

# Transit Marketing

A REPORT  
OF THE  
TRANSPORTATION TASK FORCE  
OF THE

**URBAN**  
**CONSORTIUM**  
FOR TECHNOLOGY INITIATIVES



SUPPORTED BY



U.S. DEPARTMENT OF TRANSPORTATION

WASHINGTON, D.C.

JULY, 1978

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# URBAN CONSORTIUM

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The Urban Consortium for Technology Initiatives was formed to actively pursue technological solutions to pressing urban problems. The Urban Consortium is a coalition of 34 major urban governments, 28 cities and 6 counties, with populations over 500,000. These 34 governments represent over 20% of the nation's population and have a combined purchasing power of over \$25 billion.

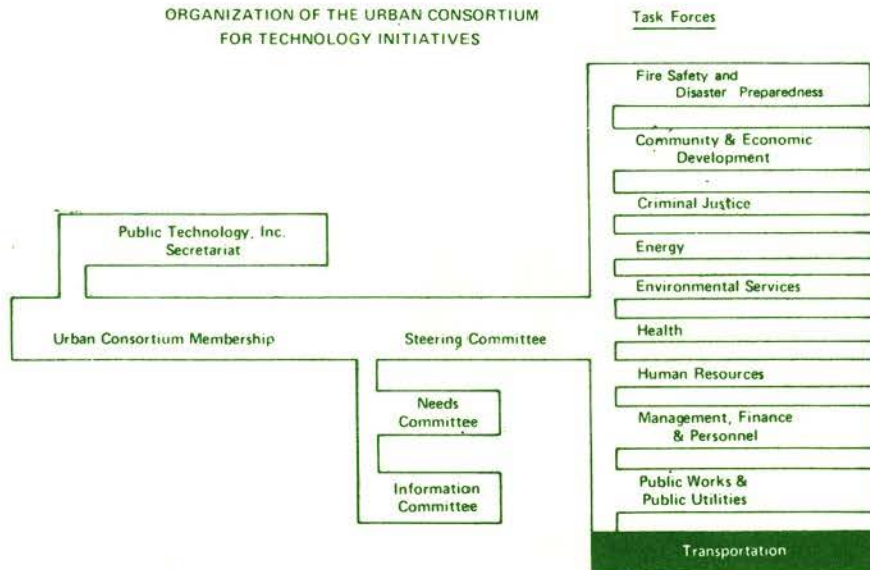
Formed in 1974, the Urban Consortium represents a unified local government market for new technologies. The Consortium is organized to encourage public and private investment to develop new products or systems which will improve delivery of local public services and provide cost-effective solutions to urban problems. The Consortium also serves as a clearing-house in the coordination and application of existing technology and information.

To achieve its goal, the Urban Consortium identifies the common needs of its members, establishes priorities, stimulates investment from federal, private and other sources and then provides on-site technical assistance to assure that solutions will be applied.

Public Technology, Inc. (PTI), a non-profit, tax-exempt, public interest organization serves as Secretariat to the Urban Consortium. PTI was established in December 1971, by The Council of State Governments, The International City Management Association, The National Association of Counties, The National Governors' Conference, The National League of Cities and The U. S. Conference of Mayors. The staff of PTI provides both technical and organizational services to the Urban Consortium and its Task Forces.

The work of the Urban Consortium for Technology Initiatives is focused through the ten Task Forces shown below. These Task Forces were formed as a result of the needs identification process used by the Consortium. An eleven member Steering Committee, whose members are chosen from among the participating jurisdictions, guides the activities of the Urban Consortium for Technology Initiatives.

ORGANIZATION OF THE URBAN CONSORTIUM  
FOR TECHNOLOGY INITIATIVES



Initial funding for the Urban Consortium for Technology Initiatives was obtained from the National Science Foundation /Research Applied to National Needs and from the Office of the Secretary, Department of Transportation. Additional funding has been provided by the Department of Housing and Urban Development, the Environmental Protection Agency, the Urban Mass Transportation Administration and the Federal Highway Administration of the U.S. Department of Transportation, and the National Fire Prevention and Control Administration of the U.S. Department of Commerce.

