U.S. Department of Transportation

Wisconsin Transit System Marketing Manual

March 1987

TECHNOLOGY SHARING REPRINT SERIES
SHARING REPRINT SERIES/TECHNOLOGY
PRINT SERIES/TECHNOLOGY SHARING RE
TECHNOLOGY SHARING REPRINT SERIES
SHARING REPRINT SERIES/TECHNOLOGY
PRINT SERIES/TECHNOLOGY SHARING RE
TECHNOLOGY SHARING REPRINT SERIES
SHARING REPRINT SERIES/TECHNOLOGY
PRINT SERIES/TECHNOLOGY SHARING RE
TECHNOLOGY SHARING REPRINT SERIES
SHARING REPRINT SERIES/TECHNOLOGY
PRINT SERIES/TECHNOLOGY SHARING RE
TECHNOLOGY SHARING REPRINT SERIES
SHARING REPRINT SERIES/TECHNOLOGY
PRINT SERIES/TECHNOLOGY SHARING RE
TECHNOLOGY SHARING REPRINT SERIES
SHARING REPRINT SERIES/TECHNOLOGY
PRINT SERIES/TECHNOLOG RE
TECHNOLOGY SHARING RE SERIES
SHARING REPRINT SERIES/TECHNOLOGY

Prepared for
Wisconsin
Department of
Transportation

MARKETING MANUAL FOR THE WISCONSIN URBAN TRANSIT ASSOCIATION

FORWARD

This program, developed in conjunction with the Wisconsin Urban Transit Association and the Wisconsin Department of Transportation, consists of two major parts: a statewide advertising campaign to build a positive image, and a Marketing Manual complete with camera-ready ads to help you develop a plan to increase ridership.

The image campaign was developed to build a positive image and increase overall awareness of all transit systems. This campaign has been executed in the following advertising forms:

-- Television

- o One :30 commercial.

-- Radio

- o One :30 commercial (ties directly with the television).
- o One :30/:30 commercial (this uses the :30 above for the first half and allows :25 for a local promotion, then ends with a :05 tag).
- o One :60 commercial (testimonial of various bus users).

-- Newspaper

- o A 1/3-page ad using Standard Advertising Unit (SAU) measurements.

This ad ties in visually with the television and can be reduced or enlarged.

-- Outdoor Board/Exterior or Interior Bus Card

- Using standard sizes, art has been produced in a four-color format for the outdoor board. The interior and exterior bus cards have been designed in two-color art.

The Marketing Manual is a "how to" guide to take you through the marketing planning process step-by-step. This manual was designed to assist you in developing specific advertising and promotion plans to increase ridership for your system.

Provided for you is camera-ready art that allows you to add your logo, phone number, etc. for the following:

-- 7 newspaper ads

-- 4 direct mail pieces (one in letter format)

-- 6 outdoor boards

-- 6 exterior bus cards

-- 6 interior bus cards

-- 8 coupons

NOTE: The above are in addition to the material provided for the Statewide Campaign.

TABLE OF CONTENTS

TABLE OF CONTENTS (Continued)

TABLE OF CONTENTS (Continued)

TABLE OF CONTENTS (Continued)

SECTION I

HOW TO USE THIS GUIDE

Marketing is an ongoing process, with decisions being made throughout the planning and implementation process. This manual will make the decisions easier, because you'll have a good understanding of the marketing tools available, the planning process, and actual advertising materials that can be localized for your use.

Section II, Marketing Definitions and Activities, defines what marketing is all about and what elements make up the marketing mix.

To assist in the planning process, Section III will take you step-by-step through the development of a marketing plan, helping you ask the important questions and develop a plan to effectively and efficiently accomplish your objectives.

Also provided for you is a prototype marketing plan with a marketing/media flowchart and hypothetical budget, a variety of promotional/advertising/marketing ideas, and a grid which gives you ideas by strategy.

Once you've done your marketing plan, you'll find yourself turning to it again and again in the year ahead. For help in prioritizing problems, maximizing use of available resources, isolating current or potential problems. You'll also pinpoint issues unique to your market, define a course of action and a

common goal for your staff. Helping you take full advantage of opportunities. Making it easier to work in a disciplined, organized manner, to act rather than just react.

The last section of this manual, Advertising Materials, provides you with guidelines to assist you in using the provided camera-ready ads. Xeroxes of all the ads developed (some have been reduced to fit this manual) are included with specific instructions for localizing each ad for your needs.

Additionally, guidelines and suggestions for using the Statewide Image Campaign materials are included in this section.

SECTION II

MARKETING DEFINITIONS AND ACTIVITIES

DEFINITION OF MARKETING/TARGET MARKET

--What is marketing?

A formal definition of Marketing is human activity directed at satisfying needs and wants through exchange processes.

--What is marketing really all about?

Basically, marketing includes:

oDefining to whom you want to sell* your product/service (your "target market").

oDetermining their needs and wants.

oLearning if the target market's needs and wants are currently being satisfied (they may not be if there is a void in the marketplace) and if they are, how? What is being provided by the competition (alternate forms of transportation)?

oFinding the best way to fulfill the needs and wants of the target market relative to the competition. Or, in the case where there is no product/service provided, filling the void.

* Some prefer to use the term "exchange of value" rather than selling. But really, in the world of mass transit, we are selling transportation.

ELEMENTS OF THE MARKETING MIX

Finding the best way to fulfill the wants and needs of the target market relative to the competition (alternate modes of transportation) means creating the optimum combination of the elements in the marketing mix. These elements are:

-- Product/Service. What you are selling.

-- Packaging. The exterior appearance of a single unit of the product. In the case of a service, how it is presented to the user.

-- Branding. A name, term, sign, symbol, or design -- or a combination of these -- intended to identify your product/service and to differentiate it from those of your competitors.

-- Pricing. Monetary and non-monetary -- e.g., the non-monetary price could be convenience, self-reliance, etc.

-- Distribution. How your product/service gets from the producer to the user.

-- Advertising. Any paid form of non-personal presentation and promotion of ideas, products, and services by an identified sponsor.

-- Sales Promotion. Short-term incentives to encourage purchase or sale of a product or service -- for example, price discounts, coupons, premiums.

-- Merchandising. Point-of-purchase displays, system maps, brochures, catalogs, etc.

-- Personal Selling. Using face-to-face contact, personal telephone call, personal letter, etc., to sell to a prospect.

-- Public Relations. Obtaining non-paid favorable presentation of information about a product/service or organization.

POSITIONING

Positioning is the way you want the consumer to perceive your product/service in comparison to its competition -- the image you want to create.

Everything you do relative to the marketing mix will be dictated by the positioning.

The following chart illustrates how you get to positioning and how it affects all the elements of the marketing mix.

DISCIPLINED MARKETING APPROACH

Situation Analysis

- Sales Analysis
- Market Share
- Market Factors
- Market Research
- Legal Limitations
- Competition
- Marketing History

Problems and Opportunities

Marketing Objectives and Strategies

Positioning Statement

Marketing Implementation

- Product/Service
- Packaging
- Branding
- Pricing
- Distribution
- Advertising
- Sales Promotion
- Merchandising
- Personal Selling
- Public Relations

Marketing Plan Calendar and Budget

Evaluation

SECTION III

PLANNING YOUR MARKETING ACTIVITIES

Marketing Planning can be as simple or as complicated as you choose, with the degree of complexity depending on your individual needs. What is most important in Marketing Planning is the process and approaching the process in a disciplined manner.

It begins with a Situation Analysis, to form the foundation on which the rest of the Marketing Plan will be built. Your Situation Analysis will answer two questions: "Where do we stand now?" and "What will the future be like for our system?" From the Situation Analysis you will develop a list of Problems and Opportunities. These Problems and Opportunities will then help you develop your Marketing Plan. Within the Marketing Plan you will establish your ridership (sales) goals, overall marketing objectives, and strategies.

The implementation of your marketing plan identifies how you will use the various elements of the marketing mix (advertising, promotion, public relations, etc.) to achieve your overall goals. For each element of the marketing mix, you will identify specific objectives and strategies.

The available executional tools for each marketing mix element are described in this guide. For example, under Advertising

Executions you'll find information concerning newspaper ads, radio, television, direct mail, interior/exterior bus cards, outdoor, and tradeout advertising.

Remember, each step can be simple or complex according to your needs, **but each step is essential in laying the groundwork for the resulting Marketing Plan.**

SITUATION ANALYSIS

A Situation Analysis asks two basic questions:

-- Where do we stand now?

-- What will the future be like for our system?

Because these are very broad questions, we've divided the Situation Analysis into six sections. Each section asks a few specific questions that should help you answer these two basic questions and also form the basis for your list of Problems and Opportunities. To help you better understand this section, we've provided an example or clarification for each question.

Identifying Target Markets

-- Users

Determine who currently uses your service. What are the demographics, location (or geography), and usage levels?

o Demographics

-/- Age

-/- Income

-/- Sex

-/- Household size

-/- Education

o Geography

-/- Where do current riders live, work, and shop?

o Usage

-/- Light users

-/- Medium users

-/- Heavy users

Example:

-/- Research shows that people who use the bus for work and school use the bus more frequently than those who use the bus for shopping.

-- Potential Users

Who are the potential users? If we know that many of our current frequent riders are those 18-34 who work in the central business district, we can assume that those who have the same characteristics (18-34, work in central district) but use an alternate form of transportation, are potential users.

-- Those Who Affect Usage

Those who have an effect on usage can also be part of your potential target market. For example, an employer instituting a subsidized bus pass program can cause employees to ride the bus because of this incentive program.

-- Market Segmentation

Market segmentation simply means dividing all users and potential users into distinct subsets, any of which can conceivably be selected as a target market to be reached with a distinct marketing program.

Examples:

- o New residents
- o College students

Determining the Needs and Wants of Your Target Market

What are your target market's needs and wants?

-- Segmentation is particularly important in determining the needs and wants of your target market. Since characteristics will vary between subsets of the target market, they will have different needs and wants.

-- By defining the various subsets within your overall target market, you can more readily identify their individual needs and wants and the most effective marketing approach for each subset.

- o Example: Riders who use the bus to commute to work every day want a convenient method of payment (rather than exact change) such as a monthly pass.

- o Example: Your community's new residents need information to familiarize them with your bus system. A direct mail piece with a system map/schedule and free ride pass could encourage them to try the bus.

Ridership Trends

-- Have your monthly/yearly ridership figures risen or declined?

-- What has been the trend for the past five years?

-- Do you have significant seasonal ridership patterns?

- o To determine your system's seasonality, take your total year figures and divide them by 12. This will give you an average month. Then divide each actual monthly total by the average month. This is the monthly index. Since 100 is average, anything above is a heavier ridership month, anything below 100 a lower ridership month.

Example:

-/- Yearly ridership = 48,000

Monthly average = 4,000

If January ridership is 6,200, 6,200 ÷ 4,000 = 1.55, an index of 155. Therefore, ridership in January is considerably above the average 100 index.

Alternate Forms of Transportation

-- What other means of travel are available to people in your community?

- o The private automobile.
- o Are there private taxi companies servicing your community? Are their fares inexpensive, moderate, or expensive?
- o Are there funded car or van pools?
- o Do other agencies provide transportation for the elderly or handicapped?

Effects of Economy and Other Conditions on Ridership/Service

-- Is parking space scarce or plentiful in employment areas? Are parking costs minimal or high? Are these conditions expected to remain the same or change?

-- Are auto maintenance costs (gasoline, insurance, etc.) high or low?

-- What effect does weather have on your ridership?

-- How does the economy affect ridership?

  o Does ridership rise or decline with decreased inflation and increased discretionary income?

  o Is the economic situation expected to change or remain the same? How will that affect ridership?

-- Are city ordinances pending that will affect your system's operations?

-- Will there be changes in the current major employment, shopping, or education areas? How will this affect ridership and operations?

Marketing History

-- What marketing promotion or advertising has been used to generate awareness or increased usage of your services? Were these programs successful? Why or why not?

-- What programs have been used to increase ridership (overall or on specific routes)? Were you successful? Why or why not?

Market Research

Primary market research is collected especially for a specific problem or objective. Secondary research was originally gathered for some other purpose, but may be useful to you as you develop your situational analysis. Following is more specific information on how you can use both primary and secondary research.

Primary Research

Having an accurate assessment of your community's attitudes and behavior towards your transit system is critical to the interpretation of your problems and opportunities and the development of effective strategies.

Primary market research can help you decide optimum positioning (that is, how you want the public to perceive your services), evaluate reactions to new or changed services, determine community needs, the effects of fare changes, and -- most important -- define and segment your target market.

By using primary market research to identify the characteristics of both users and non-users, and recognizing that each group seeks different attributes from the transit system, individual marketing activities can be developed and aimed at a particular market segment.

Among the most common primary market research techniques used in transit marketing today are the following:

-- On-board Surveys

Most transit agencies conduct onboard surveys. Their primary objective is to monitor riders' response to services. Conducted on an ongoing basis -- for example once-a-year -- on-board surveys can measure changes in the attitudes and perceptions of current riders. What an on-board survey cannot provide, obviously, is the perceptions of non-riders. (A sample survey has been provided for you on page 24).

-- Telephone Surveys

Although generally more expensive than an onboard survey, a telephone survey can provide you with considerably more actionable data, particularly if you are experiencing ridership decreases. You can obtain information on transportation patterns, demographics, and attitudes of both riders and non-riders. Generally a marketing research firm is hired to develop a questionnaire, conduct the research, and analyze the results. However, if your funds are limited, local universities may be willing to conduct the research as a project for you. Or you may be able to find an organization of professionals who will be willing to do the

interviews as a fund raiser for their organization. For example, you could work with the Women's League of Voters and pay them $1.00 per questionnaire. (A sample survey has been provided for you on page 30).

-- Focus Groups

On-board surveys and telephone surveys are both quantitative research methods. Focus groups can enrich quantitative research because they provide a forum for determining consumer attitudes and responses in greater depth than other quantitative survey methods. Focus groups can be effectively used to help develop and evaluate user aids, and to find out why people don't use transit or stopped using it; however, focus groups alone do not present valid, quantifiable research. Therefore, they should always be used in conjunction with a quantifiable research method.

-- Employer Surveys

A survey of major employers in your area can be very helpful in planning to promote or modify an employer-subsidized pass program. By determining availability of parking, employee travel patterns and schedules, you will learn how well current services meet the employees' needs.

Secondary Research

It is very unlikely you will find secondary data which relates directly to your specific objectives or which helps you identify the attitudes of your target groups. However, you may be able to use secondary data in eliminating issues from your primary research which are common to all transit users.

The most useful secondary data will be that which relates to transit in general. The State of Wisconsin Department of Transportation and the federal government have done many studies involving general transportation issues, choices of travel to work, and transit users in general. These studies and many others are available to you through the WIS/DOT library.

Primary research done by individual transit systems within the state may also be useful to you when community and transit system characteristics are similar.

PROTOTYPE

ON-BOARD SURVEY

QUESTIONNAIRE

ON-BOARD SURVEY

Please fill out this survey and return it to the surveyor as you get off the bus. Your answers will assist _____ in evaluating current services, and in planning future services.

1. **Number/letter of the bus route you are now riding:** _____

2. **The approximate time now:** AM __ 5-6 __ 6-7 __ 7-8 __ 8-9
   __ 9-10 __ 10-11 __ 11-12

   PM __ 12-1 __ 1-2 __ 2-3
   __ 3-4 __4-5 __ 5-6 __ 6-7

3. **Have you filled out a copy of this survey earlier today?** __ Yes __ No
   If "yes," do not fill out the rest of the survey again.

4. **When you get off this bus, will you transfer to another bus?** __ Yes __ No

   If "Yes," write in the number/letter of the **route** to which you will transfer: _____

5. **How far did you walk to catch this bus?**
   __ 1 block or less __ 2 blocks __ 3 blocks __ 4 blocks
   __ 5 blocks or more

6. **How far will you have to walk after leaving this bus?**
   __ 1 block or less __ 2 blocks __ 3 blocks __ 4 blocks
   __ 5 blocks or more

7. **How did you pay your fare on this bus? (list all fare options)**

__ Cash __ Monthly Pass __ Ride Ticket __ Transfer

__ Other

8. **What is the purpose of your trip on this bus?**

Going to or from __ School __ Work __ Medical/Dental

__ Shopping __ Personal business

__ Recreation/Social __ Other

9. **Is this trip one segment of a round-trip made by bus (that is, did you go or do you expect to return by bus)?**

__ Yes __ No

10. **Why did you choose to make this trip by bus?**

__ Economy __ Convenience

__ No other transportation available __ Other

If "other," please explain _____

11. **Sex:** __ Male __ Female

12. **Age group:** __ 10 or under __ 11-18 __ 19-29

__ 30-45 __ 46-64 __ 65 or over

13. **Occupation:** __ Student __ Homemaker __ Sales

__ Clerical __ Industrial __ Service __ Laborer/Tradesman

__ Managerial/Administrative __ Professional/Technical

__ Retired __ Not currently employed

14. **Education:** __ Did not/have not yet finished high school __ High school graduate __ Some post-secondary (college/technical school) __ College graduate/advanced degree

15. **Number of people in your household age 19 & over:** _____ **Number age 18 & under:** _____

16. **Household income:** __ Under $10,000 __ $10,000-19,999 __ $20,000-29,999 __ $30,000 or more __ Don't know

17. **Automobiles owned by household:** __ None __ One __ Two __ Three or more

18. **Automobile driving status:** __ Licensed and able to drive __ Licensed but presently unable to drive __ Not licensed to drive

19. **How often do you ride the bus (One-way trips)** __ Less than one a week __ 1-2 a week __ 3-4 a week __ 5-6 a week __ 7-8 a week __ 9-10 a week __ 11 or more a week

20. **Which of the following best describes your current use of the buses? I ride the bus** __ more often than a year ago __ less often than a year ago __ about the same __ I am a new rider and did not ride the bus a year ago

21 **From what sources do you get bus information? (list available sources as appropriate)**

__ System bus map __ Bus schedule __ Telephone information

__ Notices in the buses __ Bus driver __ Newspaper

__ Radio __ Word of mouth __ Passenger newsletter

22. **Have you seen or heard _____ advertising in the past year?**

__ Yes __ No

If "Yes," check all the places where you saw or heard it.

__ Newspaper __ Radio station __ TV __ Billboard

__ Other

23. **Which of the following best expresses your feeling about _____ bus service?**

__ It is improving __ It is getting worse

__ It is staying about the same

24. **Which of the following most closely reflects your feeling about the current frequency of service? It should be**

__ more frequent __ less frequent __ kept as it is

Which of the following most closely reflects your feeling about the area covered by the routes? It should be

__ Expanded __ Reduced __ Kept as it is

25. **How do you rate the following aspects of the current bus service?**

	Very Good	Good	Fair	Poor	Very Poor	Don't Know
1. Frequency of buses	____	____	____	____	____	____
2. Convenience of transfers	____	____	____	____	____	____
3. Schedule reliability	____	____	____	____	____	____
4. Condition of buses	____	____	____	____	____	____
5. Driver competence	____	____	____	____	____	____
6. Driver courtesy	____	____	____	____	____	____
7. Level of fares	____	____	____	____	____	____
8. Methods of paying fares	____	____	____	____	____	____
9. Time it takes to reach your .... destination	____	____	____	____	____	____
10. Walking distance to and from ... bus stops	____	____	____	____	____	____
11. Passenger information ..... (schedules, signs, etc.)	____	____	____	____	____	____
12. Notice of service changes	____	____	____	____	____	____

26. **Of the twelve aspects of _____ bus service, which you have just rated, which three are the most important to you? (Place a "1" by the most important, a "2" by the second, and a "3" by the third.)**

____ Frequency of buses
____ Convenience of transfers
____ Schedule reliability
____ Condition of buses
____ Driver competence
____ Driver courtesy
____ Level of fares
____ Methods of paying fares
____ Time it takes to reach destination
____ Walking distance to and from bus stops
____ Passenger information (scheduling, signs, etc.)
____ Notice of service changes

29. **Other comments:** _____

Thank you. Your time and effort in filling out this survey are greatly appreciated.

PROTOTYPE

TELEPHONE

QUESTIONNAIRE

(Includes both riders and non-riders)

TRANSIT SURVEY

Date: _____

Interviewer: _____

Name: _____

Telephone: _____

Address: _____

Good morning/afternoon/evening, I'm _____ from _____. We have been commissioned to do a local survey on the _____ transit system. Your telephone number was randomly selected from a small select sample. Your opinions of the local transit system will help in planning and assessing services needed by area residents.

A. Have you used the local bus system in the past 12 months?

CHECK QUOTAS AND TALLY

1 ... Yes **(ADMINISTER QUESTIONNAIRE A -- RIDER)**

2 ... No **(ADMINISTER QUESTIONNAIRE B -- NON-RIDER)**

B. **SEX OF RESPONDENT**

1 ... Male

2 ... Female

STAPLE TO TOP OF QUESTIONNAIRE

A -- RIDER QUESTIONNAIRE

1. How many other members of your household ride the bus on a regular basis?

   _____

2. Have you seen or heard any advertising for _____ in the past six months?

   1 ... Yes
   2 ... No
   3 ... Don't know

3. For what purposes do you ride the bus? **(READ LIST -- CHECK ALL THAT APPLY IN SPACE AT LEFT)**

	5 to 7 Days Per Week	At Least Once a Week	At Least Once a Month	Less Than Once a Month
__ Work	1	2	3	4
__ Shopping	1	2	3	4
__ School	1	2	3	4
__ Recreational/Social	1	2	3	4
__ Personal business	1	2	3	4
__ For everything	1	2	3	4
__ When I don't have access to a car	1	2	3	4
__ Other	1	2	3	4

4. **ASK FOR EACH PURPOSE CHECKED IN THREE:** About how frequently do you ride the bus? **(READ LIST -- CIRCLE APPROPRIATE COLUMN)**

5. Why do you ride the bus as opposed to some other form of transportation?

   _____

   _____

   _____

a. **PROBE:** Why don't you ride the bus more frequently?

_____

_____

_____

6. Would you say you ride the bus more, less, or about the same number of times you rode the bus a couple of years ago?

1 ... More

2 ... Less

3 ... About the same

4 ... Don't know

a. Why do you say that?

_____

_____

_____

7. What specific routes do you generally ride? **(PROBE EITHER FOR SPECIFIC NAME OR LETTER) PROBE:** Any others?

_____

_____

_____

_____

8. Do you know if _____ has a monthly pass (or as appropriate) that gives you unlimited rides for a month?

1 ... Yes

2 ... No

3 ... Don't know

9. Do you know if _____ has a 20-ride convenience ticket (or as appropriate)?

1 ... Yes

2 ... No

3 ... Don't know

10. How likely would you be to continue riding the bus as often as you currently do if fares increased by 10 cents? **(READ LIST)**

1 ... Very likely **(ASK Q11)**

2 ... Somewhat likely **(ASK Q11)**

3 ... Not very likely **(GO TO Q12)**

4 ... Not at all likely **(Go TO Q12)**

5 ... Don't know **(ASK Q11)**

11. How likely would you be to continue riding the bus as often as you currently do if fares increased by 25 cents? **(READ LIST)**

1 ... Very likely

2 ... Somewhat likely

3 ... Not very likely

4 ... Not at all likely

5 ... Don't know

12. Do you feel that _____ routes conveniently serve where you ... **(ASK FOR EACH)**

	Yes	No	Don't Know
Live	1	2	3
Work	1	2	3
Shop	1	2	3

13. Considering bus service during peak rush hour times, please indicate how well you feel _____ performs on each of the following items. Would you say they are excellent, good, fair, or poor? The first item is **(INSERT FIRST ITEM -- START WITH CHECKED BOX)**

CONTINUE WITH REMAINING ITEMS.

		Excellent	Good	Fair	Poor	Don't Know
(__)	Time bus takes to get you to your destination	1	2	3	4	5
(__)	Courteous drivers	1	2	3	4	5
(__)	Clean buses	1	2	3	4	5
(__)	On time buses	1	2	3	4	5
(__)	Convenient routes	1	2	3	4	5
(__)	Safe drivers	1	2	3	4	5
(__)	Reasonable fares	1	2	3	4	5
(__)	Comfortable buses	1	2	3	4	5
(__)	Frequent buses	1	2	3	4	5
(__)	Noise level on buses	1	2	3	4	5
(__)	Seat availability	1	2	3	4	5

14. Considering bus service during off-peak times, please indicate how well you feel _____ performs on each of the following items. Would you say they are excellent, good, fair, or poor? The first item is **(INSERT FIRST ITEM -- START WITH CHECKED BOX)**

CONTINUE WITH REMAINING ITEMS.

		Excellent	Good	Fair	Poor	Don't Know
(__)	Time bus takes to get you to your destination	1	2	3	4	5
(__)	Courteous drivers	1	2	3	4	5
(__)	Clean buses	1	2	3	4	5
(__)	On time buses	1	2	3	4	5
(__)	Convenient routes	1	2	3	4	5
(__)	Safe drivers	1	2	3	4	5

(__)	Reasonable fares	1	2	3	4	5
(__)	Comfortable buses	1	2	3	4	5
(__)	Frequent buses	1	2	3	4	5
(__)	Noise level on buses	1	2	3	4	5
(__)	Seat availability	1	2	3	4	5

15. I would like to get your opinion about some common mass transportation issues. We will use a 5-point scale where 5 equals strongly agree and 1 equals strongly disagree, or you may choose any number between 1 and 5 to express your opinion.

(READ EACH ITEM -- ROTATE ORDER FOR EACH INTERVIEW, THAT IS 1ST INTERVIEW START WITH A, SECOND INTERVIEW B, ETC.)

			Strongly Disagree				Strongly Agree
A.	(__)	It is cheaper to ride the bus to work than to drive and park	1	2	3	4	5
B.	(__)	The bus system is primarily for the elderly or the poor	1	2	3	4	5
C.	(__)	I would not feel safe riding the bus at night	1	2	3	4	5
D.	(__)	Changes its routes too frequently	1	2	3	4	5
E.	(__)	I would ride the bus if we had another gas crisis	1	2	3	4	5
F.	(__)	Changes its schedules too frequently	1	2	3	4	5
G.	(__)	The bus system does not help to reduce air pollution in the city	1	2	3	4	5
H.	(__)	I would much rather pay the additional cost for the convenience of driving my car than take the bus	1	2	3	4	5
I.	(__)	The bus system is not geared to those who live and work outside the central city	1	2	3	4	5

16. Approximately how far is the nearest bus stop from your residence?

_____ blocks

17. In what shopping center or parts of town do you generally do most of your shopping? **(PROBE FOR NAME OF SHOPPING CENTER OR SPECIFIC AREA/INTERSECTIONS)**

_____

_____

18. In what specific part of town do you work? **(PROBE FOR SPECIFIC AREA/INTERSECTION OR NAME OF COMPANY -- NOTE, WEST SIDE IS NOT SPECIFIC ENOUGH)**

_____

19. How long have you lived at your current address?

_____ Years

20. How many cars, if any, does your household have?

_____

21. Including yourself, how many people live in your household?

(WRITE IN) _____

22. Please tell me into which age group you fall. **(READ LIST)**

1 ... 18 to 24
2 ... 25 to 34
3 ... 35 to 44
4 ... 45 to 54
5 ... 55 to 64
6 ... 65 to 74
7 ... 75 and over
(DON'T READ) 9 ... **REFUSED**

23. What was the last level of education you completed? **(READ LIST)**

1 ... High school or less
2 ... Some college or technical school
3 ... College or technical school graduates
4 ... Post graduate work
(DON'T READ) 9 ... **REFUSED**

24. Are you employed outside the home?

1 ... Yes **(ASK:)** What is your occupation?

