



ALAMYS: Marketing & Communication in Public Transport

8-11 June 2020



Session 2 : Branding in a Post-Covid World

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► Post-Covid,
we have to
think and act
differently.











“We are planning for that strange period when lockdown restrictions are lifted, but before congestion comes running back. That’s a window where we can get a lot done. And it will be necessary to get things done. Because if San Francisco retreats in a fear-based way to private cars, the city dies with that, including the economy. Why? Because we can’t move more cars. That’s a fundamental geometrical limit. We can’t move more cars in the space we have.”

**Jeffrey Tumlin
Director of Transportation, SFMTA
April 2020**





Congestion,
emissions,
accidents...

No thanks

► In a Covid World,
we must
'rethink' our Brand



**Public Transport
is (still) all about
“Passenger
Experience”**



PX =

**Design +
Marketing +
Communications**



Design, Marketing & Communications is all about:

**Observe. Collect Info.
Ideate. Create. Test.
Collect Feedback.
Refine. Expand**





How does
Branding fit in our
PT-Covid World?





“A brand is a person’s gut feeling about a product, service, or company. If each person feels vastly different about the values a company holds, that company has failed to create a strong, coherent brand. A brand isn’t what you say it is. It’s what they say it is.”

Marty Neumeier



How consumers see Branding in 2020:

- We receive more brand messages than we can actually handle
- We now control the 'purchasing process'
- We 'connect' with brands we believe in
- We value emotional connections over functional ones





Post-Covid Branding questions:

- Where are we?
- Where do we want to be?
- What do we need to do?
- How are we going to do it?





Re-Discovering ourselves Post-Covid

1

Review

Review every aspect of your brand: Category, Consumers, Journey, Competitors, Insights. Highlight strengths & weaknesses

2

Position

Decide on your target user, their profile, rational & emotional benefits. Narrow down to a brand positioning statement

3

Plan

Create a plan that lays out your new vision, values, strategies & tactics. Develop a briefing, budget & project scope (who/what/when)

4

Roll-Out

Deploy your designed passenger communication, service innovation, & journey experience plan



1

Review: Where are we?

Conduct an in-depth review of your existing brand - look at every aspect of your service: your users, your competitors, your communications channels and the brand itself

REVIEW COMPONENTS:		
Passenger Target(s) & Insights	Competitor & Market Assessment	Current Brand Usage
Points of Parity and Difference = SWOT		



Customer Targets & Insights

- **Focus on the most relevant targets. Socio-demographics are still crucial background information**
- **Assess your existing services' pre-purchase experience, usage experience and post-usage experience**

Competitor & Market Assessment

- **What is your relative market share?**
- **What is the frequency of trips per user?**
- **Compare yourself to other cities worldwide**

Current Brand Usage

- **How much do users recognise your brand?**
- **How aware of your brand are your users?**
- **Compare yourself to other cities worldwide**

Review: Where are we?



