tech-

niques result in a more attractive package--they reinforce the user's reasons for choosing transit, while creating a more attractive package for the individual who is considering its use. In addition, these activities often provide opportunities for collaboration with the private sector. Business contributions to promotional and/or operating costs can maximize marketing resources.

- Transit Passes are used by many transit agencies to meet a number of different objectives, i.e., increased ridership, convenience, improved cash flow, increased efficiency in boarding, etc. Passes are heavily discounted by transit systems which are more concerned with increasing ridership levels (Houston, Denver) than with maximizing revenues (Toronto). Bridgeport has experimented with three different "market segment" passes that minimize pass-related revenue losses and keep prices lower than otherwise possible. "Fare Cutter" passes require the payment of a discount cash fare for each ride in addition to the purchase price of the pass. Differentially-priced passes have been tested in Tucson and Duluth in an attempt to reduce peak-period travel. Evaluation of pass programs in Austin, Phoenix, Sacramento, and Jacksonville revealed that individuals were much more likely to purchase passes for economic reasons than for convenience. Administrative costs of pass programs can be significant and should be carefully considered in the determination of pass pricing policy. Due to their convenience and cost savings, passes are very popular in many urban areas.

To enhance the value of passes or simply facilitate their use, a number of transit marketing techniques are currently used, including:

- merchant discount programs for passholders (Seattle, Tucson, Peoria, Madison, Portland, Boston, Bridgeport)
- pass sales outlets located in major activity centers (Tucson, Bridgeport, San Francisco)

-
- (BART), Toronto, Denver, Houston, Boston, San Diego)
- credit cards payment for passes (Los Angeles, San Francisco (BART))
 - employer pass programs, which often include an employer contribution to pass costs (Boston, Bridgeport, Houston, Denver, Baltimore, San Diego, Columbus, Sacramento).
- Special Events Transportation is widely used by transit agencies to promote ridership in off-peak periods. In many urban areas, special bus service is offered to major sporting events, fairs, festivals, etc., (San Diego, Monterey, Oakland, Los Angeles, Pittsburgh, Buffalo, New York, Cincinnati, Columbus, Peoria). In the summer months, some transit agencies offer service to recreational areas (Orange County, Albany) or major cultural attractions (Chicago). In some cases, sponsors discount tickets for transit riders or share in the costs of service and promotion. In Knoxville, Columbus and Cincinnati, groups of senior citizens can make special arrangements for transit services during the off-peak period.
 - Fare Free Zones have been established by some transit agencies to market transit in downtown areas. Based on experiences in Albany, Seattle, and Portland, fare free zones seem to be more effective as a tool for enhancing transit's image than as a tool for increasing system ridership.* Local merchants have enthusiastically supported the fare free concept and have made financial contributions (Seattle, Albany), and funding has also been received from city government (Seattle, Albany). Portland's fare free zone is funded entirely by Tri-Met.
 - Transit Employee Development Programs--The level of professionalism exhibited by transit employees, particularly bus drivers and maintenance personnel, has a direct bearing on the quality of service provided by the transit agency. Transit

*Ridership increases have been attributed, for the most part, to a shift in mode from walk to transit.

marketing activities at many agencies have taken this into account by sponsoring programs to reward outstanding employees (Seattle, Syracuse, Oakland, Milwaukee, San Francisco (Muni), San Mateo, Fort Worth, the Twin Cities, Washington, D.C., San Diego). Newsletters are also produced to keep employees informed of marketing and other system activities (the Twin Cities, Albany, San Diego). Marketing professionals in cities such as Albany, Seattle, and Syracuse have worked with employees so that they see themselves as professionals and have focused advertising campaigns on the transit system's high level of professionalism. In Albany, for example, a major marketing campaign was developed around the theme of "We Take Pride in Your Ride." Advertising and promotional activities focused on employee accomplishments in service and safety, and marketing staff worked with employees to secure their participation. The campaign was judged to be a success, based on consumer and employee response.

- Subscription Commuter Service, a concept which allows for tailoring schedules or routes to employee/employer needs, can be an effective marketing tool particularly to major industrial areas outside the CBD. Tucson offers a limited-stop service from outlying residential areas to major employment centers and guarantees a seat with a pass purchase, and Fort Worth and Norfolk provide subscription service.
- Transfer Reciprocity, whereby users can transfer from one system to another without paying an additional fare, is an appealing marketing technique in areas where transit service areas overlap. In San Francisco, BART honors a Muni pass within the city. In Bridgeport, GBTD passengers can transfer to transit systems in three neighboring cities for a 10¢ fare.
- Upgrading Transit Vehicles can be an effective marketing tool. For example, Tucson, Phoenix, and Houston have made a commitment to air conditioning in all buses.

3.3 Consumer Information

Consumer information activities are designed to meet the general objective of providing the public with the information it needs to use the transit system. At a minimum this requires the dissemination of route and schedule information to current and potential users. As transit marketing has become more sophisticated, however, these activities have been expanded, and the objective of consumer information services has been further refined to address ease and efficiency of transit system use. Consumer research has shown that many people do not use the transit system because they find it difficult to understand and hence use. User aids and community education activities can play an important role in de-mystifying the transit system and making it easier to use. In addition, informed users make a system run more efficiently; e.g., a rider who has the exact fare ready is less likely to cause a delay than one who is unaware of the policy. Depending on their design, consumer aids and consumer education activities can also provide opportunities for promoting system use as well. Transit agencies need to be recognized and supported by the general community, and consumer information and education activities can make a significant contribution toward gaining this support.

A wide variety of marketing techniques are currently being used in support of the consumer information function. For purposes of this discussion these techniques have been divided into two groups: User Aids and Community Information Programs. User Aids refers to those marketing techniques which are specifically

oriented toward system use, while Community Information Programs covers techniques used to present information of a more general nature. In general, there is little documentation relative to the cost-effectiveness of the consumer information function. Appropriate evaluation techniques seem to be lacking, perhaps because of the nature of these activities. Transportation marketing staff perceive these activities to be effective, however, based on the number of requests generated and customer feedback received.

User Aids

- Schedules/Timetables, Maps, and Brochures are the most prevalent marketing tools throughout the transit industry. Widespread use is made of brochures in transit marketing to describe both specific services and system attributes; relevant route and schedule information is often included as well. Although expensive to produce for widespread distribution, maps are generally viewed as essential and effective marketing tools. To minimize their cost, some transit agencies (New York (MTA)) seek corporate sponsors, and others (San Francisco (Muni)) charge a fee. Schedules, while not as prevalent as maps, are widely used and generally viewed as effective. Opinions as to the cost-effectiveness of schedules vary, however. In San Francisco (BART), for example, timetables are thought to be a cost-effective way of communicating a system attribute which is important to its market--that it runs on a schedule. On the other hand, in Atlanta, MARTA changed its policy from distributing timetables to posting them, based on a sense that widespread distribution was not cost-effective. Seattle Metro conducted an evaluation of consumer information aid design to determine how successfully people were using Metro's current printed information to solve navigational problems and whether a different graphic approach could improve navigational performance. Three sets of focus groups and 2,300 questionnaires were administered to

evaluate alternate designs of system maps, timetables, area maps, and bus stop schedule information. Of the user aids evaluated, system maps were judged to be the least essential.

- Bus Stop Signs and Other Permanent Information Displays, which are designed as user aids, play an important role in providing information and, when tied in with a systemwide graphics effort, in reinforcing the transit agency's identity within the community. Signs are universally used, but the number of signs varies significantly from agency to agency due to their high costs (capital and maintenance). Electronic information displays have been installed in a number of cities (Denver, Lincoln, and Long Beach) and provide actual bus arrival and departure times. In Toronto, large "You are Here" maps are being developed for placement in selected activity centers. Signs are generally perceived as effective, but little information is available to document their cost-effectiveness or provide guidance for their best use.

While some agencies (Los Angeles, Toronto, San Francisco, Seattle, Santa Monica, Milwaukee, and Washington D.C.) have recently made major investments in bus stop signs, no formal evaluation of their effectiveness has been performed. In Los Angeles, market research played a role in the development of the signs but, due to the relatively permanent nature of the signs, no evaluation has been planned.

- Telephone Inquiry Response is another near-universal transit marketing technique. In current practice this technique is primarily used to meet the objective of information dissemination; however, there is a sense that this technique can and should be developed into an effective sales technique as well. Due to its labor intensive nature, some transit agencies are looking into ways of automating the telephone response process. In Portland, for example, customers call specified numbers and receive recorded schedule information; consequently, fewer "live" operators are required. Automated passenger information

systems have been installed in Columbus, Salt Lake City, Pittsburgh, Ottawa, and Toronto, and will soon be installed in Albany. These systems provide callers with schedule or real time information on the arrival of the next two (or three) buses at that stop. Based on preliminary analysis, APIS are most effective on routes where service is infrequent and subject to delay and climate makes waiting unattractive. In Columbus, COTA found weekend ridership has benefited from the system with increases of 33 percent on Saturdays and 50 percent on Sundays. In Washington, D.C., the Twin Cities, and Los Angeles, "live" operators are assisted by computers which enable them to more efficiently provide schedule and route information.

- Trip Planner is a relatively new marketing technique, which is aimed at the inexperienced transit user. A customer indicates his/her two or three most frequent destinations and the marketing staff respond with route and schedule information for those trips. In Tucson, the trip planner is included along with maps, schedules, and Rider's Guide in its "First Time Rider Kit." In Orange County, a free coupon is sent to the customer with the trip plan; follow-up phone calls are then made. In Lancaster (PA), a trip planner request was included as part of a direct mail campaign.
- Customer Information Centers located in major activity centers in cities such as Toronto, Houston, Cleveland, San Antonio, and Huntington (WV), distribute transit materials and provide navigational assistance to travellers. Bridgeport has recently opened twelve "Info Outlets" to distribute information on area transportation services. The outlets are located in a low-income section of the city and are staffed by neighborhood agency volunteers
- Tourist Information Aids are materials specially designed and distributed to provide tourists with the information necessary to use the transit system. Cities with a high level of tourist trade,

such as Toronto, New York, San Diego, San Francisco, and San Antonio have developed user aids specially tailored to this generally transit-dependent market segment. Tourist user aids serve the multiple objectives of making the system easier to use and encouraging off-peak travel.

Consumer Information Programs

- Displays, depicting the history of the transit system (San Francisco, Los Angeles) or major changes to the transit system (Los Angeles subway, Boston Southwest Corridor project) are developed by the transit agency and presented to community groups. In Atlanta, a transit bus was specially outfitted and sent out into the community to disseminate information about the system.
- Community Education Programs are widely used by transit agencies to educate a large segment of the transit dependent population in the use of public transportation. Many agencies focus on elementary school children (Albany, Columbus, Madison, Bridgeport, Dayton, Houston, San Diego, San Antonio, and Cincinnati), while others (Pittsburgh) focus on secondary school children, or have programs for both (Philadelphia). Materials used include slide shows, coloring books, and other written materials. Some agencies bring a bus to the school for use as a field classroom. Transit operators in cities such as Fort Worth and Tri Cities (WA) tailor their programs to senior citizens, while San Jose's program is tailored to college students. These programs are very popular within the community, based on the number of requests received and are perceived to be a very effective marketing tool by transit operators. However, no documentation exists as to their effectiveness in establishing a transit riding habit.
- Community Outreach Programs are another mechanism used by transit agencies to provide information to the public. In Los Angeles considerable effort has been devoted to community presentations on subjects ranging from the new subway system to crime prevention. Staff conducted more than 600

community presentations in 1982. In addition, a 6-part television series was prepared on the subway system for loan to local media, community organizations, schools, and businesses. In San Francisco, Muni conducts community outreach activities to inform the public about changes in routes and services. For a recent major route restructuring, slide shows were developed and presented to community groups, public service radio announcements were made, and mailings were sent to households along the route. In Atlanta, Miami, and Baltimore, extensive community outreach activities have been undertaken in connection with the construction of rail rapid transit systems. In each case, these activities have been incorporated into each stage of the process, from initial voter approval to system implementation. San Diego Transit is in the process of implementing a community liaison program whereby individual staff members are designated as the contact point between the transit agency and thirty community groups. Wherever possible, SDTC staff are assigned to the community group where he or she lives and are encouraged to work with community groups on a regular basis. These programs are very popular within the community, based on the number of requests received and are perceived to be a very effective marketing tool by transit operators. To better document the effectiveness of these activities, San Diego Transit has developed "Rate Us" cards which are passed out after speeches by agency staff.

- Newsletters which are directed at keeping users up to date on transit system activities are a marketing technique used in cities such as Houston, San Francisco (BART), Toronto, Tucson, Milwaukee, and Portland. In Bridgeport, a quarterly newsletter is mailed to users and "interested" non-users (those who have submitted request forms) of the transit system. Houston also distributes a newsletter to the business community.

3.4 Public Relations

Public relations encompasses the range of activities which are performed by transit marketing professionals to develop and maintain community support and awareness. This generally requires more than just providing information on existing transportation services to current and potential users. Public transportation agencies do more than just provide transportation services; they also play an important role in the development of solutions to the region's current and projected transportation problems and a role in influencing economic development and revitalization. The ability of the transit agency to meet its stated objectives is heavily dependent on the level of support it receives from the general public, local officials, and business community. Public relations activities are designed to meet this need.

Public relations activities are usually included within the overall marketing function and are primarily directed at increasing the public's awareness of and support for both the range of transportation services provided and the agency's contribution to the community. Needless to say, there is a high level of overlap between public relations and other marketing activities, particularly in the area of community information programs and advertising. The discussion here is focused on two aspects of public relations: media and community service activities. The effectiveness of public relations activities is difficult to measure directly, and as a result, agencies tend to measure their effectiveness by considering factors such as the amount and tone

of media coverage and public responses and results of attitude and awareness surveys.