_____

2 ... No

(DON'T READ) 9 ... **REFUSED**

25. Please tell me into which general category your yearly total household income falls? **(READ LIST)**

1 ... Under $15,000

2 ... $15,000 - $19,999

3 ... $20,000-$24,999

4 ... $25,000-$29,999

5 ... $30,000-$34,999

6 ... $35,000-$39,999

7 ... $40,000-$49,999

8 ... $50,000 or more

(DON'T READ) 9 ... **REFUSED**

26. What is your zip code? ___ ___ ___ ___ ___

(THANK RESPONDENT FOR HER/HIS COOPERATION AND TERMINATE)

(INTERVIEWER: RECORD LENGTH OF INTERVIEW) _____ Minutes

B -- NON-RIDER QUESTIONNAIRE

1. Does anyone else in your household use the bus on a regular basis?

   1 ... Yes (**ASK:** How many?) _____
   2 ... No
   3 ... Don't know

2. Can you tell me the name of the local bus system?

   1 ... _____ (Correct name)
   2 ... _____ (Incorrect name)
   3 ... Don't know
   4 ... Other **(Please Specify)** _____

3. Have you seen or heard any advertising for _____ in the past six months?

   1 ... Yes
   2 ... No
   3 ... Don't know

4. Do you know if _____ has a monthly pass (or as appropriate) that gives you unlimited rides for a month?

   1 ... Yes
   2 ... No
   3 ... Don't know

5. Do you know if _____ has a 20-ride convenience ticket (or as appropriate)?

   1 ... Yes
   2 ... No
   3 ... Don't know

6. How do you usually travel to work?

___ Walk
___ Cab/Taxi
___ Car **(ASK:** How much per month, if any, do you pay to park? _____ $/month)
___ Car Pool
___ Bike
___ Other **(Please Specify)** _____
___ Don't work

7. Did you formerly ride the bus on a regular basis?

1 ... Yes
2 ... No

8. What would you say are the main reasons why you do not ride the bus?

_____
_____
_____

9. What could _____ do to get you to ride the bus on a regular basis?

_____
_____
_____

9a. What time of year would you be most likely to try _____?

_____

10. How likely would you be to consider riding the bus on a regular basis if the fares decreased by 10 cents?

1 ... Very likely **(GO TO Q12)**

2 ... Somewhat likely **(GO TO Q12)**

3 ... Not very likely **(ASK Q11)**

4 ... Not at all likely **(ASK Q11)**

5 ... Don't know **(ASK Q11)**

11. How likely would you be to consider riding the bus on a regular basis if fares decreased by 25 cents?

1 ... Very likely

2 ... Somewhat likely

3 ... Not very likely

4 ... Not at all likely

5 ... Don't know

12. Do you feel that _____ routes conveniently serve where you ... **(ASK FOR EACH)**

	Yes	No	Don't Know
Live	1	2	3
Work	1	2	3
Shop	1	2	3

13. Considering bus service during peak rush hour times, please indicate how well you feel _____ performs on each of the following items. Would you say they are excellent, good, fair, or poor? The first item is **(INSERT FIRST ITEM -- START WITH CHECKED BOX)**

CONTINUE WITH REMAINING ITEMS.

	Excellent	Good	Fair	Poor	Don't Know
(__) Time bus takes to get you to your destination	1	2	3	4	5
(__) Courteous drivers	1	2	3	4	5
(__) Clean buses	1	2	3	4	5
(__) On time buses	1	2	3	4	5

(__)	Convenient routes	1	2	3	4	5
(__)	Safe buses/drivers	1	2	3	4	5
(__)	Reasonable fares	1	2	3	4	5
(__)	Comfortable buses	1	2	3	4	5
(__)	Frequent buses	1	2	3	4	5
(__)	Noise level on buses	1	2	3	4	5
(__)	Seat availability	1	2	3	4	5

14. Considering bus service during off-peak times, please indicate how well you feel _____ performs on each of the following items. Would you say they are excellent, good, fair, or poor? The first item is **(INSERT FIRST ITEM -- START WITH CHECKED BOX)**

CONTINUE WITH REMAINING ITEMS.

		Excellent	Good	Fair	Poor	Don't Know
(__)	Time bus takes to get you to your destination	1	2	3	4	5
(__)	Courteous drivers	1	2	3	4	5
(__)	Clean buses	1	2	3	4	5
(__)	On time buses	1	2	3	4	5
(__)	Convenient routes	1	2	3	4	5
(__)	Safe drivers	1	2	3	4	5
(__)	Reasonable fares	1	2	3	4	5
(__)	Comfortable buses	1	2	3	4	5
(__)	Frequent buses	1	2	3	4	5
(__)	Noise level on buses	1	2	3	4	5
(__)	Seat availability	1	2	3	4	5

15. I would like to get your opinion about some common mass transportation issues. We will use a 5-point scale where 5 equals strongly agree and 1 equals strongly disagree, or you may choose any number between 1 and 5 to express your opinion.

(READ EACH ITEM -- START WITH CHECKED BOX)

	Strongly Disagree				Strongly Agree
(__) It is cheaper to ride the bus to work than to drive and park	1	2	3	4	5
(__) The bus system is primarily for the elderly or the poor	1	2	3	4	5
(__) I would not feel safe riding the bus at night	1	2	3	4	5
(__) Changes its routes too frequently	1	2	3	4	5
(__) I would ride the bus if we had another gas crisis	1	2	3	4	5
(__) Changes its schedules too frequently	1	2	3	4	5
(__) The bus system does not help to reduce air pollution in the city	1	2	3	4	5
(__) I would much rather pay the additional cost for the convenience of driving my car than take the bus	1	2	3	4	5
(__) The bus system is not geared to those who live and work outside the central city	1	2	3	4	5

16. Approximately how far is the nearest bus stop from your residence?

_____ blocks

17. In what shopping center or parts of town do you generally do most of your shopping? **(PROBE FOR NAME OF SHOPPING CENTER OR SPECIFIC AREA/INTERSECTIONS)**

_____

_____

18. In what specific part of town do you work? **(PROBE FOR SPECIFIC AREA/INTERSECTION OR NAME OF COMPANY -- NOTE, WEST SIDE IS NOT SPECIFIC ENOUGH)**

_____

19. How long have you lived at your current address?

_____ Years

20. How many cars, if any, do you have?

_____

21. Including yourself, how many people live in your household?

(WRITE IN) _____

22. Please tell me into which age group you fall. **(READ LIST)**

1 ... 18 to 24
2 ... 25 to 34
3 ... 35 to 44
4 ... 45 to 54
5 ... 55 to 64
6 ... 65 to 74
7 ... 75 and over
(DON'T READ) 9 ... **REFUSED**

23. What was the last level of education you completed? **(READ LIST)**

1 ... High school or less
2 ... Some college or technical school
3 ... College or technical school graduate
4 ... Post graduate work
(DON'T READ) 9 ... **REFUSED**

24. Are you employed outside the home?

1 ... Yes **(ASK:)** What is your occupation?

_____

2 ... No
(DON'T READ) 9 ... **REFUSED**

25. Please tell me into which general category your yearly total household income falls? **(READ LIST)**

1 ... Under $15,000
2 ... $15,000-$19,999
3 ... $20,000-$24,999
4 ... $25,000-$29,999
5 ... $30,000-$34,999
6 ... $35,000-$39,999
7 ... $40,000-$49,999
8 ... $50,000 or more
(DON'T READ) 9 ... **REFUSED**

26. What is your zip code? ___ ___ ___ ___ ___

(THANK RESPONDENT FOR HER/HIS COOPERATION AND TERMINATE)

(INTERVIEWER: RECORD LENGTH OF INTERVIEW) _____ Minutes

PROBLEMS AND OPPORTUNITIES

Once you have completed your Situation Analysis, you should develop a complete list of Problems and Opportunities summarizing the key issues. This list will help you formulate your marketing plan.

Following are some samples of Problems and Opportunities that might come from your Situation Analysis.

Problems (Examples)

-- Ridership numbers have decreased 4% versus last year's numbers.

-- Overall marketing dollars have decreased, yet the challenge to gain and even maintain riders becomes greater due to current positive economic conditions and low gasoline prices.

-- Because of operational difficulties, it will be difficult to substantially improve the rider time for peak hours.

-- Based on our onboard survey, we appear to be missing a greater share of those who live and shop on the east side of town than those on the west side.

-- Because route schedules can change frequently, updating rider information can be time-consuming and expensive.

-- Although we need to conduct a telephone survey, we lack the funds to hire a professional research company.

-- It will be difficult to sell our target audience on the convenience of our bus service.

  o According to our onboard survey, those who ride the bus least often said they don't ride more often because it is more convenient to drive.

Opportunities (Examples)

-- Awareness of our monthly pass is high among riders.

-- There is an opportunity to increase frequency of those currently riding the bus.

  o 40% of our riders use the bus for work; however, of those, 62% ride once a week or less.

  o Of the 30% of students who rode the bus during Fall Semester 1986, only 20% of them rode regularly.

-- There is an opportunity to target media efforts during the winter months which hold the most potential for trial.

-- There is an opportunity to increase ridership by putting more emphasis against employers offering monthly passes at a discount to their employees.

- o According to a study done by the U.S. Department of Transportation, employer-subsidized fares were the most effective "fare change" in gaining long-term ridership.

-- Because the car is the major competitor of the bus system, there is an opportunity to build a campaign directly against it.

-- There is an opportunity to increase ridership by targeting new residents.

-- There is an opportunity to concentrate marketing/advertising efforts against younger, educated, employed adults who are most likely to be riders.

- o 62% of riders were 18-34.
- o 75% of riders had some college: college graduates or post-graduates.
- o 75% of riders were employed.

-- Most riders feel the bus system conveniently serves where they live, work, and shop.

THE MARKETING PLAN

Now that you have completed your Situation Analysis and list of Problems and Opportunities, you are ready to develop your Marketing Plan.

The Marketing Plan has several stages. The first is setting your sales/ridership goals. Second is prioritizing your target market and their needs and wants. Third, deciding specifically what you want your Marketing Plan to accomplish (Marketing Objectives). Fourth, determining how you will accomplish your objectives (Marketing Strategies). Fifth, deciding how you want the public to perceive your service (Positioning). And finally, executing the basic elements of your planning, which are Advertising, Media, Promotion/Merchandising, Operations, and Evaluation.

The examples we have provided you in this Marketing Plan all deal with current riders as your primary target market and with non-riders as secondary. Keep in mind when you develop your plan, you may have other target markets, depending upon your needs.

For example, you may also want to target community opinion leaders such as the City Council or Chamber of Commerce.

When you have multiple target market groups, you still follow the other stages of the Marketing Plan, but you include objectives, strategies and implementations to reach each target group.

Sales/Ridership Goals

Prior to developing your objectives and strategies, it is important to establish quantitative, measurable goals. Your objectives and strategies will provide the direction to achieve those goals.

Examples:

-- Convert 10% of current infrequent riders (estimated to be 12% of all riders) to frequent riders.

-- Increase trial of non-riders by 5% and maintain 25% of those as frequent riders -- for an overall increase of 1% from non-riders.

Prioritizing Target Markets

Previously, in the Situation Analysis, you will recall identifying all target market groups, including both users and non-users. Now that you have identified your problems and opportunities and established your ridership goals, you will be able to assess which target market groups will be the most effective in accomplishing those goals.

Example:

-- Primary

Current bus commuters who use the bus for work on an infrequent basis.

-- Secondary

Non-riders 18-34 who work in the central business district.

Marketing Objectives

In the Situation Analysis, you may have discovered as many as fifty problem and opportunity areas. The challenge at this point is to zero in on key problems and opportunities -- the ones you can affect positively and around which your marketing objectives should be established.

Go through your list of problems and opportunities and let their size guide you. Generally it is best to go after the largest opportunities first. Review your problems and establish objectives to eliminate those which realistically can be eliminated and which, once eliminated, will have the most positive effect.

Good marketing objectives are characterized by a number of criteria. First, they must be specific and measurable. Other important criteria are:

-- The objectives must be attainable but challenging.

-- They must be appropriate and in keeping with the overall positioning.

-- They must be simple and easily understood.

To keep your objectives realistic in terms of what you can accomplish, it is often helpful to establish both short-term and long-term objectives. Establish a realistic timeframe for both your short- and long-term objectives.

Your short-term objectives might include:

-- Maintain current ridership base.

-- Convert light and moderate peak users to heavy peak users.

Rationale for Short-Term Objectives

If your system is faced with declining ridership, the number-one priority should be maintaining current riders. With any product or service, it is easier to obtain usage from the current customer base than to develop new customers. These riders are already familiar with your system; therefore, getting them to ride the bus more frequently will be easier and more cost-efficient than converting non-riders.

Your long-term objective might be:

-- Build trial among non-users, especially riders of choice (those who have access to other transportation).

Rationale for Long-Term Objectives

While converting non-riders will be more difficult than increasing frequency of current ridership, it will be important for long-term increased ridership.

Marketing Strategies

As stated earlier, the objectives of the Marketing Plan are the "what," while the strategies are the "how to." Many times marketers put together ambitious plans, but they are strategically weak. In other words, their method of achieving their goals is not adequately thought through.

When developing your strategies, take into consideration the problems and opportunities that resulted from the Situation Analysis and the needs and wants of the target market.

Following are examples of strategies designed to accomplish the objectives established earlier.

-- Example: To help you achieve your objective of maintaining current ridership your strategies might include:

- o Give added benefits to riding the bus beyond economy and convenience.
- o Develop community involvement promotion to generate excitement about your system and encourage ridership frequency.

- o Encourage use of the monthly pass by giving it added value beyond bus rides.
- o Develop data base on current riders for targeting specific promotions.

-- Example: To achieve the objective "convert light and moderate peak users to heavy peak users," your strategies might be:

- o Develop ongoing incentives for current infrequent riders to become frequent riders.
- o Develop incentives for long-term riders (6 months to 1 year).

-- Example: Your strategies to build trial of non-users could include:

- o Implement service changes to shorten bus ride/waiting time and generate incremental riders.
- o Target specific segments of potential riders with incentives to try the bus.
  - -/- Current non-riders (auto commuters for work and school).
  - -/- New residents.

- Develop incentives for employers to offer discounted passes to their employees.

Now that you have established your Marketing Objectives and developed your strategies, ask yourself these questions:

1. Do my objectives/strategies reflect the problems and opportunities?

2. Are the objectives specific and measurable?

3. Do my strategies accomplish all my objectives?

Positioning Statement

As stated earlier, positioning is how you want the public to perceive your product/service in comparison to alternative modes of transportion. In other words, the image you want to create. Everything you do in implementing your Marketing Plan should be dictated by your positioning.

Example:

-- Pre-emptively position "the Transit System" as the most rewarding way to get to school.

This positioning accomplishes the following:

-- It allows the transit system to reward riders with additional incentive to ride.

-- "Rewarding" also implies elements which might not stand on their own such as:

  - o Time spent on the bus is relaxing, self-indulgent time vs. time and energy wasted driving a car.
  - o In general, riding the bus costs less than driving the car, so there are some financial rewards.

-- "Rewarding" appeals to the current target market of 18-34 year olds who are accustomed to and in-tune with self-indulgent rewards (i.e., boom in rich, premium-priced ice creams, imported goods, and "Yuppie" lifestyle).

Rationale

Based on the data from your Situation Analysis, developing the problems and opportunities, and defining your target market and objectives, several potential positionings might emerge.

-- Place emphasis on new services.
"'The Transit System' is getting better all the time"

-- Place emphasis on building a contemporary image for the transit system.
"The bus is the 'in' way to get around our community"

-- Place emphasis against the competition.
"The bus vs. the car"

-- Give an added value to riding the bus.

"The bus is the most rewarding way to get to work or school"

Review potential positionings in terms of which will be most successful at accomplishing your objectives. Placing emphasis on new services could be limited by those services that can actually be implemented, and this type of positioning also to some extent implies your bus system is (or has been) lacking in services.

Building an image of the bus as the "in" way to get around is possible, but it is very expensive to do, and doesn't have a strong chance of increasing frequency of current riders.

There are valid reasons for positioning the bus against the car because time spent driving a car is not very usable time, while time spent on the bus is usable and the bus is more economical. However, some research indicates people feel their car is more convenient than the bus and are willing to pay more for this convenience.

Therefore, to effectively convert infrequent bus riders to frequent bus riders, it becomes apparent that perhaps the most effective means of accomplishing this would be to give added value to riding the bus. That added value then becomes a "reward."

IMPLEMENTATION

Advertising Objectives

Often, marketing and advertising objectives are inappropriately treated as one and the same. It is not reasonable to assign a marketing objective such as long-run sales (or increased ridership) to advertising. It is, though, reasonable and necessary to consider your marketing objectives when determining your advertising objectives.

While your marketing goal may be to maintain the current ridership base, advertising alone cannot realistically be asked to meet this objective.

Examples of Advertising Objectives:

-- Develop awareness for a community involvement promotion and ongoing frequency incentive programs.

-- Develop a positive attitude towards the bus system.

Creative Strategy

The strategy you develop to meet your advertising objectives is what you want your advertising to communicate or "promise" to your target audience. The support is the basis of the promise.

Example of a Creative Strategy:

-- Convince the target audience to ride the bus to work or school every day because the more they ride, the more rewards they'll receive.

Support

-- Rewards of a community involvement promotion -- everybody's a winner, and the more you ride the better your chances of winning some valuable prizes.

-- With the purchase of a monthly/weekly pass, riders receive special discounts at area businesses with different specials every month.

-- Time spent riding the bus is relaxing, usable time vs. time spent driving the car which is wasted time.

-- The bus system is still more economical than driving a car.

Tone

The tone of your advertising reflects the feeling of the advertising and personality of what you are advertising.

Example:

-- The tone should be one of excitement, value, and fun, with a feeling of community pride towards the bus system and consistent with the lifestyle of the target audience.

Advertising Executions

With the exception of commercial television, most transit systems use a combination of the advertising media described here. The overall advertising mix varies significantly from system to system due to differences in resources and urban area characteristics.

The following table compares trade-offs among the different advertising media regarding selectivity of media in relation to target market, the quality of the message, and the amount of lead time required to place the ad.

	Selectivity	Message Quality	Lead Time
Newspapers	Little selectivity except in major metro areas, where available by zip code or region.	Generally poor photo reproduction. Reader can spend time with message.	Easy to obtain space with short notice.
Magazines	Great selectivity by lifestyle, interest. Reasonably good selectivity by area (particularly metro).	Excellent photo reproduction. Reader can spend time with message.	Often requires contracting for space with a month or more prior notice.
Direct Mail	Excellent selectivity on criteria that is demographic or geographic and many times psychographic.	Can be excellent, depending upon dollars spent in printing.	Little lead time required except to produce mail piece.
Radio	Reasonable selectivity for demographics.	Must be focused, simple. Can be difficult to hold listener's attention.	Little advance notice required to run a commercial.
Television	Reasonable selectivity -- a function of time of day and show selected.	Excellent because of combination of sight and sound. Relatively short messages required. Hard to hold viewer's attention.	Often requires a few weeks' lead time with station.
Outdoor	Little selectivity except by location of billboard.	Requires short, simple message.	Space availability often requires long lead time.
Transit	Little selectivity -- however, it will reach broad geographic areas.	Requires short, simple message.	Space availability may require long lead time for some positioning.

Newspaper Advertising

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 (i.e., college newspapers, shoppers) as well. These newspapers serve different markets and the advertising cost varies significantly. Major daily newspapers are used effectively in transit marketing to convey a single message applicable to the entire metropolitan region. Neighborhood newspapers are likely to be a more effective medium for advertising specific services.

Buying Advertising Space. Newspaper advertising outside of the classified section is referred to as display advertising. This is the type of space you will be purchasing for promotional ads.

Display advertising space is allotted and paid for in terms of column inches. If the ad size is 4 columns wide and 10" deep, multiply 4 by 10 to get a total of 40 column inches. The width of the column will vary from paper to paper. Usually, ads are bought to fill a quarter, half, or whole page, but their cost is figured by the number of column inches they occupy. For example, if the newspaper's rate is $6.80 per column inch and a 1/4-page ad is 40 column inches, the cost for the ad would be $6.80 x 40 or $272.00. If you run an ad more than once, you may be able

to take advantage of volume discounts, depending on the number of times the ad runs.

You can request placement of the ad in a particular section of a newspaper (news, business, sports). However, guaranteed placement in a particular section can usually be secured only by paying a higher price.

The newspaper ads provided with this guide are 1/3-page ads according to Standard Advertising Units (SAU), the standard measurements used for most newspapers (see Section VII).

Your newspaper's display advertising representative will be happy to explain to you their paper's specific sizes and cost per column inch. They will also be able to enlarge or reduce the provided art and place your logo and information where indicated.

Hints for Developing Good Display Ads. Research is continually being done to determine what factors make good ads. Good ads are not necessarily the ones that win awards, but the ones that sell products or services.

Your newspaper will usually help you write the ad and set the type for you. Tell them your target audience, the ad's objective, and any details you want included.

You may want to develop your ads yourself and use the newspaper only to typeset them for you. Following are some guidelines

based on national studies of effective ads, to help you write and design your ad.

-- Headlines

- On the average, five times as many people read the headline as read the body copy.
- The best headlines are those promising the reader a benefit -- like a whiter wash, fewer cavities, or fewer parking hassles.
- Headlines containing news are very effective. The news can be the announcement of a new service or program, or a new benefit. On the average, ads with news are recalled by 22% more people than ads without news.
- Headlines offering the reader helpful information, like "How to Win Friends and Influence People," attract above-average readership.
- Short headlines, those with less than 10 words, get the best readership.
- Tricky headlines, those with double meanings, puns, and other obscurities, can be counter-productive.

- In the average newspaper, your headline has to compete with 350 others. Your headline should telegraph what you want to say.

- Never run an ad without a headline.

-- Illustrations (Photographs or Line Drawings)

- Photographs reproduce badly in some newspapers. Sometimes you can get more lifelike pictures using line drawings. Look at an edition of your paper to see how well they seem to reproduce photographs.

- If you use a photograph, make sure it is a good quality black and white glossy.

- The photographs which work best are those which arouse the reader's curiosity, make the reader say, "What goes on here?" Then read your copy to find out.

- Pictures of large groups of people get lower readership than pictures of one or two people.

-- Body Copy

- When people read your copy they are alone. Pretend you are writing a letter on behalf of your system, one person to another, in the second person singular.

- Write short sentences and short paragraphs and avoid difficult words. Copy should be written in the language people use in everyday conversation.

- Never use acronyms.

- Don't write essays. Tell your reader what your service will do for him or her, and tell it with specifics.

- Consider including a rider testimonial in your copy for extra credibility.

-- Layout

- Readers look first at the dominant visual, which is usually the illustration (or photo), then at the headline, then at the copy.

- Putting headlines in all capital letters makes them more difficult to read. Use a combination of capital and lower-case letters.

- Don't set copy in reverse (white type on a black background). It is difficult to read.

Magazine Advertising

Magazine ad space is allotted and paid for in the same way as newspaper. Magazines are geared toward the more specific interests of their readers.

For example, an ad for a Madison system employer pass program could be placed in In Business, a local Madison magazine for business executives.

Developing ads for magazines follows the same basic guidelines as newspaper ads. Generally, with magazines, you have better reproduction of color. However, the more color you have, the more expensive the ad.

Direct Mail Advertising

-- What It Is

Direct Mail is simply an advertising medium, like newspaper or television, except that it uses the mail to deliver its message. That message can have a wide variety of objectives, from making a sale to changing opinions or providing information.

Direct mail is often used in transit 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).

The advantages of direct mail go beyond its relatively low overall cost to include:

- Selectivity -- to reach only your best prospects
- Quick and flexible
- No competitive clutter

-- How It Works

The first step in developing a direct mail piece is to determine who you want to reach (target audience) and what you want the letter to accomplish (objectives). Second, decide how you will accomplish your objectives (strategies and support).

Example:

- Target Audience -- New residents.
- Objective -- To generate trial of the bus system by new residents.
- Strategy -- Convince new residents to try the bus system because it is the most rewarding way to get to work or school.
- Support

    1. With a monthly pass they receive discounts at various area businesses.

2. The bus serves all major shopping, business, and education areas.

-- Use of Direct Mail

Here are several areas where direct mail could be a useful marketing tool for your transit system:

- o Promoting new routes.
- o Generating trial by specific target groups, i.e., new residents, college students, elderly.
- o Informing businesses about an employer pass program (see Section VII for example direct mail letter).
- o Building awareness or improving your image.
- o Promoting and building awareness of community involvement promotions.
- o Informing residents in specific geographic areas about route changes.

-- Tips for Developing a Direct Mail Letter

- o Use the envelope to telegraph your message. That is, flag it with a copy line that will attract attention from your target audience. Your envelope has only seconds to interest the employer, or go unopened into the wastebasket. For example: "New Ways to Increase Your Profits --"

- Don't be afraid of long copy, but remember the key to long copy is facts. Be specific, not general, and follow the AIDA for a successful sales letter:

  Get their ATTENTION
  Keep their INTEREST
  Generate DESIRE
  Call for ACTION

- Make your letter visually appealing. Break the copy up into smaller paragraphs and emphasize important points with underlines.

- Prod them to act now. Supply them with a free bus pass. If you want them to reply, make response easy by including a business reply card.

-- Mailing List Sources

Many different sources for mailing lists are available. Some may be very expensive, while others may not cost anything.

- Businesses

  If you are planning an employer pass program direct mail campaign, there are several list sources. For example:

  -/- Your local Chamber of Commerce.

-/- Dun's Marketing: These lists are generated from Dun & Bradstreet and are generally the most expensive (minimum order of $650). However, these lists allow you many "selects" (specific characteristics) such as size of business in sales, number of employees, name of specific individual, etc.

-/- The Yellow Pages: This method is more time consuming; however, if you are mailing to only a few businesses at a time, it is cost efficient.

-/- Local direct mail firms.

o <u>Residents</u>

-/- Local shopper newspaper: Many times they will deliver your piece with the newspaper. While this is generally less expensive than bulk mail, your readership is diluted when distributed this way.