Strengths

- Things you do well
- Qualities that separate you from your competitors



Weaknesses

- Things your service lacks
- Things your competitors do better than you



Opportunities

- Under-served market for your service
- Emerging need for your service



Threats

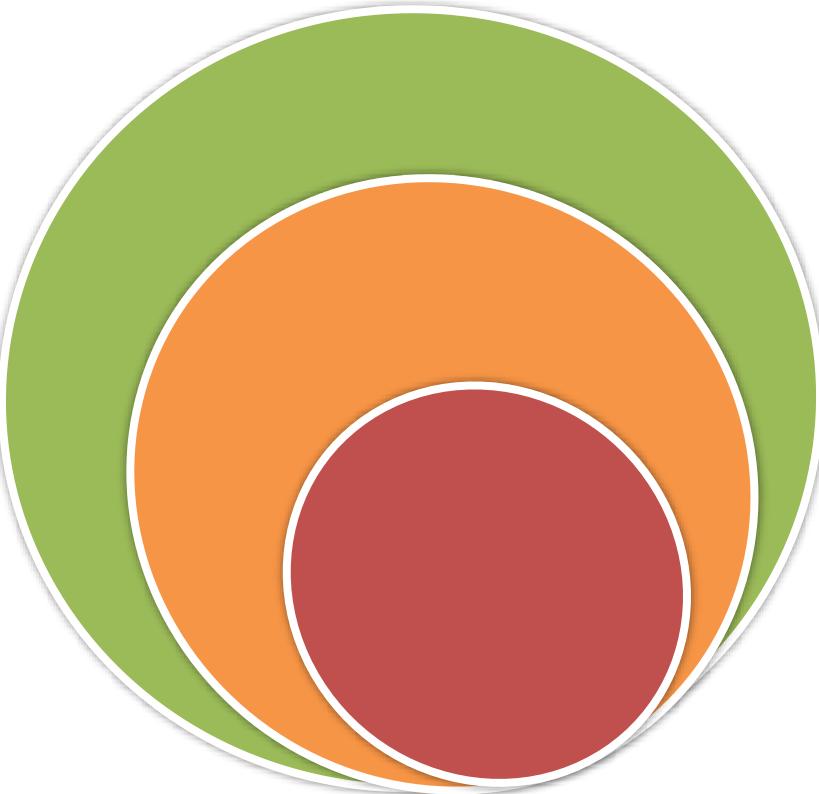
- Changing user attitudes
- Environmental influences

Position: Where do we want to be?

The Four Pillars of Brand Positioning

- **Target User:** the people you want to appeal to and get business from
- **Market Definition:** your service relevance, what/where you will compete in
- **Service Brand Promise:** the compelling benefits you're offering
- **Reasons to Believe:** the evidence you will deliver your promise on