- Press Releases are routinely issued by many transit agencies to publicize activities and changes in service and are a cost-effective means of providing public information. San Diego prepares "press kits" to keep the media better informed and plans to conduct periodic surveys of media personnel to measure attitudes and knowledge.
- Media Events are scheduled by many transit agencies to mark the opening of new service (Milwaukee, Dayton, San Francisco, Tulsa) or the opening of a new facility or rapid transit station (Houston, St. Louis, New York, Fort Wayne, Washington), or the arrival of new vehicles (Topeka, Spokane, San Francisco, San Diego, Buffalo). In Miami, Washington, and Vancouver, previews of new transit systems are scheduled for public officials, local media, and private citizens. Refreshments, free rides, and tours are also provided in some cases. Press releases are issued and local officials are invited, which often results in media coverage both before and after the event.
- Community Service Activities are an effective way to communicate that the transit agency contributes more than transit services to the community. In urban areas, such as Syracuse, Albany, and Fort Wayne, transit operators cooperate with local radio stations to provide peak-period traffic information. Information on traffic conditions is relayed by bus drivers via dispatchers to local radio stations for transmission. Environmental concerns were addressed by community service campaigns in Denver (litter) and Seattle (water quality). Many transit agencies have shown their commitment to the minority community through hiring programs and commemorating Dr. Martin Luther King (Los Angeles, Portland, Pittsburgh). Transit systems in Milwaukee and Reno gained the cooperation of local businesses who covered the cost of free rides on New Year's Eve to prevent highway accidents. Employee community

service activities such as blood drives (Chicago), CPR training for employees (Milwaukee), career guidance to disadvantaged youth (Atlanta), and contributions to local charities (New York) are another effective way to demonstrate the agency's commitment to the community. In Albany and Altoona, low fare programs for unemployed individuals have been established. During certain holiday seasons, transit agencies offer free rides in exchange for a food item for the needy (Allentown, PA).

3.5 Advertising and Promotion

Across the board, transit agencies devote the majority of their marketing budgets to advertising and promotional activities. Until relatively recently the transit market was primarily viewed as a homogeneous market. Advertising and promotion reflected this view and tended to use a "shot-gun" approach of communicating a singular message to the general public. The growing recognition that transit systems are used by a variety of different groups for a number of purposes has resulted in a new approach by transit marketing professionals--an approach which recognizes individual market segments and the necessity of developing a range of advertising and promotional techniques to market the transit system. Although broad advertising and promotional activities are still conducted, they no longer predominate and, when used, they generally serve as an "umbrella" under which targeted activities are carried out.

In general, advertising is viewed as a mechanism both for enhancing the system's image and community awareness of its contribution, and for promoting transit

system use. Promotional activities, as defined for this review, have the objective of attracting ridership to specific services or at specific times of the day. Clearly, advertising plays a significant role in communicating these activities to the public.

The following sections describe techniques which are currently used to advertise and promote transit services. While advertising and promotional activities are presented separately, these activities are highly inter-related and are more likely than not to be conducted in combination.

Advertising

With the exception of commercial television, most transit systems use a combination of the advertising media described below. The overall mix of advertising media varies significantly from agency to agency due to differences in resources and urban area characteristics. While all media were judged by transit marketing professionals to be effective, little formal documentation exists. It is particularly difficult to assess the effectiveness of activities which have the objective of enhanced awareness or image because the payoff in these areas tends to develop over time. The effectiveness of advertising is most commonly measured through attitude and awareness surveys. These surveys typically ask consumers to recall whether they have seen or heard any relevant advertisements and, if so, where did they see or hear the advertisements? Were the advertisements believable? Did they change their behavior as a result

of the advertisements? By analyzing consumer characteristics, marketing staff can also determine whether their advertising activities are penetrating appropriate markets.

A recent Michigan Department of Transportation study evaluated the effectiveness of media advertising including radio, television, newspapers, billboards, and posters in five Michigan cities. In all cities, newspaper advertisements claimed the highest recall, followed by radio. The Kingston Transit System (Ontario, Canada) evaluated an advertising program which included radio, newspaper, and on-bus advertising and concluded that advertising alone will not increase transit ridership sufficiently to warrant the cost of the program.

- Newspaper advertisements are universally used to market transit services. In addition to major daily newspapers, most metropolitan areas have a number of weekly town or neighborhood newspapers and often a few "alternative" newspapers as well. These newspapers serve different markets and the cost of advertising varies significantly from one to the other. Major daily newspapers are used most effectively in transit marketing to convey a single message which is applicable to the entire metropolitan region. For example, in Toronto and Columbus, effective use has been made of general circulation newspapers in communicating the cost savings that can be realized by using transit as opposed to owning and operating a car. In Milwaukee, general circulation newspapers have been used to promote "Shop by Bus." The effectiveness of newspaper advertising also depends on an understanding of both the transit agency's market and the nature of the markets served by the various newspapers. In San Francisco, BART has found Sunday-supplement newspaper advertising to be an effective marketing tool because of its regional market. Neighborhood newspapers are likely to be a more effective

media for advertising specific services. In the Twin Cities, MTC is currently focusing its advertising efforts on downtown commuters and has found the free downtown weekly newspapers to be an effective and low-cost way to reach people where they work. In Milwaukee and Cincinnati, neighborhood newspapers are used to promote individual routes.

- Radio advertising is another commonly used marketing technique. Although radio stations are regional in nature, individual stations do attract different market segments. Thus, radio advertising can be an effective marketing technique if care is taken to match markets with individual radio stations. Some transit systems (Denver, Houston, Milwaukee, the Twin Cities) are trying to increase their share of the commuter market by using "drive time" radio to target market people in their cars.
- Cable Television is being used more and more for marketing transit services. In Denver, Seattle, Columbus, Padukah (KY), Iowa City and other cities, transit agencies are taking advantage of the relatively low-cost (and sometimes free) air time of local access cable television to educate the public about transportation issues locally and nationally; to explain the agency's role and function within the community; and to describe and promote the use of its services. The measured effectiveness of this technique has not been documented. The audience for local access cable television programming is considerably smaller than that for commercial or pay cable television. While cable television can be an effective tool for enhancing awareness of the transit system and its image, it is likely to be significantly less effective in advertising and promotion than more traditional media such as radio, commercial television, and newspapers.
- Outdoor advertising techniques include the use of transit vehicles and billboards. Transit vehicles in themselves are a form of advertisement and can be supplemented with specific messages at a relatively small cost. Large transit systems

have a particular advantage by virtue of the number of vehicles they have on the streets. New York, for example, makes use of transit vehicles for the vast majority of its advertising activities. Transit properties in Columbus, Cincinnati, Reading (PA), and St. Louis have programs whereby local merchants pay to "redecorate" bus exteriors which then serve as an advertisement for both parties. In some cases these revenues are explicitly used to finance the agency's advertising and promotion programs (Orange County), while in others they are used to offset overall system costs (Boston). In some urban areas (Denver, the Twin Cities, Boston), billboards are placed along congested commuter routes and used to target market commuters. New Jersey Transit has recently installed a number of inflatable billboards, which feature a balloon-like replica of its new commuter bus.

- Car Cards, in-vehicle advertisements, are used by many transit agencies to promote transit use as well as to generate revenue. In Boston, passholders are kept up to date on available discounts through car card advertisements paid for by cooperating merchants.
- Direct Contact Marketing is often used in marketing programs where the objective is increased ridership and where target marketing opportunities have been identified, i.e., routes with excess capacity, new services, market segments which are potentially highly transit dependent (e.g., students). Direct contact marketing is often used to market employers, particularly relative to pass programs. Direct contact marketing is generally done by mail, although some agencies go door-to-door. In Seattle, the Twin Cities, Bridgeport, and State College (PA), direct contact marketing of university students is done on an annual basis. Many urban areas (Los Angeles, Houston, Denver, Milwaukee, Spokane, Cincinnati) use direct contact marketing to promote new routes or routes with disappointing ridership levels. Toronto uses direct mail to disseminate information on individual route changes. Bridgeport has made extensive use of

direct mail in conjunction with its "Value Fare" merchant discount program. In some cases, agencies include coupons for free rides as an incentive.

In general, direct contact marketing is perceived to be a highly effective tool in marketing transportation services. Effectiveness (when measured) is generally in terms of ridership levels alone; little documentation exists which directly relates the costs of the direct contact marketing with ridership levels and revenues over the longer term. Costs vary depending on available distribution alternatives. Savings can be achieved by distributing materials via volunteers and employers, and by "marrying" transit agency materials with mailings of other agencies.

Telemarketing, direct contact marketing by telephone, has been used in the Portland metropolitan region to attract new riders. Of those contacted, 85% accepted information and free ride coupons, 50% of those who received the materials used the coupon, and 20% of those who used the coupon continued to ride the bus. Based on these results, telemarketing would seem to be a promising technique for transit marketing.

- Commercial Television is often perceived as the most effective advertising media, however, it is used sparingly (if at all) in transit marketing due to its high cost.
- Advertising Tradeouts provide a means for lowering and/or leveraging advertising expenditures. Most commonly, transit agencies agree to provide advertising space on-board (inside or outside) their vehicles in exchange for radio or television time or newspaper space. Cost arrangements vary from reduced rates to an even exchange. A transit agency is not likely to receive choice treatment in terms of time or space, however, from a tradeout arrangement. If the transit agency is willing to purchase additional advertising, the tradeout can then be used as a

credit or discount on the purchase of more desirable space or time (Denver, New York). In Seattle, Metro collects traffic information which it provides to a local radio station in exchange for advertising time. Many transit agencies post notices and advertisements relative to their own services on their vehicles as well.

Promotion

Promotional activities are designed to provide the consumer with non-service-related incentives to transit system use such as reduced fares, merchant discounts, contests, etc. Many of the promotional activities used in transit marketing can be categorized as incentive promotions. An incentive promotion is defined in this review as a short-term program which has the general objective of increased ridership over the long run. An incentive, e.g., free or reduced fare, is offered to motivate the consumer to try the service. Once the consumer has tried the service and, presumably, recognized its value, he or she will continue as a regular paying customer. Incentive promotions recognize that changing consumer behavior is a multi-step process. This is analagous to the use of free samples in private sector marketing, where samples are used as a mechanism for drawing attention to an alternative product.

Although an incentive promotion may result in a loss of revenue in the short term, this is intended to be offset by an increase in ridership in the long run. Incentive promotions provide excellent opportunities for collaboration with the private sector. In many cases, local businesses cover all or a portion of promotion costs. Incentive promotions are widely used in the U.S.

transit industry and are often targeted to relevant market segments. Experience to date with incentive promotions has been mixed. While generally popular with consumers and marketing staff alike, the cost-effectiveness of these activities has yet to be well documented. Advertising and, in some cases, direct mail activities are conducted in support of incentive promotions. Techniques which are prevalently used to market incentive promotions are listed below:

- Merchant Discounts are becoming a very popular transit marketing technique. A joint endeavor between the transit agency and local merchants and businesses, these programs offer the transit rider a discount on purchases made at participating stores, events, and restaurants. Merchant discount programs can be designed to meet a number of objectives, including increased pass sales and increased ridership, generally or off-peak. In some cities (Boston, Seattle, Tucson, Peoria, Madison, Portland), these discounts are only offered to pass purchasers, while in others (Washington, New York, San Diego, Spokane, White Plains), discounts are offered to any rider. In Bridgeport, coupons were originally offered only to purchasers of passes and tokens, but the program has been extended to include all riders as well as non-riders who have completed an information request form. In some cities (New York, Bridgeport, Boston, Portland, Washington and San Diego), merchants have also covered all or a portion of the promotion costs.

Merchant discount programs are generally perceived as effective; however, they are still a relatively new phenomenon and little evaluation has been done to date. The initial objective of Spokane Transit's merchant discount program was to increase off-peak ridership, but evaluation revealed that although the program was popular with riders, its impact on off-peak ridership was minimal. As a result, the focus on off-peak ridership was dropped, and the discounts were

extended to all riders as a reward for using the system. It is also difficult to measure the cost-effectiveness of these programs. Even if all discounts and promotional costs are covered by participating businesses, these programs still require a significant investment in staff time on the part of the transit agency. A successful program is estimated to require a minimum of 50-100 participating firms. Due to Spokane Transit's small size, the merchant discount program will be changed from an ongoing program to a twice-a-year promotion when the demonstration period is over.

- Short-Term Free or Reduced Fares are another popular form of incentive promotion used by transit agencies to encourage people to try transit or to use transit in the off-peak period. Depending on the objective, these promotions are used on a systemwide or on a market segment basis. Systemwide promotion tends to be more effective for enhancing the agency's visibility and image, while promotion to specific market segments tends to be more effective for attracting regular ridership. When used systemwide, these promotions tend to draw widespread attention to the transit system and are more likely to appeal to those under 20 years of age. Overcrowding is a potential problem which may cancel out some of the positive benefit of the free ride. When free or reduced rides are offered to a smaller group, less public attention is drawn to the system. However, individuals tend to get a better chance to evaluate the service under normal operating conditions.

Austin, Phoenix, Sacramento, and Jacksonville have experimented with reduced prepaid fares. Evaluation revealed that these programs were more effective at attracting existing users than they were at motivating non-users to try transit. Ridership increased in the short term, but individuals returned to their former payment methods and trip frequencies when the promotions were over and full fares were restored.

Some transit agencies (Bridgeport, Salt Lake City, Orange County) have encouraged people to

try the system by sponsoring a "discovery" day when all rides are free. In Bridgeport, a bank and radio station covered the lost revenue and a large share of the advertising expenses, and in Orange County corporate sponsors have helped to defray costs. While these programs are very popular and result in increased ridership for the day, their impact on ridership in the long run is unclear.

The incentive of free or reduced fare is also used to market off-peak transit use for shopping and recreational trips. Shopping promotions are particularly common during major holiday periods (Rochester, Syracuse, Canton, Huntington (WV), Allentown (PA), Dayton, Nashville, Pittsburgh). In Cincinnati, the "Weekend Explorer" program encourages weekend transit use through reduced fares systemwide. Local merchants often contribute toward or cover the cost of promoting and providing this service. As evidenced by ridership levels on these days, these are popular programs, but little is known about how effective they are in generating ridership over the longer term. Salt Lake City, Denver, and Trenton experimented with systemwide fare elimination in the off-peak period. Overcrowding became a significant problem and increases in ridership were not sustained over the long term.