This report is a product of the activities of the Transportation Task Force. The work has been supported by the U. S. Department of Transportation; Office of the Secretary, Urban Mass Transportation Administration and Federal Highway Administration.

# Transit Marketing

July 1978

Prepared by

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to the

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## PREFACE

This is one of ten in the second series of Information Bulletins produced by the Transportation Task Force of the Urban Consortium for Technology Initiatives. Each Bulletin in this series addresses a priority transportation need area identified in the second annual needs selection by member jurisdictions of the Urban Consortium. The Bulletins are prepared by the staff of Public Technology, Inc. (PTI) for the Transportation Task Force.

The eight transportation needs which this second series of Information Bulletins covers are:

- Accelerated Implementation Procedures
- Center City Circulation
- Neighborhood Traffic Controls
- Parking Management
- Transit Marketing
- Alternative Work Schedules
- Traffic Performance Measurement
- Urban Goods Movement

There will also be two Updates to Information Bulletins printed in 1977:

- Improving Transit Systems Productivity
- Institutional Framework for Integrated Transportation Planning

The needs highlighted by the Information Bulletins are selected in an annual process of needs identification used by the Urban Consortium. By identifying and then focusing on the priority needs of member jurisdictions, the Consortium assures that resultant research and development efforts are directly responsive to existing or anticipated local government problems.

Each Bulletin provides a nontechnical overview, from the local government perspective, of issues and problems associated with each need. Current research efforts and approaches to the problem used by local governments are also briefly identified. The Bulletins are not meant to be an in-depth review of the state-of-the-art or the state-of-the-practice. Rather, they serve as an information base from which the Transportation Task Force selects several needs for more attention.

The Information Bulletins have also proven useful to persons such as elected officials for whom transportation represents but one of many areas of concern.

The results of the needs selection process used by the Urban Consortium have been promising. Of the ten priority needs identified in the first annual needs selection, four were addressed by subsequent Transportation Task Force projects.

- To pursue the need for Preferential and Exclusive Lanes, a Manual for Planning and Implementing Priority Techniques for High Occupancy Vehicles (composed of a Chief Executive Report, Program Manager's Report, and Technical Guide) was developed. The methodology outlined in the manual is now being tested in Buffalo, St. Louis, San Francisco, and San Jose. A revised manual based on these demonstrations will be available in July, 1978.
- A National Conference on Transit Performance was organized to address the need for Transit System Productivity. The Conference, held in Norfolk, Virginia, in September, 1977, was attended by 200 government, industry, labor, and academic participants.
- To facilitate the provision of Transportation for Elderly and Handicapped Persons, an outline for a manual on techniques of providing such transportation services is being developed.
- Finally, two documents relating to the need for Transportation Planning and Impact Forecasting Tools are being prepared: (1) a paper describing local transportation planning issues and concerns directed to the Urban Mass Transportation Administration (UMTA); and (2) a management-level document for local officials describing UMTA's currently available tools and how they can be applied to local government.

Of the remaining six needs identified in the first annual selection, two remained as priority needs in the second annual needs selection. The Information Bulletin for "Institutional Framework for Integrated Transportation Planning" was included in the first series of Bulletins and will be revised as necessary. The Information Bulletin for "Accelerated Implementation Procedures" is part of this second series of Bulletins.



For the remaining four needs, the Transportation Task Force felt that current research directed toward them was adequate and that the Information Bulletins themselves fulfilled the Task Force's information dissemination goals. Thus, these needs have been dropped from the priority list.