Position: Target User

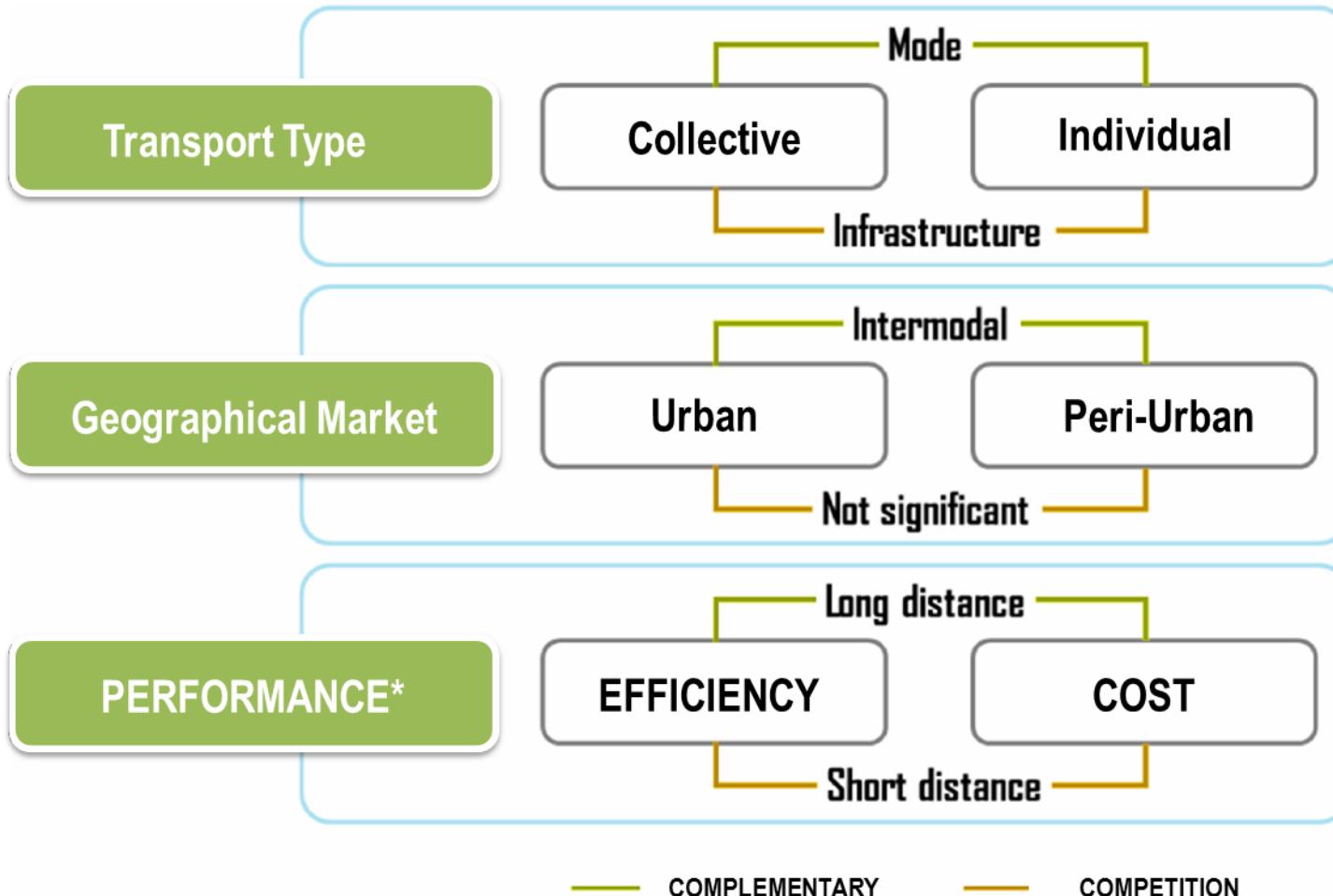


Total Available Market (TAM) : composed of potential (passive) users who could engage and show interest in your brand