-/- New residents: Local real estate companies, Welcome Wagon, utility and telephone companies.

-/- Post office.

When determining which list source to use, keep in mind how often it is updated so you can be assured the list is accurate and has little waste. Find out what minimum quantities are required, and how the addresses will be provided to you (adhesive labels, computer printout, etc.).

-- Direct Mail Hints

The most successful direct mail efforts are those that are repeated at least three times. Also, if you are planning a mailing to employers, consider mailing only a few at a time so that you can follow up each letter with a phone call. This can greatly improve the effectiveness of your direct mail campaign.

Radio Advertising

Radio advertising is another commonly used transit marketing technique. Although radio stations are local/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.

Radio advertising time is allotted and paid for in terms of second-lengths. Ad time bought during certain dayparts (such as morning drive time when there are more listeners tuned in), is more expensive than radio time at other times of the day.

Generally it is most cost effective to buy 60-second spots because the rate for a 30-second spot will be 80-90% as much as that for a 60-second spot.

As a public service, radio stations run ads developed specifically for the benefit of the community. These spots are called Public Service Announcements (PSAs). (Please see pages 91 and 92 for more information.)

Provided as part of this kit are three radio commercials. There are two versions of each commercial: one is for paid commercials and the other is a PSA. The PSA commercials end with "This message is brought to you as a public service by this station."

The three commercials consist of one :30 image spot, one :60 image/testimonial spot, and one :60 consisting of a :30 opening followed by another :30 of instrumental music bed and tag. This allows for a local promotion or message to be added, over the instrumental portion of the commercial.

Television Advertising

Commercial television is often perceived as the most effective advertising medium; however, it is used somewhat sparingly in transit marketing due to its wide regional coverage and corresponding high spot cost.

Cable television is being used more and more for marketing transit services. Transit systems are taking advantage of the relatively low cost of local access cable to educate the public about transportation issues locally and nationally, to explain the system's role and importance within the community, and to describe and promote the use of its services. The audience for local access cable television programming is considerably smaller than that for commercial or pay cable television, which accounts for its lower cost. 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.

Television advertising time, like radio, is allotted and paid for in terms of second-lengths. Ads bought during prime time (7 p.m.-10 p.m. weekdays and 6 p.m-10 p.m. Sunday), when there are more viewers, is more expensive than TV time at other times of the day.

Common lengths for television commercials are 10 seconds, 30 seconds, and 60 seconds. A :30 commercial is most common. The shorter :10 commercial can be very efficient when the message is short. Because the cost for 10-second spots is lower, you can repeat the commercial more frequently. It is anticipated that in the next two to three years, many local stations will also offer 15-second spots.

Television stations also run Public Service Announcements (PSAs) (see Public Relations, pages 91 and 92).

Provided for you is a :30 image commercial in both a paid and PSA version. Because stations will not run a "paid" commercial as a PSA there must be some difference between them. The difference between the paid and PSA version for the image commercial is on the last visual. The paid version will read "Sponsored by (your

transit system) and Wisconsin Department of Transportation." The PSA version lists only the transit system and Wisconsin Department of Transportation -- it does not read "Sponsored by." This very small difference distinguishes the paid from the PSA version on the image commercial.

Outdoor Advertising

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 low cost. In some urban areas, billboards are placed along congested commuter routes and used to target market commuters.

Outdoor billboard space is bought by the month. Costs are based on the number of "showings." This is an average number of times the board is seen by an individual during the month. A 50 to 100 showing is generally considered good coverage.

Space on billboards can also be obtained for Public Service advertising.

Provided with this guide are eight outdoor ads, including one which ties in with the statewide image campaign. This art can also be used to develop exterior or interior bus cards.

Tradeout Advertising

Advertising tradeouts provide a means for lowering and/or leveraging advertising expenditures. Most commonly, transit systems agree to provide advertising space on board (inside or outside) their bus in exchange for radio or television time or newspaper space. Cost arrangements vary from reduced rates to an even exchange. A transit system is not likely to receive choice treatment in terms of time or space, however, from a tradeout arrangement. If the transit system 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.

Media

Before developing media objectives and strategies, it will be helpful to understand how decisions are made to use specific media.

Media selection involves finding the most cost-effective way to deliver the desired number of exposures to a target market. By "desired number of exposures" we mean that advertisers "desire" the target market of consumers to be exposed to a message enough times so that they will understand the message, then take action and try the product or service being advertised.

How many exposures are needed to create a level of awareness that will lead to audience behavior; i.e., the audience buying the product or service?

With TV, the effect of exposures on audience awareness depends on the exposure's reach, frequency, and impact.

-- Reach (R): The number of different persons or households exposed to a particular message at least once during a specified time period.

-- Frequency (F): The number of times within a specified time period that an average person or household is exposed to the message.

-- Impact: The qualitative value of an exposure through a given medium (thus a children's cereal ad which runs during cartoons would have a higher impact than if it ran during the noon hour news.

The total number of exposures is determined by R x F.

Example:

-- If a TV commercial is run during prime time when it reaches 20% of the homes (R=20) and it is run 3 times (F=3), then the total exposures (E) or gross ratings points (GRPs) would be 60 (3 x 20).

The impact of radio is very similar to television. Although many times radio is purchased by the number of commercials run, radio is more appropriately purchased in terms of GRPs, as with television.

Generally, when using television or radio to communicate a promotion or special event within a short time frame (2-6 weeks) a minimum of 200 GRPs should be planned per week. When using television to build long range awareness or attitude a minimum of 100 GRPs per week should be used. Remember though, this refers to a sustaining television campaign of several months.

Another factor relating to cost effectiveness and exposures is a criterion media planners use called "cost per thousand." This is the cost of reaching 1,000 persons by using a particular media vehicle.

Example:

-- Compare the cost per thousand of full-page, color ads in two magazines.

- o <u>Newsweek</u>

  Full-page ad -- $58,000

  Circulation -- 6,000,000

  Cost per thousand -- $9.60

o Business Week

Full-page ad -- $26,000

Circulation -- 2,000,000

Cost per thousand -- $13.00

-- $\frac{\text{Cost}}{\text{Circulation}} \times 1{,}000 = \text{Cost per thousand}$

Media Objectives

Your media objectives should support your advertising objectives. These objectives should be based on four criteria:

-- Target audience

-- Scheduling

-- Geography

-- Communication Goal

For example:

-- Target Audience: Adults, 18-34, college graduates, working full time in the central business district who currently use the bus on an infrequent to frequent basis.

-- Scheduling: Concentrate media in the winter months of January/February/March and the August/September period, while maintaining awareness throughout the year.

-- Geography: For example, concentrate media in the Madison and Dane County area.

-- Communication Goal: Use mediums which focus on local activities.

Media Strategies

Examples:

-- Use television and radio if stations will contribute one PSA for each paid spot.

-- Use direct marketing to stimulate trial from select target groups, as well as from specific geographical areas and neighborhoods.

-- Use college newspapers and college-oriented radio stations to reach students.

-- Use local newspapers to maintain awareness and promote specific events.

-- Use broadcast public service announcements and community service announcements to supplement paid advertising.

Media Execution

You must now schedule the media weight by time and schedule and develop a master media calendar.

After the schedule has been determined, the media vehicles (newspaper, radio station, etc.) in the plan must be contacted and time or space purchased. Price and terms sometimes require lengthy negotiating. Broadcast price and scheduling is usually negotiable. Print is not usually negotiable other than for preferred placement.

The media must be monitored to ensure that purchased space and time are actually received. Print media supply tearsheets to demonstrate execution; broadcast media supply copies of the station log.

You will find a sample marketing/media schedule with the provided Marketing Plan.

Promotion

Promotional activities are designed to provide the consumer with incentives to use the transit system, 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 here 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.

Although an incentive promotion may result in a loss of revenue short term, this is intended to be offset by an increase in ridership in the long run. Incentive promotions offer excellent opportunities for tie-ins with area businesses. In many cases, local businesses cover all or a portion of promotion costs.

Promotion Objectives

Examples:

-- Generate frequency of ridership by current light to moderate users.

-- Build trial among non-riders.

Promotion Strategies

Example:

-- Develop a community involvement promotion to build trial, encourage frequency, and generate excitement about the bus system.

-- Use free ride coupons to generate trial.

-- Give added value to riding the bus by tying in with area businesses to offer riders discounts or free goods.

Promotion Executions

-- Short-Term Free or Reduced Fares: This is another popular form of incentive promotion used by transit systems to encourage people to try transit or to use transit in the off-peak period. Depending on the objective, these promotions can be used on a systemwide or on a market-segment basis. Systemwide promotion will be more effective for enhancing the system's visibility and image, while promotion to specific market segments tends to be more effective for attracting regular ridership. When used systemwide, these promotions can draw widespread attention to the transit system. When free or reduced rides are offered to a smaller group, less public attention is drawn to the system.

-- Merchant Discounts: This is becoming a very popular transit marketing technique. A joint effort between the transit system and local merchants and businesses, these programs offer the transit rider a discount on purchases or free goods from participating stores, events, and restaurants. Merchant discount programs can be designed to meet a number of objectives, including increased monthly pass sales and increased ridership, generally or off-peak.

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. Local merchants often will contribute toward or cover the cost of promoting and providing this service.

Free ride coupons can be included as part of a direct mail promotion and can also be used to promote new or existing routes.

-- Anniversary Celebrations: These promotions are used by transit systems to mark significant milestones; i.e., ten years of service. A variety of promotional activities can be planned, including free or reduced fares, prizes, refreshments, entertainment, etc.

-- Contests/Games: Contests or games can be used effectively to encourage ridership and enhance community awareness. They are particularly useful when trying to increase the frequency of current riders.

NOTE: When planning contests or games, you must consider local ordinances as well as state and federal regulations.

If you are having a game or contest that gives away money or prizes, you must offer a chance to enter to everyone according to current Wisconsin law. This chance cannot be

contingent upon any type of consideration (purchase). An easy way to do this is to make entry forms available by mail as well as by riding on the bus. Whenever you promote the contest/game, be sure to mention a method of entering the game that does not require any purchase (such as mail-in).

Joint promotions with local radio stations and area businesses can help reduce the cost of the promotion because of their contributions of free air time or donated prizes.

Promotional Items:

Premiums such as calendars, T-shirts, pens, etc. can be used in marketing a transit system. However, compared to the other promotions and advertising opportunities, promotional items will be much less effective.

Merchandising

Merchandising consists of specific materials used to reinforce the advertising message and communicate promotions or information about a product or service such as bus schedules and route maps. Merchandising is very useful at the point of purchase.

Merchandising Objectives

Examples:

-- Provide the target market with information enabling them to easily understand how the transit system operates.

-- Build awareness of specific information of all transit system promotions.

Merchandising Strategies

Examples:

-- Update existing schedules and route maps.

-- Develop display to communicate bus services at area malls.

-- Develop flyer/brochure to communicate specifics for the community involvement promotion.

Merchandising Execution

A wide variety of marketing techniques can be used to dispense consumer information and provide riders with specific information on system use. Following are brief descriptions of some of the merchandising tools available:

User Aids

Schedules/Timetables, Maps, and Brochures are commonly used marketing tools. Widespread use is made of brochures to describe both specific services and system attributes; relevant route and schedule information can also be included. Although expensive to produce for widespread distribution, maps are generally viewed as essential and effective marketing tools. To minimize their cost, seek corporate sponsors or charge a fee. Schedules can also be used and are generally effective.

Bus Stop Signs and Other Permanent Information Displays can play an important role in providing information. Additionally -- when tied in with a systemwide graphics effort -- they can reinforce the transit system's identity within the community.

Telephone Inquiry Response can be used to meet the objective of information dissemination; however, this technique can and should be developed into an effective sales technique as well. Due to its labor-intensive nature, it might be wise to look into ways of automating the telephone response process.

Trip Planners are aimed at the inexperienced transit user. A customer indicates his/her two or three most frequent destinations and your marketing staff can respond with route and schedule information for those trips. This can be used as a vehicle to distribute "free ride coupons" to non-riders by sending the coupon with a bus map or schedule.

Tourist Information Aids are materials specially designed and distributed to provide tourists with the information they need to use the transit system. Cities with a high level of tourist trade can develop aids specially tailored to this 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 or major changes to the transit system can be developed and presented to community groups.

Community Education Programs can be used to educate a large segment of the transit-dependent population -- such as elementary or secondary school children -- in the use of public transportation. Materials can include slide shows, coloring books, and other audio/visual materials.

Newsletters directed at keeping users up to date on transit system activities can be used as a marketing technique. These newsletters can be as simple as an 8 1/2" x 11" flyer or a 3- to 4-page newsletter using color. These vehicles also make a great merchandising tool for building awareness of special promotions and activities.

Public Relations

Public relations encompasses the range of second-party, non-paid communication activities which develop and maintain community support and awareness.

These activities are fundamental to developing and maintaining community support and awareness. There can be a high level of overlap between PR and other marketing activities, particularly in the area of community information programs and advertising.

Public Relations Objective

Example:

-- Obtain positive non-paid coverage by the media for "the transit system."

Public Relations Strategies

-- Use local cable television and radio PSAs to generate a positive image.

-- Use print vehicles such as the local newspapers to communicate involvement promotions.

-- Attend neighborhood meetings to obtain local input regarding service changes, etc.

Public Relations Executions

News Releases

When To Use Them. A news release is a method organizations use to supply information to the news media. In planning your news releases, take into consideration these two basic questions:

-- Whom do you want to reach? Which groups do you most urgently need to inform or influence in order to carry out your system's major objectives?

-- What is the general feeling in your community about issues related to your operations? The content and direction of your news releases should be based on an awareness of how people feel about the transit system.

How To Write A News Release. Publication editors have no great desire to provide free publicity to every group seeking it, but they do want to communicate timely, newsworthy stories of interest to their readers. So the first step in deciding whether to issue a news release is determining whether or not your story is newsworthy. Newspapers receive many, many news releases every day, all competing for a limited amount of available space. Ultimately, it is the editor's decision as to which submissions are printed and which are tossed.

Following these basic guidelines will increase your news release's chance of making it into the paper:

-- Write to match the style and format of the publication. If you're not sure about it, call and ask how they prefer news releases to be submitted.

-- Know where to send your news release. Do you want your story to appear in the news section or the business section? On a news show, or talk show? Learn the names of the relevant editors or directors, and address your correspondence to them personally.

-- Keep your story short and factual, the language simple and concise. A news release should never be longer than one or two pages.

-- The news release should be typed double-spaced, on one side of the paper only. Leave ample side margins to allow editing.

-- In the upper left-hand corner, type the name and phone number of the person in your organization who is the contact for more information. Include the address if it's not already part of your stationery.

-- Type the release date -- the date you want the story to appear in the news -- centered at the top of the page. Learn the publication's deadlines and adhere to them; if you want your story to appear in next Sunday's paper, know when the newspaper needs to receive your release.

-- Giving your story a headline is not necessary. Publications have their own headline writers.

-- Begin with the dateline -- the city where the story originates. If the story is going to an out-of-town publication, include the state. The dateline is typed in all capital letters; the rest of the story is typed in upper- and lower-case letters.

-- Start the release one-third of the way down the page. The first, or lead paragraph, is the most important. It must include the Who, What, When, Where and Why of your story. Subsequent paragraphs should contain the rest of the details, but keep in mind that when editors edit, they cut from the bottom up. List the facts in order of importance.

-- If your release runs more than one page, type (MORE) centered at the bottom of the first page, and (ADD ONE) at the top of the next page, flush with the right-hand margin. Never let a paragraph continue from the bottom of one page to the top of the next.

-- At the end of the release, type three number signs (###).

-- If you're including a photo, supply a caption. Attach it to the back of the photo with a small amount of rubber cement, or along the bottom edge, with the paper folded up over the face of the photo and the text facing in.

-- The caption should identify the people pictured, from left to right, as well as a brief description of what's taking place in the photo.

-- The photo should be a good quality, 5" x 7" or 8" x 10" glossy. On the back, lightly pencil in the subject's name and the name of the organization.

-- Follow up all releases with phone calls to verify receipt of the news release and to ask if they need any additional information.

Public Service Announcements

What Are They? PSAs, or Public Service Announcements, are commercials or advertisements given free of charge. These ads are donated to not-for-profit organizations, government agencies, and other groups by radio and television stations, newspapers, and magazines. Television and radio stations generally will provide more PSAs than newspapers or magazines, especially during lower sales periods (during summer months and after Christmas).

How PSAs Can Help. Public Service Announcements can help you build a positive image within your community, publicize special services, or simply inform people about the services you offer.

How to Get PSA Air Time or Ad Space. In general, your first step for either radio/television spots or newspaper ads begins with the Public Service Director of the stations and newspapers in your service area, who will outline policies and procedures for receiving PSA time or ad space. Once you've discovered what the stations and newspapers require, you're on your way.

Most radio and TV stations accept PSAs in 60-, 30-, and 10-second lengths, although the 30-second spot is the most common. This guide provides you with one :30 television PSA and three radio PSAs (one :30, one :60, and one :30/:30). If necessary, stations will usually make copies for you to use at other stations in your area.

Radio stations will also read scripts you have prepared for them on the air eliminating the need for production, these are generally referred to as announcer PSAs.

Newspapers work in a similar fashion, except your finished product is measured in inches instead of seconds. In a newspaper ad, you may have to provide the advertising department with a copy of any artwork, symbol, or logo you use to graphically represent your group. Again, the cost for the production of your advertisement will be minimal, if any.

Keep in mind it is easier to get PSA time from broadcast stations than to get PSA space from newspapers because newspapers have the

option of printing fewer pages -- they don't have a specific time period that must be filled.

Generally speaking, PSAs are aired or placed wherever the station or newspaper has room to run them. To have your ad appear in the most popular time periods or sections of the newspaper, you should talk to the PSA Director about the possibility of finding other businesses or organizations to underwrite better air time or placement.

How to Write a PSA. Begin by deciding which people you want your message to reach. Once you've targeted your audience, keep that target in mind. Write your information in a way that will appeal to them. Arrange your facts in the Who/What/When/ Where/Why fashion, remembering always to tell them what they should do, i.e., sign up today, come visit our open house, use our services to find out all your benefits, etc., at the end of the ad.

Public Relations and the PSA. Keep in mind, some of the things your office does may be of real news value to the stations or newspapers. Be sure to explore the opportunities offered by radio and TV programs examining local issues. They could provide you a forum for addressing subjects of interest to your target audience.

Media Events can be scheduled to mark the inauguration of new services, the opening of a new facility, or the arrival of new

vehicles. Refreshments, free rides, and tours can also be provided in some cases. Press releases should be issued and local officials invited, which often can result in media coverage both before and after the event.

Community Service Activities are an effective way to communicate that the transit system contributes more than transit services to the community. In urban areas, transit operators can 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. Some transit systems have gained the cooperation of local businesses to cover the cost of free rides on New Year's Eve to prevent accidents. Employee community service activities such as blood drives, CPR training for employees, career guidance for disadvantaged youth, and contributions to local charities are another effective way to demonstrate your system's commitment to the community. During certain holiday seasons, you can offer free rides in exchange for a food item for the needy.

Operations

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. For transit systems this includes service development techniques designed to make transit

service more convenient and attractive to use. The primary objective of operations is to insure efficient service and 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.

Operations Objectives

Examples:

-- Improve convenience of peak usage routes.

-- Generate a positive attitude towards bus drivers.

Operations Strategies

Examples:

-- Expand frequency of XY routes to better accommodate typical work hours.

-- Implement monthly pass fares available by mail.

-- Implement employee motivation programs to improve consumer attitudes.

Operations Executions

Transit Passes can be used to meet a number of different objectives; i.e., increased ridership, convenience, improved cash

flow, increased efficiency in boarding, etc. Passes can be discounted when more concerned with increasing ridership levels than with maximizing revenues. Pass program administrative costs can be significant and should be carefully considered in determining 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 techniques can be used, including:

-- Merchant discount programs for passholders.

-- Pass sales outlets located in major activity centers.

-- Credit card payment for passes.

-- Employer pass programs, which can include an employer contribution to pass costs.

Employee Motivation programs can affect the level of professionalism exhibited by transit employees, particularly bus drivers and maintenance people. Some activities that can be incorporated into an employee motivation program include:

-- Programs rewarding outstanding employees.

-- Newsletters to keep employees informed of marketing and other system activities.

Special Events Transportation can be used to promote ridership in off-peak periods. Special bus service can be offered to major sporting events, fairs, festivals, etc. In the summer months, offer service to recreational areas or major cultural attractions. In some cases, you may find sponsors who discount tickets for transit riders or who will share in the costs of service and promotion.

Evaluation

It is often difficult to evaluate the effectiveness of a particular marketing activity because marketing activities typically coincide with other system changes; therefore, evaluation is complicated by the presence of other factors. Formal evaluation requires the development and ongoing use of a good consumer data base. This type of evaluation can be obtained through onboard surveys or other research activities covered earlier in this guide.

Even though evaluation is difficult, it is essential to your future planning to know which marketing activities are effective for you and which are not.

Evaluation Objective

Examples:

-- Develop disciplined method to monitor and determine results of marketing/advertising strategies and executions.

-- Establish method to evaluate incremental ridership from promotions.

Evaluation Strategies

Examples:

-- Implement a telephone survey to provide benchmark findings of attitudes and awareness towards the bus systems.

-- Monitor outside ridership influences on an ongoing basis.

- o Gasoline prices
- o Weather
- o Economy
- o Downtown parking availability/costs

SECTION IV

PROTOTYPE

PROBLEMS & OPPORTUNITIES AND

MARKETING PLAN

OUTLINE

PROBLEMS AND OPPORTUNITIES

MARKETING PLAN

-- Marketing Objectives

-- Marketing Strategies

-- Positioning

-- Advertising Objectives

-- Creative Strategy

-- Media

- o Objectives
- o Strategies

-- Promotion/Merchandising

- o Objectives
- o Strategies

-- Public Relations

- o Objectives
- o Strategies

-- Operations

- o Objectives
- o Strategies

-- Evaluation

- o Objectives
- o Strategies

IMPLEMENTATION

MARKETING/MEDIA FLOWCHART

BUDGETS

PROBLEMS & OPPORTUNITIES

PROBLEMS

1. As of August 1986, ridership numbers have decreased 2.8% versus previous year numbers.

2. Overall working media dollars have decreased, yet the challenge to gain and even maintain riders becomes greater due to current positive economic conditions and low gasoline prices.

3. Because of operational difficulties it will be difficult to greatly improve the route time for peak hours.

4. It will be difficult to sell the target audience on the convenience of the transit system.

   -- 22% of riders don't ride the bus more frequently because they think it's more convenient to drive.

   -- 31% of riders said they ride the bus when they don't have access to a car.

5. Our system appears to be missing a greater share of those who live and shop on the east side of town than those on the west side of town.

6. Our system's schedule system is complex and can be difficult to understand, particularly for the non- and infrequent riders, potentially inhibiting trial.

7. Because route schedules can change frequently, updating shelter displays and schedules can be time consuming and expensive.

OPPORTUNITIES

1. There is an opportunity to increase frequency of those currently riding the bus.

   -- 42% ride for work; however, of those, 60% ride once a week or less.

   -- Of the 38% of students who rode the bus during Fall Semester 1985, only 18% of them rode regularly.

2. There is a potential opportunity to increase ridership through more Park & Ride locations.

3. There is an opportunity to target media efforts during the winter months which hold the most potential for new trial.

4. There is an opportunity to increase ridership by putting more emphasis against employers offering monthly passes at a discount to their employees.

   -- According to a study done by the U.S. Department of Transportation, employer subsidized fares was the most effective "fare change" in gaining long-term ridership.

5. Because the car is the major competitor of the bus, there is an opportunity to build a campaign directly against it.

6. There is an opportunity to target media towards auto commuters as they drive to work.

   -- 42% of riders use the bus for work, 31% when they don't have a car.

7. There is an opportunity to increase ridership by targeting new residents.

8. There is an opportunity to increase ridership by attracting those people who drive to work and school.

   -- Of those who currently ride, 42% ride for work and of those, 41% ride 5-7 days per week.

   -- Of those who currently ride to school, 56% ride 5-7 days per week.

9. There is an opportunity to concentrate marketing/advertising efforts against younger, educated, employed adults who are most likely to be riders.

   -- 62% of riders were 18-34.

   -- 82% of riders had some college, college graduates, or post graduates.

   -- 71% of riders were employed.

10. There is an opportunity to increase university/technical college student usage of the transit system.

    -- During Fall Semester 1985, 22.4% of students drove a vehicle to school in good weather and 25% drove a vehicle in bad weather. Further, 89% of students lived within 4 blocks of a bus stop.

11. Conveniently located bus stops does not appear to be a reason people do not ride the bus.

MARKETING PLAN

NOTE: **Wherever "Metro" is used, your transit system name would appear.**

RIDERSHIP GOALS

Convert 12% of current infrequent riders to frequent riders which is estimated to be 8% of all riders.

Increase trial of non-riders 5% and maintain 20% of those as frequent riders for an overall increase of 1% from non-riders.

TARGET MARKETS

Primary

1. Current Metro commuters who use Metro for work on an infrequent basis.

2. Students (college and technical college) who use Metro on an infrequent basis.

Secondary

1. Non-riders who are 18-34, college educated, employed in professional/white collar or clerical/office occupations.

MARKETING OBJECTIVES

1. Maintain current ridership base.

2. Convert current light and moderate peak users to heavier peak users.

3. Build trial among non-users, especially riders of choice.

MARKETING STRATEGIES

Long-Term

1. Give added benefits to riding Metro above and beyond economy and convenience.

2. Utilize event marketing to maximize dollars in short-periods of time and develop long-term usage.

3. Place marketing emphasis against seasons of the year with the greatest potential for increasing frequency and generating trial.

4. Get involvement of area business, community organizations, government agencies, as well as residents in the support and promotion of Metro.

Short-Term

1. Develop one community involvement extended promotion to generate excitement about Metro and encourage frequency and trial.

2. Develop ongoing incentives for current infrequent riders to become frequent riders.

3. Encourage use of the monthly pass by giving it added value beyond bus rides.

4. Develop incentives for long-term riders (6 months-1 year).

5. Develop incentives for employers to offer discounted passes to their employees.

6. Implement service changes to expedite bus ride/waiting time and generate incremental riders.

7. Target specific segments of potential riders with incentives to try Metro.

   -- Current non-riders (auto commuters for work and school).

   -- New residents.

8. Develop data base of current riders for targeting specific promotions.

POSITIONING

1. Pre-emptively position Metro as the most rewarding way to get to work or school.

ADVERTISING OBJECTIVES

1. Develop awareness of the community involvement promotion and ongoing frequency incentive programs.

2. Build a positive attitude towards Metro.

3. Increase knowledge of the Metro system, how to ride, routes and schedules, and new pre-paid fare options.

CREATIVE STRATEGY

1. Convince the target audience to ride Metro to work or school every day because the more they ride, the more rewards they'll receive.