Two major projects related to the second needs selection have already been completed. To help improve Center City Circulation (with the objectives of downtown revitalization and economic development) two projects have been completed. A recently published report--Center City Environment and Transportation: Local Government Solutions--shows how seven cities use transportation and pedestrian improvements as tools in downtown revitalization. Another project, addressing the coordination of public transportation investments with real estate development, culminated in a major national conference--The Joint Development Marketplace. The Marketplace, held in Washington, D.C. in June, 1978, was attended by over 500 people, including delegations from 37 cities and counties and representatives of over 100 private development and financial organizations. It is hoped that further research projects will be directed to the remaining new priority transportation needs of the Urban Consortium for Technology Initiatives.

The support of the Technology Sharing Division, Office of the Secretary; Federal Highway Administration; and the Urban Mass Transportation Administration of the U.S. Department of Transportation has been invaluable in the work of the Transportation Task Force of the Urban Consortium for Technology Initiatives and its staff from Public Technology, Inc. The guidance offered by the Task Force members will continue to insure that the work of the staff will meet the urgent needs which have been identified by members of the Urban Consortium for Technology Initiatives.

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Seattle, Washington
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## CHAPTER 1

### ISSUES AND PROBLEMS

Local government officials across the country are considering the role of public transportation in providing mobility for transit dependents and commuters, reducing urban congestion and air pollution, and conserving energy. Some local transit services emphasize the quality of service, in terms of frequency, reliability, convenience, and passenger comfort, in order to increase ridership generally. Others provide services designed to meet specific transportation needs or to assist in meeting particular community goals. Still others emphasize the need to increase revenues, or to maintain a specified ratio between operating costs and revenues, as a means of reducing or controlling public expenditures for essential transit services.

Whatever the objectives, many transit managers are looking toward transit system marketing as one way of meeting those objectives. Some systems have well-established and experienced marketing departments. Others are skeptical about the value of a transit marketing program. There is a need for marketing techniques which can be shown to be useful in meeting transit system objectives at reasonable costs.

This Information Bulletin addresses the issues and problems related to transit system marketing. The following topics are discussed:

- The Marketing Concept
- Market Research
- The Marketing Mix
- Marketing Costs and Evaluation of Results

#### THE MARKETING CONCEPT

There is a need to communicate to transit managers and local government officials that marketing is more than advertising, and that it can be used to attain specific objectives of the transit system.



Marketing for mass transit systems is that function which serves to understand and respond to customer needs for the services of the system by:

1. analysis, through market research, of the mobility wants, needs and preferences of all present and potential customers;
2. interpretation of the needs and effectiveness of the transit system of fulfilling them in terms of service development, which includes the development of pricing structures; and
3. communication to the customer (or potential customer) of the nature of the system's services through mass promotion programs and individual customer service (sales) activities (e.g., rider information aids);

so as to satisfy customer needs, stimulate patronage of the system, and generate an adequate return.<sup>1</sup>

Marketing can be defined in a number of ways. Here the term is used to embrace two major functions:

1. market research--analysis to determine market groups and their travel needs.
2. marketing mix--adjustment of variables to respond to the needs of the market groups identified in the market research process. These are:
  - a. levels of service
  - b. fare structure
  - c. promotional activities and user services.

A marketing program should be based upon the transit system's objectives. Different objectives require different marketing approaches. A major problem is that these objectives may not have been formally determined on a policy level. Transit system managers may need assistance in the identification and articulation of local objectives. Further information exchange is needed in this area.

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<sup>1</sup>Lesko Associates and Smith and Locke Associates, Transit Marketing Management Handbook; Marketing Organization (Washington, D.C.: U.S. Dept. of Transportation, Urban Mass Transportation Administration, 1975), p. 10.

An issue for most local governments is whether or not the transit system should seek to increase ridership generally, that is, during both peak and off-peak periods. The maximum numbers of employees and vehicles are required during peak periods. Whenever the maximum load factor is reached, additional riders necessitate the addition of personnel and equipment. Increasing peak-hour riders as an objective per se may be undesirable unless there are offsetting benefits in such areas as increased personal mobility, improved environmental quality, reduced traffic congestion, energy conservation, and reduced need for alternative facilities.