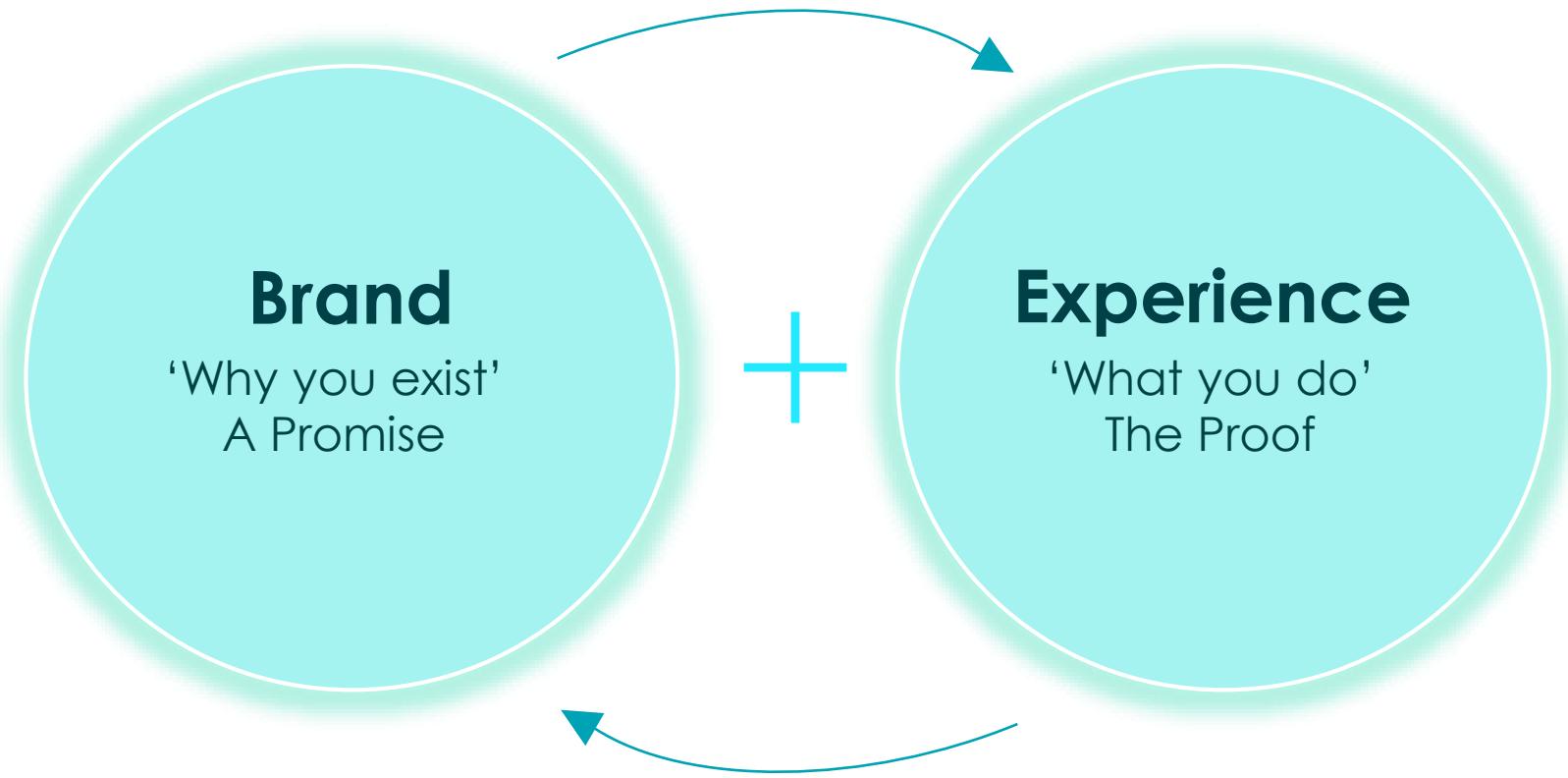
Brand Available Market (BAM) : composed of those potential (active) consumers motivated by your brand offers, that respond to your brand story and service offering