Free ride coupons are often included as part of a direct mail promotion (Bridgeport, Twin Cities, Orange County, State College (PA)) and are also used to promote new or existing routes with excess capacity (Los Angeles, Houston, Milwaukee, Denver). In some cases, Bridgeport, Orange County, and Milwaukee evaluate the effectiveness of these programs by follow-up phone calls to individuals who have responded to the promotion.

- Anniversary Celebrations are often sponsored by transit systems to mark significant milestones, i.e., ten years of service. A variety of promotional activities are generally planned including free or reduced fares, prizes, refreshments, entertainment, etc. (Chattanooga, Seattle,

Monterey, Lynwood (WA), Cincinnati, Birmingham, Spokane, Duluth).

Other promotional activities used in transit marketing to provide non-service related incentives to transit use include:

- Contests are sponsored by some transit agencies to encourage ridership and enhance community awareness. In some cases, prizes are given to riders only (Orange County, Dayton), while in others, anyone from the community is eligible to enter. Student artwork contests are sponsored by a number of agencies (Madison, Phoenix, Dayton, Columbus), and contest winners have their art displayed on transit vehicles. Bridgeport's Transit Discovery Day included a drawing for cash prizes to participants who completed an information request card. Milwaukee Transit has done a number of joint promotions with a local radio station. The radio station promoted the contests, and the transit agency donated cash prizes and tour and charter services. In Duluth, the school with the greatest transit ridership during a one-month period won a "Rock Night" for its students.

Competitions are also sponsored to improve transit system aesthetics over the long run. Artworks have been permanently installed in rapid transit stations (Baltimore, New York, Pittsburgh, Boston) as a result of agency-sponsored competitions. In San Francisco, BART sponsored a competition for architectural design students to identify station development opportunities.

- Promotional Items, such as calendars, briefcases, T-shirts, etc., are used by some transit agencies (Pittsburgh, Reading, Wilkes-Barre, Miami, Paris) in marketing to increase awareness and, in some cases, raise revenues. San Antonio's "Buppets" media campaign was so successful that bus puppet replicas were produced and sold at VIA's information booth and via local retailers. San Antonio also sold commemorative tokens to promote the re-opening of the downtown streetcar line. In

Los Angeles, Olympic Bus tokens have been produced for sale to both riders and collectors. Revenues will be used to offset the cost of providing transit services during the Olympics. In Des Moines, promotional items were awarded as prizes to grade school children who used the bus.

3.6 Evaluation

An in-depth review of current transit marketing evaluation practice was recently conducted for UMTA by the Transportation Research Board.* While this report was limited to reviewing evaluation of promotional marketing endeavors (advertising, incentive promotions, and consumer information aids), its conclusions are relevant to marketing activities across the board:

- A large proportion of promotional activities are evaluated but the majority are evaluated by weak experimental designs.
- The consumer's actual behavior is most often used to measure effectiveness.
- Direct observation of consumer behavior is the most popular data collection technique used.
- Transit marketing evaluation places heavy emphasis on gross indicators of consumer response such as overall system ridership and revenue.

These views are also supported by research conducted by Abkowitz and Driscoll; and Lago and Mayworm.

*A Review of Transit Marketing Evaluation Practice, Final Report, Contract DTUM60-81-72062, May 1982.

It is often difficult to evaluate the effectiveness of any particular marketing activity. Formal evaluation requires the development and maintenance of a good consumer data base. Because market research activities tend to be underfunded, evaluation efforts are often inhibited by a lack of appropriate data. In addition, marketing activities typically coincide with other system changes; evaluation is then complicated by the presence of other factors. With the exception of Toronto, New York, San Francisco (BART), Seattle, Los Angeles, and Portland, few transit agencies take a consistent approach to evaluation, but virtually all agencies surveyed evaluate at least a portion of their marketing activities. The following section provides a brief description of the measures used by transit marketing professionals to evaluate the effectiveness of their marketing activities.

- Consumer Information and Education--Attitude and awareness measures are generally used to determine the effectiveness of these activities. Effectiveness of user aids is measured by both preference and ability to use, which require different measures, and by the degree to which costs can be covered by sponsoring or sales. Focus groups have been effectively utilized to evaluate consumer information aids (Seattle, Miami, Los Angeles). Behavioral measures such as the number and nature of phone calls received, number of requests for information, etc., are used to measure the effectiveness of consumer information and education services.
- Advertising and Promotion--The effectiveness of advertising is measured by awareness indicators, number of phone calls received, and media analysis. The degree to which promotional costs are covered by other businesses and organizations is

used as well. The success of incentive promotions is usually measured by a combination of behavioral indicators including ridership, revenues, rate of response of coupon return, number of discount tickets purchased, and increase in retail sales. In Bridgeport, Milwaukee, and Orange County, direct contact marketing is used in some cases to determine the effectiveness of promotional efforts.

- Public Relations--The amount and tone of media coverage are the primary measures of effectiveness used in evaluating public relations activities. Attitude and awareness surveys provide additional information on effectiveness as well.
- Service Development--Both behavioral indicators such as ridership, revenues, number of passes sold, number of pass outlets, etc., and attitudinal indicators are used to measure effectiveness. User and attitude and awareness surveys are used to evaluate these activities.

The low level of evaluation activity is generally attributed to a lack of staff and financial resources. An appropriately framed evaluation effort has the potential to pay for itself by identifying the relative cost-effectiveness of individual marketing activities. Without evaluation, management has little way of knowing whether marketing objectives have been met. A strategy for assessing relative benefits and costs should be built into the planning phase of individual marketing activities and should be used to evaluate the effectiveness of each completed activity.

4.0

Summary of Current Practice

4.1 Organization and Function

Currently, there is an increased emphasis on cost-effectiveness in the delivery of transportation services. By providing the vital communications link between the consumer and the producer of services, marketing can make a significant contribution toward increased productivity in the transit industry. If the potential of marketing is to be realized, then the role of marketing must be expanded from advertising and promotion to include market research and evaluation, and the marketing function needs to be integrated with activities of other agency operating departments.

While marketing professionals agree that marketing should be defined in a broad context and should have some component in all areas from market research through service planning, this is not very strongly reflected in current practice. Within most transit agencies, marketing is viewed primarily as a mechanism for advertising and promotion. This traditional view of marketing is reflected in the organizational structure of most transit agencies where marketing is combined with related activities such as communications, public information, or community relations to form a department. Typically, the marketing department (or the department to which it belongs) is parallel to operating departments such as

service planning and scheduling, and reports directly to the general manager or director of operations. Most transit marketing professionals believe that management is supportive of their activities; however, it appears that management is rarely a source of active support. This can be attributed, at least in part, to the tendency in the transit industry to view marketing departments as less important than other departments with more "substantive" missions. Marketing budgets typically cover labor, materials, and to a lesser extent, advertising and promotional activities; little funding, if any, is explicitly budgeted for market research activities.

In general, marketing staff endeavor to set objectives which are consistent with the overall objectives of the transit agency, but, in many cases, these objectives need to be further refined for maximum effectiveness. For example, it is not sufficient to state "increase ridership" as an objective. Individual market segments and services need to be identified as well. The level of coordination between marketing and other operating departments varies significantly from transit agency to transit agency. At best, marketing staff work closely with staff from other departments to develop promotional strategies and share insights relative to consumer attitudes and behavior. At worst, marketing is at the end of the process where its role is limited to packaging and promoting a product developed by another department. Regardless of the degree of coordination, however, areas of responsibility are clearly delineated. Even at transit agencies where a high level of

coordination between marketing and other departments exists, marketing rarely plays a central role in determining basic service or pricing policies, but it does provide valuable insights to the department which is responsible for these making decisions.

4.2 Marketing Techniques

Significantly more progress has been made toward developing innovative marketing techniques than has been made toward developing an organizational structure which takes full advantage of the marketing function. The state of the practice in transit marketing includes the use of a wide variety of marketing techniques which are used by individual transit agencies to meet a range of marketing and system objectives. Transit agencies rarely perform structured evaluations of marketing activities and are more inclined to rely on perceived effectiveness instead. As a result, documentation on the effectiveness of marketing activities is rather limited. Research sponsored by the Urban Mass Transportation Administration and the Transportation Research Board has provided valuable insights into the effectiveness of marketing techniques such as fare prepayment, fare free systems, short-term economic incentives, and promotional activities, and an assessment of transit marketing evaluation activities. However, additional efforts to determine the cost-effectiveness of individual marketing techniques and mechanisms for sharing the results of research and evaluation activities among the agencies in the transit industry are needed.

A summary of the relative effectiveness of the more prevalent marketing techniques is presented in the following paragraphs. A sampling of the transit agencies which use these techniques is presented in the table at the end of this section.

Market Research is widely recognized as the pivotal component of transit marketing; however, marketing departments generally lack the financial and staff resources to conduct market research studies on a consistent and timely basis. What is needed, then, are ways to make existing market research techniques more cost effective. Techniques of particular promise include:

- incorporating mini-questionnaires with promotional materials or information request cards;
- distributing questionnaires through employer pass programs;
- cooperative efforts with local universities for survey administration and analysis;
- use of electronic questionnaires;
- use of Census data.

Service Development and Pricing is acknowledged to be an area where marketing should play a major role, but this is rarely the case in actual practice. Activities in this area have mainly focused on fare prepayment and fare free zones. The effectiveness of these programs has been well documented, particularly through UMTA's SMD Program. Evaluation indicates that these programs are more effective in attracting existing users than increasing ridership. Although these programs have significant administrative costs and result in reduced revenues, offsetting cost savings can be realized through savings from advanced collection and reduced loading times. These activities often provide opportunities for

collaboration with the private sector which can maximize the effectiveness of marketing resources.

Consumer Information is generally acknowledged to be the first marketing element developed by a transit agency. Regardless of the level of marketing activity, each transit agency interviewed judged the provision of good consumer information services to be the most necessary marketing activity. Transit agencies spend a significant portion of their marketing budgets on user aids, and more needs to be learned about how to maximize the cost-effectiveness of their design and distribution. Trip planners and tourist information aids are relatively new concepts which show promise in transit marketing, particularly for attracting off-peak ridership.

A significant portion of marketing resources are devoted to the telephone inquiry response function. Evaluation evidence is limited but suggests that automation of a portion of the telephone response function can reduce costs and increase productivity when the level and cost of automation is matched with local needs and resources. Additional effectiveness could also be achieved through the development of techniques to make the telephone inquiry response function a sales tool as well as an information tool.

Public Relations activities rely heavily on effective use of local media to keep the public up-to-date on transit agency activities. Transit agencies take advantage of the arrival of new equipment and the implementation of new services to stimulate media interest in agency activities. Community service activities by the

agency or by transit employees are effectively used to demonstrate a commitment to the community.

Advertising and Promotion activities are focusing more on target marketing techniques and less on a "shot-gun" approach. The limited evidence available suggests that advertising is most effective for generating broad-based support and enhancing transit's image and least effective for increasing revenue from passengers. Advertising resources can often be stretched through tradeouts and joint promotions with retailers and businesses. Direct contact marketing is perceived to be an effective tool in marketing, but more rigorous evaluation of its cost-effectiveness is needed.

Non-fare-related incentives, such as merchant discounts, have proven to be very popular among transit users and appear to be more effective in increasing pass sales than attracting new riders. Free or reduced fares are also commonly used incentives, primarily to increase off-peak ridership. Both programs are an effective way of involving the private sector in agency activities, and private sector contributions toward promotion and/or operating costs enhances the cost-effectiveness of these programs. The full cost of these programs is generally not well documented and little is known about their impact on ridership over the long term.

Evaluation--Most transit agencies evaluate at least a portion of their marketing activities and programs, but few take a consistent approach to evaluation. A strategy for evaluation is rarely considered in the planning stages of a specific marketing activity, and resources are seldom available to conduct a thorough

evaluation of a single activity. Because marketing activities are often difficult to evaluate in terms of cost-effectiveness, evaluation tends to rely more on measures of "perceived" than "quantified" effectiveness.

Although experiences reported by other transit agencies are helpful in assessing the cost-effectiveness of a particular marketing technique, there is a limit to how much an agency can depend on activities conducted in another setting. Evaluation of marketing activities at the local level is an important activity because the cost-effectiveness of any particular technique will depend on local objectives, needs, operating characteristics, and staff capabilities.