In most cases the need is for a marketing program which is specific, directed to the time of day, day of the week, origin-and-destination of the rider, and the individual characteristics of the transit user.

Market segmentation is the key concept which contrasts with the notion of a homogeneous user group. Since the total transit market is made up of "a series of distinct user groups and potential user groups, each susceptible to different services or approaches in selling the service,"<sup>2</sup> market segmentation facilitates the creation of a marketing plan tailored to the specific objectives of a transit agency and the specific needs of user groups.

In relation to marketing, this means that individuals have differing transportation needs and expectations and different degrees of access to alternative means of travel. Not everyone can be attracted to public transit service, but there are market segments which can be attracted to an accessible transit service that meets their particular needs and expectations. A very important, and readily identifiable, market segment is current riders, who might be encouraged to increase their frequency of transit use.

There is a need for techniques to identify local market segments and to determine, within the framework of various marketing objectives, which market segments have the potential for increased ridership. For example, there may be pockets of available space during peak hours, even on a seemingly busy or full system. Therefore, there is a need for extremely detailed research and data to pinpoint specific markets.

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A major issue to be considered in developing a marketing program for special services is that of perceived equity in the provision of transit

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<sup>2</sup>George M. Smerk, "Productivity and Mass Transit Management," in Proceedings of the Specialty Conference on Urban Transportation Efficiency (New York: NY American Society of Civil Engineering, 1977), p. 201.



✓ services. For example, a system which provides a higher-quality ride (e.g., express service and more comfortable seats with headrests) for a higher price in order to appeal to middle-class commuters may be accused of neglecting low-income transit dependents, even if the higher price covers the fully allocated costs of providing the premium service.

## MARKET RESEARCH

Once the marketing objectives are determined, market research is undertaken. The purpose of market research is to identify market groups and their travel needs. Market research can reveal:

- market groups within the population
- transportation needs of specified market groups
- effectiveness of service, both before and after service changes
- public response to service changes

Market research may be conducted periodically, or on a continuing basis, to identify market changes and provide checks on the effectiveness of transit service in meeting market needs. Techniques can range from simple on-board surveys to more elaborate telephone or home-interview studies. It is critical that research results be summarized in a timely manner in order to be incorporated into the transit program. This is especially challenging in a business as dynamic as transit.

Transit agencies need additional information on the market research techniques which are best suited to transit and to various marketing objectives. Potentially desirable innovations need to be tested and information concerning them made available to the transit community.

## THE MARKETING MIX

The marketing mix consists of:

- levels of service
- fare structure
- promotional activities and user services

### Levels of Service

Decisions about the quantity and quality of service to be provided should reflect the results of the market research effort and a trade-off between net operating costs and the provision of service best suited to the needs of particular market groups and the attainment of transit system goals.



The major service characteristics which can be varied, within policy limits, to meet market needs are:

- route structure, including route spacing, route configuration, and location and spacing of stops.
- schedules, including frequency of service in peak and off-peak periods, and Saturdays, Sundays, and holidays, and the coordination of schedules at transfer points.
- load factors,<sup>3</sup> which limit the number of persons who ordinarily will have to stand during various phases of the operating cycle.
- service reliability, including adherence to published schedules and equipment maintenance standards.
- user services, such as schedule information, shelters, and signing.
- special services, such as contract services, demand-responsive service, and special facilities for elderly and handicapped persons.

Additional information is needed concerning the relative importance of each of these characteristics in attracting and holding specific market groups.

### Fare Structure

The second factor in the marketing mix is the fare structure, which includes both the prices charged and the method of collection. Decisions about pricing include whether to charge a flat fare or a distance-based fare (based on zones or miles), transfer mechanism, and special discounts or premium fares for population subgroups or time-of-day travelers. In some instances, population subgroups or patrons within specific areas may ride without payment of a fare. Fares may be collected in cash, through the use of prepayment systems (such as tokens, tickets, computerized fare cards, and weekly or monthly passes), or by the use of some form of credit or deferred-payment plan.