Program Available Market (PAM) : composed of users you would like to activate with a specific, targeted marketing offer

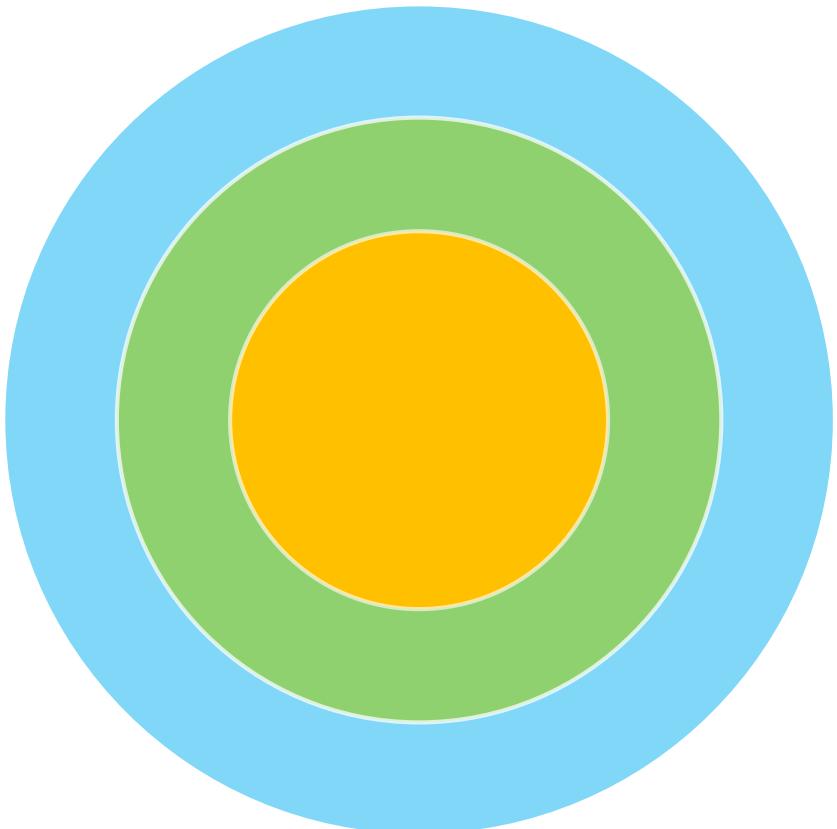
Position: Market Definition



Position: Service Brand Promise



Position: Reasons to Believe



Why? **What are the reasons you exist?**

- Your Purpose

What? **What do you do to deliver that Purpose?**

How? **How do you deliver your Purpose and how do you challenge / go beyond the Status Quo?**

Create a
“Ferocious”