Transit Marketing Techniques: Current Practice

Market Research

Specific Technique	Objective	Examples of Use
On-Board Surveys	determine user attitudes; improve delivery of transit services	universal
Telephone Surveys	determine user and non-user attitudes and awareness of system and services; improve delivery of transit services	widespread
Focus Groups	determine consumer attitudes; improve delivery of transit services	Miami Los Angeles Seattle Twin Cities Spokane
Employer Surveys	determine employee travel behavior; improve delivery of transit services	Houston Boston
Request Cards, Coupons	determine travel behavior and consumer attitudes	Bridgeport Orange County

Transit Marketing Techniques: Current Practice

Consumer Information

Specific Technique	Objective	Examples of Use
Timetables, maps, signs, schedules	provide necessary information; make transit easier to use; increase operating efficiency	universal
Telephone inquiry: <ul style="list-style-type: none">• "live"• automated or computer assisted	provide necessary information; make transit easier to use; increase operating efficiency	universal Columbus Salt Lake City Ottawa Toronto Washington Twin Cities Los Angeles Portland
Information Center	provide necessary information; make transit easier to use; increase operating efficiency	Toronto Houston Cleveland Boston Huntington, WVA Bridgeport San Antonio
Trip Planner	make transit easier to use for infrequent or first time rider; increase off- peak ridership	Tucson Orange County Lancaster, PA
Tourist Information Aids	increase off-peak ridership; make transit easier to use	Toronto New York (MTA) San Francisco (BART) San Diego San Antonio
Cable Television	disseminate information to general public; increase awareness of property's role and func- tion w/in community; enhance property's image; promote use of transit services	Denver Seattle Columbus Padukah, KY Iowa City

Transit Marketing Techniques: Current Practice

Specific Technique	Objective	Examples of Use
Displays	disseminate information to general public; increase awareness	Los Angeles Boston San Francisco Milwaukee San Diego Bridgeport Atlanta Cincinnati Spokane
Community Education Programs	make transit easier to use; increase off-peak ridership	Albany Columbus Madison Dayton Houston Cincinnati Pittsburgh Philadelphia Fort Worth San Jose Tri Cities, WA San Diego Milwaukee Spokane Bridgeport
Community Outreach Programs	disseminate information to general public; increase awareness; enhance property's image	San Francisco (Muni) Los Angeles Baltimore Atlanta Philadelphia Boston San Diego
Newletters	keep riders up-to-date on transit system's activities	Houston New York San Francisco Toronto Tucson Milwaukee Portland

Transit Marketing Techniques: Current Practice

Public Relations

Specific Technique	Objective	Examples of Use
Press Releases	increase awareness; enhance property's image	universal
Media Events	increase awareness; disseminate information to general public	Milwaukee Dayton San Francisco Tulsa Houston St. Louis New York Fort Wayne Washington Topeka Spokane San Francisco San Diego Buffalo Miami Washington Vancouver
Community Service	demonstrate commitment to the community enhance property's image	Syracuse Albany Fort Wayne Denver Seattle Los Angeles Portland Pittsburgh Milwaukee Reno Chicago Allentown, PA New York

Transit Marketing Techniques: Current Practice

Advertising and Promotion

Specific Technique	Objective	Examples of Use
Newspapers	increase awareness; promote transit services; enhance property's image	universal
Radio	increase ridership by target marketing automobile com- muters; increase awareness	Denver Twin Cities Houston
Outdoor (bill- boards, transit vehicles)	increase ridership by target marketing automobile com- muters; increase awareness	universal
Direct Contact Marketing	increase ridership on spe- cific routes or services; promote transit use	Seattle Twin Cities State College, PA Los Angeles Houston Denver Bridgeport Toronto Milwaukee Spokane San Diego
Commercial Television	promote transit use; increase awareness; enhance property's image	San Antonio Spokane Cincinnati
Advertising Tradeouts	reduce advertising costs by leveraging advertising resources	Denver New York Seattle
Merchant Discounts	increase pass sales; enhance value of pass; in- crease peak period ridership; increase off-peak ridership; gain participation of local businesses	Boston Seattle Tucson Peoria Madison Portland Washington New York (MTA) San Diego Spokane White Plains, NY Bridgeport

Transit Marketing Techniques: Current Practice

Specific Technique	Objective	Examples of Use
Free or Reduced Fares	increase ridership (primarily in off-peak); gain participation of local businesses;	Bridgeport Salt Lake City Orange County Rochester Syracuse Canton Huntington, WVA Allentown, PA Dayton Nashville Pittsburgh State College, PA Los Angeles Houston Denver Cincinnati
Anniversary Celebrations	promote transit system use; increase awareness; enhance property's image	Chattanooga Seattle Monterey Lynwood, WA Cincinnati Birmingham Spokane Duluth
Sponsor Contests	promote transit system use; improve system aesthetics; enhance property's image	Wms'port, PA Orange County Dayton Madison Phoenix Columbus Dayton Baltimore New York Pittsburgh Boston San Francisco (BART)
Promotional Items	increase awareness raise revenues to defray production or operating costs	Pittsburgh Reading, PA Wilkes-Barre Miami Los Angeles

Transit Marketing Techniques: Current Practice

Service Development and Pricing

Specific Technique	Objective	Examples of Use
Special Events Transportation	increase off-peak ridership	San Diego Monterey Oakland Los Angeles Pittsburgh Buffalo New York Cincinnati Columbus Peoria Orange County Albany Chicago Knoxville
Subscription Commuter Service	increase commuter ridership; make transit more convenient to use	Tucson San Jose
Transfer Reciprocity	make transit more convenient to use	San Francisco (BART/Muni) Monterey, CA Bridgeport
Transit Passes	increase peak-period ridership make transit more convenient to use; improve property's cash flow; increase operating efficiency	Seattle Houston Denver Los Angeles Toronto Tucson Peoria Madison Portland Boston Bridgeport Baltimore Cincinnati Spokane

Transit Marketing Techniques: Current Practice

Specific Technique	Objective	Examples of Use
Purchase Options (sales outlets, credit card pay- ment, employer pass programs)	make transit more convenient to use; increase pass sales; improve property's cash flow	Boston Tucson Bridgeport San Francisco (BART) Toronto Denver Houston Los Angeles Baltimore
Employee Devel- opment Program	increase employee profession- alism; enhance employee morale; improve service to public	Seattle Albany Syracuse Oakland Milwaukee San Francisco (Muni) San Mateo Fort Worth Twin Cities Washington

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Appendix

This Appendix describes the range of marketing activities currently being undertaken by transit agencies in North America. The information presented is the result of interviews with marketing directors of 25 transit agencies and a review of relevant research reports and trade publications, particularly Passenger Transport (January 1983 through May 1984). While this handbook provides comprehensive coverage of the types of marketing activities which are prevalent in the transit industry today, the examples cited are far from exhaustive.

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Transit Marketing Technique

CATEGORY: Market Research

ACTION: Telephone Surveys

GOAL: Determine what motivates people to use public transit

DETAIL: The Milwaukee County Transit System (Milwaukee, Wisconsin)--Contracted out a market research study to develop and track basic demographic information on transit users and non-users and to study community opinions concerning the quality of local transit service. The survey used a sample of 398 area residents.

SIMILAR PROGRAMS: Capital District Transportation Authority (Albany, New York)--CDTA contracted out a market research survey which was comprised of telephone interviews with 1,000 respondents in the service area.

Monterey-Salinas Transit (Monterey, California)--Surveyed 2400 bus riders and over 790 households in the MST service area. Bus routes were surveyed on weekdays, Saturdays, and Sundays. MST will use survey results to prepare a marketing plan and design service improvements.

Lincoln Transportation System (Lincoln, Nebraska)--Conducted a survey of 300 households in the service area to determine user and non-user attitudes concerning LTS service. Information obtained from the survey will be used for future transportation planning.

Central Ohio Transit Authority (Columbus, Ohio)--COTA commissioned a random survey of more than 1,000 households to determine public perception, knowledge, and support of transit service.

Sun Tran (Tucson, Arizona) has contracted with an independent marketing research firm to conduct a major baseline study to analyze the transit habits, needs, and attitudes of current

and potential Sun Tran riders. The study will include four surveys: 1) focus groups of riders, nonriders, and employees; 2) random telephone survey of 1,000 Tucson residents (riders, potential riders, and nonriders); 3) 400 County residents not currently in Sun Tran service area; 4) follow-up survey to determine the effectiveness of any programs undertaken in response to this study's results.

Michigan Department of Transportation (Lansing, Michigan)--Conducted an evaluation of the combined effects of advertising and public information. Initial and follow-up telephone surveys of the general public were conducted by the local transit marketing departments in Ann Arbor, Saginaw, Kalamazoo, Grand Rapids, and Lansing. The initial survey was intended to determine awareness and attitudes toward the respective transit operators; the follow-up survey was to evaluate the effectiveness of the various promotional activities employed.

Milwaukee County Transit System (Milwaukee, Wisconsin)--contracts with a local university to conduct an annual attitude and awareness survey of 400 households.

Toronto Transit Commission (Toronto, Canada) conducts annual attitudes survey of 1,600 households.

Harris County Metropolitan Transit Authority (Houston, Texas)--conducted attitude survey of general public.

San Diego Transit Corporation (San Diego, California)--conducts annual telephone survey of 300 households to monitor attitudes and awareness.

Metropolitan Transit Commission (Twin Cities)--MTC conducted a telephone survey to evaluate effectiveness of advertising campaign. As a result of this survey, MTC switched from daily newspaper advertisements to drive-time radio

and billboard advertising. A follow-up survey showed that consumer awareness had increased due to this change in emphasis.

Metropolitan Dade County Transportation Administration (Miami, Florida)--Metro Dade conducted a telephone survey of 1,500 households to determine their response to advertisements placed on the outside of buses. Respondents were overwhelmingly opposed to this practice even though they recognized that revenues would be lost.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro conducts a telephone survey of 2,700 households annually to determine consumer attitudes, awareness, and travel behavior.

Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met conducts annual telephone attitudes and awareness survey of 1,600 households. Tri-Met is planning to survey 80,000 households and gain the cooperation of 4,000 in completing travel diaries.

Transit Marketing Technique

CATEGORY: Market Research

ACTION: Focus Groups

GOAL: Determine consumer attitudes toward public transit services

DETAIL: Toronto Transit Commission (Toronto, Canada)--TTC uses focus groups to preview audience reaction toward proposed electronic and print media promotions.

SIMILAR PROGRAMS: Municipality of Metropolitan Seattle (Seattle, Washington)--Metro conducted an evaluation of consumer information aid design to determine how successfully people were using Metro's current printed information to solve navigational problems and whether a different graphic approach could improve navigational performance. Three sets of focus groups and 2,300 questionnaires were administered to evaluate alternative designs of system maps, timetables, area maps, and bus stop schedule information. Metro has also used focus groups to find out why individuals choose not to use transit.

Southern California Rapid Transit District (Los Angeles, California)--SCRTD has used focus groups to evaluate user aids and advertising media and as a means to analyze consumer trade-offs in fares and service levels.

Spokane Transit Authority (Spokane, Washington)--uses focus groups to determine consumer perceptions of transit services. Responses are tabulated via the "Tel-Back" system, a hand-held dial, which has the ability to tabulate responses according to specified segments such as female, male, user, non-user, etc.

Metropolitan Transit Commission (Twin Cities, Minnesota)--MTC conducted focus groups of non-users to determine what steps could be taken to encourage them to ride the bus.

Metropolitan Dade County Transportation Administration (Miami, Florida)--Metro Dade conducted focus groups to evaluate user aids for content and format.

Bay Area Rapid Transit District (Oakland, California)--BART has used focus groups to determine consumer attitudes and awareness.

Capital District Transportation Authority (Albany, New York)--CDTA has used focus groups to evaluate user aids.

Transit Marketing Technique

CATEGORY: Market Research

ACTION: User Surveys

GOAL: Determine user attitudes

DETAIL: Ann Arbor Transportation Authority (Ann Arbor, Michigan)--Conducts annual on-board survey. In 1983, 3,800 passengers were surveyed and asked to rate AATA.

SIMILAR PROGRAMS: Pierce Transit (Tacoma, Washington)--surveyed 37 percent of weekly bus trips to help agency respond more accurately to the needs of riders.

Long Island Railroad (New York)--Distributed flyers on-board trains asking commuters to evaluate their local stations for cleanliness. 445 respondents. The railroad promised to make improvements where necessary and asked commuters to re-evaluate the same stations two months later. The railroad, through follow-up flyers, announced the findings of the campaign.

The Port Authority Trans-Hudson Corporation (New Jersey)--Conducted a three-day origin-destination survey of its passengers during AM commuting hours to evaluate changing traffic patterns and modes of travel.

Ben Franklin Transit (Tri-Cities, Washington)--Conducted an on-board survey. 2,433 questionnaires were returned.

Metropolitan Transit Commission (Twin Cities, Minnesota)--MTC conducts on-board surveys biannually to monitor changes in attitudes and travel behavior.

Bay Area Rapid Transit District (Oakland, California)--BART conducts on-board surveys biannually to monitor consumer attitudes and travel behavior.

Metropolitan Transit Authority (New York, New York)--MTA regularly conducts on-board surveys

to evaluate specific service changes and marketing programs.

Toronto Transit Commission (Toronto, Canada)--TTC conducts on-board surveys to evaluate specific service changes.

Southern California Rapid Transit District (Los Angeles, California)--SCRDT conducts on-board surveys on an ongoing basis. Each route is surveyed every 2 to 3 years.

Metropolitan Transit Authority of Harris County (Houston, Texas)--Metro conducts on-board surveys on most routes on an annual basis.

Spokane Transit Authority (Spokane, Washington)--surveys routes with disappointing ridership every two months in addition to conducting annual surveys on all routes.

Bi-State Development Agency (St. Louis, Missouri)--As part of a campaign to seek public input in the design of bus routes, Bi-State is conducting on-board origin and destination surveys. Suggestions from the general public are being solicited via telephone surveys and newspaper advertisements.

South Bend Public Transportation Corporation (South Bend, Indiana)--Transpo administered an on-board survey to determine who rides, why, how often, and what are the riders' attitudes about the service.

Transit Marketing Technique

CATEGORY: Market Research

ACTION: Employer Surveys

GOAL: Determine employee travel behavior

DETAIL: Metropolitan Transit Authority of Harris County (Houston, Texas) and the Houston Chamber of Commerce gathered information from 96 employers who provided zip code information on where their employees live. The results are intended to provide Metro with valuable information that will help the system plan for both immediate and long term rapid transit needs.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Employee Development Programs

GOAL: Provide improved level of service; encourage better employee performance; improve employee morale; enhance public's image of transit employees,

DETAIL: South Coast Area Transit (Oxnard, California)--Employee awards for outstanding public commendation, safety assistance to public, and adherence to principles of outstanding public service.

SIMILAR PROGRAMS: Municipality of Metropolitan Seattle (Seattle, Washington)--Metro Employee Suggestion System award, recognizes employees who identify problems or conditions and propose solutions.

Central New York Regional Transportation Authority (Syracuse, New York)--Annual awards for outstanding employees.

Alameda-Contra Costa Transit District (Oakland, California)--AC Transit Safe Driver awards.