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<sup>3</sup>Ratio of riders to seats, measured at the maximum load point on each route. At 1.0, all seats are filled and there are no standees.

Decisions about the fare structure affect both ridership and revenues. In general, an increase in fare will cause a ridership decrease and a decrease in fare will cause a ridership increase. This relationship is known as fare elasticity.

Fare elasticities vary for different jurisdictions and different market segments within each jurisdiction. However, available evidence suggests that no market segment is highly responsive to minor changes in fare alone. Changes in the quantity and quality of service appear to influence ridership more than fare changes.

There is a need for improved techniques for determining the fare elasticities for individual jurisdictions and various market segments. Data in this area would be useful both in determining fare policy and in implementing market objectives.

#### Promotional Activities and User Service

Market research attempts to determine public attitudes and behavior patterns. Promotional activities attempt to influence these attitudes and behavior patterns by providing relevant and understandable information to the target markets. Promotional activities may include:

- use of radio and television facilities, newspapers, magazines, signs, billboards, transit cards, and other mass media.
- distribution of promotional information and schedules by mail, door-to-door delivery, or literature racks in public places.
- provision of speakers and programs for civic and community groups, visits to schools and senior citizens' centers, use of on-vehicle passenger representatives, and transit information centers.
- preparation and distribution of educational material, such as that developed for use in schools by the California Department of Transportation.

Research has indicated that promotional activities are effective tools, but further research is needed to determine the effectiveness of these activities in terms of particular market segments and to identify and test additional techniques which appear to have promise.



Closely tied to the promotional program are user services. These facilitate the use of transit services by both new and current users.<sup>4</sup> They include timetables, bus stop and station signs, maps, graphics at stations and on vehicles, signs, telephone information services, and user booklets.

As with promotional activities, not enough is known about the effectiveness of user aids in helping specific market groups to make better use of public transportation services and in attaining marketing objectives. Further work also needs to be done in identifying and strengthening the public relations role of transit system employees.

#### MARKETING COSTS AND EVALUATION OF RESULTS

In this day of financial accountability and limited resources, all local government programs must be ready to answer the questions, "How much does it cost," and "What are the expected results." A major problem facing transit marketing departments is that they may not be able to answer these questions.

There are no established guidelines on how much should be spent on transit marketing. As a result, it is difficult to persuade management and the providers of public funds that a marketing program is needed, and the results of a stringent budget are often felt first in the marketing department. Transit marketing may produce significant, desired ridership increases. On the other hand, it is entirely possible that a significant proportion of the actual expenditures for transit marketing are used ineffectively--or even counterproductively--in terms of local transit system objectives.

The key question here may not be "how much" but "how". It is not necessary to regulate the percentage of the overall budget to be allocated to marketing. Transit systems could, however, use guidelines as to the best way to use marketing budgets to meet transit system objectives.

There are not any nationally accepted methods of evaluating the effectiveness of a transit marketing program, particularly when the primary marketing objective is more complex than increased total ridership. The evaluation of marketing efforts is especially difficult because of the complex milieu in which a public transit system operates, and because it is seldom

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<sup>4</sup>For further information on user information aids, see Illium Assoc., Inc., Transit Marketing Management Handbook; User Information Aids (Washington: U.S. Dept. of Transportation, Urban Mass Transportation Administration, 1975).



possible to isolate the effects of these efforts. The separate effects of improved headways, new vehicles, better transfer arrangements, and a radio advertising campaign are difficult to measure when in the same year there is an energy shortage, a hard winter, a fare increase, and a strike at the local steel mill.