Support

1. Rewards of the community involvement promotion -- everybody's a winner, and the more you ride the better your chances of winning the most valuable prizes (details on following pages).

2. With the purchase of a monthly pass, riders receive special discounts at area businesses with different specials every month and a guaranteed saving of $25 a month.

3. Time spent riding the bus is relaxing, usable time versus time spent driving the car which is wasted time.

4. Using Metro is still more economical than driving a car.

Tone

1. The tone should be one of excitement, value, fun, with a feeling of community pride towards Metro consistent with the lifestyle of the target audience.

MEDIA

Objectives

-- Target Audience: Generate maximum reach and frequency against light to moderate Metro users.

-- Seasonality: Concentrate media in the winter months of January/February/March and the September/October period while maintaining awareness throughout the year.

-- Geography: Concentrate media in the service area.

-- Impact:

Strategies

1. Use television and radio to enhance image if stations will contribute one PSA for each paid spot.

2. Use paid radio, radio PSAs, and newspaper to build awareness of the frequency community involvement promotion.

3. Use direct marketing to stimulate trial from select target groups, as well as from specific geographic areas and neighborhoods.

4. Use college newspapers and college-oriented radio stations to reach students.

5. Use newspaper to maintain awareness and promote specific Metro community-related events.

6. Use broadcast public service announcements to supplement paid advertising.

PROMOTION

Objectives

1. Generate frequency of ridership by current light to moderate users.

2. Build trial among non-riders.

Strategies

1. Develop a community involvement promotion to build trial, encourage frequency, and generate excitement towards the bus system.

2. Use coupons for free rides to generate trial.

3. Give added value to riding the bus by tying in with area businesses to offer riders discounts or free goods.

MERCHANDISING

Objectives

1. Provide the target market with information that enables them to easily understand how the transit system operates.

2. Build awareness of specific information for all transit system promotions.

Strategies

1. Update existing schedules and route maps.

2. Develop display to communicate bus services at area malls.

3. Develop flyer/brochure to communicate specifics for the community involvement promotion.

PUBLIC RELATIONS

Objective

1. Obtain positive coverage by the media for "the transit system."

Strategies

1. Use local cable television and radio PSAs to generate a positive image.

2. Use print vehicles such as the local newspaper to communicate community involvement promotions.

OPERATIONS

Objectives

1. Improve convenience of peak usage routes.

2. Generate positive attitude towards bus drivers.

Strategies

1. Expand frequency of XY routes to better accommodate typical work hours.

2. Implement monthly pass sales by mail.

3. Implement employee motivation programs to improve consumer attitudes.

EVALUATION

Objective

1. Develop disciplined method to monitor and determine results of marketing/advertising strategies and executions.

Strategies

1. Implement a disciplined data feedback system in order to quickly and easily evaluate ridership.

2. Monitor outside ridership influencers on an ongoing basis.

   -- Gasoline prices

   -- Weather

   -- Economy

   -- Downtown parking availability/costs (private and public)

3. Implement a telephone survey to measure attitudes, awareness, and behavior of both riders and non-riders. Subsequent telephone surveys can then measure marketing progress based on this first benchmark survey.

IMPLEMENTATION

IMAGE CAMPAIGN

Objectives

1. Develop a positive attitude towards Metro by all target groups.

2. Increase awareness of Metro among all target groups.

Strategies

1. Use paid and PSA television to effectively and efficiently communicate the WUTA/DOT image campaign to virtually all target groups both geographically and demographically.

2. Use paid and PSA image radio to supplement the television campaign. Use :60 image/promotional commercial to communicate image while also promoting community involvement promotion.

3. Secure PSA outdoor space for WUTA/DOT image campaign.

4. Use transit exterior space for image campaign.

5. Use WUTA/DOT image newspaper to supplement image campaign.

Timing

Third quarter 1987 and first quarter 1988 to take advantage of PSA opportunities.

Budget

Media	$6,250	
Production	500	(Tapes/art supplied by WUTA/DOT; costs cover localization.)
Total	$6,750	

RIDER FREQUENCY COMMUNITY INVOLVEMENT PROMOTION

Objectives

1. Generate enthusiasm from entire community towards Metro.

2. Increase Metro usage by current light to medium Metro riders.

3. Reinforce benefits of being a frequent Metro rider to heavy Metro users to maintain ridership.

Strategies

1. Develop six-week promotional game that rewards frequent riders. Use free ride at beginning of game to draw people into the game and maintain a period of trial use.

2. Involve entire community in the promotion of it (i.e., radio stations, police department, banks, businesses, retailers, etc.)

3. Develop game where everyone wins something instantly and frequent ridership increases chances of winning the most valuable prizes.

4. Through cooperative efforts of area businesses, establish significant grand prizes such as a new car, a trip to Hawaii (or any place warm), or a diamond ring. Also have three or

four "second prizes" such as a one-year membership in a golf/health club, $1,000 shopping spree at shopping mall, charter bus for a day, cross country ski outfit, etc. Also, a huge selection of other prizes such as dinner for two, free passes, free college classes, etc., donated by entire community. (See list of prize ideas in Section V.)

5. Stage events on the buses during the six-week promotion.

   -- Radio remotes with disc jockey on bus.

   -- Restaurant sampling, "This bus brought to you by Wendy's."

6. Use game to build data base (name, address, how often they ride) of frequent and infrequent riders for target marketing.

7. Promote game on interior and exterior bus cards, on in-bus flyers, on posters displayed all over the community with cooperating businesses, on radio, and in the daily and college newspapers.

Timing

1. Begin second or third week in January when students are back and winter blahs set in.

2. Take advantage of first quarter PSA opportunities.

Budget

Media	$ 6,000
Production	5,000
Total	$11,000

Evaluation

Although we can expect increased ridership during this promotion, final evaluation will be from two sources.

-- Six-month ridership numbers versus previous year and trends going into the promotion period.

-- 1987 Ridership Telephone Survey compared to 1986 survey will give indication of percent of infrequent riders converted to frequent riders and percent of non-riders converted to riders.

PREPAID FARES PROMOTION

Objective

1. Increase ridership through incremental use of prepaid fares that will convert infrequent users to frequent users.

Strategies

1. Add a monthly guaranteed value to monthly pass users.

   -- Cooperate with retailers for coupons, discounts, free goods for people holding a monthly pass.

   -- Each month rotate among retailers to continually offer riders new "values".

   -- Distribute monthly coupon participant list with monthly passes.

   -- Guarantee a monthly value of the coupons (i.e., $25 worth of coupons -- this pays for the cost of the pass and it can be considered FREE).

   -- Develop stickers and posters for cooperating businesses to display.

   -- Promote on interior and exterior buscards, as well as on-bus flyers.

   -- Continue newspaper advertising support with 1/4-page ad per month.

2. Institute a six-month and/or annual pass with special discounts.

   -- Six-month $144 regular -- 10% discount -- $130 or buy 5 months get 1 month free.

   -- Annual pass $288 regular -- 13% discount -- $250 or buy 10 months get 2 months free.

   -- These passes receive same benefits of monthly pass as mentioned above.

   -- Improves cash flow with advance funds.

   -- More convenient than renewing every month.

3. Develop a 10-ride convenience ticket (one week to work and back) to use as trial device.

   -- Use with targeted direct mail to generate trial.

Timing

-- February -- Introduce "Value Added" pass to riders via bus cards and flyers.

-- March -- Begin newspaper advertising of "Value Added" pass, continue ads through August.

Budget

Media	$2,500
Production	1,000
Total	$3,500

Evaluation

Track current number of monthly passes sold and compare with number of passes three months after the promotion and previous year if applicable.

NEW SERVICE AND SPECIFIC ROUTE PROMOTIONS

Objective

1. Inform target market of new or changed services.

2. Improve the distribution of route/schedule information.

3. Promote specific routes.

Strategies

1. Use very targeted direct marketing methods such as carrier route direct mail with coupons and shopper inserts to target specific neighborhoods for specific route promotions and schedule/ route information.

2. Develop data base of current riders by route.

Timing

1. Develop data base -- during the Community Involvement promotion.

2. Promote route changes/service changes as needed.

Budget

Media	$3,000
Production	2,000
Total	$5,000

NEW RESIDENT PROMOTION

Objective

1. Build awareness of Metro among new residents.

Strategies

1. Work in conjunction with utility or telephone companies to gain names and addresses of new residents/recently moved residents.

2. Direct mail -- "How to Metro" information along with appropriate schedules and "A free ride on us" pass.

Timing

As needed.

Budget

$1,000

Evaluation

Require name and address for redemption of pass; code coupons to track redemption to new resident promotion.

PASSENGER NEWSLETTER

Objective/Strategy

1. Build a positive image of Metro and provide a means to keep riders informed of route/schedule changes.

Timing

Quarterly. To be determined.

Budget

$1,500

SUMMER TEEN PROMOTION

Objective

1. Increase teen usage of Metro during the summer months.

Strategies

1. Offer teens special summer discount passes.

2. Use newspaper and outdoor to promote teen usage.

3. Tie in with local merchants or an activity center.

Timing

May to June.

Budget

Media	$1,950
Production	150
Total	$2,100

EMPLOYER SUBSIDY PASS PROGRAM

Objective

1. Generate incremental monthly pass sales via employer subsidy pass program.

Strategies

1. Direct mail WUTA/DOT letter to selected area businesses; five businesses per mailing.

2. Follow-up each mailing with phone calls to those businesses.

3. Where appropriate, send additional information/schedule personal meeting.

Timing

Throughout the year.

Budget

Media	$50	(Mailing Costs)
Production	25	(Printing)
Total	$75	

MARKETING/MEDIA FLOWCHART

PROTOTYPE

MARKETING/MEDIA FLOWCHART

BROADCAST MONTHS 1987	JAN				FEB				MARCH					APRIL				MAY					JUNE				JULY				AUGUST					SEPT				OCT					NOV					DEC			
WEEK BEGINNING MONDAY	29	5	12	19	26	2	9	16	23	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21
IMAGE CAMPAIGN																																																						
Television — 2000 GRP's 50% PSA's				200	150		150	150		150	150																	200	150		150	150			200	200																	
Radio — 1000 GRP's 50% PSA's					100	100	100		100	100																				100	100		100	100		100																	
Newspaper — 2 1/3 pgs. and 2 1/3 pgs. — PSA's						X			X																				X				X																				
Outdoor — PSA's 100 showing — 2 mos.					X	-	-	X																							X	-	-	-	X																			
RIDER FREQUENCY PROMOTION																																																						
Radio — 950 GRP's 50% PSA's				200	150	150	150	150	150																																													
Daily Newspaper — 3 1/3 pg. ads				X		X		X																																															
College Newspaper — 2 1/2 pg. ads					X			X																																															
PREPAID FARES PROMOTION																																																						
Daily Paper — 6 1/4 pg. ads							X				X				X																			X		X		X																	
College Paper — 4 1/2 pg. ads									X				X																						X			X																	
Interior Bus Cards					X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X

PROTOTYPE
MARKETING/MEDIA FLOWCHART

BROADCAST MONTHS 1987	JAN				FEB				MARCH					APRIL				MAY					JUNE				JULY				AUGUST					SEPT				OCT				NOV					DEC			
WEEK BEGINNING MONDAY	29	5	12	19	26	2	9	16	23	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21
NEW SERVICE AND SPECIAL ROUTE PROMOTION																																																					
Direct Mail and Shopper Inserts as Needed	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X
NEW RESIDENT PROMOTION																																																					
Direct Mail as Needed	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X
PASSENGER NEWSLETTER																																																					
Quarterly		X													X													X													X												
SUMMER TEEN PROMOTION																																																					
Newspaper — 2 1/3 pgs.																								X						X																								
Outdoor — 2 billboards 2 months each																							X	-	-	-	-	-	-	X																								
EMPLOYER SUBSIDY PASS PROGRAM																																																					
Direct Mail — 10 Employers per Mailing															X							X																		X						X							

BUDGETS

PROTOTYPE
MARKETING PLAN
BUDGET SUMMARY

IMAGE CAMPAIGN			$ 6,750
Media		$6,250	
Television -- Paid and PSA based on cooperative agreement between transit systems within the Designated Market Area (DMA)	$2,000		
Local Radio -- 50% PSAs	3,000		
Newspaper -- Daily paper, two 1/3-page ads	1,250		
Production		500	
TV and Radio -- Provided by WUTA/DOT	0		
Newspaper and Outdoor -- Localization	500		
RIDER FREQUENCY PROMOTION			11,000
Media		6,000	
Radio -- 950 GRPs, 50% PSAs	4,000		
Daily Newspaper -- Three 1/3-page ads	1,750		
College Newspaper -- Two 1/2-page ads	250		
Production		5,000	
Radio -- :30/:30 image/promo	0		
Posters/Decals	1,500		
Newspaper	500		
Game Cards/Set-Up Costs	3,000		

NOTE: Dollar figures given here are used only for example.

PREPAID FARES PROMOTION			$ 3,500
Media		$2,500	
Daily Newspaper -- Six 1/4-page ads	$		
College Newspaper -- Four 1/2-page ads			
Production		1,000	
Newspaper	500		
Posters	500		
NEW SERVICE AND SPECIFIC ROUTE PROMOTION			5,000
Media		3,000	
Production		2,000	
NEW RESIDENT PROMOTION			1,000
Media -- Direct mail costs		800	
Production -- Localize WUTA/DOT art		200	
PASSENGER NEWSLETTER			1,500
SUMMER TEEN PROMOTION			2,100
Media		1,950	
Newspaper -- Two 1/3-page ads	1,250		
Outdoor -- Two billboards	700		
Production		150	
Newspaper	0		
Outdoor -- Localize	150		

EMPLOYER SUBSIDY PASS PROGRAM		$ 75
Media -- Mailing costs	$ 50	
Production -- Letter provided by WUTA/DOT	25	
YELLOW PAGES AD		1,200
EMPLOYEE NEWSLETTER		2,000
REPRINTS OF CURRENT BROCHURE		4,000
MISCELLANEOUS (WINDSHIELD SIGNS, BUS CARDS)		1,000
SHELTER DISPLAY IMPROVEMENTS		1,000
	TOTAL	$40,125

SECTION V

PROMOTIONAL/ADVERTISING/MARKETING

IDEA DEVELOPMENT

INTRODUCTION

This section presents a variety of promotional/advertising/marketing ideas for you to consider for your specific objectives.

Not all of these ideas will be appropriate for your needs; however, many of them, perhaps with slight modification, could be implemented in your area. Think of these as idea starters, and use your own creativity to adapt them to your unique situations.

Because many of these promotions require extensive planning and coordination, be realistic about the number of promotions/ideas you can execute in a given timeframe. Even implementing just one a year could be very beneficial to your transit system.

Whenever planning promotional or community involvement activities, be sure to take into consideration the attitudes of your community as well as city ordinances and regulations. This is particularly important where games or "sweepstakes" are concerned. In the state of Wisconsin, "lotteries" are illegal. If you have prizes, consideration (money), and chance it is illegal. The best way to avoid this is by making entry available by mail so that purchase of a bus ticket is <u>not necessary</u>.

BUILD FREQUENCY OF USE (PRIMARILY PEAK USAGE) AMONG CURRENT RIDERS -- ADD VALUE TO BUS RIDING BEYOND CONVENIENCE/ECONOMICS

Students (College and Technical School)

-- "Find Your Face at Metro's Photo Place"

- o Select a few students to take pictures of other students riding the bus (always ask permission to take photos first).
- o Place photos in cafeteria/union of college or tie in with local fast food restaurant.
- o When a student finds their face, they receive a prize -- free food from restaurant, free bus pass, etc. 10-20 winners per week.
- o Could also be expanded to include drawing from weekly winners for grand prize.

-- Offer student-oriented premium with purchases of 10-ticket or monthly pass. Examples might be highlighter pen, student calendar, university T-shirt, etc. If possible, co-op with university or area merchant to defray costs.

-- "A Warmer Way to Weather Exam Week" (End of 1st Semester)

- o Tie in with local restaurant (breakfast-type or fast food).
- o Pass out coupons to bus riders for free coffee at the restaurant.

Adults (In General)

-- "Playing Cards Game"

- o Playing card is handed out with each bus ticket/fare or if holding a monthly/weekly pass, one card for each trip.
- o On the back of each card would be valuable coupons from local merchants or one selected sponsor.
- o Each week, best 5-10 poker hands win a prize.
- o Could place all winners' names into a drawing for a "grand prize."
- o Could have special "double deal" times to encourage ridership at slower times.

-- "101 Ways to Use Transit" ("Transit" being actual system name)

- o Sweepstakes format.
- o Entry form given out by bus drivers and also available at ticket sale outlets or by mail (no purchase necessary).
- o Riders write as many ways to use the bus that they can think of.
- o Entry forms go into a drawing.

- o 101 "second prize" winners -- prizes relate to businesses, services, and cultural events of the specific city. All prizes donated by area merchants. Merchants can be given ad space on bus.
- o One "grand prize" such as trip to Disney World, 40" TV, a bus and driver for private tailgate party or other similar use, etc.

-- "Match The Numbers" (much like door prizes)

- o Have numbers printed on tickets.
- o Each rider gets a ticket as they get on the bus (tickets also available at ticket sales office or by mail).
- o Each week post one or five winning numbers in the bus windows.
- o Have list of prizes that winner can select from -- all from area merchants -- services, etc. (Winners go to transit office to verify winning and receive prize.)

-- "Fun for the Whole Family" Sweepstakes

- o Have entry forms available on bus, at ticket sales outlet, and by mail. <u>All</u> entries go into one box for drawing.

- o Each entry requires entrant to list all the ways their family uses the bus.
- o Grand prize -- trip for family.
- o Other prizes -- games and activities for whole family.
- o All prizes donated or traded for publicity/bus advertising.

-- "TGIF" (Thank Goodness It's Friday)

- o Have a once-a-month TGIF Week -- buy 4 tickets/tokens, get 1 free; maximum -- buy 8 tickets, get 2 free.
- o If fareboxes are used, special TGIF cards could be punched for each ride.

-- "A Prize a Month"

- o Use expired monthly passes for an ongoing monthly drawing for prizes.
- o Each month a different business donates a prize -- that month the business receives ad space on the bus. On the last day of the month, expired monthly passes are turned in and a drawing takes place.
- o Require riders to write complete name, address, and phone number on pass. These names can then be compiled for a direct mail listing of current riders.

-- "Lucky Rider"

- o Each day or each week select the 101st rider (or some other predetermined number). That rider then receives a prize donated by an area business, or that relates to riding the bus, such as a free monthly pass, free convenience pass, free bus for a day, etc.

-- "Transit Crossword Puzzle"

- o Develop crossword puzzles using city points of interest, famous city places, places the bus goes, or general topics.
- o Each week a puzzle is given out, but they start with only 2 clues to the words of the puzzle. They must ride each day that week to receive the remaining 8 clues (10 words on each puzzle).
- o When they complete the puzzle correctly on Friday, they receive a discount or freebie from a cooperating business.
- o Could structure so that all winners' names over a 4-week or 8-week period go into a drawing for a grand prize.

-- Monthly "Super Pass"

- o Arrange with area retailers, services, etc. to offer discounts to people holding a monthly pass.
- o Rotate the businesses and the discounts every month.
- o Offer tradeout advertising, or if newspaper is used to support promotion, mention donating businesses' names.

-- "Ride and Read"

- o Make buses distribution point for local free newspapers/magazines that appeal to target audience.
- o If your rider demographics are of value to certain publishers, you may be able to convince them to use your buses for trial of their publications, which could lead to subscriptions for them.

-- "Pass Plus"

- o Offer free premium with purchase of monthly pass or 3-6 monthly passes/convenience tickets (depending on value of premium).
- o Premiums could be hand puppets for children, fancy pass holders, calculators, telephones, etc.

BUILD OFF-PEAK USAGE

Young Students (Age 12-14)

-- Trade in your tickets for a trading card

- o To build off-peak usage, offer trading cards or stickers to children 14 and under for every 2-4 times they ride the bus during off-peak hours.
- o Punch cards can be used to keep track of the number of rides.

-- "Bus to the Beach"

- o Promote using the bus to teenagers to get to the beach (or community pool) during the summer.
- o Could sponsor tan contests, volleyball tournaments, sand sculpture contests, etc.
- o Tie in with local radio station with teen demographics. Have radio station do remote on bus if possible. If not possible on bus, have them do remote from beach or park.
- o Could take advantage of tradeouts with radio station.
- o Radio station could give prizes/premiums (T-shirts, visors, etc.) to those teens who ride the bus to the beach and/or win various contests.

All Riders

-- "Connect the Dots"

- o Develop connect the dots map of the city showing special points of interest.
- o Pass out "connect the dots" during off-peak times during summer on those routes that service the points of interest.
- o Cross-ruff with museums, parks, etc. for discount or free entrance. If area points of interest are already free, tie in with nearby retailers/restaurants for discounts/ freebies with purchase.

-- "Bus and Shop"

- o Offer free "generic" shopping lists to regular peak riders.
- o When they ride during off-peak times and show their shopping list to bus driver, he gives them a coupon (valuable) good for discounts/free goods at local grocery stores.

-- Offer special discounted fares to area special events.

- o Fairs and festivals.
- o Sporting events.
- o Local recreational events (water skiing show, ice fishing contest, etc.).
- o Ethnic food festival.

-- "Christmas Shopping by Bus"

- o Offer free rides on Sundays between Thanksgiving and Christmas to the central business district or other important shopping areas.
- o If possible, have area merchants "sponsor" a free bus day. They receive publicity or ad space on the bus.

-- "Weekend Explorer"

- o Encourage weekend usage by putting together a package of special interests in the area.
- o Give free tours (or discounted) for the first introductory weekend.
- o Applicable to both summer and winter depending upon local areas of interest.

- o Have someone on the bus to be a "tour guide."
- o Possibly make a 1-hour stop at major shopping area -- cross-ruff with retailers.

-- "Santa Express"

- o Have Santas on buses during Christmas shopping season on Saturdays and Sundays.
- o Have shopping center merchants donate small giveaways (candy, balloons, etc.) for Santa to give out to children.

GENERATE TRIAL

Students (College or Technical College)

-- Direct Mail to College Students

- o Slick art provided with guide.
- o Include appropriate bus maps and schedules, plus coupon for free ride.

-- Door Hangers to College Students

- o Include appropriate bus map and schedules, plus coupon for free ride.
- o Tie in publicity by hiring Boy Scouts/Girl Scouts or other group to hang pouches on doors -- fund raiser for them.

-- Registration -- College Students

- o Hand out packet of appropriate schedules and coupon for one free ride.
- o Possibly tie in with fast food/restaurant in college area to distribute coupon for them which, when redeemed, enters student into a sweepstakes. Grand prize donated by restaurant.

-- Radio -- College Stations

- o Promote bus services and any special college-oriented promotions via college radio stations.

Adults (In General)

-- Direct Mail -- New Residents

- o Slick art included with guide.
- o Develop packet of schedules/maps welcoming newcomers. Include free two-way ride ticket.
- o Packet can be distributed via direct mail, Welcome Wagon, or area realtors/property managers.
- o Could potentially tie in with area businesses.

-- Outdoor Campaign

- o Target auto commuters through outdoor anti-auto campaign.
- o Stress economy and convenience.

-- Radio Campaign

- o Target auto commuters through drive time radio anti-auto campaign.
- o Could be done simultaneously with outdoor campaign (slick art provided with guide).

IMAGE ENHANCEMENT/COMMUNITY MARKETING STRATEGIES

All Target Groups

Kids' Doodle Contest

-- Develop contest and theme for contest for children's drawings (draw your family and house, favorite animal, etc.).

-- Separate by ages -- 4-6 years, 7-9 years, 10-12 years, etc.

-- Display entries and winners on bus interior signs.

-- Also display at area mall.

-- Have prizes for winners donated by local merchants.

"Sports Star of the Month"

-- Select one male and female "sports star of the month" from local high schools or colleges.

-- Star can be selected by area sports coaches, or can be elected by peers. Students cast one vote on the bus one day of each month.

-- Winning stars receive publicity in paper, their picture on the exterior of the bus for a month, and possibly a plaque or framed certificate from the bus system.

-- Could also be adapted for "Mother of the Month," "Best Student of the Month," etc.

-- Can be extended to "Star of the Year" at end of year.

"Bus Blood Donor Day"

-- Arrange with American Red Cross blood bank to pick up donors (free) on established day and take them to local gymnasium, etc. to donate blood. Or have Red Cross send free bus passes to blood donors.

-- Can be done quarterly, semi-annually, or yearly.

-- Invite newspapers, radio stations, and television stations to cover event.

"Safety Bus"

-- Develop program similar to "Neighborhood Watch." Inform children and adults that whenever they're in trouble, they can go to the nearest bus for help. Bus drivers radio police, fire department, medical facilities, etc.

-- Place signs in windows of each bus identifying it as a "Safety Bus."

-- Secure local publicity to inform the public.

-- Make appearances at local grade schools and junior and senior high schools to explain the program.

"Halloween Bus"

-- Offer free service to children on Halloween night.

-- Arrange local pick-up point (such as a school), take trip to various neighborhoods, and return children to original point.

-- Could incorporate costume contest and pumpkin carving contest.

-- Larger cities could have several buses servicing several pick-up points and neighborhoods.

-- Parents who want to accompany children pay one set fare ($.50 or $1.00).

-- Tie in with local merchants to donate prizes for contests and to help defray operation costs.

"Special Olympics"

-- Become primary sponsor of a "Special Olympics." Offer special bus fare to and from the event.

"Adopt a Pet"

-- Coordinate with local humane society to feature a homeless pet in bus newsletter or on exterior/interior bus cards every week or every month.

"Marathon Busing"

-- Coordinate with a local charity (or local chapter of national charity) to host a bus marathon fund-raising event.

-- Individuals solicit sponsors to pledge a dollar amount for each mile or hour the person rides the bus.

-- Currently Guinness Book of World Records does not have a bus riding record. Consider contacting Guinness to establish record.

-- Have charity secure donations from local restaurants for food and beverages.

-- Schedule 10-minute breaks every hour or two.

-- If possible, set up radio remote from bus.

"Bus Supporter of the Month"

-- Select one bus rider each month and have biography article and picture published in local newspaper and bus newsletter.

Help for the Unemployed

-- Offer reduced fares for those people who are unemployed (not by choice).

-- Place posters in local Job Service office.

-- Secure publicity to build awareness of program.

Anniversary Celebration

-- Develop publicity event of transit system's anniversary celebration.

-- Offer tours of bus station, reduced fares, free balloons, etc.

-- If possible, develop pictorial of transit system's history.

"Feed the Hungry"

-- Offer free bus rides on day after Thanksgiving in return for canned food goods.