Capital District Transportation Authority (Albany, New York)--Annual awards for outstanding employees.

Milwaukee County Transit System (Milwaukee, Wisconsin)--Safe driver awards.

San Francisco Municipal Railway (San Francisco, California)--Muni Safe Driving awards.

San Mateo County Transit District (San Mateo, California)--SamTrans Driver and Maintenance Employees of the Year awards.

City Transit Service of Forth Worth (Fort Worth, Texas)--CITRAN bus operators and maintenance personnel annual awards.

Metropolitan Transit Commission (Twin Cities, Minnesota)--Distinguished Driver Recognition and Awards Program.

Washington, D.C., Metropolitan Area Transportation Authority--WMATA bus employee of the year award.

Indianapolis Public Transportation Corporation (Indianapolis, Indiana)--sponsored "Metro Safety Week." Festivities throughout the week recognized bus operators who accumulated safe driving records.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Employer Pass Program

GOAL: Increase ridership; improve agency's cash flow and operating efficiency

DETAIL: Mass Transit Administration of Maryland (Baltimore, Maryland)--New employer pass program, in which a company matches MTA's discount on the sale of transit passes to the firm's employees. The current MTA monthly pass saves the commuter 12 percent over normal cash fares; the passes now available are reduced another 7.2 percent through additional discounts by MTA and the firm.

SIMILAR PROGRAMS: Jacksonville Transportation Authority (Jacksonville, Florida)--Monthly passes sold only through employers. Passes had directional restrictions and additional cash fare required for more expensive services (i.e., express bus).

Sacramento Regional Transit District (Sacramento, California)--SRTD established employer sponsored pass program to augment its extensive pass outlet program. Fifty-four area employers participated.

Greater Bridgeport Transit District (Bridgeport, Connecticut)--Employees of the Connecticut Bank & Trust Co. who purchase passes for the bus system can receive a 20 percent reduction on the purchase price of the pass.

Massachusetts Bay Transportation Authority (Boston, Massachusetts)--Employees of more than 550 area employers purchase monthly transit passes via payroll deduction. Forty employers subsidize at least a portion of the price of a pass.

Sun Tran (Tucson, Arizona)--is actively seeking employer cooperation in subsidizing and selling transit passes.

Regional Transportation District (Denver, Colorado)--RTD offers a discount pass price to employers who establish employee transit pass programs. This program accounts for approximately one-third of the District's total pass sales.

Metropolitan Transit Authority of Harris County (Houston, Texas)--Metro's employer paid bus pass program currently has 50 participating corporations.

San Diego Transit Corporation (San Diego, California)--SDTC, through its Major Employer Program, encourages employers of 100 or more employees to subsidize transit passes.

Metropolitan Transit Commission (Twin Cities)--MTC works with area employers to set up a payroll deduction mechanism for purchase of transit passes.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro's employer pass program covers more than 170 area employers with an average subsidy of \$9 per employee.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Subscription Transit Program

GOAL: Increase ridership

DETAIL: Sun Tran (Tucson, Arizona)--FAST Pass subscription bus program offers express commuter bus service tailored for employees of a single work site, from outlying residential areas directly to major employment centers. Each bus makes only six to eight stops, resulting in travel times very close to those for private automobile. Special brochures are distributed before service is initiated which include schedules, route maps and rider information. Pass guarantees individual a seat and is also good for unlimited rides on all regular services.

SIMILAR PROGRAMS: Santa Clara County Transportation Agency (San Jose, California)--Express bus to major industrial areas.

Metropolitan Transit Commission (Twin Cities)--MTC works with area employers who relocate to suburban locations. MTC works out a cost-sharing arrangement with the employer and provides bus service to the new sites. As the workforce changes over time, more employees tend to live near the site and the need for the service diminishes. In this case, the route is then dropped.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Transfer Reciprocity Plan

GOAL: Make transit more convenient to use

DETAIL: Santa Cruz Metropolitan Transit District & Monterey-Salinas Transit (California)--MST honored transfers on certain routes issued by the Santa Cruz Metropolitan Transit District (3-5/83) on a trial basis. Program will be made permanent if successful.

SIMILAR PROGRAMS: MUNI Fastpass good on BART within San Francisco

Greater Bridgeport Transit District (Bridgeport, Connecticut)--GBTD passengers can transfer to transit systems in three neighboring cities for a 10¢ fare.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Special Events Transportation

GOAL: Promote transit use in off-peak period

DETAIL: San Diego Transit (San Diego)--Special service to Padres baseball games; "Sun Runner" shuttle bus service to beach during summer.

SIMILAR PROGRAMS: Monterey-Salinas Transit (Monterey, California)--Special service to Pro-Am Golf Tournament.

Alameda-Contra Costa Transit District (Oakland, California)--AC Transit supplies supplemental bus service direct to home USFL games.

Chicago Transit Authority (Chicago, Illinois)--7th culture bus season (April through Labor Day on Sundays); three separate routes providing opportunities for sightseeing and visiting Chicago's varied and numerous attractions. Tour guides are on-board.

Southern California Rapid Transit District (Los Angeles, California)--SCRTD produced a brochure entitled, "Be A Winner," which features both local and special bus service going near or to the respective tracks, with approximate bus frequency and return trips.

Niagara Frontier Transit Metro Bus (Buffalo, New York)--Special service to Buffalo Bison baseball games.

Queen City Metro (Cincinnati)--Free shuttle bus service courtesy of the Chamber Association for the Cincinnati Riverfest celebration; Senior Explorer Tours of famous city landmarks and new downtown development; seasonal racetrack service.

Central Ohio Transit Authority (Columbus, Ohio)--Charter service on the eve of the opening of the Greater Columbus Arts Festival; also special state fair service; painted bus

with flamingoes and clouds for special summer bus service to the zoo; midday charter for senior citizens; Christmas Coach chartered by local radio station and merchants for tour of city's holiday decorations.

Capital District Transportation Authority (Albany, New York)--Service from downtown areas to three major recreational sites. Local restaurant franchise displayed posters and honored discount coupons.

Greater Peoria Mass Transit District (Peoria, Illinois)--Service to the Heart of Illinois Fair; regular fair bus from 11 AM to midnight for all nine days of the fair and park-n-ride service from area shopping centers. Discount coupons on concessions at the fair.

Ann Arbor Transportation Authority (Ann Arbor, Michigan)--Art Fair Shuttle.

K-Trans (Knoxville, Tennessee)--Initiated a service for senior citizens and residents of subsidized housing--The Grocery Bus. The bus is outfitted with a rack which hold 30 bags of groceries and service is available in off-peak hours, Monday through Friday. The cost is \$1 per round trip and a minimum of 30 shoppers is required. Similar service is also offered for groups of seniors wishing to go on shopping tours to area malls, cultural events, art galleries, etc.

Massachusetts Bay Transportation Authority (Boston, Massachusetts)--The MBTA provides additional service to local sports events. Promotion costs are covered by owners of the facilities.

Orange County Transit District (Garden Grove, California)--OCTD provides special bus service to local recreational sites during the summer months.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Fare Free Zones

GOAL: Promote transit use; enhance agency image; encourage downtown revitalization

DESCRIPTION: Municipality of Metropolitan Seattle (Seattle, Washington)--Metro implemented a fare free zone in downtown Seattle, and intra-CBD transit usage 300 percent. "Magic Carpet Service" is operated throughout the day. Some funding has been provided by a private developer, but the City of Seattle pays for almost all the incremental costs of the service.

SIMILAR PROGRAMS: Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met eliminated fares all day in downtown Portland. Ridership in the CBD increased dramatically as a result of "Fareless Square." All costs of the service come out of Tri-Met's general revenues.

Capital District Transportation Authority (Albany, New York)--CDTA experimented with a fare free zone in downtown Albany. Fares were eliminated during the off-peak period. Although retail sales increased significantly, area merchants were unwilling to contribute toward operating costs, and the City discontinued its financial support. A reduced fare program in the downtown in the off-peak was then instituted.

Knoxville Transportation Authority (Knoxville, Tennessee)--K-Trans implemented an off-peak fare free zone in the central business district.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Fare payment purchase options

GOAL: Make transit more convenient to use

DETAIL: Southern California Rapid Transit District (Los Angeles, California)--SCRTD offers option of paying by American Express (minimum purchase of \$20).

SIMILAR PROGRAMS: Bay Area Rapid Transit (Oakland, California)--BART passes can be purchased by calling a 24-hour toll free telephone number; payment by credit card; also offers mail purchase with accompanying check or money order. Tickets are also sold at more than 50 retail locations. Participating retailers are provided with posters and a display kit and receive a commission plus advertising in exchange for their cooperation.

Long Island Railroad (New York)--installation of ticket vending machines (also in Philadelphia, Portland, and San Diego).

Sun Tran (Tucson, Arizona)--Expanded bus pass outlet program to include 7-Eleven and Lavicios stores throughout Tucson.

Greater Bridgeport Transit District (Bridgeport, Connecticut)--GBTD opened pass outlet for city employees at Dinan Center to enable more city workers to take advantage of Fare Cutter Card.

Massachusetts Bay Transportation Authority (Boston, Massachusetts)--MBTA passes can be purchased at designated post offices, banks, and merchants.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro passes can be purchased via approximately 300 outlets.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Air conditioned buses

GOAL: Improve image of transit

DETAIL: Sun Tran (Tucson, Arizona)--guarantees that 100 percent of the buses leaving the garage have operating and efficient air conditioning.

SIMILAR PROGRAMS: Phoenix Transit System (Phoenix, Arizona)--improved bus air conditioners.

Metropolitan Transit Authority of Harris County (Houston, Texas)--Metro retrofitted buses with air conditioners.

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Reserved parking spaces

GOAL: Increase transit ridership

DETAIL: Bay Area Rapid Transit District (Oakland, California)--Reserved close-in parking spaces at seven BART stations are available to weekday morning commuters who carpool to BART.

SIMILAR
PROGRAMS:

Transit Marketing Technique

CATEGORY: Service Development and Pricing

ACTION: Peer Group Review

GOAL: Improve safety, enhance image

DETAIL: San Francisco Municipal Railway (San Francisco, California)--Muni established a Peer Group Review to determine the cause of a number of accidents. Experts from five US transit agencies recommended that Muni make certain changes in its safety and training procedures to enhance safe driving habits among operators.

SIMILAR
PROGRAMS:

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Automated Passenger Information Systems

GOAL: Make transit easier to use; increase system operating efficiency

DETAIL: Central Ohio Transit Authority (Columbus, Ohio)--COTA conducted feasibility study of APIS and found revenue performance on the test routes to be 6.9 percent better than that on the control routes. In particular, weekend ridership has benefited from the system with increases of 33 percent on Saturdays and 50 percent on Sundays. Systemwide implementation began in April 1983. Information provided includes current time, clock time arrivals of the next two buses, their destinations, and timely transit information promoting COTA services and special fare programs. Service disruption on a particular route or portion of a route and which bus stops might be affected are also reported. In addition to schedule information, Teleride reports on the system status in the event of a general or widespread schedule interruption due to inclement weather or an emergency. COTA marketed to customers and potential customers on the test routes by sending a magnet with logo and phone numbers.

SIMILAR PROGRAMS: Capital District Transportation Authority (Albany, New York)--CDTA expects to begin implementation of a computerized rider information system in June 1984. Riders will be able to call a telephone number which corresponds to their desired route and stop, and a computer-generated voice message will inform them of the arrival time of the next two buses.

Utah Transit Authority (Salt Lake City, Utah)--UTA implemented a computerized rider information system, "Buzz-a-Bus," in the spring of 1983. The system provides callers with schedule information, updated by dispatcher reports concerning breakdowns or other delays.

Ottawa-Carleton Regional Transit Commission (Canada)--Implemented a computerized rider information system in 1980, which supplies callers with information relative to the arrival time of the next two buses

Toronto Transit Commission (Toronto, Canada)--TTC is completing a 3-year test of a Teleride automated passenger information system on 11 routes. Riders call a telephone number which corresponds to their desired route and stop, and a computer-generated voice message informs them of the arrival time of the next two buses. Evaluation to date indicates that the system is not meeting the ridership objectives set by TTC at the start of the demonstration period. It is hypothesized that these systems are more effective for transit operators which provide a lower level of service than that provided by TTC.

Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met is using 70 telephone machines to give out schedule information. This has enabled Tri-Met to decrease the number of "live" telephone operators from 25 to 8.

Washington Metropolitan Area Transit Authority (Washington, D.C.)--WMATA telephone operators are assisted by computers to provide more efficient schedule and route information.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Brochures

GOAL: Promote use of transit

DETAIL: Southern California Rapid Transit District (Los Angeles)--SCRTD produced brochure which provides updated look (service started in 1973) at preferential lane busway linking the San Gabriel Valley and downtown Los Angeles. Also, LA SCRTD updated New Mobility brochure shows all bus lines that provide accessible service for wheelchair patrons and other handicapped persons.

SIMILAR PROGRAMS: Toronto Transit Commission (Toronto, Canada)--produced a full-color guide to many of metropolitan Toronto's attractions. Directions on how to travel TTC to the various attractions, plus information on fares and transfers, and service hours, are also provided. TTC has also developed brochures aimed specifically at the tourist market that are distributed at visitor and convention centers and hotels.

New Jersey Transit Corporation (Newark, New Jersey)--NJ Transit has compiled a package of transportation information which is intended to be given to prospective buyers of commercial and residential real estate. In addition, a series of meetings were held with Bergen county real estate boards and realtors to promote greater use of public transportation in New Jersey.

San Diego Transit Corporation (San Diego, California)--has developed "Bus for All Reasons" brochures for 11 routes, showing points of interest which are served by transit. STC has also developed brochures for the tourist market including a vacation house guest package for residents and materials distributed via hotels, convention centers and visitors bureaus.

Metropolitan Transit Authority (New York)--MTA distributes brochures to hotels, convention centers, etc., to aid tourists in using transit.