## MARKETING SUCCESS

While it may be unclear as to exactly how much to spend on marketing or how to evaluate marketing efforts, it is clear that some transit systems have been successful with their marketing programs. The ingredients of a successful transit system marketing program appear to be:

- clear definition of the transit system objectives
- support for marketing from top management
- integration of marketing objectives with transit system objectives
- integration of marketing function with rest of the transit system
- carefully designed market research
- identification of market segments
- marketing techniques specifically designed to reach desired market segments

More specifics on transit system marketing successes need to be studied and the results communicated more widely. In sum, transit marketing successes need to be marketed.

## CHAPTER 2

### CONTACTS AND CURRENT PROGRAMS

#### FEDERAL AGENCIES

##### U.S. Department of Transportation - Urban Mass Transportation Administration:

The Office of Transit Management sponsors projects aimed at improving the overall effectiveness of transit agencies, including transit system marketing.  
Contact: Brian J. Cudahy, UPM-40, TRPT-Room 4608E, (202) 426-9274.

#### LOCAL AGENCIES

##### Atlanta:

The MARTA marketing department's graphics have produced a systemwide image. Current marketing programs concentrate on the off-peak markets, special pricing program, and a major public education program preliminary to the opening of metro rail.

Contact: John Bates  
Metropolitan Atlanta Rapid  
Transit Authority  
2200 Peachtree Summit  
401 West Peachtree St., N.E.  
Atlanta, GA 30308  
(404) 586-5000

##### Boston:

Massachusetts Bay Transportation Authority (MBTA) has excellent graphics and user information aids. Special aids have been developed for the elderly, handicapped, and foreign language populations. Of special note are two MBTA maps, one in Braille and the other in Chinese. "Music Under Boston" provides a daily rush-hour program of live music in several of the major downtown subway stations, at no cost to the MBTA. Special marketing efforts are now under way for increasing information aids at Kiosk stations. MBTA will work with the City in marketing the Downtown Freedom Mall (auto restricted zone) and new transportation services in central downtown Boston.

Contact: Harron Ellenson  
Director, Community Affairs  
and Marketing  
MBTA  
50 High Street  
Boston, MA  
(617) 722-5214



Cleveland:

Greater Cleveland Regional Transit Authority has done advanced market research studies, including market segmentation, awareness, and attitudinal studies. The marketing department plays a strong role in planning and developing short-range (1-2 years) projects.

Contact: Gregory Fern  
Manager, Marketing and  
Communications  
Greater Cleveland Regional  
Transit Authority  
1404 East 9th Street  
Cleveland, OH 44114  
(216) 781-5100

Minneapolis-St. Paul:

Marketing plays an important part in the management of the MTC Organization. Marketing program is based on market research and affects communications, evaluation program, and service improvements. Ridership has increased by over 40% since 1970 when MTC took over the service. Marketing department worked with Commission to reassess marketing role in increasing transit ridership and increasing general public awareness and support for MTC.

Contact: Anthony Kouneski  
Metropolitan Transit Commission  
801 American Center Bldg.  
St. Paul, MN 55101  
(612) 221-0939

New York City:

The Metropolitan Transportation Authority (MTA) promotes transit on a limited budget by fostering barter arrangements, private sector assistance, and community support. Emphasis has been on increasing off-peak ridership through destination-oriented promotions, graphics, fares, and tours (e.g., special services to the beaches, "culture bus" tours, promotional materials on cultural sites). Increasing role of market research and evaluation of existing services to ensure that MTA has--and promotes--services that meet the needs and desires of the public. New studies on signage should result in visual aids to help both domestic and international transit users in New York City. Citizen participation has been significant.

Contact: Susan K. Berman  
Director of Marketing  
Metropolitan Transportation  
Authority  
1700 Broadway  
New York, NY 10019  
(212) 262-8515

Phoenix:

Market research, market segmentation studies, and evaluation of results are keys to selective marketing program with a limited budget (\$200,000). Ridership has increased faster than costs of improved service for past three years. The City of Phoenix employs a full-service marketing firm to conduct marketing in accordance with the five-year marketing plan.