-- Solicit support from area businesses to help defray operational costs.

-- Give canned goods to hungry, needy families in area.

GENERAL MARKETING IDEAS

Promote Bus Passes as Gifts

Provides a gift you know they need and ensures recipient a safe and convenient way to travel. Slick art for outdoor/interior cards included in guide.

Peak Service

-- Concentrate on improving time/service during peak hours.

-- Charge premium rates for express service.

Marketing Assistance

Contact the marketing program advisor from the local technical college. Have these students use the bus system as a case study for an advertising/marketing campaign project. It will provide experience for them, and advertising/marketing ideas for you.

Help Solve Local Businesses' Problems

Talk to area merchants to determine if a joint promotion could be beneficial. Think of your riders as a saleable product. For example, if an area restaurant wants to increase its business on Tuesday nights, bus system could distribute special coupons provided by restaurant to its riders. Restaurant gets "free"

distribution of coupon and bus system gives added benefit (coupon) to bus riders. Recommend attending local business organizations' meetings such as Sales and Marketing Executives, Rotary Club, Professional Business Women's Association, Kiwanis, etc. and making presentations about how joint promotions can be beneficial for both. Develop a presentation package of "What Metro Can Do For You" and distribute at meetings.

Schedules/Maps

Sell advertising space on printed schedules, brochures, or maps to area retailers and merchants to help defray printing/design costs.

Tradeouts

Tradeout or sell advertising space on exterior and interior bus signs to supplement marketing revenues or receive advertising time/space.

20 Minutes or Less or Free

Offer guaranteed ride time. If bus does not reach destination in predetermined time, rider gets coupon for a free ride.

INFORMATION DISPERSEMENT IDEAS

Bus Passenger Newsletter

-- Use high school English class or local college journalism class to write articles.

-- Use as vehicle for upcoming promotions, fare changes, or route/schedule changes.

-- Encourage feedback from bus riders; i.e., letters to the editor, etc.

-- Could be one 8 1/2" x 11" page or could be several pages depending on time, manpower, and resources.

-- Consider selling ad space to help cover development costs.

Direct Mail

-- Promote new bus routes/service changes via direct mail to homes in corresponding zip code areas.

-- Could offer free ride coupon, which, when used, becomes entry into sweepstakes/drawing.

-- Require name and address for entry. Use these for future direct mailings.

Schedules/Maps

-- Develop simplified bus schedule with adhesive backing to adhere to phone book.

-- Solicit phone company to incorporate bus system map on city map in phone book.

EMPLOYEE MOTIVATION

"Employee of the Month"

-- Can be any employee or possibly "Driver of the Month."

-- Selected individual could receive publicity in company newsletter, passenger newsletter, or local newspaper.

-- Could have year-end "Employee of the Year" who would receive one day of paid vacation.

"Get a Regular Rider Contest"

-- Develop contest for bus drivers to switch somewhat-regular riders to monthly-pass riders.

-- Tie in with any of the monthly pass value added promotions so there is added incentive for rider.

-- Driver who gets most new "monthly-pass" riders during predetermined time frame receives special prize. Could be paid vacation or prize donated by local merchant.

Safety Award

-- Monthly or yearly to bus driver with safest record.

-- Develop publicity event and award selected bus driver with plaque.

PRIZE IDEAS

One free ride

Free ten-ride ticket

Free monthly pass

Fish fry for four at area restaurant

Sports events tickets

Local theatre tickets

Free birthday cake from bakery

Dinner with local celebrity

Catered tailgate party

Catered dinner for four

Six months of local paper

"Beauty Day" at local spa/beauty salon

Free six-month or one-year membership to health club or "Y"

Ride in local holiday parade

Flowers from flower shop

Shopping Spree -- one store or mall

Ski lift tickets for weekend

Pizza from local restaurant

Housecleaning for one-six months

Dinner with the Mayor

Free subscription to city magazine

Your own bus stop for one week

Night or weekend in suite of local hotel or hotel in other city

Free course at local college or technical school

Grocery store "cartful" spree

Loaf of bakery bread every week for a year

Steak dinner for 2 -- local restaurants

Free dog license

Free bicycle license

Video movie club membership

$100 savings bond at local bank

Catered picnic for six

Free oil change

Free charter bus for a day

Any discounts from local businesses

Any freebies -- with or without purchase from local businesses

Trip to Tahiti, Hawaii, Bahamas, Orlando, etc.

SECTION VI

IDEAS GRID BY STRATEGY

Ideas by strategy

Ideas	Build Trial	Maintain Current Ridership	Build Frequency of Use	Add Value Beyond Convenience & Cost Savings	Enhance Image	Community Involvement	Increase "Peak" Ridership	Increase "Off Peak" Ridership	Announce New Route	Build Awareness	Increase Summer Ridership	Increase Winter Ridership	Anti-Auto	Increase Tech/College Student Ridership	Disperse Information	Motivate Employees
	Strategies															
Direct Mail Letter to Employers with Business Reply Card	X						X									
Special Fares for X-mas Shopping	X				X	X		X								
Newspaper Ad—Free Fare Friday after Thanksgiving—Merchant Sponsored	X				X	X		X								
Using :30/:30 Image/Local Promo.—Radio PSA's for Free Fare Friday	X				X	X		X								
Newspaper Ad in Business Section Promoting Employer Pass Program							X									
Direct Mail to Potential Park & Ride Users with Free Ride Coupon	X						X						X			
Tie-in Local Car Service to Park & Ride Direct Mail—Car Service Offers % Off a Service							X						X			
Buy 10 Get 1 Free Punch Card/Coupon			X													
Press Releases—Fare Change															X	
Bus to Campus Newspaper Ad "The College Route"	X													X		
PSA's—Radio & TV Free Rides on New Year's Eve—Business Sponsors	X				X	X										
Image Newspaper Ad—"Helping Our Garden Grow"					X											
Image Television :30—PSA and/or Paid "Garden"					X											
Image Radio :60 and :30 PSA and/or Radio					X											

Image Outdoor Board—or Exterior Bus Card					X											
Newspaper Ad—Winter Anti-Auto "The No-Winter-Fuss Bus"	X						X					X	X			
Outdoor/Exterior Bus Card—Winter Anti-Auto "The No-Winter-Fuss Bus"	X						X					X	X			
Newspaper Ad—Teens In Summer "The Hot Spot"	X							X			X					
Outdoor/Exterior Bus Card/Interior/Bus Card "The Hot Spot"—Teens								X			X					
Teens Summer Discount Coupon	X							X			X					
Newspaper Ad—"Emancipation Transportation"	X							X			X	X				
Direct Mail—Students "The College Route"							X	X						X		
Newspaper Ad—"Super Pass—Super Deal"—Merchant Tie-in	X	X	X	X		X	X									
Newspaper Ad—"Catching the Right Bus"	X														X	
Direct Mail "Let Us Show You the Town"—New Resident	X					X	X	X		X					X	
Direct Mail "The Better Way From Here to There"	X		X						X						X	
Direct Mail—Campus "Routes to Higher Learning"	X						X	X						X	X	
Newspaper Ad—"Take the Bus Shopping"	X		X					X								
Outdoor/Exterior Card—"Driving Isn't all It's Cracked Up to Be"	X						X						X			
Outdoor/Exterior Card/Interior Card "Take the Bus Shopping"			X					X								
Outdoor/Exterior Card/Interior Card "Super Pass Super Deal"	X	X	X	X			X	X								
Outdoor/Exterior Card/Interior Card "Give A Bus"—Bus Pass Gift		X					X	X								
Coupon—Free Ride to Work—"Take the Long Limo to Work On Us"	X						X									
Coupon—"Special Savings for Special Citizens"—Discount	X				X			X								
Coupon—New Resident "A Free Ride for A New Neighbor"	X				X	X	X	X		X					X	
Free Ride Coupon—Generic "The Bus is On Us"	X	X				X	X	X	X		X	X	X	X		

Ideas by strategy

Ideas	Build Trial	Maintain Current Ridership	Build Frequency of Use	Add Value Beyond Convenience & Cost Savings	Enhance Image	Community Involvement	Increase "Peak" Ridership	Increase "Off Peak" Ridership	Announce New Route	Build Awareness	Increase Summer Ridership	Increase Winter Ridership	Anti-Auto	Increase Tech/College Student Ridership	Disperse Information	Motivate Employees
	Strategies															
Coupon—Tie-in with Shopping Mall "The Stop & Shop Special"	X	X		X		X		X								
Coupon—Restaurant Tie-in "The Big Wheel Meal Deal"	X	X		X		X										
"Find Your Face at Bus System's Photo Place"	X		X	X		X								X		
"A Warmer Way to Weather Exam Week"	X		X	X								X		X		
"Poker Game"—Ongoing Game	X	X	X	X			X	X								
"101" Ways to Use Transit—Specific Time Frame Game	X	X	X	X			X									
"Match the Number"—Ongoing Weekly Winner Game	X	X	X	X												
"Fun for the Whole Family" Sweepstakes	X	X	X	X												
"TGIF—Thank Goodness It's Friday" Once-a-Month Special		X	X	X												
"A Prize a Month"—Monthly Pass Drawing	X	X	X	X			X									
"Lucky Rider"—Ongoing or Time Specific	X	X	X	X			X									
"Transit Crossword Puzzle"—Ongoing or Time Specific	X	X	X	X			X									
"Ride and Read"—Publisher Tie-in					X										X	
"Pass Plus"—Free Premium—Multiple Monthly Pass Purchases	X	X	X	X												

"Trade In Your Ticket for a Trading Card"—Extended Promo.	X	X	X	X												
"Bus to the Beach"—Radio Tie-in—Week-Long Event	X					X		X			X					
"Connect the Dots"—Cross Ruff with Merchants/Public Museums/Facilities	X		X	X		X		X			X	X				
"Bus and Shop"—Current Rider—Grocery Store Tie-in		X	X	X				X								
Special Fares to Special Events (Fairs, Festivals, Sports, etc.)	X				X	X										
"Weekend Explorer"—Special Tours	X		X								X					
"Santa Express"					X	X										
College Registration Route Packet Handouts	X													X	X	
Door Hangers to College Students	X													X	X	
Radio—Use :30/:30 Image/Local Promo. to Reach College Students	X													X	X	
Kids Doodle Contest					X											
"Sports Star of the Month"					X	X				X						
"Bus Blood Donor Day"					X	X				X						
"Safety Bus"					X	X				X						
"Halloween Bus"					X	X				X						
"Special Olympics"					X	X				X						
"Adopt a Pet"					X	X				X						
"Marathon Busing"					X	X				X						
"Bus Supporter of the Month"					X	X				X						
"Help for the Unemployed"					X	X				X						
"Anniversary Celebration"					X	X				X						

Ideas by strategy

Ideas	Build Trial	Maintain Current Ridership	Build Frequency of Use	Add Value Beyond Convenience & Cost Savings	Enhance Image	Community Involvement	Increase "Peak" Ridership	Increase "Off Peak" Ridership	Announce New Route	Build Awareness	Increase Summer Ridership	Increase Winter Ridership	Anti-Auto	Increase Tech/College Student Ridership	Disperse Information	Motivate Employees
"Feed the Hungry"					X	X				X						
Bus Passenger Newsletter					X										X	
Simplified Bus Schedule that Adheres to Phone Book															X	
Incorporate Bus System Map on City Map in Phone Book															X	
Promote Special "Transit Information" Phone Number	X														X	
"Employee of the Month"					X											X
"Get a Regular Rider Contest"			X				X	X								X
"Safety Award"					X											X

Strategies

SECTION VII

ADVERTISING MATERIALS

PRINT PRODUCTION GUIDELINES

The following pages contain reduced xerox copies of the camera-ready art that has been provided for you, as well as specific instructions for each.

All pieces have used one type style to give a uniform look. When adding local copy, it is recommended that you use the same type style, which is the HB Plantin family. Your typesetter, printer, or local newspaper should be able to match this for you.

Some art prints in two colors: black and one PMS color. PMS refers to a color matching system used universally by all printers. By specifying a number and color family, such as PMS 355 Green, the printer knows exactly which color to use. Any art using a PMS color will specify the PMS color.

The outdoor board for the statewide image campaign "Helping Our Garden Grow" has been produced in four-color art. This art is available through WIS/DOT.

Newspaper Ads

All newspaper ads are 1/3-page SAU (Standard Advertising Unit) and print black and white. These ads are complete except for local logo and identification. Your local newspaper will be able to provide the local type for you.

Direct Mail

Four direct mail pieces have been provided for you. One is a direct mail letter to employers which provides two versions. This is a sample format which can be adjusted to your needs. Two direct mail pieces are a double-fold, and one a single-fold. Each provides one full blank side for your specific copy.

Outdoor Board/Interior/Exterior Bus Cards

The art for these ads has been developed to standard sizes. The interior bus cards have been scaled to fit 11" x 28" overall size, 10" x 27" art space. The exterior bus cards will fit a queen-size board, either 30" x 88" or 30" x 108". Your printer should be able to make any necessary adjustments.

Coupons

Eight coupons have been provided for a variety of uses. Some will allow for additional copy and logo, while others allow for logo only.

Following are the specific strategies for each coupon.

The Stop and Shop Special -- Tie in with shopping center or mall. For example, you may have a store or mall willing to fund free rides to their store or mall the day after Thanksgiving. The open space can be used for the store or mall's logo, your logo, and any other necessary copy.

Special Savings for Special Citizens -- This coupon is designed for senior citizens, or could be used for any other group you may want to target.

The Big Wheel Meal Deal -- Tie in with local restaurant. Rider gets coupon for some freebie at local restaurant.

Teen Summer Discount Card -- Designed to increase teen summer usage.

Take the Long Limo to Work -- Anti-auto free ride coupon.

A Free Ride for a New Neighbor -- New resident free ride -- could accompany direct mail piece.

Buy Ten Rides, Get One Free -- Frequency incentive.

The Bus is on Us -- Generic free ride.

Trim Trim

Trim

Front of Card

Yes, I'm ready to listen and learn about all the benefits of initiating the Bus Pass Program in our company. I understand it will be customized for our needs.

Please call me at _____.
(phone number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Trim

Bar Codes Here

Trim

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY CARD

POSTAGE WILL BE PAID BY ADDRESSEE

Back of Card

Address Here

Trim

Direct Mail Business Reply Card
(To Accompany Direct Mail Letter to Employers)

Front and back sides of this direct mail piece are ready to print; provide address and bar codes. Bar codes are furnished by your local post office if you do not have them already.

SAMPLE DIRECT MAIL LETTER

EMPLOYER PASS PROGRAM -- VERSION A

One of the best benefits you can offer an employee is a way to get to work. Every day. On time. With no parking problems.

Dear (_____):

Here's a five-point fringe benefit for you to offer your employees -- the (LOCAL BUS COMPANY NAME) Bus Pass Program. It's easy and economical. Just offer your employees (LOCAL BUS COMPANY NAME) bus passes at the regular price or a fringe-benefit discount price, and we'll deliver the number of passes you think you'll use. There's no upfront cost to you and no hassle. We'll pick up your unsold passes plus the proceeds from passes sold. All you and your people have to do is enjoy the rewards the (LOCAL BUS COMPANY NAME) Bus Pass Program offers.

Like savings for your employees and company. Fewer parking hassles for your people and customers. An attractive benefit for prospective employees. A more reliable and relaxing way to get to work. And, of course, even more good will between you and your people.

Just think about the savings you can realize. Experience has shown that firms employing 15 or more people can expect savings through reduced parking demands -- reductions that can save on space rentals, additional land purchases, even ramp construction. And if your people are taking up spaces needed for customers, think of the costs in poor public relations and lost income.

I'm sure your employees will appreciate this opportunity to escape traffic and parking hassles, too. And you'll really appreciate how promptly and dependably the bus will get your people to work. That's because we've strategically routed our buses to serve working people -- safely, reliably, no matter what the weather.

Let's set up your customized (LOCAL BUS COMPANY NAME) Bus Pass Program as soon as possible. You have nothing to lose, everything to gain.

I'll call soon to set up an appointment at your convenience. In the meantime, think about how our unique program can solve some very real problems -- and save you some very real money!

Sincerely,

_____

SAMPLE DIRECT MAIL LETTER

EMPLOYER PASS PROGRAM -- VERSION B

One of the best benefits you can offer an employee is a way to get to work. Every day. On time. With no parking problems.

Dear (_____):

Here's a five-point fringe benefit for you to offer your employees -- the (LOCAL BUS COMPANY NAME) Bus Pass Program. It's easy and economical. Just offer your employees (LOCAL BUS COMPANY NAME) bus passes at the regular price or a fringe-benefit discount price, and we'll deliver the number of passes you think you'll use. There's no upfront cost to you and no hassle. We'll pick up your unsold passes plus the proceeds from passes sold. All you and your people have to do is enjoy the rewards the (LOCAL BUS COMPANY NAME) Bus Pass Program offers.

Like savings for your employees and company. Fewer parking hassles for your people and customers. An attractive benefit for prospective employees. A more reliable and relaxing way to get to work. And, of course, even more good will between you and your people.

Just think about the savings you can realize. Experience has shown that firms employing 15 or more people can expect savings through reduced parking demands -- reductions that can save on space rentals, additional land purchases, even ramp construction. And if your people are taking up spaces needed for customers, think of the costs in poor public relations and lost income.

I'm sure your employees will appreciate this opportunity to escape traffic and parking hassles, too. And you'll really appreciate how promptly and dependably the bus will get your people to work. That's because we've strategically routed our buses to serve working people -- safely, reliably, no matter what the weather.

Let's set up your customized (LOCAL BUS COMPANY NAME) Bus Pass Program as soon as possible. You have nothing to lose, everything to gain.

Just call (PHONE NUMBER) to set up an appointment or to have any further questions answered. You'll discover our unique program can solve some very real problems -- and save you some very real money!

Sincerely,

_____

Outside of Direct Mail Piece

<u>One-Fold Direct Mail -- General Route Information</u>

The inside of this piece has been left blank for local copy and logo identification.

Trim

Trim

Trim

Welcome, neighbor. We'd like to show you the easy, reliable way to get around your new town. To shopping, school, work—and play!

Fold

Indicia and Return Address This Panel

Fold

This Panel on Outside

Let Us Show You The Town!

Trim

Outside of Direct Mail Piece

Two-Fold Direct Mail -- New Residents

The inside of this piece has been left blank for local copy and logo identification.

Trim

Trim

Trim

Save on driving, parking, and hassles.
Ride the bus—
it's the smarter way to get to campus.

Fold

Indicia and
Return Address
This Panel

Fold

This Panel
on Outside

Routes To Higher Learning

Trim

Outside of Direct Mail Piece

Two-Fold Direct Mail -- College Students

The inside of this piece has been left blank for local copy and logo identification.

Trim Trim Trim Trim Trim

Trim

Teen Summer Discount Card

The Stop & Shop Special

A Free Ride For A New Neighbor

New in town? Let us show you around — on the bus. Just present this coupon to the driver for your free ride.

Buy Ten Rides, Get One Free

Have your coupon punched every time you ride the bus.
When all numbers are punched, present the coupon for one free ride.

Trim

Take The Long Limo To Work –On Us

Avoid parking and driving hassles; let the bus take you to work. Just present this coupon to the driver for your free ride.

Special Savings for Special Citizens

The Big Wheel Meal Deal

The Bus Is On Us

Present this coupon for one free ride.

Trim

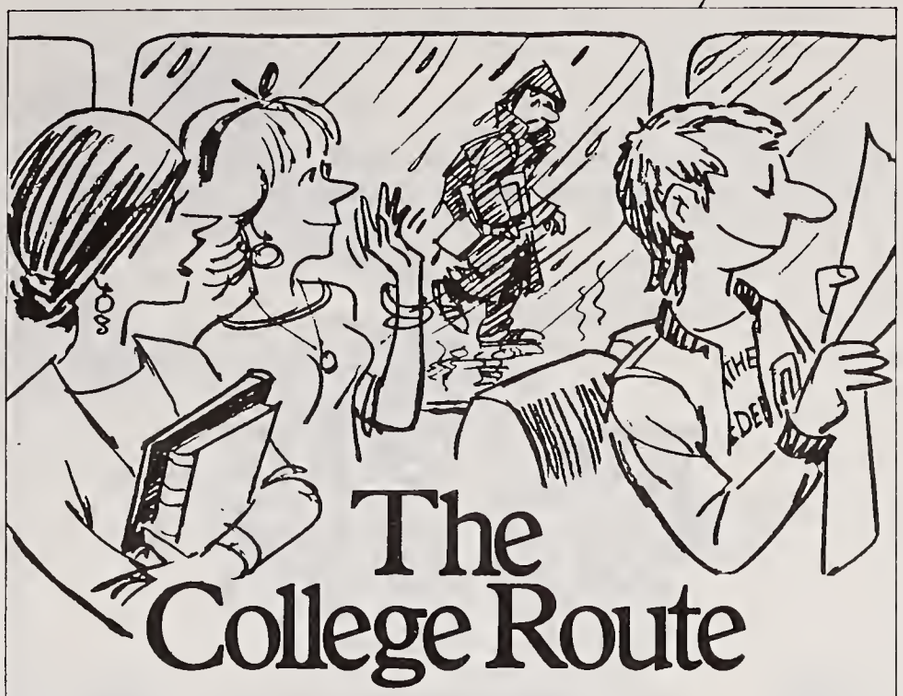
Local Logo or
Local Logo and
Additional
Copy Here

Coupons

All Keylines Print

Newspaper Ads

All Keylines Print



The College Route

Experience is the best teacher.
And when you take the bus to college, you'll be learning how to save money and hassles. Because the bus eliminates worries about gas money, car starting, or hard-to-find parking.

It takes smarts to get *into* college—and the bus is the smart way to get there. So take the campus route and save.

Local Logo and Address Here

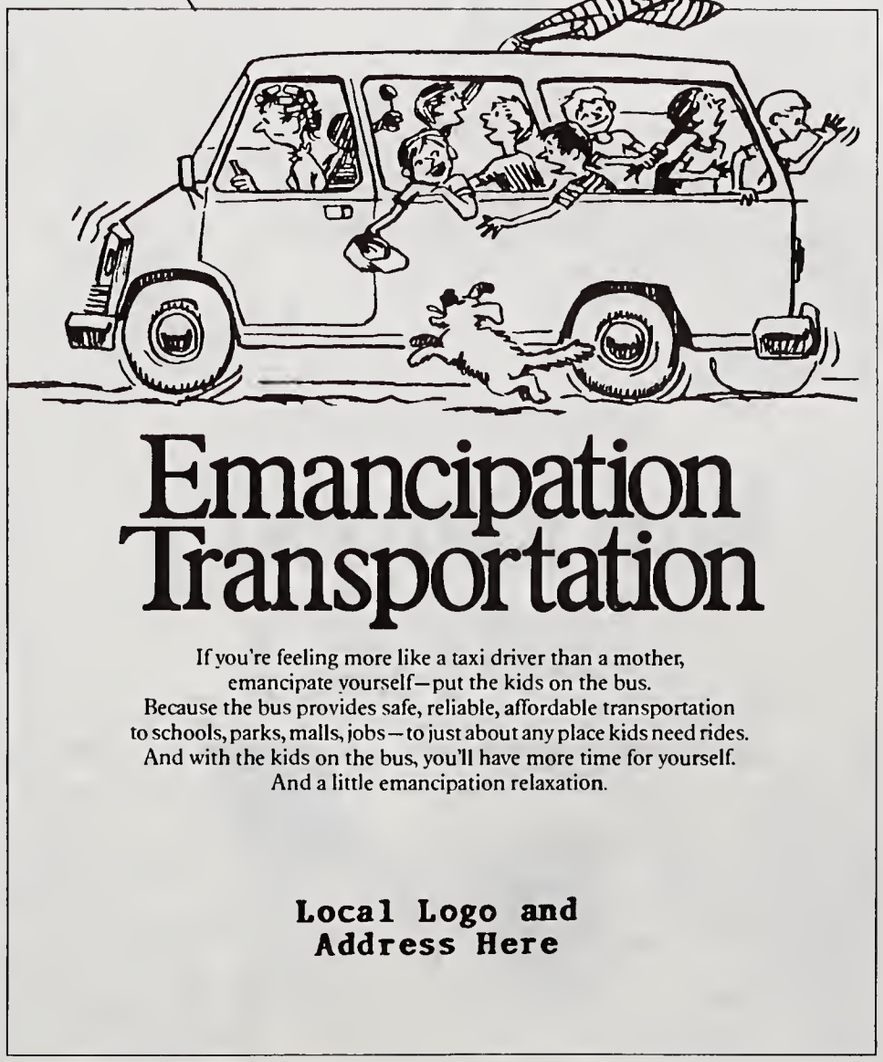
Catching The Right Bus

If you have any doubts about where, when, or which bus to catch to go *wherever*, just contact us. We'll tell you how to catch the right bus—and where to let it go.

Local Logo and Address Here

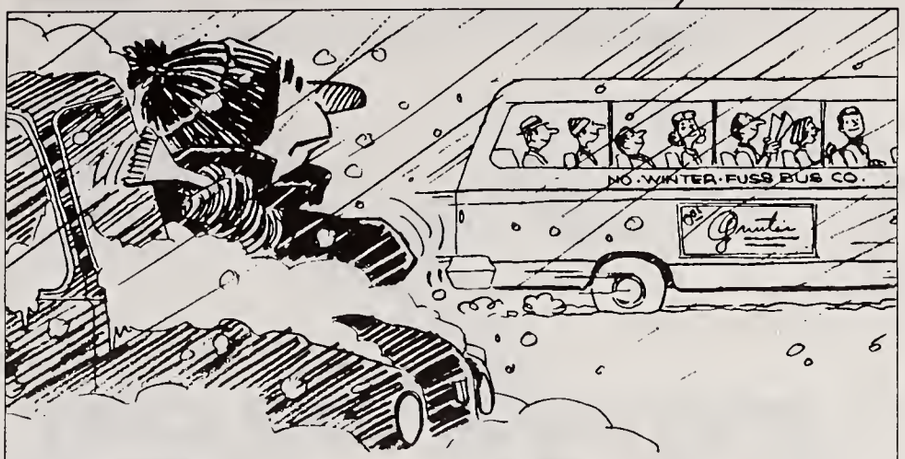
Newspaper Ads

All Keylines Print



Newspaper Ads

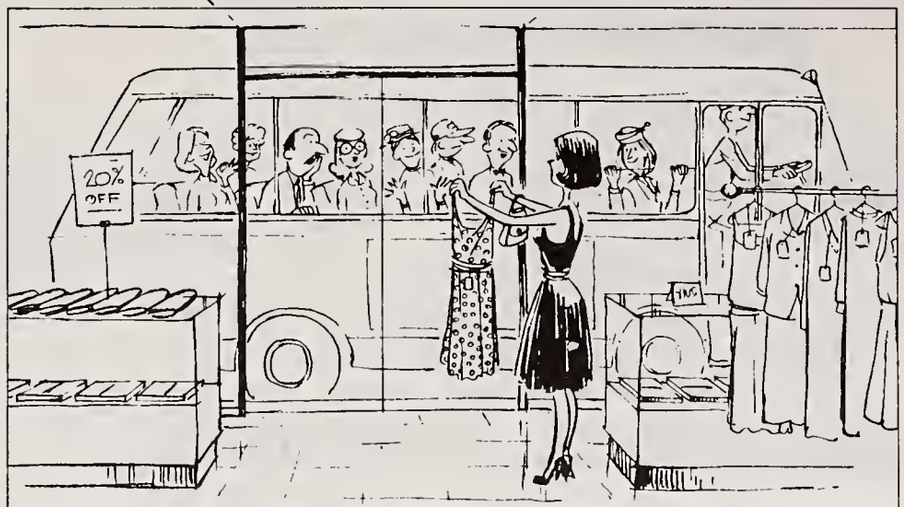
All Keylines Print



The No-Winter-Fuss Bus

Catch a bus and escape winter driving hassles
of shoveling, slipping, and sliding.
Because the bus is your dependable, safe, and convenient way
to get around no matter what the weather.
So ride the bus and escape the fuss.