Bay Area Rapid Transit District (Oakland, California)--BART distributes a points of interest guide through hotels and tourist centers which provides tourist information on system use.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro distributes a "Rider Kit" that contains information relative to transit system use and a free ride coupon to encourage people to try it.

Sun Tran (Tucson, Arizona)--has developed a "First Time Rider Kit" which includes maps, schedules, and Rider's Guide to the bus system. A trip planner is also included so that the rider can have his/her trip planned by the transit agency.

Orange County Transit District (Garden Grove, California)--produced a "Summer Fun" book of area attractions and activities that can be reached by transit.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Information Signs and Display Boards

GOAL: Make transit easier to use

DETAIL: Santa Monica Municipal Bus Lines (Santa Monica, California)--SMMBL has installed Quick Change Information Signs at all bus stops (259) with high boarding and transfer activity. The signs offer a route map and departure times.

SIMILAR PROGRAMS: The Washington D.C., Department of Transportation and the Washington Metropolitan Area Transit Authority (Washington, D.C.)--DC DOT and WMATA have installed signs to alert pedestrians of the locations of the nearest Metro stations. WMATA is also considering the implementation of a computerized electronic passenger information and advertising display system in Metrorail passenger stations.

Regional Transportation District (Denver, Colorado)--RTD installed an electronic information display system at its Market Street station. The system provides fully automated bus route scheduling to and from Denver, using bus presence detectors to determine when each bus actually arrives and/or departs.

Metropolitan Dade County Transportation Administration (Miami, Florida)--Metro Dade will use electronic information systems to provide vehicle destination, emergency procedure instruction, and advertising messages on vehicles and in stations of the downtown circulator system.

Lincoln Transportation System (Lincoln, Nebraska)--Installation of a passenger notification system (display board) in the downtown loop to minimize passenger uncertainty about arrival and departure times. Free standing information boards have also been installed at 9 loop locations.

Southern California Rapid Transit District (Los Angeles)--SCRTD is in the process of installing new bus stop signs at 20,000 locations. The signs identify the bus line number and destination.

Long Beach Transit (Long Beach, CA)--Installation of electronic schedule information system at Long Beach Transit Mall.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro recently completed installation of 3,000 bus stop signs which include schedule information.

Metropolitan Transportation Authority (New York, New York)--Current information systems, where they exist, chiefly relay information about the separate transit operations they service. Many people transfer between transit systems but have trouble finding out about problems on the next part of their trip. New York's MTA conducted a feasibility study to determine whether delay information for all systems can be displayed simultaneously. The study also examined the costs and benefits to MTA through potential revenue from display advertising on the monitors.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: System Maps

GOAL: Make transit system easier to use

DETAIL: North Suburban Mass Transportation District (Des Plaines, Illinois)--Nortran produced a revised system map with a service directory and current information on fares, transfers, and passes. This new version is easier to read and understand.

SIMILAR PROGRAMS: San Francisco Municipal Railway (San Francisco, California)--Muni updated 1983 edition of system map. Maps are widely used and revenues from their sale cover production costs.

Metropolitan Transit Authority (New York)--MTA distributes a variety of system maps; corporate sponsors cover many of the production costs.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro recently conducted an evaluation of consumer information aid design (including system and area maps, timetables, and bus stop schedule information) to determine how successful the aids were in solving navigational problems. Of the user aids evaluated, system maps were judged to be the least essential.

Milwaukee County Transit System (Milwaukee, Wisconsin)--has recently updated and improved its system map. Unified graphics for signs, timetables, and maps is also underway.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Customer Information/Service Center

GOAL: Make transit easier to use

DETAIL: Tri-State Transit Authority (Huntington, West Virginia)--TTA opened a permanent service office which provides schedule, route, and fare information; sells passes, makes change; and maintains TTA's lost and found.

SIMILAR PROGRAMS: Harris County Metropolitan Transit Authority (Houston, Texas)--Metro established a booth in the downtown to provide transit system information. If successful, METRO plans to place 4 more in the downtown.

Toronto Transit Commission (Toronto, Canada)--TTC Info-Bus is a mobile information and display center which is used to provide information to the public at a wide range of community locations throughout metropolitan Toronto.

Greater Bridgeport Transit District (Bridgeport, Connecticut)--GBTD has recently opened twelve Information Outlets, staffed by neighborhood agency volunteers, to distribute information on area transportation services.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Local Access Cable Television

GOAL: Increase awareness and promote transit system use

DETAIL: Johnson County Council of Governments (Iowa City, Iowa)--On-board advertising posters were placed on all transit buses of the three public operators in Iowa City, promoting the local access channels and facilities. In turn, the government access channel was used by the transit system as an informational tool.

SIMILAR PROGRAMS: Paducah Area Transit System (Paducah, Kentucky)--By using government access television, PATS has been able to better explain its role in Paducah and its relation to overall municipal government at no cost. This strategy has allowed for additional data to be disseminated that could not be presented in a paid commercial on a printed or electronic media source or through a standard journalistic interview.

Central Ohio Transit Authority (Columbus, Ohio)--For the past three years, COTA has produced a 30-minute monthly cable show which is featured on the city's public access channel six times per month.

Regional Transportation District (Denver, Colorado)--Public affairs department is producing a bi-monthly videotape program, "Catching the Ride," to be shown on local cable television stations. The show presents viewers with a behind-the-scenes look at the agency's people, places, programs, and policies.

Municipality of Metropolitan Seattle (Seattle, Washington)--During the past two years, Metro has produced 12 half-hour programs for transmission on local access cable television stations. Topics covered include: plans for equipment expansion; public transit vandalism; accessible transit service; fare structure;

ideas for public transit in the year 2010; efforts to ease transit flow in downtown Seattle. Circulating copies of programs are available to interested organizations.

Bay Area Rapid Transit District (Oakland, California)--BART uses commercial closed circuit television in hotel rooms to promote tourist use of system.

Southeastern Michigan Transportation Authority (Detroit, Michigan)--SEMATA's has developed programming ideas for local cable television operators in addition to news releases and letters sent to the stations.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Transportation Displays

GOAL: Increase awareness

DETAIL: Massachusetts Bay Transportation Authority (Boston, Massachusetts)--The MBTA, in cooperation with the Prudential Insurance Company, designed a scale model of the South End/Back Bay portion of the Southwest Corridor Project, which was displayed at the Skywalk Observation Deck of the Prudential Center.

SIMILAR PROGRAMS: Southern California Rapid Transit District (Los Angeles, California)--SCRTD designed scale models of Metro Rail stations, site plans, floor plans, sections, and sketches of stations, sites, and related facilities displayed and discussed at public meetings. An historical exhibit on public transportation in the Los Angeles region was presented at Future World Expo 83.

Bay Area Rapid Transit District (Oakland, California)--BART developed "Going Places" exhibit; walk-through display which depicts BART's history, present operations, and future capital improvements; displayed at various stations.

Metropolitan Atlanta Rapid Transit Authority (Atlanta, Georgia)--launched an information bus which is used to disseminate transit information within the authority's service district.

San Diego Transit Corporation (San Diego, California)--has a portable display which is set up for a specified time period in banks, public lobbies, libraries, schools, etc., to make people aware of SDTC services and give information.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Newsletters

GOAL: Enhance image and promote transit system use;

DETAIL: Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met launched a newsletter aimed specifically at East Burnside Street residents affected by Banfield Transitway Project construction, "On Line."

SIMILAR PROGRAMS: Metropolitan Transportation Authority (New York, New York) produced community information newsletters.

Harris County Metropolitan Transit Authority (Houston, Texas)--distributes "Metro News" twice monthly on buses. Also produces "Transit Talk," a newsletter for the business community.

Toronto Transit Commission (Toronto, Canada)--"Rider News" is distributed monthly to keep transit riders up-to-date on TTC's activities.

Sun Tran (Tucson, Arizona)--is developing a newsletter for regular distribution to transit riders.

Bay Area Rapid Transit District (Oakland, California)--monthly distribution of "BART Times" to passengers which includes feature articles and a calendar of local events.

Milwaukee County Transit System (Milwaukee, Wisconsin)--distributes a monthly newsletter on-board transit vehicles. The newsletter is aimed primarily at commuters and encourages them to consider transit use for other trip purposes.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Community Education Programs

GOAL: Make transit easier to use; increase awareness of transit services

DETAIL: Central Ohio Transit Authority (Columbus, Ohio)--Program designed to acquaint students with transit system (cooperative effort among school system, COTA, and Center of Science and Industry).

SIMILAR PROGRAMS: Madison Metro (Madison, Wisconsin)--Educational slide and lecture program designed to acquaint fifth graders with bus services.

Miami Valley Regional Transit Authority (Dayton, Ohio)--offers program to schools in the county.

San Diego Transit Corporation (San Diego, California)--Annual training session for puppies being trained to become guide dogs for the blind.

Queen City Metro (Cincinnati, Ohio)--Transit education program designed for use in elementary schools.

Sun Tran (Tucson, Arizona) developed comprehensive educational program aimed at teaching elementary school children the ins and outs of riding public buses.

Santa Clara County Transportation Agency (San Jose, California)--Conducted a series of workshops for college students on ridesharing and promotion and use of public transit and other commuter alternatives.

City Transit Service of Fort Worth (Fort Worth, Texas)--Annual Senior Information Expo sponsored by the Tarrant County Area Agency on Aging. Citran distributed half fare I.D. cards, and information about special services offered

to senior citizens, bus schedules, and trolley information.

Ben Franklin Transit (Tri-Cities, Washington)--Developed a program to increase use of fixed route system and to educate citizens on how to use public transportation. The program is directed primarily toward senior citizens but is available at no charge to all who request it. Bus guides are recruited by the Voluntary Action Center of the Tri-Cities and trained by Ben Franklin Transit customer service representatives.

Southeastern Pennsylvania Transportation Authority (Philadelphia, Pennsylvania)--SEPTA developed primary and secondary school programs to educate students about the mass transportation system. Buses are brought to school buildings to function as the classroom. The primary school program includes the use of a specially prepared coloring book.

VIA Metropolitan Transit (San Antonio, Texas)--VIA has developed a coloring/story book featuring the "Buppets" for use in its elementary school education program.

Port Authority of Allegheny County (Pittsburgh, Pennsylvania)--PAT developed a secondary school education program and uses a bus as a field classroom.

San Diego Transit Corporation (San Diego, California)--SDTC developed a curriculum for teachers of primary school children.

Capital District Transportation Authority (Albany, New York)--CDTA works with teachers and schools to educate students about the transit system and promote safety.

Spokane Transit Authority (Spokane, Washington)--sponsored an elementary school education program.

Transit Marketing Technique

CATEGORY: Consumer Information

ACTION: Community Outreach Programs

GOAL: Increase awareness of transit services; enhance image

DETAIL: Massachusetts Bay Transportation Authority (Boston, Massachusetts)--A public information program was initiated to publicize the Downtown Crossing, auto restricted zone. Traffic and bus route changes were highly publicized and advertising was employed via television, radio, leaflets, maps, stores, stations, and buses.

SIMILAR PROGRAMS: Regional Transportation District (Denver, Colorado)--RTD conducted a massive public information program to explain the restructured transit system. RTD established about 100 different sites throughout the metropolitan area for information distribution, mailed out schedules and descriptions, and hired public relations consultants and additional staff for the transit information center.

San Francisco Municipal Railway (San Francisco, California)--Muni conducts community outreach activities to inform the public about changes in routes and services. For a recent major route restructuring, slide shows were developed and presented to community groups, public service radio announcements were made, and mailings were sent to households along the route.

Southeastern Pennsylvania Transportation Authority (Philadelphia, Pennsylvania)--SEPTA instituted a public awareness campaign about transit safety that included distributed leaflets and the installation of carcards promoting the transit safety hotline. SEPTA detectives also visited area malls and distributed a brochure and demonstrated methods for self-protection from pickpockets.

Southern California Rapid Transit District (Los Angeles, California)--SCRTD sends speakers

throughout LA county to address community groups that want to learn more about bus service and special district programs ranging from crime prevention to planning for SCRTD's subway. Staff conducted more than 600 community presentations in 1982. Produced 6-part television series on Metro Rail subway system for loan to local media, community organizations, schools, businesses, and church groups.

Metropolitan Atlanta Rapid Transit Authority (Atlanta, Georgia)--MARTA conducted an extensive public information program to win voter approval and support for its rapid transit system. Activities included areawide meetings, local broadcasts, daily and weekly newspaper coverage, and distribution of handbills. Special booklets were developed for private homeowners and businesses that spelled out all the rights and procedures involved where property was needed for the transit line.

Mass Transit Administration of Maryland (Baltimore, Maryland)--MTA Metro has sought support of the general public and merchants along its rapid transit route through activities such as a school safety program to alert children to the dangers of construction sites, an education program for future riders, and the annual "Great Subway Race," a road race jointly sponsored by MTA and area merchants.

Metropolitan Dade County Transportation Administration (Miami, Florida)--Metro Dade set up a network of citizens forums throughout the county to disseminate information and solicit citizen input for Metrorail planning.

San Diego Transit Corporation (San Diego, California)--is in the process of implementing a community liaison program whereby individual staff members are designated as the contact point between the transit agency and thirty community groups. Wherever possible, SDTC staff are assigned to the community group where s/he lives and are encouraged to work with com-

munity groups on a regular basis. To promote transit use by senior citizens, SDTC has established a senior telephone hotline and utilizes 60 senior volunteers at 5 locations to disseminate information and provide information.

Sacramento Regional Transit District (Sacramento, California)--In connection with construction of the light rail system, SRT is working to keep merchants and the general public informed on all stages of development by posting signs on impending demolition and construction and through newsletters, press releases, and public service announcements on radio and television.

