The Online BRT Planning Guide

3 Communications and Marketing

Highlights of the volume - Carlosfelipe Pardo (@carlosfpardo) – Despacio.org
How important is it?

• When do planners ask neighbours about designs?
• How much do you know your stakeholders’ interests and mandate?
• What budget have you spent in communications?
• How much time have users spent looking at a system’s map?
9 Strategic Planning for Communications

9.1 Define Goals and Objectives
9.2 Stakeholders and Target Group Identification and Analysis
9.3 Stakeholder Analysis
  9.3.1 Stakeholder Mapping
9.4 Engaging Stakeholders
  9.4.1 Communicating with Internal and External Stakeholders
9.5 Message Development
9.6 Targeting your message
9.7 Dissemination Tactics
  9.7.1 Traditional Media
  9.7.2 Website and Social Media
  9.7.3 Budgeting
9.8 Measuring Success
9.9 Promoting BRT System Progress
9.10 Conclusion

Carlos Pardo, Despacio;
Lake Sagaris, Pontificia Universidad Católica de Chile;
Jemilah Magnusson, ITDP;
Liz London, consultant
# Variety of tools

<table>
<thead>
<tr>
<th>Tool</th>
<th>Quality</th>
<th>Type</th>
<th>Uses</th>
<th>Risks</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surveys, data collection</td>
<td>Consult</td>
<td>Information</td>
<td>Minimal input</td>
<td>Superficial</td>
<td>Online vote on location of cycle parking, new line, etc.</td>
</tr>
<tr>
<td>Public forums and large consult public meetings</td>
<td>Consult</td>
<td>Information exchange</td>
<td>Receiving inputs from broad audience</td>
<td>Superficial, formulaic, means</td>
<td>Public hearings when written briefs can be submitted, ingesting, frustrating</td>
</tr>
<tr>
<td>Small group meetings</td>
<td>Involve</td>
<td>One-off or short-term deliberation</td>
<td>Generate new ideas, problem solving, planning along corridors</td>
<td>Irrelevant, high energy waste</td>
<td>Batteries, working groups, manual development</td>
</tr>
<tr>
<td>Focus groups</td>
<td>Consult</td>
<td>Information gathering</td>
<td>Traditional research and analysis</td>
<td>Difficult to identify capacity for change, potential</td>
<td>User intercept, statement of choice, user satisfaction</td>
</tr>
<tr>
<td>Committees</td>
<td>Collaborate</td>
<td>Long-term relationship building and deliberation</td>
<td>Generate new ideas, problem solving, strategic development, earning broader support</td>
<td>Procedural, no real influence, no access to decisions</td>
<td>Advisory committees at the system-wide, corridor/neighborhood levels</td>
</tr>
<tr>
<td>Civil society initiatives and local networks</td>
<td>Empower</td>
<td>Two-way, extensive, deep</td>
<td>Building users’ and others’ knowledge into the system</td>
<td>Too small, potentially high conflict</td>
<td>Users’ associations, cooperation with neighborhood, environmental and other groups</td>
</tr>
<tr>
<td>Online engagement</td>
<td>Inform</td>
<td>Information</td>
<td>Offering up-to-the-minute, user-specific information</td>
<td>Superficial</td>
<td>Informational websites, plan-your-route, SMS texting of schedules for specific lines</td>
</tr>
<tr>
<td>Corporate social responsibility</td>
<td>Collaborate</td>
<td>Two-way, but tends to be paternalistic, hierarchical power relations</td>
<td>Community outreach, bridge building, greater understanding</td>
<td>PR, “greenwashing,” no real change</td>
<td>Sponsorship car-free days, cycling Sunday routes, cycle parking, cycle taxis for users</td>
</tr>
<tr>
<td>Community engagement</td>
<td>Involve/collaborate</td>
<td>Short-term deliberation</td>
<td>Gain new insights into community issues and how to make BRT more relevant to needs, interests, aspirations</td>
<td>PR, no real change</td>
<td>Speaking at local fairs, services, meetings, events</td>
</tr>
</tbody>
</table>
Stakeholder analysis

<table>
<thead>
<tr>
<th>Support</th>
<th>Moderate support</th>
<th>Neutral</th>
<th>Moderate opposition</th>
<th>opposition</th>
</tr>
</thead>
</table>

- Perceived problems
- Interests
- Mandates
- Resources

Spectrum of possible positions of stakeholders. Adapted from LACHSR.org
Focus groups

Rapid assessment technique
Similar to group interview
Specific topics (focal points)
Moderator of discussion is present
Fuente: Santiago de Chile- Comisión Nacional de Seguridad de Tránsito
10 Public Participation

10.1 The Importance of Participation
10.2 Industry Standards of Practice
   10.2.1 Goals and Objectives
   10.2.2 Principles of Participation
   10.2.3 The Passive vs. Active Approach
10.3 Challenges to Public Participation
   10.3.1 Internal Challenges
   10.3.2 External Challenges
10.4 Tools and Tactics
10.5 Surveys
   10.5.1 Public Forums
   10.5.2 Small Group Meetings
10.6 Focus Groups
   10.6.1 Committees
   10.6.2 Civil Society Organizations
   10.6.3 Engaging Local Networks
10.7 Measuring Success: Process vs. Outcomes

Lake Sagaris, Pontificia Universidad Católica de Chile
Carlos Pardo, Despacio
Jemilah Magnusson, ITDP
Liz London, consultant
Levels of participation

- Citizen control
- Delegated power
- Partnership
- Placation
- Consultation
- Informing
- Therapy
- Manipulation

CITIZEN POWER

TOKENISM

NONPARTICIPATION
Passive and active
11 The Case for Marketing and Customer Service

11.1 Branding
  11.2 The Branding Brief
    11.2.1 The Elements of a Creative Brief
  11.3 Concept and Research
    11.3.1 Naming
    11.3.2 The Logo
    11.3.3 Colors and Typography
    11.3.4 Core Communications: The Route Map
    11.3.5 Core Communications: Wayfinding
    11.3.6 Core Communications: Livery
    11.3.7 Copyright
  11.4 Design Development: Feedback and Adjustments
    11.4.1 System Tagline/Slogan
    11.4.2 Market Segmentation

11.5 Consolidating the Brand Architecture
11.6 Implementation
  11.6.1 Marketing Plan Project Phases
  11.6.2 Outreach Tools
11.7 Customer Service
  11.7.1 User Information
  11.7.2 Effective Visual Information
  11.7.3 Types of Information
  11.7.4 Locations of Customer Information
  11.7.5 Accessible Customer Service Systems
  11.7.6 Online Customer Service
  11.7.7 Customer Complaints and Feedback

Peter Trickett, consultant
Carlos Pardo, Despacio
Jemilah Magnusson, ITDP
Liz London, consultant
Maps

Figure 11.15. The Transjakarta route map is an example of a complex system that is streamlined by a route map encompassing the logo, system colors, and typography to maintain consistent branding. Photo courtesy of Transjakarta.
Uncovering the TransMilenio map
Time spent in front of map

Número de caso

Valor tiempo frente al mapa de rutas (seg)
Improving the TM map
The crucial role of system staff
Steps (from another document)
Don’t…
Vaya despacio y vea nuestra hermosa ciudad, vaya rápido y vea nuestra cárcel