Local Logo and Address Here



Take The Bus Shopping

If you like to shop, take the bus.
Then you can concentrate on shopping without the hassles
of traffic and the expense of parking.
The bus will take you right where you're going—and remember,
it's more affordable than driving, too. All you'll have to
think about is what to spend that extra money on...
so you'll have more time to shop—a little more money to shop with—
and a comfortable, relaxing ride home when shopping's done.

Local Logo and Address Here

Newspaper Ads

Type Prints
Black

Helping our community flower

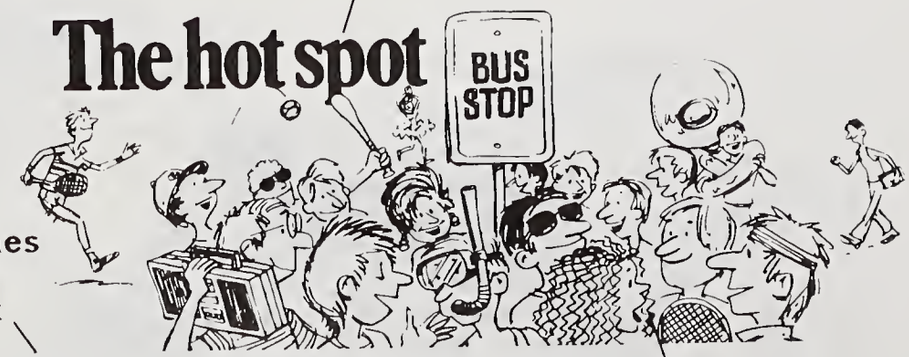
Logo Prints Black

Local Logo and
Phone Number
Here (Black)

Flowers Print
4 Color

Type Prints
Rhodamine Red

The hot spot



Keylines
Print
Black

Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Type Prints
PMS 355 Green

Super Pass, Super Deal

Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Type Prints
PMS 506 Red

Emancipation Transportation

Keylines
Print
Black

Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Outdoor Poster

Type Prints
PMS 272 Violet

The no-winter-fuss bus

Keylines
Print
Black

Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Type Prints
PMS 320 Blue

Take the bus shopping

Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Type Prints
PMS 193 Red

Driving isn't all it's cracked up to be.

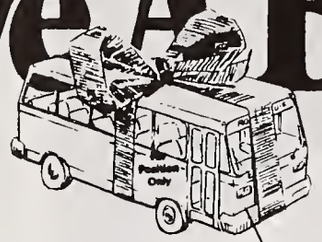
Keylines
Print
Black

Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Type Prints
PMS 300 Blue

Give A Bus



Local Logo and
Phone Number
Here (Black)

Cartoon Prints Black

Outdoor Poster

Type Prints
PMS 214 Red

Helping our community flower

Keyline Prints
Black

Logo Prints Black

Local Logo and
Phone Number
Here (Black)

Flowers Print
Black

Cartoon Prints Black

Block Prints
Rhodamine Red

The
hot spot

Super Pass,
Super Deal

Block Prints
PMS 355 Green

Cartoon Prints Black

Local Logo and
Phone Number Here
(Reversed Like Type)

Local Logo and
Phone Number Here
(Reversed Like Type)

Interior Bus Poster

Type Prints
PMS 506 Red

Emancipation Transportation

Cartoon Prints Black

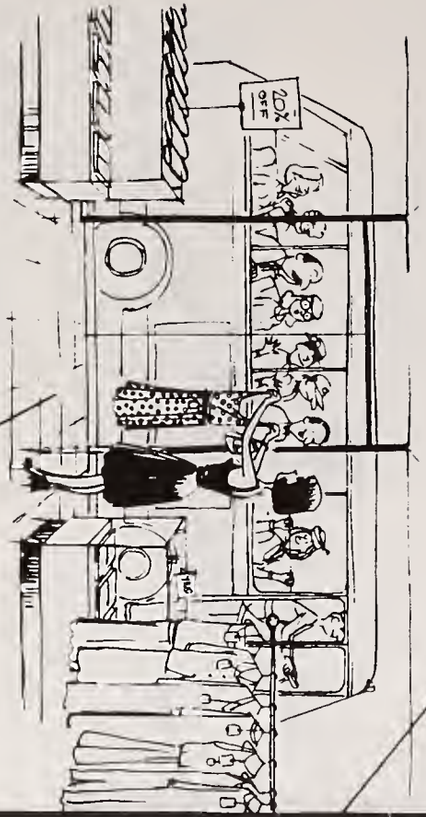
Block Prints
PMS 272 Violet

The no-winter-fuss bus

Cartoon Prints Black

Local Logo and
Phone Number Here
(Reversed Like Type)

Cartoon Prints Black



Block Prints
PMS 320 Blue

Take the bus shopping

Local Logo and
Phone Number Here
(Reversed Like Type)

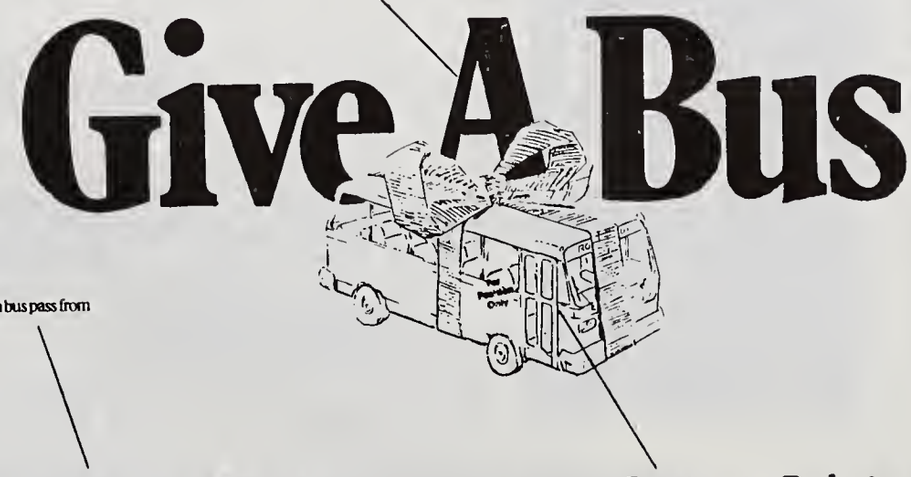
Interior Bus Poster

Block Prints
PMS 193 Red

Cartoon Prints Black

Local Logo and
Phone Number Here
(Reversed Like Type)

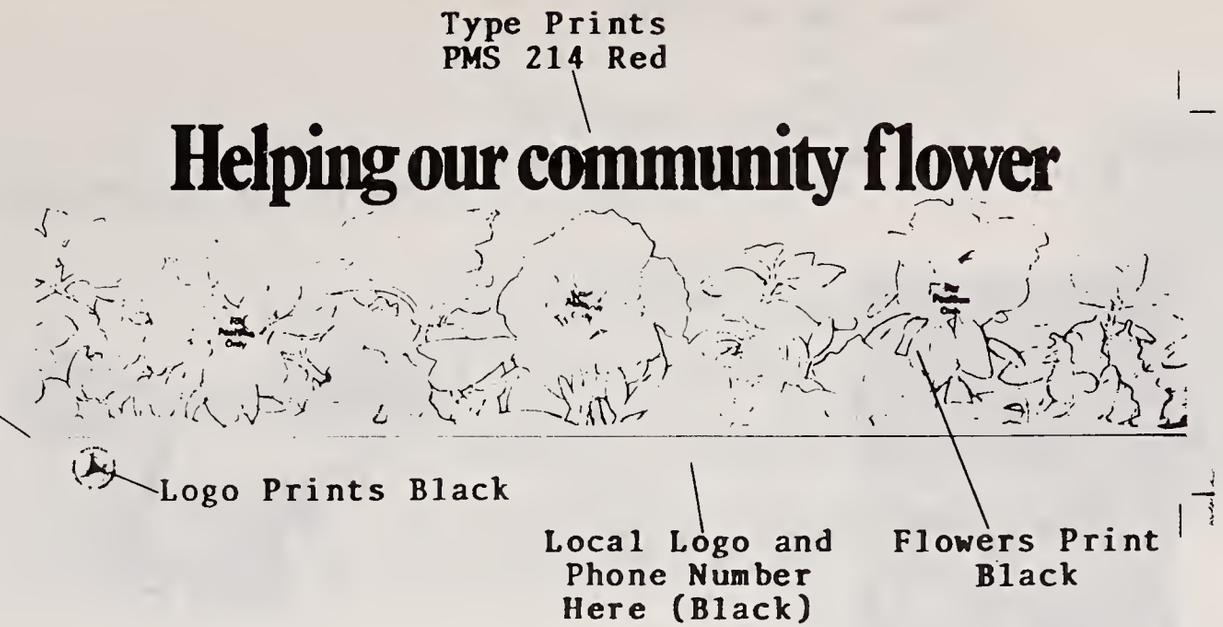
Type Prints
PMS 300 Blue

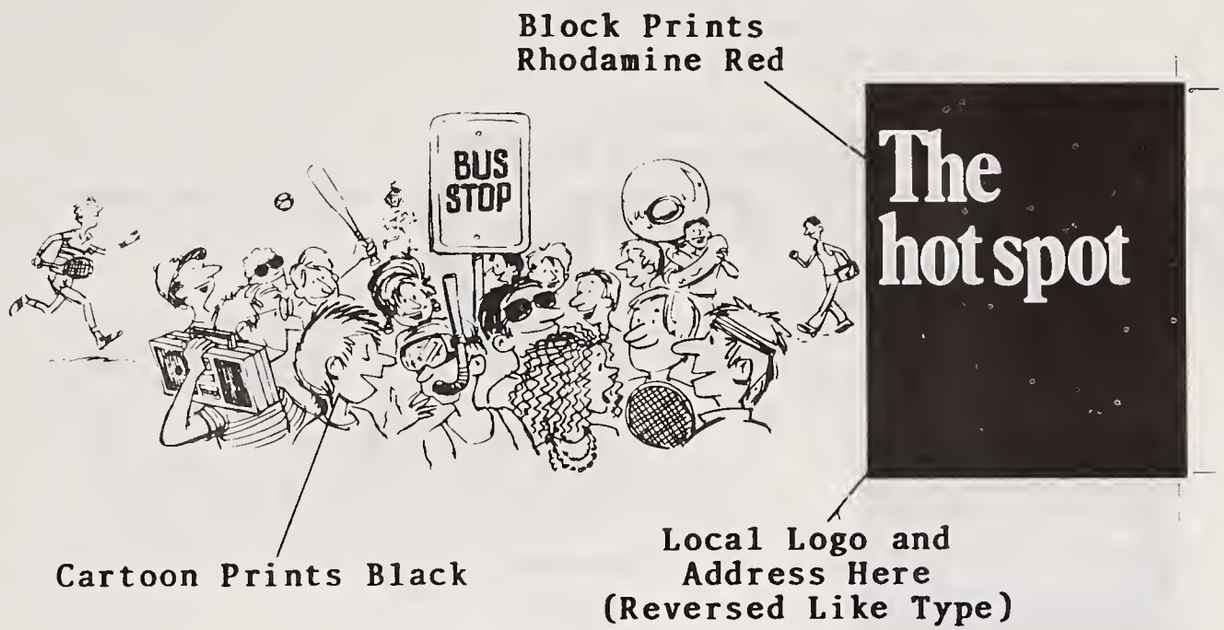


Type Prints Black
(Also Any Imprints)

Cartoon Prints
Black

Interior Bus Poster





Exterior Bus Posters

Block Prints
PMS 506 Red

Emancipation Transportation

Cartoon Prints Black

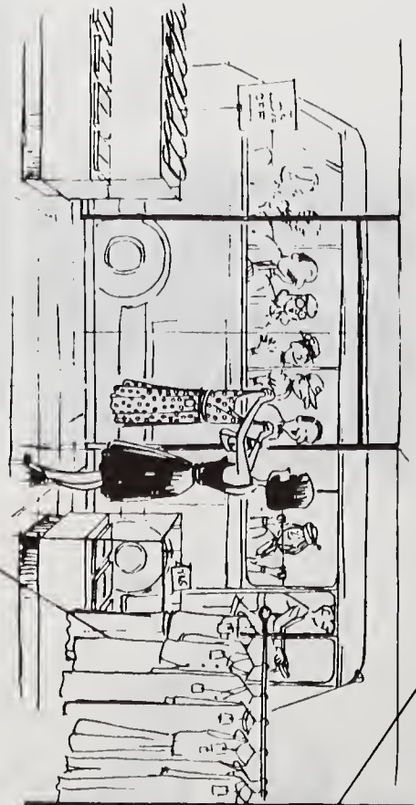
Local Logo and
Phone Number Here
(Reversed Like Type)

Block Prints
PMS 272 Violet

The no-winter-fuss bus

Cartoon Prints Black

Local Logo and
Phone Number Here
(Reversed Like Type)



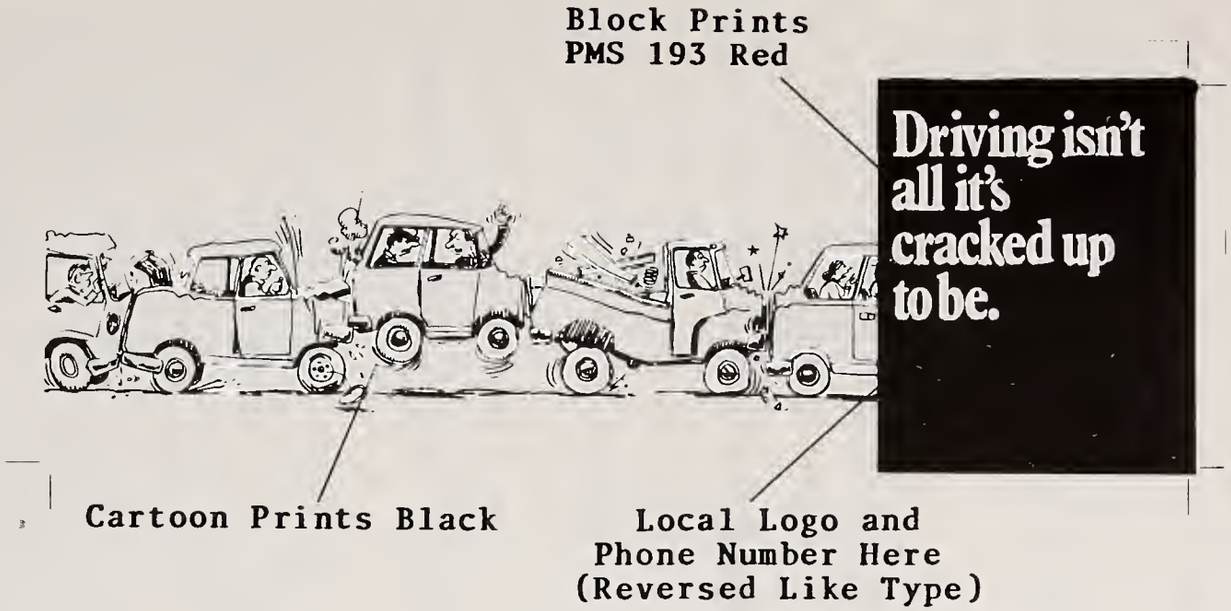
Cartoon Prints Black

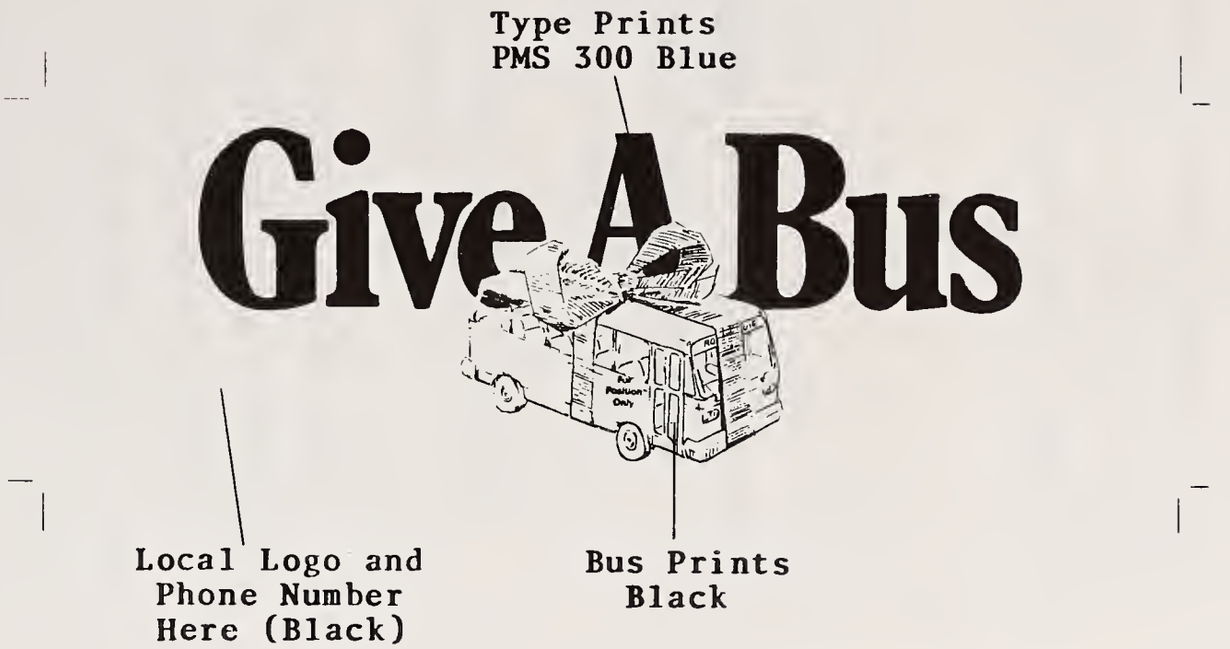
Block Prints
PMS 320 Blue

Take the bus shopping

Local Logo and
Phone Number Here
(Reversed Like Type)

Exterior Bus Poster





Exterior Bus Poster

IMAGE CAMPAIGN

As mentioned in the Forward, the Image Campaign was developed to build a positive image and increase overall awareness of all transit systems in the Wisconsin Urban Transit Association.

After having gone through the planning process explained in this manual (Research, Problems & Opportunities, Objectives, etc.), the following Creative Strategy was developed for the Image Campaign.

> Convince the target audience to use and support their local public transit system because their individual support is paramount to maintaining Wisconsin's public transit systems which are essential to the economical development and preservation of Wisconsin's superior quality of life.

From this creative strategy came the theme of this campaign. "Support our bus system because it supports us all."

This theme has been executed in :30 television, three radio commercials, newspaper ad, outdoor board, and transit interior and exterior cards. All of these executions, except network affiliate television, can be used on a local market basis. You should be able to use local radio and cable television stations, local newspapers, outdoor, and of course your own buses to communicate the image campaign.

IMAGE CAMPAIGN MATERIALS AVAILABLE

Television

-- :30 commercial on 1" tape by DMA.*

-- :30 commercial on 3/4" tape for local cable television (one provided for each transit system with local system identification).

Radio

Each local system will receive the following commercials all on one reel-to-reel tape. All commercials have local system identification.

-- :30/:30 image/local promotion.

-- :30 image.

-- :60 image -- testimonial.

Newspaper

One 1/3-page (SAU) newspaper ad. Your local paper can add your logo/phone and enlarge or reduce the ad if necessary.

Outdoor -- Interior/Exterior

Four-color films are available from WIS/DOT for Outdoor. Two-color camera-ready art included with all art materials for transit. Space has been left for local identification.

* See next page: Network Affiliate Television.

NETWORK AFFILIATE TELEVISION

The State of Wisconsin is divided into several television Designated Market Areas (DMAs). These represent the geographic area which a television station reaches, and where households view these stations more than 50% of the time. For example, in the Green Bay DMA, television coverage includes Green Bay, Appleton, Oshkosh, Manitowoc, and Fond du lac. Therefore, if the Green Bay television stations air the Statewide Image :30 commercial, all of the transit systems within that DMA will benefit.

Because Network Affiliate television stations reach more than one market at a time, there is an opportunity to co-op systems within the television marketing areas. That is, banding together to fund paid TV or secure television PSAs. Through such a cooperative effort each could have what none would have alone.

To promote each transit system within a DMA, the :30 television commercial has been developed in eight versions, each one representing one DMA, and listing the names of each transit system within that DMA at the end of the commercial. The eight versions have been developed for both paid and PSA. The commercials are available on one 1" tape (standard industry size).

PUBLIC SERVICE ADVERTISING KIT

INSTRUCTIONS

PUBLIC SERVICE ADVERTISING (PSA) KITS

The Public Service Advertising folders have been produced to assist you in securing Public Service Advertising for the Statewide Image Campaign from television stations, radio stations, local newspaper, and outdoor advertising companies.

HOW TO USE PSA KITS

When you put together a PSA Kit you should use the blue folder and include in it a xerox of the radio/television scripts (see pages 220-224) or, a xerox of the newspaper/outdoor art slicks provided for you, whichever is appropriate. The folder pocket has been designed so that you can include your business card.

You may want to mail the folder with an appropriate cover letter to the Public Service Director (samples follow). Or, you may opt to set an appointment to meet personally with the Public Service Director, which is generally more effective. Whether you mail the folder or deliver it in person, you should follow up with a phone call to answer any questions and confirm their support.

Remember, you can co-op to secure network television PSAs by television DMAs.

SAMPLE LETTER -- NETWORK AFFILIATE TELEVISION STATIONS

Dear (Public Service Director):

(Transit System Name), in conjunction with the Wisconsin Department of Transportation, has put together a statewide image campaign for our bus systems. This campaign includes a :30 television public service announcement, available on one inch tape.

Advertising funds are very limited due to decreased government spending and decreased bus revenues. We need the help of (WXXX TV Station) to generate a positive awareness of our system and increase ridership by providing public service advertising.

As you know, there are many people dependent upon our bus system, including the elderly and the handicapped. Please join us in our efforts so that we can continue to provide our community with an efficient and self-sufficient mass transit system.

Enclosed in the folder for you are more reasons to help our bus system and copy for the public service advertising that has been produced.

I will be in touch with you in a few days to discuss this further.

Thank you in advance for your support.

Sincerely,

SAMPLE LETTER -- LOCAL CABLE TELEVISION STATIONS

Dear (Public Service Director):

(Transit System Name), in conjunction with the Wisconsin Department of Transportation, has put together a statewide image campaign for our bus systems. This campaign includes a :30 television public service announcement, available on a 3/4" tape.

Advertising funds are very limited due to decreased government spending and decreased bus revenues. We need the help of (Local Cable TV Station) to generate a positive awareness of our system and increase ridership by providing public service advertising.

As you know, there are many people dependent upon our bus system, including the elderly and the handicapped. Please join us in our efforts so that we can continue to provide our community with an efficient and self-sufficient mass transit system.

Enclosed in the folder for you are more reasons to help our bus system and copy for the public service advertising that has been produced.

I will be in touch with you in a few days to discuss this further.

Thank you in advance for your support.

Sincerely,

SAMPLE LETTER -- OUTDOOR COMPANY

Dear (Public Service Director):

(Transit System Name), in conjunction with the Wisconsin Department of Transportation, has put together a statewide image campaign for our bus systems. This campaign includes a color outdoor public service advertisement.

Advertising funds are very limited due to decreased government spending and decreased bus revenues. We need the help of (Outdoor Company) to generate a positive awareness of our system and increase ridership by providing public service advertising.

As you know, there are many people dependent upon our bus system, including the elderly and the handicapped. Please join us in our efforts so that we can continue to provide our community with an efficient and self-sufficient mass transit system.

Enclosed in the folder for you are more reasons to help our bus system, as well as layout and copy for the public service advertising that has been produced.

I will be in touch with you in a few days to discuss this further.

Thank you in advance for your support.

Sincerely,

SAMPLE LETTER -- RADIO STATIONS

Dear (Public Service Director):

(Transit System Name), in conjunction with the Wisconsin Department of Transportation, has put together a statewide image campaign for our bus systems. This campaign includes three radio public service announcements. One full :60 and one :30.

Advertising funds are very limited due to decreased government spending and decreased bus revenues. We need the help of (WXXX Radio Station) to generate a positive awareness of our system and increase ridership by providing public service advertising.

As you know, there are many people dependent upon our bus system, including the elderly and the handicapped. Please join us in our efforts so that we can continue to provide our community with an efficient and self-sufficient mass transit system.

Enclosed in the folder for you are more reasons to help our bus system and copy for the public service advertising that has been produced.

I will be in touch with you in a few days to discuss this further.

Thank you in advance for your support.

Sincerely,

SAMPLE LETTER -- LOCAL NEWSPAPER

Dear (Public Service Director):

(Transit System Name), in conjunction with the Wisconsin Department of Transportation, has put together a statewide image campaign for our bus systems. This campaign includes a 1/3-page (SAU) newspaper public service advertisement.

Advertising funds are very limited due to decreased government spending and decreased bus revenues. We need the help of (Local Newspaper) to generate a positive awareness of our system and increase ridership by providing public service advertising.

As you know, there are many people dependent upon our bus system, including the elderly and the handicapped. Please join us in our efforts so that we can continue to provide our community with an efficient and self-sufficient mass transit system.

Enclosed in the folder for you are more reasons to help our bus system, as well as layout and copy for the public service advertising that has been produced.

I will be in touch with you in a few days to discuss this further.

Thank you in advance for your support.
Sincerely,

RADIO COPY :30 PUBLIC SERVICE ANNOUNCEMENT

"SUPPORT YOUR BUS"

SFX: MUSIC, ESTABLISH AND UNDER

ANNCR: One of the things that helps our area grow and prosper may surprise you -- because it's something we pretty much take for granted -- our community bus system. Good bus service means a forward-thinking, growth-committed community, an accessible workforce. That combination attracts business and industry. And that means more jobs, a brighter future for all of us. Support your local bus system. Because it's helping to support us all.