Transit Marketing Technique

CATEGORY: Public Relations

ACTION: Community Service

GOAL: Demonstrate agency commitment to community; enhance transit agency's image

DETAIL: Regional Transportation District (Denver, Colorado)--Concerned with litter at bus stops, RTD, in cooperation with the Clean Denver office of the Department of Public Works, completed a 90-day test in which disposable litter bags were placed in 180 bus on local routes throughout the metropolitan area. In addition, RTD has joined with a local radio station to encourage residents to ride the bus for the sake of air quality.

SIMILAR PROGRAMS: Municipality of Metropolitan Seattle (Seattle, Washington)--Metro covered an articulated bus with brightly colored salmon to increase public awareness of what citizens can do to protect area water quality, "Salmon Run. All aboard for Clean Water." Brochures are available on the bus explaining Metro's water quality activities, the salmon lifecycle, and suggestions for citizen action. In addition, Metro authorized use of portion of park-n-ride lot for Burien Saturday Market.

Tri-County Metropolitan Transportation District of Oregon (Portland, Oregon)--During the month of January 1984, Tri-Met conducted "It all started on a bus" campaign. Fifty buses carried commemorative channel cards, and all buses featured a special edition of Riders' Digest, chronicling the Rev. Martin Luther King's role in the civil rights movement.

Metropolitan Atlanta Rapid Transit Authority (Atlanta, Georgia)--MARTA employees provide career guidance for disadvantaged youths through Atlanta's Merit Employment Association.

Port Authority of Allegheny County (Pittsburgh, Pennsylvania)--PAT renamed East Busway in memory of Dr. Martin Luther King, Jr.

Southern California Rapid Transit District (Los Angeles, California)--SCRTD and the mayor's office of small business assistance have agreed to jointly develop programs aimed at encouraging firms owned and operated by minorities and women to bid for SCRTD contracts including the Metro Rail subway project.

Tri-County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met provides up to 10 free bus passes per month to Portland Chapter of the Guardian Angeles to patrol transit areas for vandalism.

Regional Transportation Commission (Reno, Nevada)--Citifare provided free rides to New Year's Eve celebrants from hours between 7 PM and 2 AM on all routes emanating from the downtown transfer site. Operations and dispatch office received three times the normal requests for route and schedule information during the 8 hours preceding the special evening service. Over 2,000 individuals (56 percent of existing weekend ridership) took advantage of the program which was cosponsored by local business.

Milwaukee County Transit System provided free rides to New Year's Eve celebrants from 8 PM to 4 AM; paid for by Pabst Brewing Company.

New York City Transit Authority (New York, New York)--Employees have been contributing to area social service organizations through a payroll deduction for the past 21 years. The charity committee selects recipients and allocates funds annually.

Chicago Transit Authority (Chicago, Illinois)--CTA management and two locals of the Amalgamated Transit Union joined forces to kick off a blood drive among CTA employees.

Bay Area Rapid Transit (Oakland, California)--BART Police conducted a fingerprinting program for children at various stations.

Capital District Transportation Authority
(Albany, New York)--CDTA instituted a half-fare
program for the unemployed. Unemployed resi-
dents can purchase monthly half-fare cards
which must be shown upon boarding to qualify for
half-fare.

Transit Marketing Technique

CATEGORY: Public Relations

ACTION: Community Service

GOAL: Demonstrate agency's commitment to community;
enhance image

DETAIL: Central New York Regional Transportation Authority (Syracuse, New York)--All Centro bus operators on every route report any traffic problems to the Centro radio dispatcher who immediately relays that information to a local radio station's airborne radio pilot. This information then becomes part of the station's regularly scheduled traffic reports. The system also provides traffic coverage for special community events.

SIMILAR PROGRAMS: Fort Wayne Public Transportation Corporation (Fort Wayne, Indiana)--Bus drivers provide information for live traffic watch reports on local radio station during peak periods.

Capital District Transportation Authority (Albany, New York)--A local radio station broadcasts reports on how reroutes or traffic delays are affecting CDTA's schedule adherence.

Transit Marketing Technique

CATEGORY: Public Relations

ACTION: Inauguration Ceremonies for Service Improvements

GOAL: Promote transit service

DETAIL: Milwaukee County Transit System (Milwaukee, Wisconsin)--New park-n-ride lot and initiation of direct-to-downtown express bus service on new route.

SIMILAR PROGRAMS: Miami Valley Regional Transit Authority (Dayton, Ohio)--Accessible fixed route service.

Washington, DC., Metropolitan Area Transit Authority (Washington, D.C.)--Opening of three Metrorail stations in Alexandria and Fairfax, Virginia.

Topeka Metropolitan Transit Authority (Topeka, Kansas)--Delivery of new Lift buses).

Spokane Transit Authority (Spokane, Washington)--Took advantage of delivery of 20 new buses to launch a new advertising program which included new billboards, new artwork on billboards and print media, television spots.

Golden Gate Bridge, Highway, and Transportation District (San Francisco, California)--Added eight additional midday services to operate on weekdays and weekends, two-for-one fare offered during first seven days of operation.

Bi-State Development Agency (St. Louis, Missouri)--Dedicated a new 200-bus station garage.

Long distance bus operators and Port Authority of New York and New Jersey--Official ribbon-cutting ceremony to open modernized passenger facilities on the lower level of the south wing of the Port Authority Bus Terminal.

Provided complimentary demonstration rides on a portion of Metrorail to families, individuals,

and groups. Staff members accompany the groups to provide both a tour of the station and to answer questions about the system.

Washington, DC., Metropolitan Area Transit Authority (Washington, D.C.)--WMATA offered free demonstration rides on the Metrorail system Yellow Line on November 19, 1983.

San Francisco Municipal Railway (San Francisco, California)--San Francisco's Mayor calls press conference to announce the arrival of the first of 180 new buses.

San Diego Transit Corporation (San Diego, California)--Christening ceremonies were held for the first of a total 45 new buses that will join San Diego Transit's fleet to replace older buses now in use.

Fort Wayne Public Transportation Corporation (Fort Wayne, Indiana)--Opening ceremonies of the newly constructed transfer and layover facilities and Calhoun Street Transit/Pedestrian Mall.

Metropolitan Tulsa Transit Authority (Tulsa, Oklahoma)--Free coffee, donuts, and local newspapers for passengers of a new express bus service.

Niagara Frontier Transportation Authority (Buffalo, New York)--Conducted public unveiling of the actual transit vehicles that will be used on the light rail rapid transit system.

B.C. Transit (Vancouver, British Columbia)--Free round-trip demonstration rides on Vancouver's advanced light rail rapid transit system.

Capital District Transportation Authority (Albany, New York)--Ceremony to mark arrival of new buses; free rides to patrons on new buses during introductory period.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Advertising Campaign

GOAL: Increase awareness of transit services; enhance image; increase ridership

DETAIL: Capital District Transportation Authority (Albany, New York)--CDTA conducted a multi-media advertising campaign, "We Take Pride in Your Ride," which included a series of three 60-second radio spots which focused on the important role the driver plays in day-to-day operations. The advertising campaign attracted TV and other media coverage.

SIMILAR PROGRAMS: Central New York Regional Transportation Authority (Syracuse, New York)--conducted a seven-week campaign, "The Centro Professional--You Can Depend on Them," to promote the bus system as a friendly, reliable, and safe way to travel.

VIA Transit Authority (San Antonio, Texas)--conducted a media campaign which featured the "Buppets," six bus-shaped puppets with individual personalities and names. Through radio and television commercials, the Buppets promoted transit use to the zoo, parks, shopping malls, and other places in town. The Buppets became so popular that VIA sold smaller replicas of two of the characters at its downtown information booth and via local retail stores.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Outdoor Advertising

GOAL: Heighten transit's visibility; gain cooperation of local merchants; generate advertising revenue

DETAIL: Central Ohio Transit Authority (Columbus, Ohio)--In cooperation with a local merchant, COTA painted a bus to advertize 3-week promotion.

Bi-State Development Agency (St. Louis)--Potential advertisers can paint their messages directly on Bi-State Transit buses. Bi-State anticipates more than \$20,000 will be added to operating revenues this year as a result. Same program in Cincinnati as well.

Central Ohio Transit Authority (Columbus, Ohio)--COTA is using reflective advertizing signs on the rear of new buses.

New Jersey Transit Corporation (Newark, New Jersey)--Unveiled an inflatable billboard, "A Breakthrough in Commuting," and features a 13-foot by 14-foot balloon-like replica of NJ Transit's new commuter bus.

Metropolitan Transit Commission (Twin Cities, Minnesota)--MTC target markets automobile commuters through billboard advertisements placed along major commuting corridors.

Metropolitan Transit Authority of Harris County (Houston, Texas)--Metro target markets automobile commuters through billboard advertisements placed along major commuting corridors.

Regional Transit District (Denver, Colorado)--RTD uses billboards to target market automobile commuters.

San Francisco Municipal Railway (San Francisco, California)--Muni on-vehicle advertising

contributes approximately \$1.5 million per year to the general fund.

Orange County Transit District (Garden Grove, California)--Revenues generated by on-vehicle advertisements cover OCTD's advertising and promotion costs.

Metropolitan Transit Authority (New York, New York)--MTA uses its own vehicles for 85 percent of its advertising.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Merchant Discounts

GOAL: Enhance value and encourage sale of monthly passes

DETAIL: New Jersey Transit Corporation (Newark, New Jersey)--During December, 1983 and January, 1984, New Jersey Transit Corporation distributed a Transit Retail Discount Guide to individuals who purchased monthly passes in 4 New Jersey counties. The guide contained 20 discount coupons and lists participating stores and the amount of discount offered.

SIMILAR PROGRAMS: Municipality of Metropolitan Seattle (Seattle, Washington)--Seattle Metro (price discounts or 2 for 1 offers) for concerts, plays, museums, health and racquet clubs, sporting events, recreational equipment, tours, and hotel rooms). Student summer passes also include merchant discounts.

Sun Tran (Tucson, Arizona)--"Go Card" summer pass program for students includes merchant discounts.

Greater Peoria Mass Transit District (Peoria, Illinois)--GP Transit Passport is honored as a discount card by more than 50 area merchants.

Madison Metro (Madison, Wisconsin)--Monthly passholders are eligible for discounts on purchase of tickets for local minor league baseball club.

Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--In cooperation with a local restaurant chain, Tri-Met offered discount coupons to purchasers of weekly and monthly passes.

Massachusetts Bay Transportation Authority (Boston, Massachusetts)--Monthly passholders are eligible for a wide variety of discounts from retailers and businesses. Automobile

insurance is discounted for individuals who purchase 11 monthly passes annually. Recently, a local company produced "The Boston Directory to the T" which provides maps and information relative to the transit system and a listing of cooperating merchants and businesses. These directories were distributed to pass holders free of charge.

Sun Tran (Tucson, Arizona)--Merchant discount coupons will soon be available to passholders under Sun Tran's "Ride n Shop" program.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Merchant Discounts

GOAL: Attract ridership

DESCRIPTION: Westchester County Transit (White Plains, New York)--Riders of express bus route to New York received a special bonus of discount theatre tickets on all trips on this route for two weeks.

SIMILAR PROGRAMS: Washington, D.C., Metropolitan Area Transit Authority (Washington, D.C.)--Cooperative promotion with local radio station and restaurant chain. Local radio station provided free radio advertising for duration of cooperative promotion. Restaurant chain purchased interior and exterior bus advertising to promote the fare-card discount. Advertising revenue paid for printing of farecards. Market research survey conducted by WMATA and restaurant sales figures indicated that promotion was success.

San Diego Metropolitan Transit Development Board, with San Diego Trolley, Inc. (San Diego, California)--MTDB has embarked on a new revenue generating advertising and concessions program for the light rail line. Single-ride tickets were sold with discount coupons printed on the reverse side. MTDB plans to expand the program to include advertising on other forms of fare payment such as the trolley's multi-ride tickets. MTDB constructed a kiosk at the end of the line which will be leased to a private concessionaire. Information and tickets will be available. Revenues are expected to be \$7,600 annually.

Regional Transportation Authority (Chicago, Illinois)--RTA, in conjunction with local merchants, offered discounts on a wide variety of goods and services. The expected benefits in ridership and retail sales never materialized, however. It was felt that a large number of stores (perhaps 100) appear to be necessary and that a major "anchor" store may be essential.

Greater Bridgeport Transit District (Bridgeport, Connecticut)--In conjunction with over 130 local merchants, GBTD established a "Value Fare" program, which offers discounts to transit patrons. The Value Fare discount coupons are also made available to non-riders who return an information request card.

Spokane Transit Authority (Spokane, Washington)--Spokane Transit, in conjunction with over 100 local merchants, offers discounts to transit riders. Initially, coupons were distributed on buses during the off-peak period only. While the program is popular with merchants and riders alike, it has had a minimal impact on ridership in the off-peak. As a result, Spokane Transit decided to distribute coupons throughout the day.

Southern California Rapid Transit District (Los Angeles, California)--SCRTD distributed free discount coupons good for a savings on preferred seating for Circus Vargas performances during the month of February 1983. SCRTD obtain promotional revenue as well.

Queen City Metro (Cincinnati, Ohio)--distributed coupons good for discounts on circus tickets to transit riders.

Bay Area Rapid Transit District (Oakland, California)--BART distributed flyers with a discount coupon for admission to Dickens Fair.

Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met, through a joint arrangement with a local radio station and an automotive shop, conducted a direct mail carpool promotion to 57,000 eastside motorists. Motorists were offered a free oil change if they signed up to join a carpool. The objective was to decrease congestion during transitway construction. (Funded through a \$62,800 grant from FHWA.)

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Anniversary Celebrations

GOAL: Promote transit ridership; increase awareness and enhance transit's image

DETAIL: Chattanooga Area Regional Transportation Authority (Chattanooga, Tennessee)--To celebrate its tenth anniversary, the Chattanooga Area Regional Transportation Authority held a one-week promotion which featured a different activity each day. Activities range from free food, media coverage, prizes (including bus tickets); live music; free rides in exchange for canned foods which were then distributed to needy.