USP

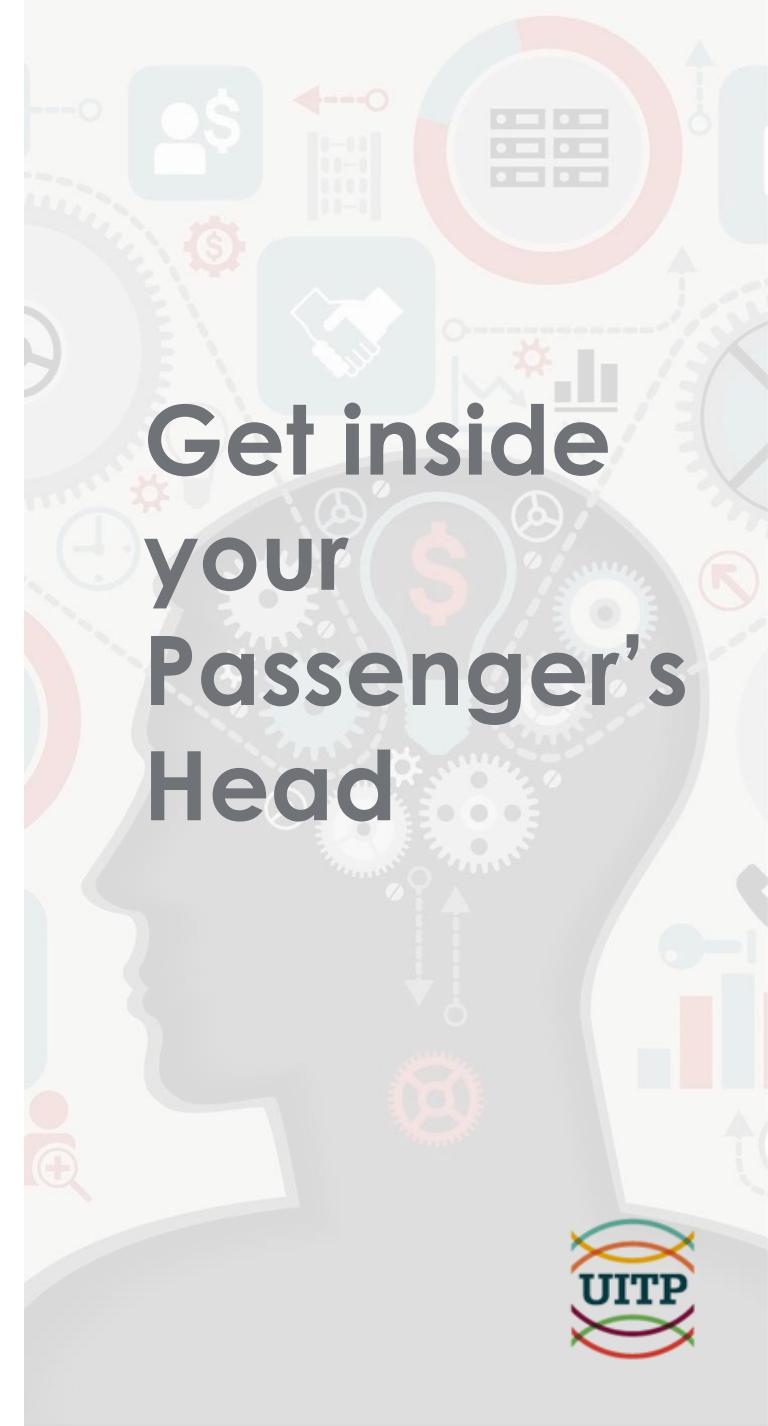
unique • selling • proposition



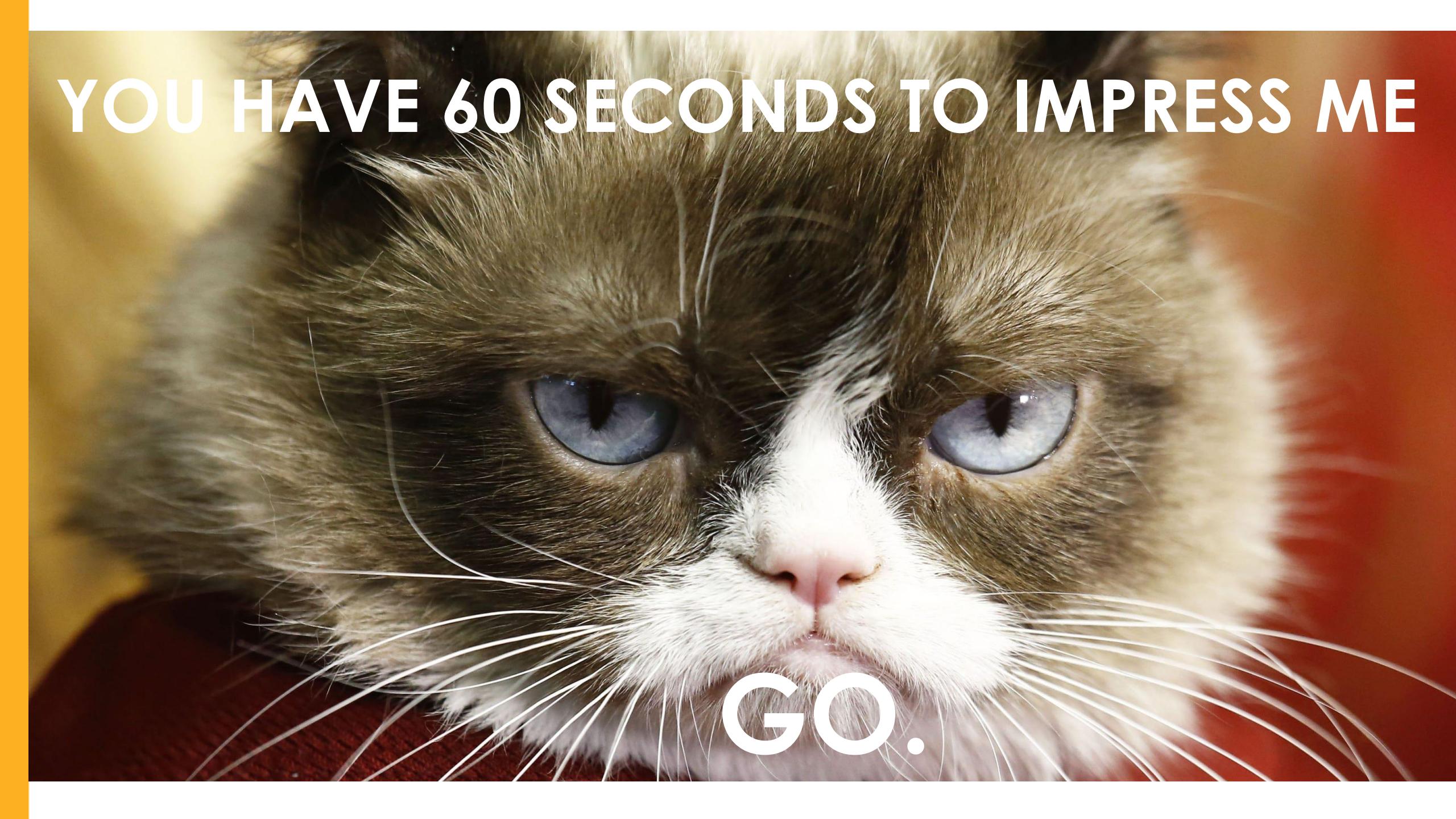


Get inside your Passenger's Head

- **What does he / she really want?**
- **How can my services solve their problem(s)?**
- **What factors motivate their buying decisions?**
- **Why do my existing passengers choose my current services over my 'competitors'?**



Get inside
your
Passenger's
Head

A close-up photograph of a fluffy, brown and white cat's face. The cat has large, light blue eyes and a white patch of fur on its forehead and nose. Its long, white whiskers are clearly visible. The background is a warm, out-of-focus blend of yellow and orange.

YOU HAVE 60 SECONDS TO IMPRESS ME

GO.

“MY PHONE NUMBER?
OF COURSE I’M NOT
GIVING IT TO YOU.”



Sell,
‘You’

Cut the excuses.
Gillette® Mach3® Turbo Victory. **Gillette**® The Best a Man Can Get



3

Plan: What do we need to do?

- **Provide clear positioning for your brand & products**
 - Your brand as an umbrella for current and future services
 - Differentiate yourself from others
 - Define the role and positioning for your service
- **Determine your emotional connection with passengers**
- **Ensure consistent communication to sustain your brand**
- **Ensure every communication supports your brand**



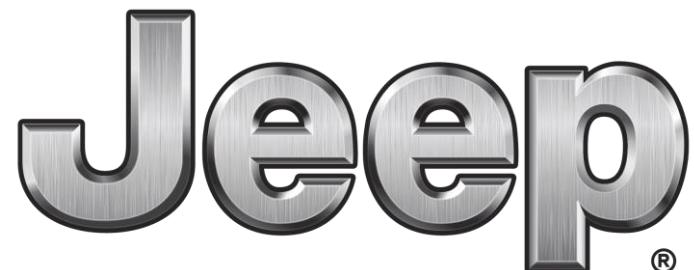
Plan: Set your Values



- Quality
- Innovative
- Good Value for Money
- Challenge Existing Alternatives
- Fun & Cheeky



For the Many



Freedom, Adventure,
Authenticity, Passion



Plan: What do we need to do?



3