This message brought to you as a public service by this station.

RADIO COPY :60 (:30/:30) PUBLIC SERVICE ANNOUNCEMENT

"SUPPORT YOUR BUS/LOCAL PROMO"

SFX: MUSIC, ESTABLISH AND UNDER

ANNCR: One of the things that helps our area grow and prosper may surprise you -- because it's something we pretty much take for granted -- our community bus system. Good bus service means a forward-thinking, growth-committed community, an accessible workforce. That combination attracts business and industry. And that means more jobs, a brighter future for all of us. Support our local bus system. Because it helps support us all -- and because it has something extra special to offer!

MUSIC CONTINUES FOR :30 OF LOCAL PROMOTIONAL COPY

RECORDED TAG: This message brought to you as a public service by this station.

RADIO COPY :60 PUBLIC SERVICE ANNOUNCEMENT

"SUPPORT YOUR BUS"

MOTHER: The bus? It's a lifesaver -- it takes my three kids to three different schools -- and brings them home at three different times. If I had to do that, I couldn't keep the job that buys all those school clothes!

MER-CHANT: I wouldn't have put my store on this corner if it wasn't on the bus line -- I love to see that bus pull up and those customers pile out!

OFFICE MANAGER: Our office has almost NO parking space. But good bus service helps me hire all the clerical help I need ...

WIFE: At 4 p.m. on Tuesday my son has to go to the dentist, my daughter has a piano lesson, my mother needs to get to her card club, and I have an exercise class. The bus makes that all POSSIBLE.

BOSS: You know why I built my plant here instead of another town? The bus system. The other town didn't have bus service, this one did. That told me this community is committed to growth -- it also told me I'd have an accessible workforce ... and that my parking lot wouldn't have to be bigger than my plant!

ANNCR: Support your local bus system. Because it's helping to support us all.

This message brought to you as a public service by this station.

TV COPY :30

"FLOWER" PUBLIC SERVICE ANNOUNCEMENT

VIDEO	AUDIO
OPEN ON ECU OF BEAUTIFUL FLOWER.	ANNCR: Our bus system
CAMERA PULLS BACK	helps our community
TO SHOW WHOLE PLANT.	flower --
THE PLANT BEGINS TO WITHER ... AND WITHER ...	And if it ever disappeared,
PLANT CONTINUES TO WITHER	we'd miss more
PLANT CONTINUES TO WITHER	than the bus.
PLANT STOPS WITHERING AND BEGINS TO REBLOOM.	Because our buses do a lot more than simply take people shopping,
PLANT CONTINUES TO REBLOOM	to school,
PLANT BACK TO ORIGINAL FORM	and to work every day.

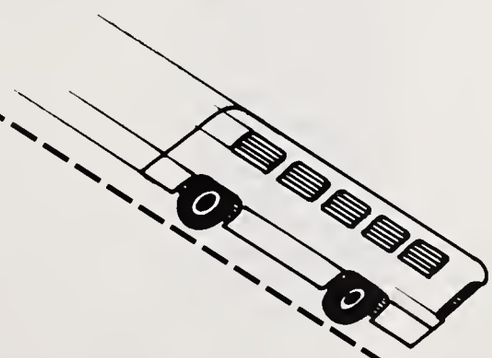
VIDEO	AUDIO
CAMERA BEGINS TO PULL BACK, SLOWLY REVEALING MORE FLOWERS	A healthy bus system ...
PULL BACK CONTINUES, MORE FLOWERS	helps our community grow and flourish ...
PULL BACK. STOP AS SCREEN IS FILLED WITH FLOWERING PLANT	because it helps attract new businesses, new employers, new jobs. And that's good for all of us.
CAMERA TILTS UP FROM FLOWERING PLANT TO BLACK	Help our community flower.
SUPER HEADLINE AND POP ON LOCAL-'ZATION	Support our bus system. Because it supports us all.

DOT2
5658

APPENDIX

This appendix includes reproducible master art for the ads, posters, and other promotional materials described on pages 180-195. These materials were originally provided as a separate package of full-size "slicks" along with the Wisconsin Marketing Manual. They have, in many cases, been optically reduced for ease of handling in this notebook, and should be enlarged the appropriate amount if used to produce bus posters. Instructions on printing and ink colors are included on pages 180-195.

The Better Way



From Here To There!

Yes, I'm ready to listen and learn about all the benefits of initiating the Bus Pass Program in our company. I understand it will be customized for our needs.

Please call me at _____.
(phone number)

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY CARD

POSTAGE WILL BE PAID BY ADDRESSEE

Welcome, neighbor. We'd like to show you the easy, reliable way to get around your new town. To shopping, school, work—and play!

Let Us Show You The Town!

Save on driving, parking, and hassles.
Ride the bus—
it's the smarter way to get to campus.

Routes To Higher Learning

Teen Summer Discount Card

The Stop & Shop Special

A Free Ride For A New Neighbor

New in town? Let us show you around — on the bus. Just present this coupon to the driver for your free ride.

Buy Ten Rides, Get One Free

Have your coupon punched every time you ride the bus.
When all numbers are punched, present the coupon for one free ride.

Take The Long Limo To Work –On Us

Avoid parking and driving hassles; let the bus take you to work. Just present this coupon to the driver for your free ride.

Special Savings for Special Citizens

The Big Wheel Meal Deal

The Bus Is On Us

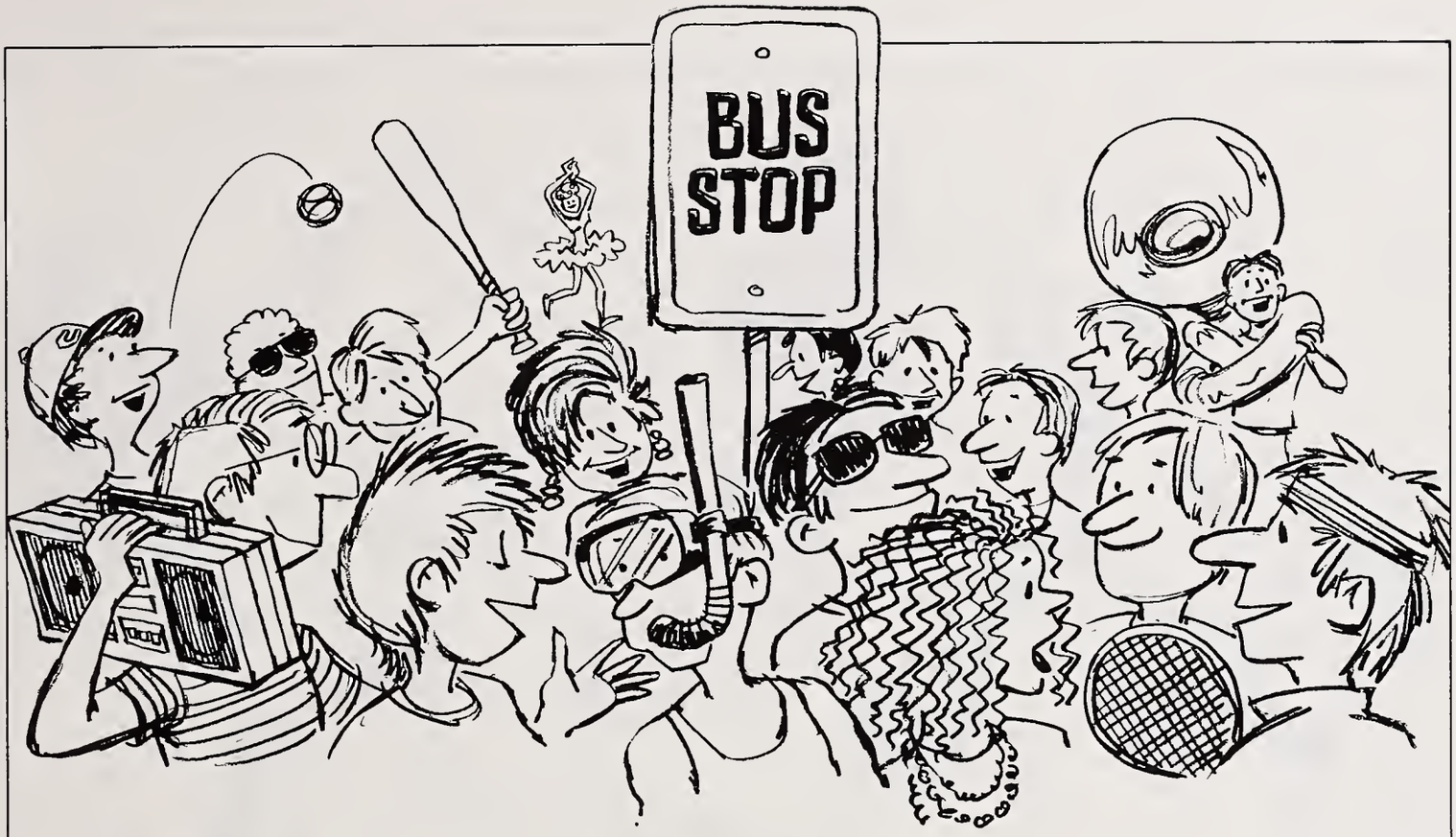
Present this coupon for one free ride.

Helping Our Garden Grow

One of the things that helps our area grow and prosper may surprise you—because it's something we pretty much take for granted—our community bus system. Good bus service means a forward-thinking, growth-committed community, an accessible workforce. That combination *attracts* business and industry. And that means more jobs, a brighter future for all of us.

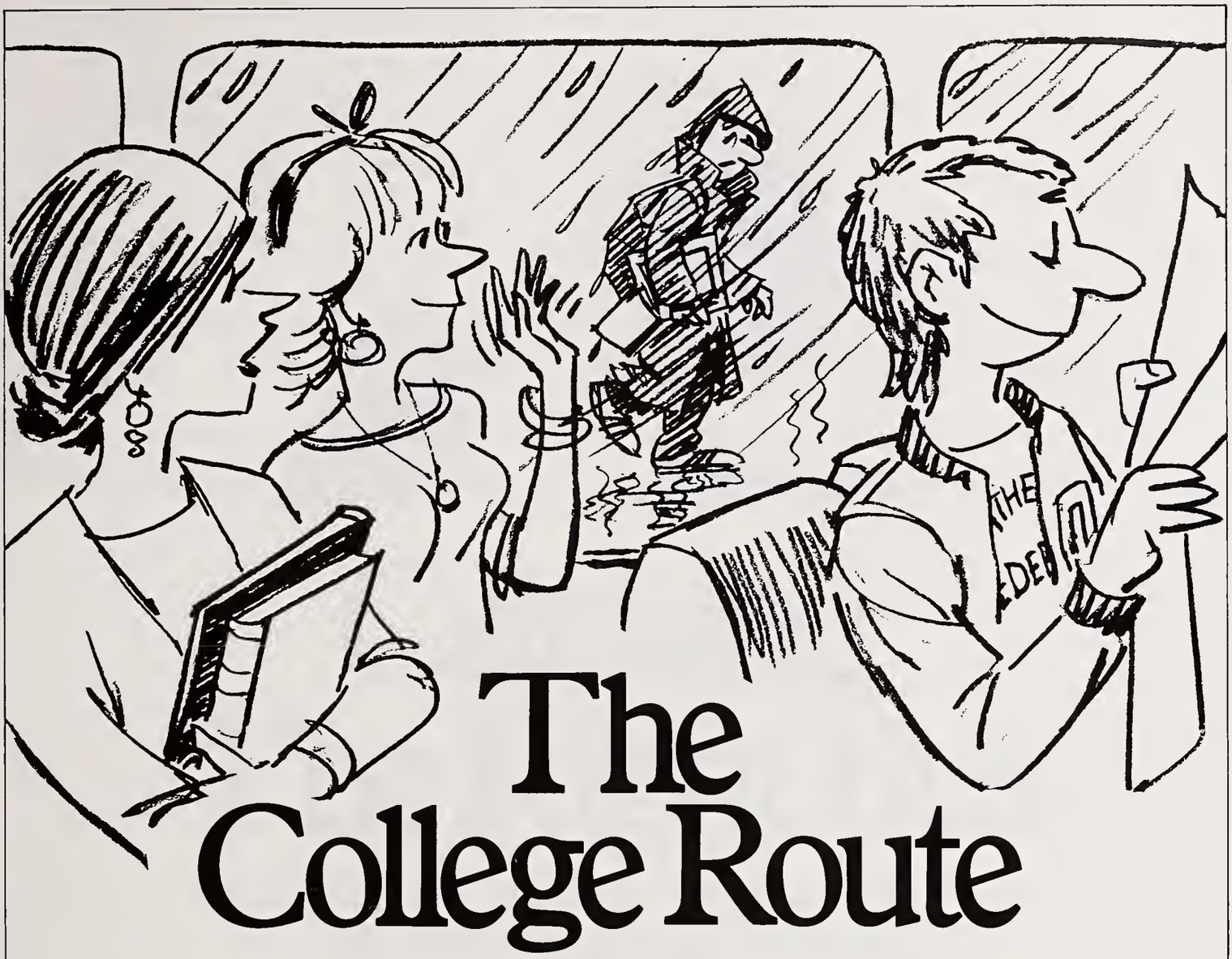
Help our garden grow.
Support our local bus system.
Because it supports us all.

WISCONSIN DEPARTMENT OF TRANSPORTATION



The Hot Spot

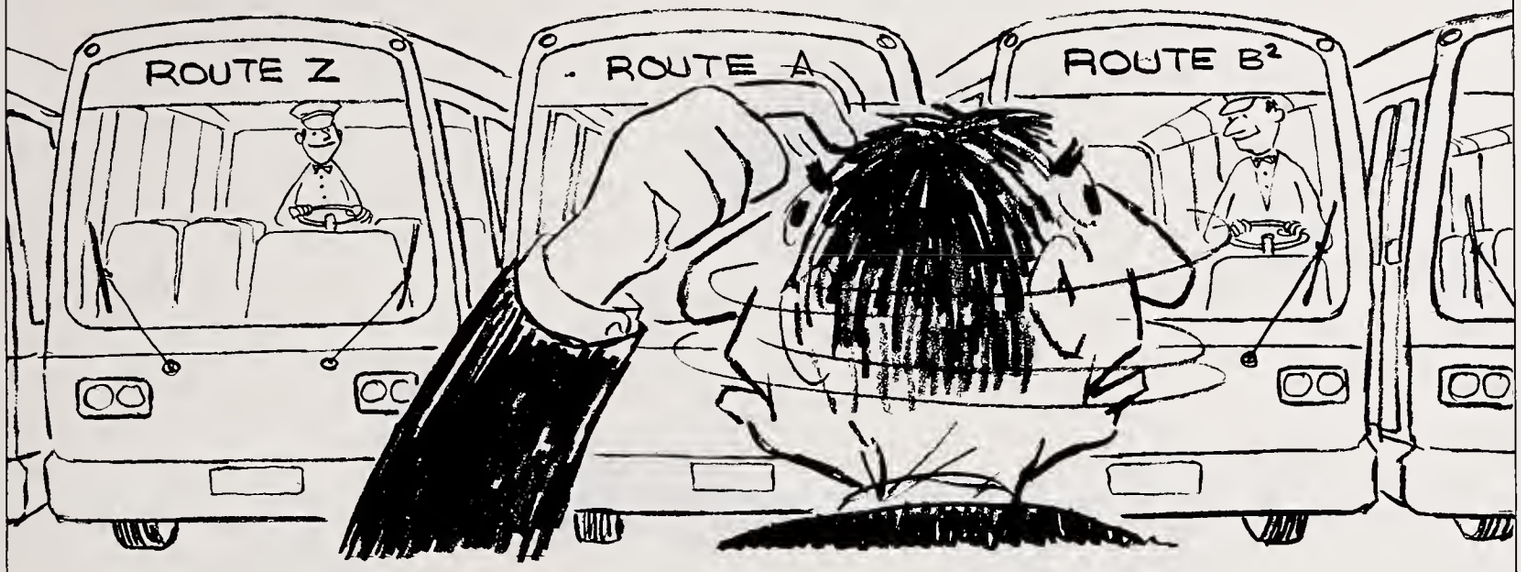
If you have the will but not the way
to get to your favorite places this summer, catch the bus.
To the beach, the parks, the malls, you name it.
The bus is fast, convenient, affordable—and you can
bring along as many friends as you want! So next time you're wondering
how to get to your favorite place, head for the summer hot spot
—the bus stop.



The College Route

Experience is the best teacher.
And when you take the bus to college, you'll be learning how to save money and hassles. Because the bus eliminates worries about gas money, car starting, or hard-to-find parking.

It takes smarts to get *into* college—and the bus is the smart way to get there. So take the campus route and save.

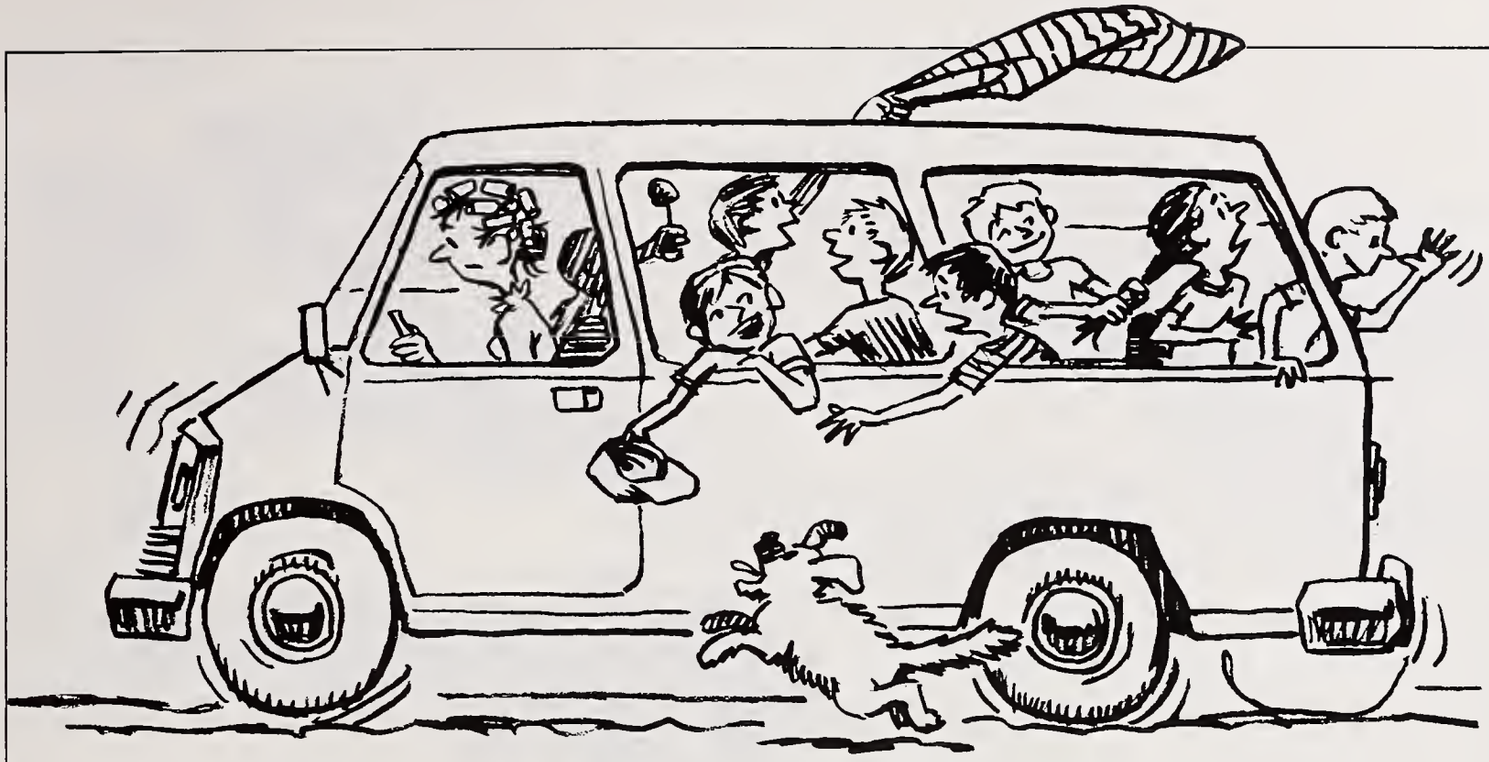


Catching The Right Bus

If you have any doubts about where, when, or which bus to catch to go *wherever*, just contact us. We'll tell you how to catch the right bus—and where to let it go.

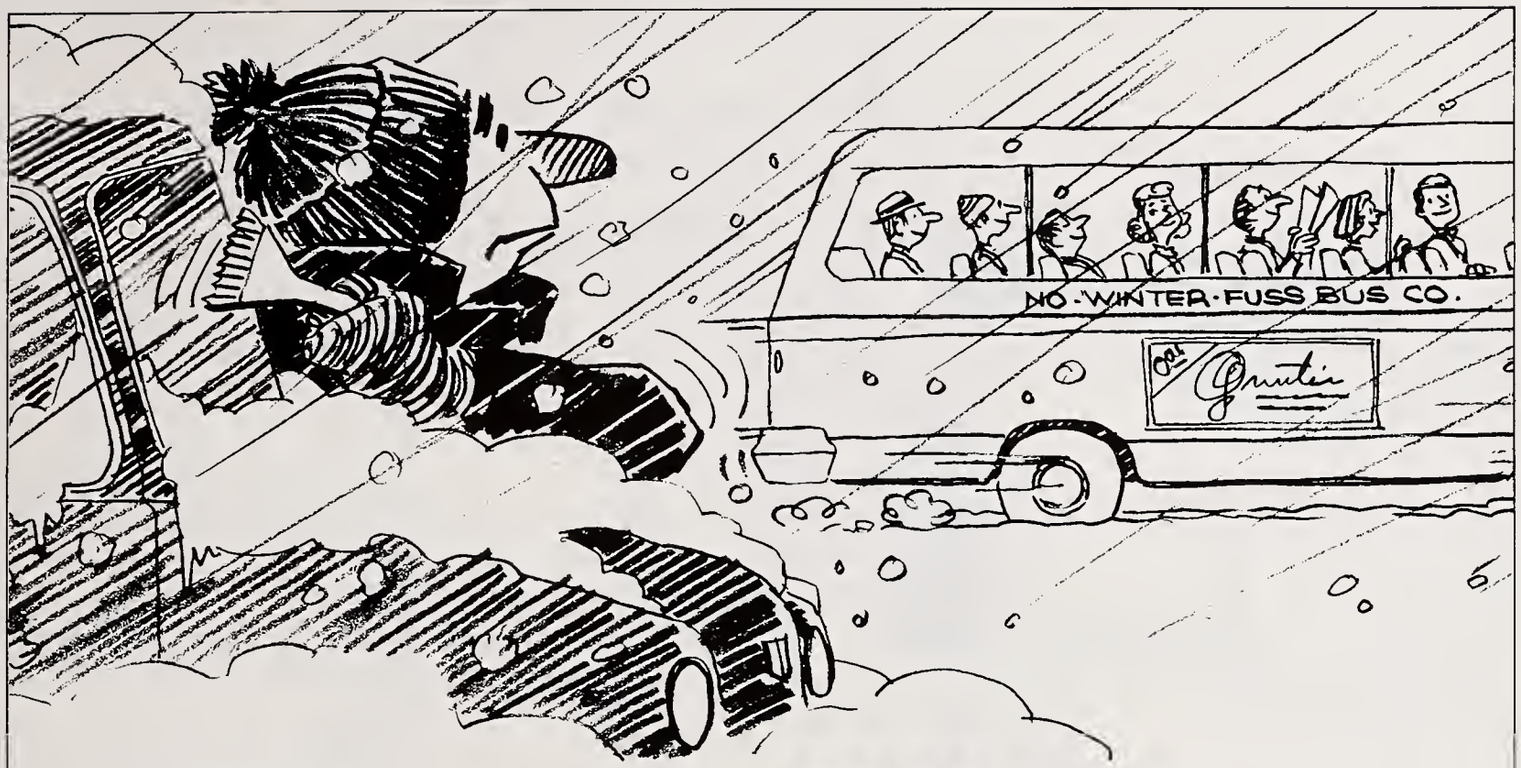
Super Pass, Super Deal

A monthly *SuperPass*
is more than your ticket to easy bus fares
—it means Super Deals all around town.



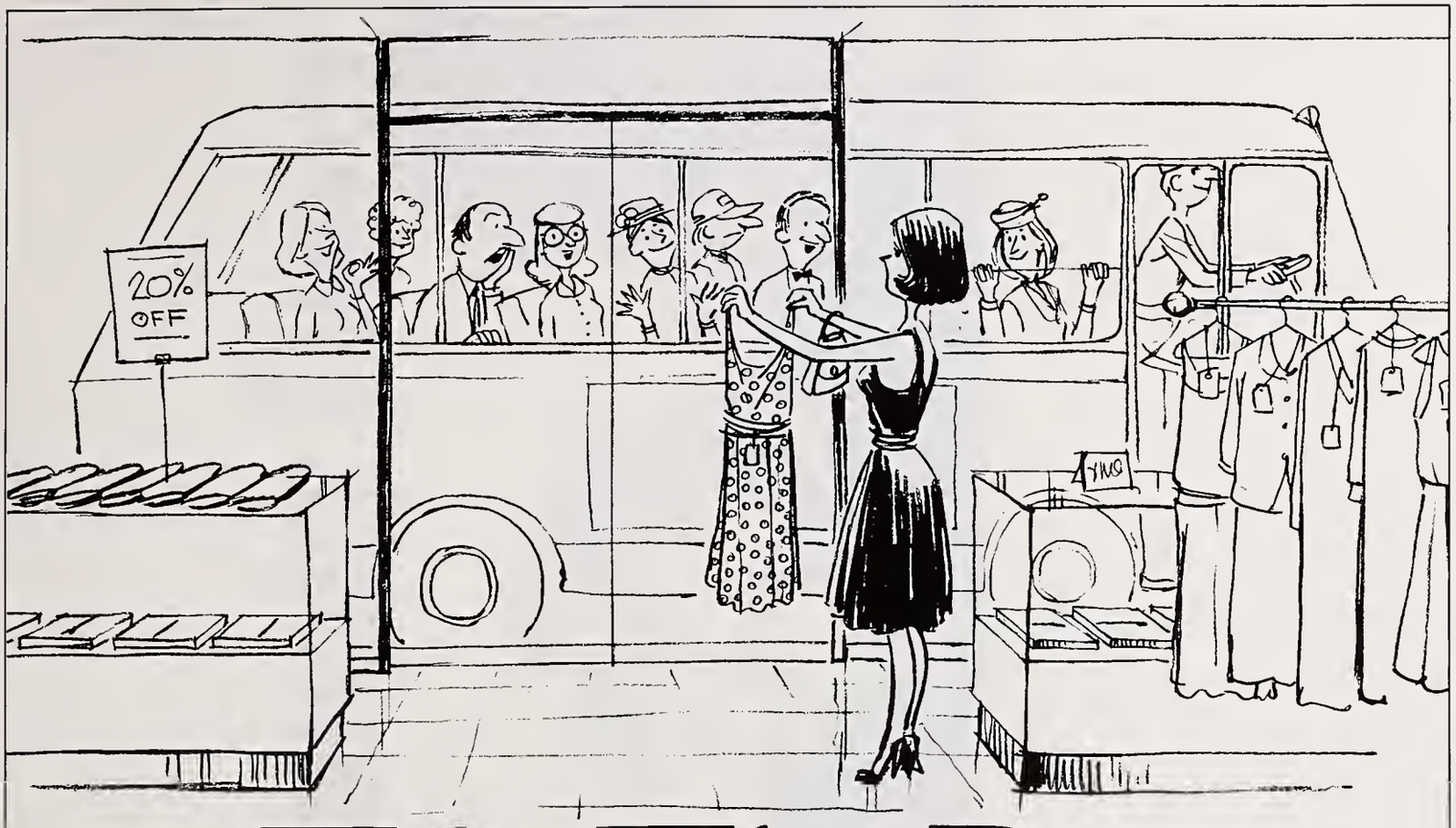
Emancipation Transportation

If you're feeling more like a taxi driver than a mother,
emancipate yourself—put the kids on the bus.
Because the bus provides safe, reliable, affordable transportation
to schools, parks, malls, jobs—to just about any place kids need rides.
And with the kids on the bus, you'll have more time for yourself.
And a little emancipation relaxation.