Contact: Ed Colby  
Public Transit Administrator  
City of Phoenix  
251 West Washington  
Phoenix, AZ 85003  
(602) 262-7242

Pittsburgh:

Port Authority of Allegheny County (PAT) has increased ridership by 20% since marketing program was established in 1972. Successfully marketed fare increases in 1976.

Contact: Michael Kelly  
Marketing and Communications  
Port Authority of Allegheny County  
Beaver and Island Avenues  
Pittsburgh, PA 15233  
(412) 237-7468

Portland:

Marketing responsibilities include increases in ridership, employee communications, public relations, and customer services. Strong regional and political support for TRI-MET services led to particular emphasis on increasing ridership. Sales representatives meet with private businesses and public agencies to discuss customized services. Identification of parking problems, for example, can lead to employer-subsidized transit fares, or promotional campaigns for carpools, vanpools, park-and-ride lots, or regularly scheduled fixed-route service.

Contact: Robert Prowda  
Marketing Director  
Tri-County Metropolitan Transportation  
District of Oregon  
520 S. Yamhill Street  
Portland, Oregon 97204  
(503) 238-4844

Salt Lake City:

Success of pricing program can be attributed to promotion and user information aids in Salt Lake City. The cost of the monthly pass was reduced from \$6.00 to \$5.00 at the same time that exact fare (\$.15) was



instituted. Sales of the monthly pass increased 146% over the same period one year earlier. Public information booths in the downtown have increased their monthly pass sales by 400% over the same period one year earlier. Ridership continued its significant increases. Another major marketing effort is the education program for school children, including showing films, giving out coloring books, bus rides, system maps, and making presentations to groups.

Contact: John English  
Director, Planning and Marketing  
Utah Transit Authority  
P.O. Box 2430  
Salt Lake City, UT 84101  
(801) 531-9429

San Antonio:

San Antonio citizens passed a sales tax to fund public transportation in November 1977. The City owned transit system became a public transit authority on March 1, 1978. Between November and March the marketing department was involved in market research and planning of major changes to the bus routes, schedules, signs, colors, fare structure, and system name. Extensive public information campaign was implemented shortly before March 1 to ease the transition and increase public awareness of the new system. Extensive experience with bilingual (English and Spanish) public relations and user information aids.

Contact: Jill Collins  
Director, Marketing  
Via Metropolitan Transit  
800 West Myrtle  
San Antonio, TX 78212  
(512) 227-5371

Seattle:

Seattle Metro Transit has an aggressive marketing program to meet system wide goal of 57 million riders in 1980 (up from 32.4 million riders in 1973). Four campaigns in 1977 focused on: negating impact of fare and zone changes, attracting commuters, selling established quotas of monthly passes, and increasing number of rider households in the county. Metro has been especially successful with ad campaigns and user information service programs. Management-by-objective approach includes criteria for evaluation.

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CHAPTER 3  
ANNOTATED BIBLIOGRAPHY

This bibliography was compiled primarily from sources included in the Transportation Research Information Services (TRIS) network of the U.S. Department of Transportation as edited and supplemented by the staff of Public Technology, Inc. This bibliography endeavors to give a sampling of the available literature rather than an exhaustive list of all sources of information on the topic.

Grey Advertising, Inc., and Lesko Associates. Transit Marketing Management Handbook; Marketing Plan. Washington, D.C.: U.S. Department of Transportation, Urban Mass Transportation Administration, Office of Transit Management, 1976.

Presents a case for a systematic approach to transit marketing. Focuses on the program plan--mid-range planning (one to two years) to provide policy implementation guidelines in connection with the budget-approval cycle. Encourages use of a Transit Marketing Plan to integrate all transit marketing elements--market research, service development, advertising and promotion, and customer services.

Ilium Associates. Transit Marketing Management Handbook: User Information Aids. Washington, D.C.: U.S. Department of Transportation, Urban Mass Transportation Administration, 1975.