SIMILAR PROGRAMS: South Coast Area Transit (Oxnard, California)--10th anniversary promotion with open house which featured free refreshments, tours of the operations and maintenance facilities, mariachis, door prizes, SCAT buttons, and ballons. Free bus service was provided during the afternoon to/from the Buena Ventura Fashion Center and the Oxnard Plaza Park to the SCAT facility in Oxnard.

Municipality of Metropolitan Seattle (Seattle, Washington)--10th anniversary promotion, booklet capturing highlights of 10-year transit history, luncheon for all employees, series of coffee and cake get-togethers at operating bases to honor long-time employees, and marketing plan to thank public.

Monterey-Salinas Transit Authority (Monterey, California)--To celebrate its tenth anniversary, Monterey-Salinas Transit reduced fares from 75¢ to 25¢, conducted an intensive radio and newspaper advertising campaign, hosted an open house of MST facility, and produced a special edition of Ride On!, the newsletter for riders highlighting MST's first decade of service.

Snohomish County Public Transportation Benefit Area Corporation (Lynwood, Washington)-- Celebrated 7th anniversary with ceremonies and one-week free ride program. Ridership increased 34 percent. Promoted by interior and exterior transit postings, outdoor billboards, and newspaper and radio advertisements.

Queen City Metro (Cincinnati, Ohio)--10th anniversary celebration which included distribution of merchandise discount coupons, free rides on new express service, media advertisements.

Metro Area Express (Birmingham, Alabama)--Celebrated tenth anniversary with a giant party, cosponsored by local radio stations and local bottling companies. Games, free food, appearances by local bands, drawings for prizes. Service free all day.

Spokane Transit Authority (Spokane, Washington)--Celebrated 100 years of public transportation with newspaper advertisements, radio spots, and centennial buttons.

Duluth Transit Authority (Duluth, Minnesota)--Celebrated 100 years of public transportation service with a 5¢ fare, special newspaper section, and special activities.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Free Rides

GOAL: Increase transit ridership, primarily in the off-peak; gain cooperation of local merchants

DETAIL: BC Transit (Victoria, British Columbia)--3-day seat sale (fares turned back a decade); kicked off with rolling party complete with radio personality, live musicians, and appearances by elected municipal politicians

SIMILAR PROGRAMS: Greater Bridgeport Transit District (Bridgeport, Connecticut)--GBTD sponsored a Transit Discovery Day, October 10, 1983. On that day, the general public was able to travel free of charge on all of the system's bus routes on an unlimited basis. A local bank reimbursed GBTD for lost revenues, and a local radio station provided air time and production of radio ads.

Metropolitan Transit Authority of Harris County (Houston, Texas)--To increase ridership on routes with unsatisfactory ridership levels, Metro is sponsoring a "TGIF" promotion. Individuals who purchase tickets for Monday through Thursday are given a free ticket for use on Friday. On another set of routes where ridership was disappointing, Metro distributed free ride coupons to area merchants and civic groups. "Metro Monday" coupons were good on Mondays over a three-month period. Under its "Good Neighbor Pass" program, Metro distributed free ride coupons to its employees who are encouraged to give them to their non-riding friends.

Utah Transit Authority (Salt Lake City, Utah)--"Let's Get Acquainted Day," fare free day held July 14. In 1982, UTA retained one-third of new riders and turned them into regular riders of the bus system.

Metropolitan Transit Commission (Twin Cities, Minnesota)--Distributed free ride coupons via random mailings, employment sites, retail

establishments, etc., to determine the impact of successive free rides on the formation of a transit usage habit. The number of coupons varied by site and were valid over different time periods.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro targets about 15 routes with disappointing ridership levels for promotion each year. Free ride tickets, time tables, and brochures are distributed door to door. Forty percent of the free ride tickets have been used in the past two years.

Orange County Transit District (Garden Grove, California)--OCTD periodically sponsors free ride days to promote transit use. Corporate sponsors contribute to cover costs.

Regional Transit District (Denver, Colorado)--On an experimental basis, RTD eliminated fares systemwide during the off-peak period. Results showed that transit dependent were less responsive to fare free incentive than other users. Severe overcrowding and passenger conduct problems were attributed to the experiment. A similar experiment was conducted in Trenton, New Jersey, with similar results.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Free Rides or Reduced Fares

GOAL: Increase ridership in off-peak period; promote downtown shopping

DETAIL: Rochester-Genessee Regional Transit Service (Rochester, New York)--RTA, in conjunction with the City of Rochester and the Rochester Area Chamber of Commerce, provided free rides on the four Sundays between Thanksgiving and Christmas for holiday shopping in downtown Rochester. Ridership in the CBD business district fare free zone, which operates from 11 AM to 2 PM, Monday through Friday, doubled during the holiday shopping season. This program is also sponsored by the above three.

SIMILAR PROGRAMS: Central New York Regional Transportation Authority (Syracuse)--CENTRO, in conjunction with the Merchants National Bank and Trust Company, sponsored free fare day on all routes on the day after Thanksgiving.

Fort Wayne Public Transportation Corporation (Fort Wayne, Indiana)--Conducted a test promotion to reduce fares during midday (9 AM to 2 PM) and all day Saturday. Ridership increased 24 percent on Saturdays and 8 percent overall. Discontinued after one month. A ridership increase of 50 percent would have to be realized to show a profit.

Canton Regional Transit Authority (Canton, Ohio)--CRTA's "Price Ride Express" offered free rides on the four busiest retailing days of the year in addition to prizes (donated by retailers) worth more than \$1,700. A 121 percent increase in ridership noted. Will try to project impact of promo on ridership.

Tri-State Transportation Authority (Huntington, West Virginia)--Sponsored free fare day on day after Thanksgiving. Ridership doubled on that day.

The Lehigh and Northampton Transportation Authority (Allentown, Pennsylvania)--LANTA offered half-fare with clip-out newspaper coupon on the Saturday after Thanksgiving. LANTA determined the success of the event using ridership statistics and totalling the number of coupons turned in to drivers.

Queen City Metro (Cincinnati, Ohio)--implemented a "Weekend Explorer" program to encourage weekend transit use through reduced fares systemwide.

Miami Valley Regional Transit Authority (Dayton, Ohio)--Half price on all regular routes every Saturday and Sunday in December through Christmas Day).

Bay Area Rapid Transit District (Oakland, California)--On Sundays during the holiday season, BART operated direct-service trains to San Francisco from Richmond and Fremont.

Metropolitan Transit Authority (Nashville)--reduced off-peak fares to 25¢ during week prior to Easter.

Lincoln Transportation System (Lincoln, Nebraska)--initiated midday discount fare (77% of full fare).

St. Petersburg Municipal Transit System (St. Petersburg, Florida), in cooperation with a local downtown department store, sponsored "Home Free," a program where merchants purchased and distributed tokens to customers who presented a sales receipt in the amount of \$10 or more to the store's credit office.

Sarasota County Area Transit System (Sarasota, Florida)--Program for students age 18 and under to ride on SCAT buses for half-fare all day, all week, and on all routes from June 1 through the end of August. Daily ridership levels increased by 10 percent as a result of this promotion.

Utah Transit Authority (Salt Lake City, Utah)--
UTA eliminated off-peak fares on all routes
during the month of October, 1979. Ridership
increased 7 to 9 percent during the experiment
period, but increased insignificantly in the
long term.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Reduced Transit Pass Prices (Short-Term)

GOAL: Increase use of transit passes; attract ridership

DETAIL: Austin Transit System (Austin, Texas)--Offered reduced price promotion of bus passes. Program attracted existing users and most returned to former payment methods when full price restored.

SIMILAR PROGRAMS: Phoenix Transit System (Phoenix, Arizona)-- Offered reduced price promotion of bus passes. Program attracted existing users and most returned to former payment methods when full price restored.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Direct Contact Marketing

GOAL: Promote transit ridership

DETAIL: Centre Area Transportation Authority (State College, Pennsylvania)--Faced with an overall turnover of nearly 20 percent of its riders, CATA conducted a direct mail marketing campaign to 23,000 households. Using the resources of, and working in conjunction with, the local daily newspaper, CATA mailed information packets to 95 percent of all households within one-quarter mile of a bus route. Each packet contained a schedule, system map, and an information flyer with four free-ride coupons. Two of the coupons were for rides to the region's largest shopping center. When a passenger made a trip to the mall, s/he automatically became eligible for a drawing in prizes donated by the merchants.

SIMILAR PROGRAMS: Greater Bridgeport Transit District (Bridgeport, Connecticut)--GBTD, sent transit request forms to 30,000 suburban residents of greater Bridgeport, which included a free transit token and free Merchant Discount Coupons. The rate of response was in excess of 3 percent. The total cost of the promotion was about \$2,800 and could be recouped if only 10 new regular adult riders were attracted to transit. Nearly 40 percent of those responding to a follow-up survey indicated that their bus riding increased as a direct result of the promotion, and 5 indicated that they had shifted their commuter trip to transit. These increases equate to nearly 9,000 additional rides or \$4,000 in induced revenue. Direct mailings often include a "mini questionnaire" which is returned with a request for information. Free ride coupons are used to stimulate non-riders to return information request cards. This information is then incorporated into GBTD's consumer data file. GBTD also makes follow-up contacts with individuals requesting information.

Metropolitan Transit Commission (Twin Cities, Minnesota)--MTC target markets university students each fall via direct mail.

Toronto Transit Commission (Toronto, Canada)--TTC uses direct mail to promote new routes.

Regional Transit District (Denver, Colorado)--RTD uses direct mail with free ride coupons to promote new routes.

Tri County Metropolitan Transportation District of Oregon (Portland, Oregon)--Tri-Met conducted a telemarketing campaign to attract new riders. Of those contacted, 85 percent accepted information and free ride coupons, and 20 percent of those who used the coupon continued to ride the bus.

Milwaukee County Transit System (Milwaukee, Wisconsin)--uses direct mail to target market new services or routes with disappointing ridership levels. Free ride coupons are included and, once used, become a contest entry. Follow-up contact is made based on the information provided on the coupon.

Municipality of Metropolitan Seattle (Seattle, Washington)--Metro distributes materials door-to-door to promote new and revised routes. Free ride coupons are often included.

Southern California Rapid Transit District (Los Angeles, California)--As part of a promotional campaign, SCRTD compared the effectiveness of direct mail, door to door distribution, and newspaper advertising. Results showed that newspaper advertising was least effective in this instance.

Central Ohio Transit Authority (Columbus, Ohio)--COTA distributes information and promotional materials door to door.

Orange County Transit District (Garden Grove, California)--OCTD uses direct mail to attract

new riders. Free ride coupons and a trip plan are sent to respondents. A follow-up form is then sent out to determine customer satisfaction. This information is then incorporated into OCTD's consumer data file.

Capital District Transportation Authority (Albany, New York)--CDTA plans a direct mail campaign to promote transit use for shopping trips.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Installation of Art Works

GOAL: Enhance transit system's image

DETAIL: Port Authority of New York (New York, New York)--Permanent installation of art work in terminals and on transit vehicles.

SIMILAR: Madison Metro (Madison, Wisconsin)--Annual
PROGRAMS: display of original student artwork.

Phoenix Transit (Phoenix, Arizona)--Sponsored fifth grade student art contest; artwork was displayed in buses and prizes were awarded.

Miami Valley Regional Transit Authority (Dayton, Ohio)--Displayed artwork produced by public school elementary students on electric trolleys.

Mass Transit Administration of Maryland (Baltimore, Maryland)--Baltimore Metro has contracted for the design and permanent installation of artworks in nine stations.

Central Ohio Transit Authority (Columbus, Ohio)--School Poster Program gave 1500 elementary school students the opportunity to create posters for display on COTA buses.

Port Authority of Allegheny County (Pittsburgh, Pennsylvania)--Eight design contracts awarded for permanent artwork in light rail stations.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Sponsor Contests

GOAL: Promote awareness and use of transit services

DETAIL: Chattanooga Area Regional Transportation Authority, in conjunction with local radio station and florist, sponsored Busboard Philosophers Contest. Winning entries were painted on busboards for public displays; top two received prizes.

SIMILAR PROGRAMS: Bay Area Rapid Transit District (Oakland, California)--Station Area Development Competition for architectural design students (\$19,000 in prize money); objective--to identify development opportunities involving BART property, that can be pursued in conjunction with other public entities and/or private developers.

Miami Valley Regional Transit Authority (Dayton, Ohio)--monthly passholders are invited to save expired passes and play RTA's Lucky Pass Game (drawing for prize).

Milwaukee County Transit System (Milwaukee, Wisconsin)--As part of its "Shop by Bus" promotion, Milwaukee Transit jointly sponsored a contest with a local radio station. Prizes included cash and charter bus services.

Orange County Transit District (Garden Grove, California)--OCTD sponsored a month-long "Lucky Rider" promotion. Prizes were donated by local businesses and awarded to riders on randomly-selected buses.

Ann Arbor Transportation Authority (Ann Arbor, Michigan)--As part of AATA's annual "Prize Ride" promotion, coupons were handed out to bus riders, who could fill them out and submit them to participating merchants for prize drawings.

Greater Peoria Mass Transit District (Peoria, Illinois)--G.P. Transit sponsored a "Transit Passport" promotion and awarded prizes to passholders on the basis of a random drawing.

Transit Marketing Technique

CATEGORY: Advertising and Promotion

ACTION: Promotional Items

GOAL: Generate revenue; promote transit system use

DETAIL: Southern California Rapid Transit District (Los Angeles, California)--SCRTD is generating revenue to pay for its special Olympic service by selling 24 different commemorative Olympic bus tokens. The tokens are made of brass and are being sold to commuters for 50¢, their value as bus fare, and in uncirculated sets of 24 which range in price from \$25 to \$50. Proceeds from the sales are expected to provide SCRTD with upwards of \$1.7 million, enough to close the deficit it is likely to incur providing bus services during the games. Once the deficit is closed, SCRTD will contribute 10 percent of additional profits to the Olympic Committee and use the remainder to help finance the region's rail transit system.

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