The No-Winter-Fuss Bus

Catch a bus and escape winter driving hassles
of shoveling, slipping, and sliding.
Because the bus is your dependable, safe, and convenient way
to get around no matter what the weather.
So ride the bus and escape the fuss.



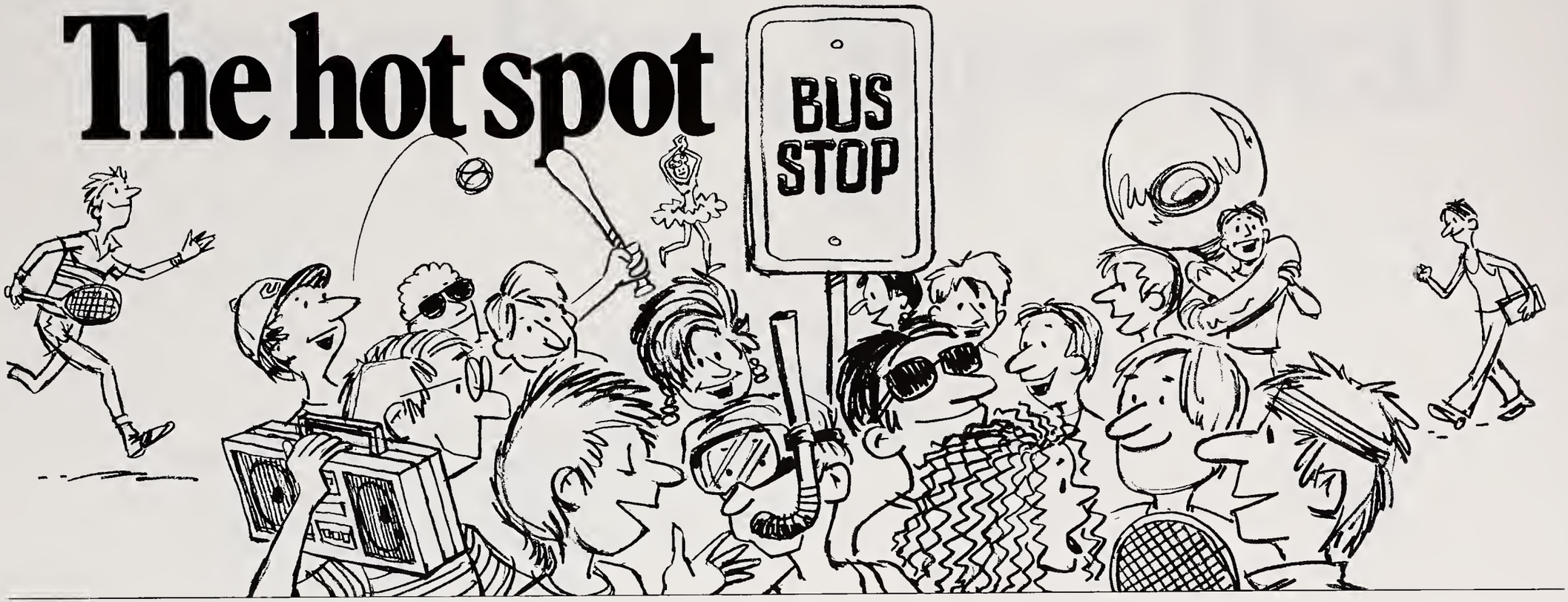
Take The Bus Shopping

If you like to shop, take the bus.
Then you can concentrate on shopping without the hassles
of traffic and the expense of parking.
The bus will take you right where you're going—and remember,
it's more affordable than driving, too. All you'll have to
think about is what to spend that extra money on...
so you'll have more time to shop—a little more money to shop with—
and a comfortable, relaxing ride home when shopping's done.

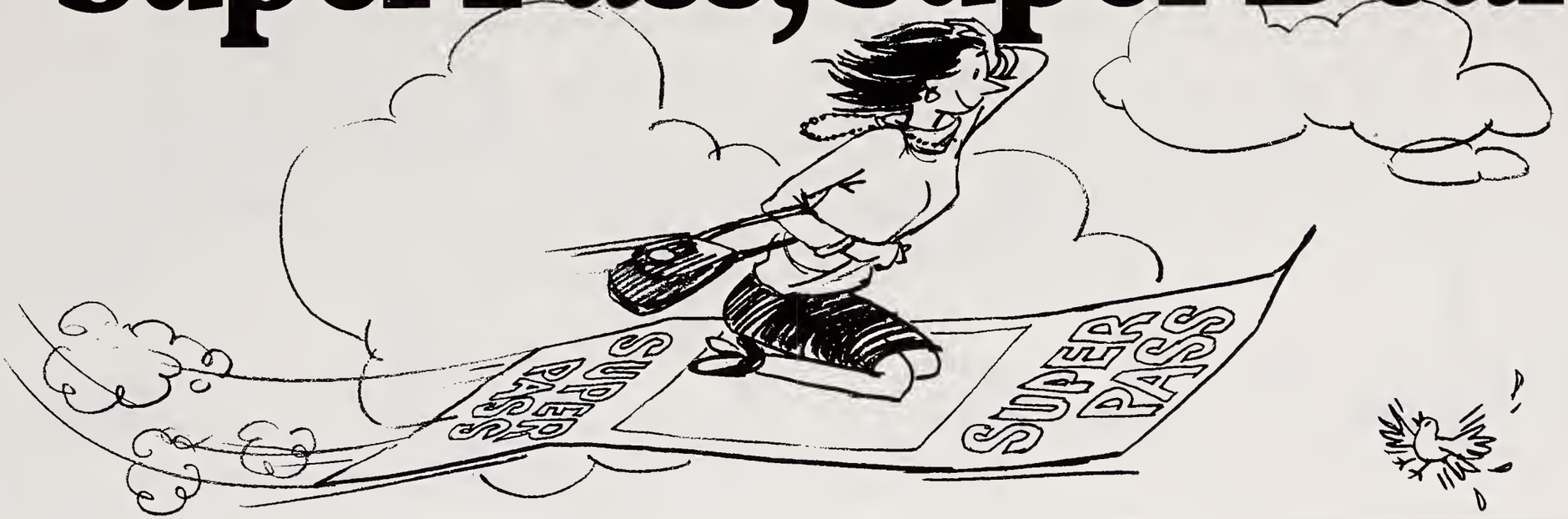
Helping our community flower

WISCONSIN DEPARTMENT OF TRANSPORTATION

The hot spot

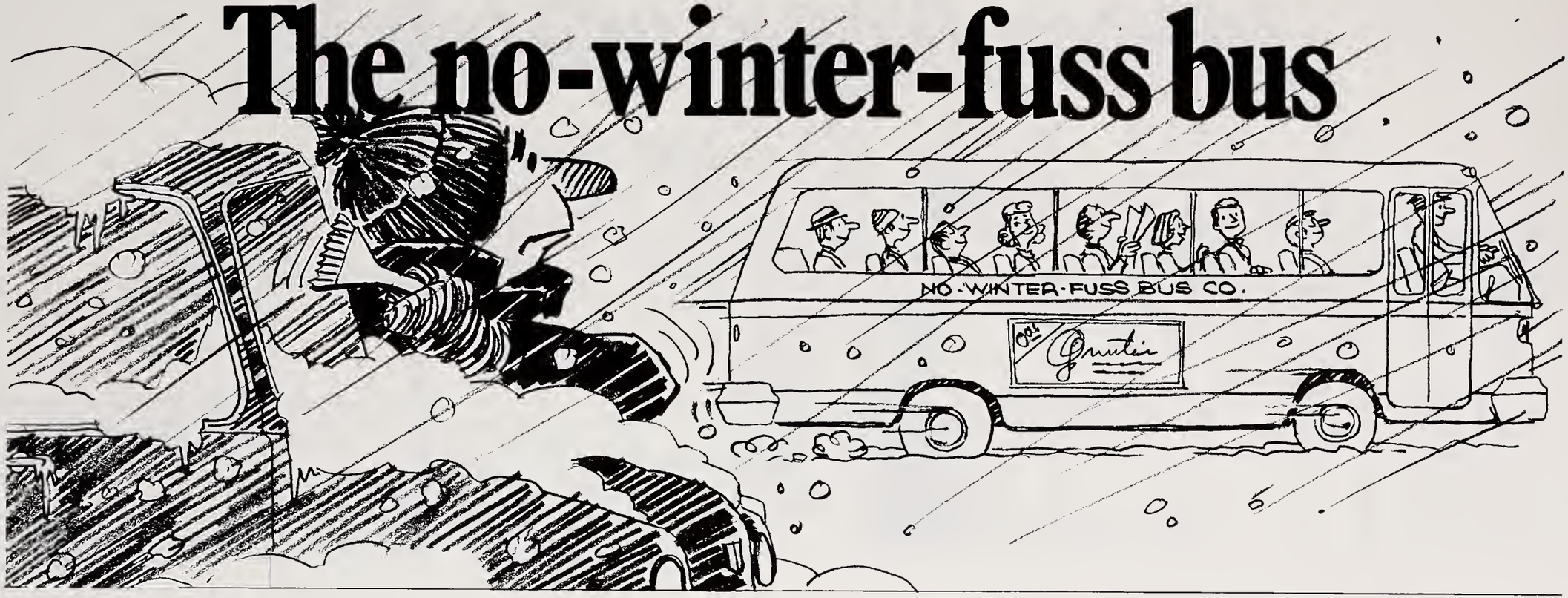


Super Pass, Super Deal



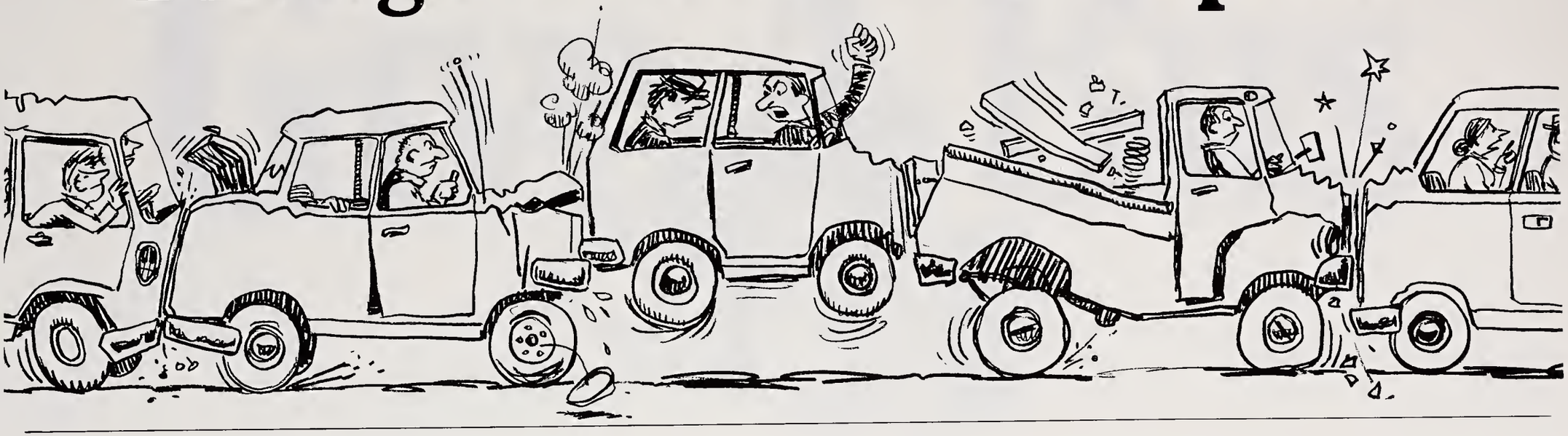
Emancipation Transportation

The no-winter-fuss bus

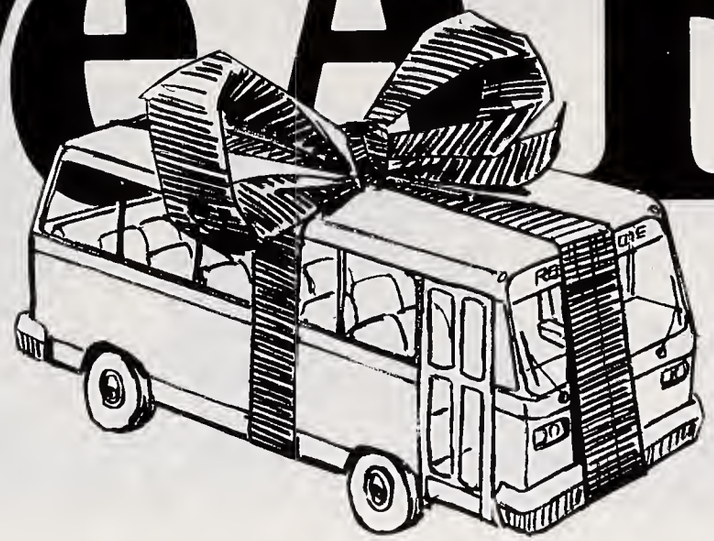


Take the bus shopping

Driving isn't all it's cracked up to be.

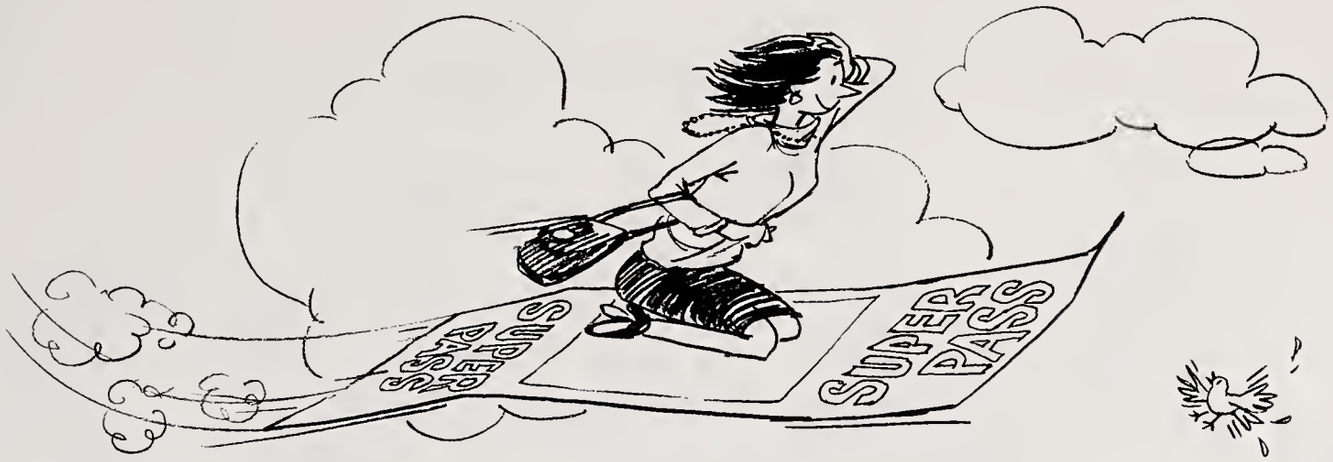


Give A Bus



Helping our community flower

WISCONSIN DEPARTMENT OF TRANSPORTATION



Super Pass, Super Deal

The hot spot

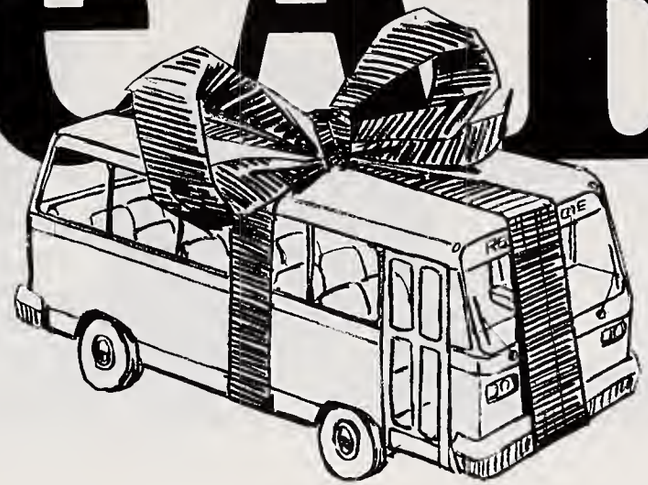
Emancipation Transportation

Take the bus shopping

The no-winter-fuss bus

Driving isn't all it's cracked up to be.

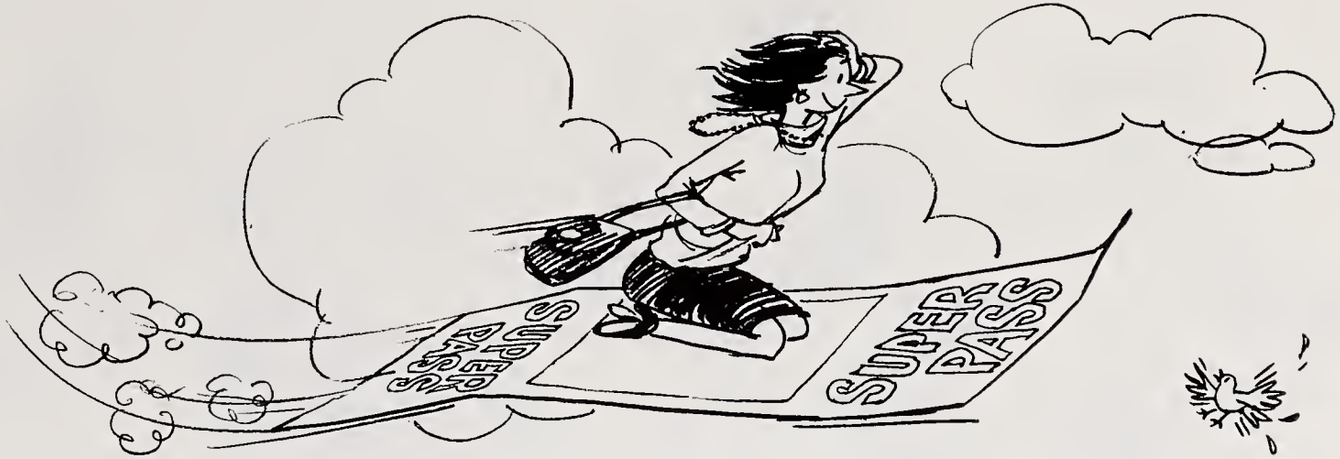
Give A Bus



Give a bus pass from

Helping our community flower

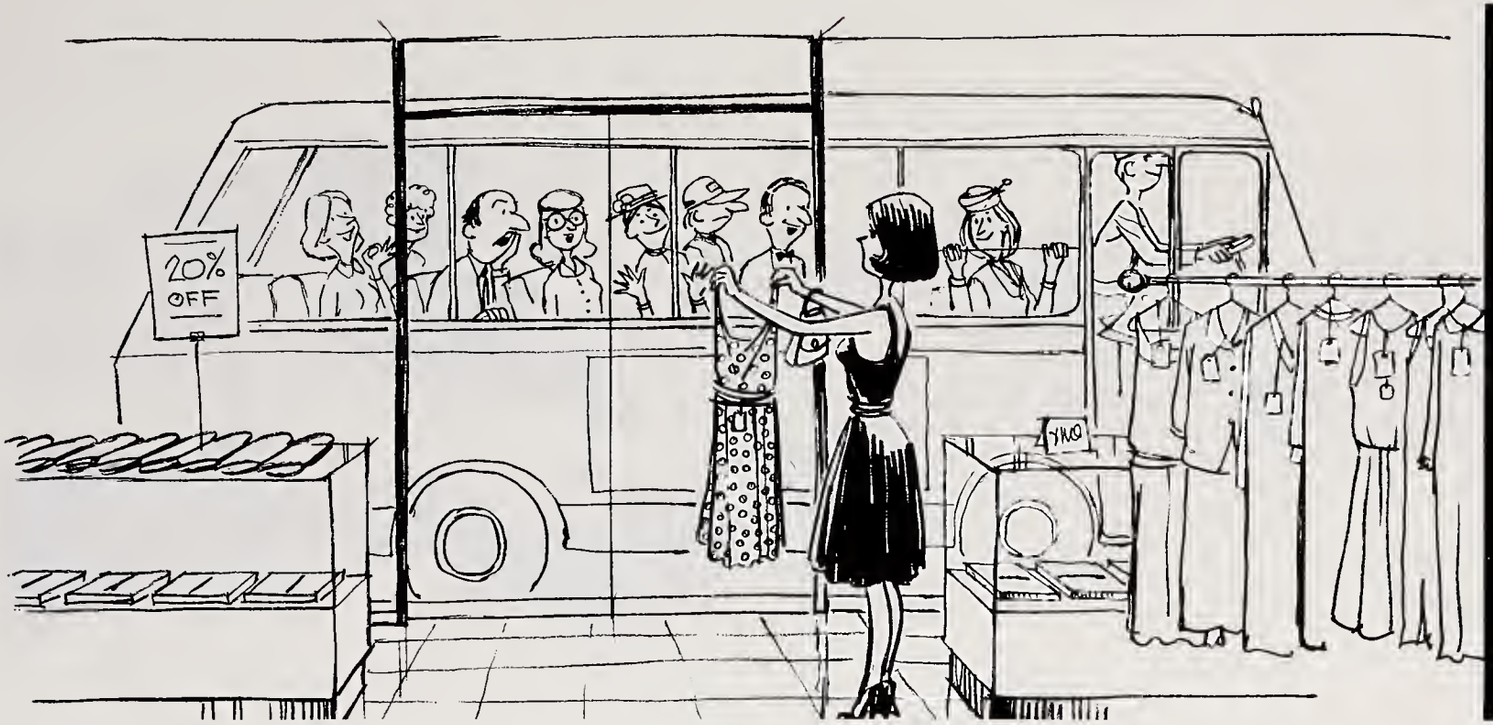
WISCONSIN DEPARTMENT OF TRANSPORTATION



Super Pass, Super Deal

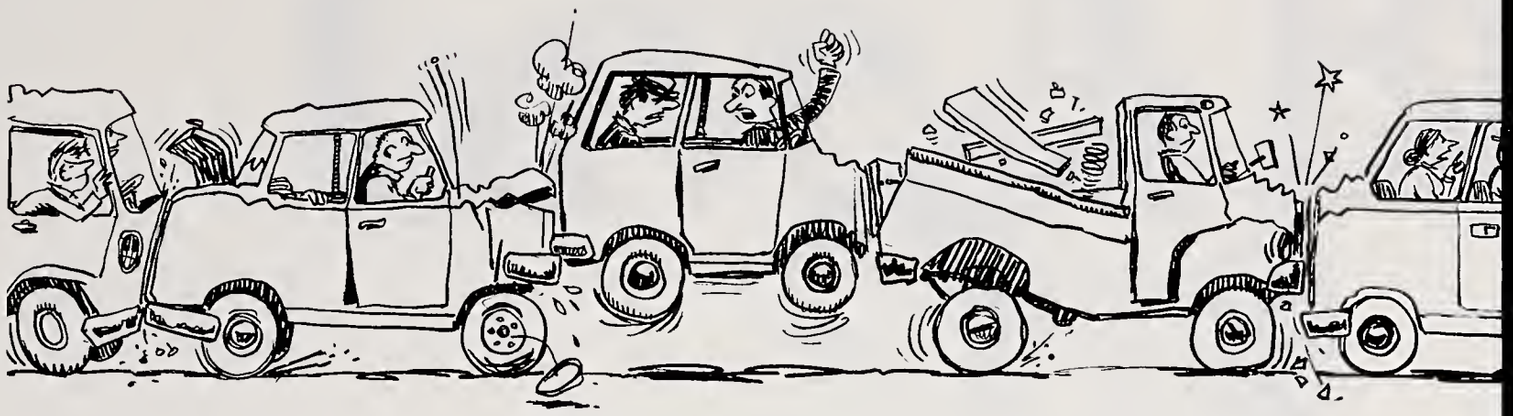
The hot spot

Emancipation Transportation



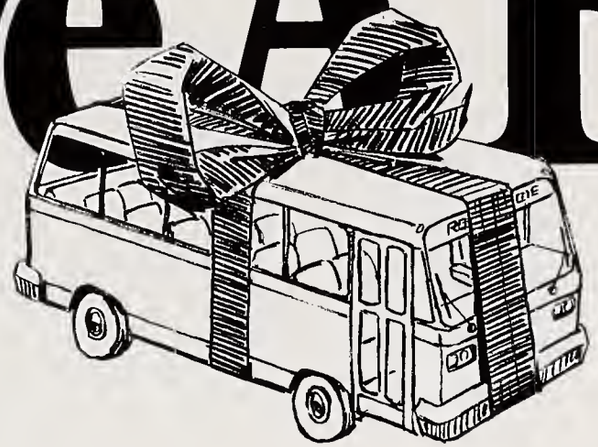
Take the bus shopping

The no-winter-fuss bus



Driving isn't all it's cracked up to be.

Give A Bus



U.S. GOVERNMENT PRINTING OFFICE: 1988 - 518-658 - 1307/63010

NOTICE

This report is being distributed through the U.S. Department of Transportation's Technology Sharing Program.

DOT-I-87-26

TECHNOLOGY SHARING

A PROGRAM OF THE U.S. DEPARTMENT OF TRANSPORTATION