Describes techniques to assist present and potential transit users become aware of existing transit services, and of specific details of that service (e.g., where the service runs, when, where to board, type of fare payment). Examples are of a fictitious transit system. Includes photographic survey of international signing.

An Introduction to Transit Marketing. Washington, D.C.: U.S. Department of Transportation, Urban Mass Transportation Administration, n.d.

Pamphlet provides brief introduction of marketing to the layman including transit's need for marketing, the value to the decision-maker, the need for a marketing plan, and a list of state sources of marketing assistance.



Lesko Associates, and Smith and Locke Associates, Inc. Transit Marketing Management Handbook; Marketing Organization. Washington, D.C.: U.S. Department of Transportation, Urban Mass Transportation Administration, 1975.

This handbook provides specific guidance to transit professionals on effectively incorporating marketing into their organizational structures and decision processes. Presents typical organizational models and sample budgets for large, medium, and small transit systems. Includes information on the reorganization process.

Lovelock, Christopher H. Consumer Oriented Approaches to Marketing Urban Transit. Stanford, California: Graduate School of Business, Stanford University, 1973, (NTIS: PB 220 781/9)

Marketing strategy is discussed on the basis of detailed knowledge of the consumer. A microanalytic model of modal choice behavior was developed in San Francisco Bay Area; concludes with several proposed strategies to use in the marketing mix.

Mass Transit Management: A Handbook for Small Cities. Bloomington: Indiana University School of Business, Institute for Urban Transportation, 1971. (NTIS PB 222-386)

Handbook includes major sections on the organization and finance, management and control, operations, and marketing of a mass transit system. Small city is defined as less than 150,000.

METRO; Municipality of Metropolitan Seattle. Marketing Division Annual Report; 1977. Seattle: 1978.

Morris, Ben. "Marketing". Mass Transit. (February 1978)

Marketing efforts in St. Paul-Minneapolis and Pittsburgh reveal that good transit marketing means doing everything needed to get riders to use transit instead of their cars.

Mundy, Ray. Marketing Urban Mass Transit--1973. University Park, Pa.: Pennsylvania State University, 1974. (PB 231 310/AS)

Studies marketing progress of 41 transit systems between 1962 and 1972. Eighteen of the 41 polled now have formal departments of marketing. Medium and small transit systems more frequently have expanded marketing role and consumer oriented approach. Internal management problems of marketers are delineated. Study updates work done by Dr. Lewis M. Schneider in 1962 (Marketing Urban Mass Transit, Boston, Harvard University, 1965).

National Transit Marketing Conference Proceedings. (June 9-11, 1975. Stouffers National Center Inn, Arlington, Va.) Washington, D.C.: U.S. Department of Transportation, Urban Mass Transportation Administration, 1975.

The conference, sponsored by U.S. DOT, UMTA, and the American Public Transit Association, had as an objective to foster the transit industry's awareness, acceptance, understanding and successful application of marketing techniques. Papers include introduction to marketing's applicability to transit, and a "how-to" section on marketing for transit.

National Urban League, Inc., and Mark Battle Associates, Marketing Techniques and the Mass Transit System: A Handbook. N.Y.: 1973 (NTIS: PB 223736)

The handbook contains sample materials used by 58 transit systems to promote their service or to provide information to the public. The format is largely graphic.

Reed, Richard R. Market Segmentation Development for Public Transportation. Stanford, California: Stanford University, Department of Industrial Engineering, 1973. (NTIS PB 227 178/AS)

Compares decline of public transportation to other industries with special reference to importance of market segmentation and specialized products to meet particular transportation needs and desires.

Smerk, George M. "Productivity and Mass Transit Management." In Proceedings of the Specialty Conference on Urban Transportation Efficiency. N.Y.: American Society of Civil Engineering, 1977.

Argues that effective marketing and overall better management are the most important means of increasing productivity, marketing. Gives example of a marketing program designed to meet specific management objectives in a public-owned transit system.