Plan: What do we need to do?

1. **Be modern**
2. **Be multicultural**
3. **Create a sense of pride in your view of the city**
4. **Give your service 'colour'- reinforce the funky side of you**
5. **Be part of people's lives – in spirit & in action**
6. **Communicate always in an optimistic way**





4

Roll-Out: Milestones

- **Double the number of journeys made in the targeted areas of the network over the next 12 months**
- **Increase website traffic regarding your ‘new service’ by 50% in the next 6 months**
- **Increase your Social Media likes by 50% in the next 6 months**
- **Increase your Social Media ‘followers’ by 100% in the next 3 months**

4

Roll-Out: Tasks

- Place all your marketing tactics in one document and organise them by category – OOH advertising, direct mail/email, social media, events, ‘in-store’ promotions, website, etc. This allows you to track the progress of your campaign.
- Assign available resources to each marketing tactic by choosing one staff member to head-up each category.

4

Roll-Out: Tasks

- **Determine how long it will take to execute each of your marketing tactics.**
- **Assign and manage the costs associated with producing and delivering each of your marketing tactics.**



4

Roll-Out: Tasks

- **Create a flowchart with a timeline across the top that includes for each marketing tactic: a brief description, cost estimate, launch date and the person responsible for managing it. Each tactic has a budget, timing and resource allocation associated with it. This ensures a more efficient, effective Roll-Out.**

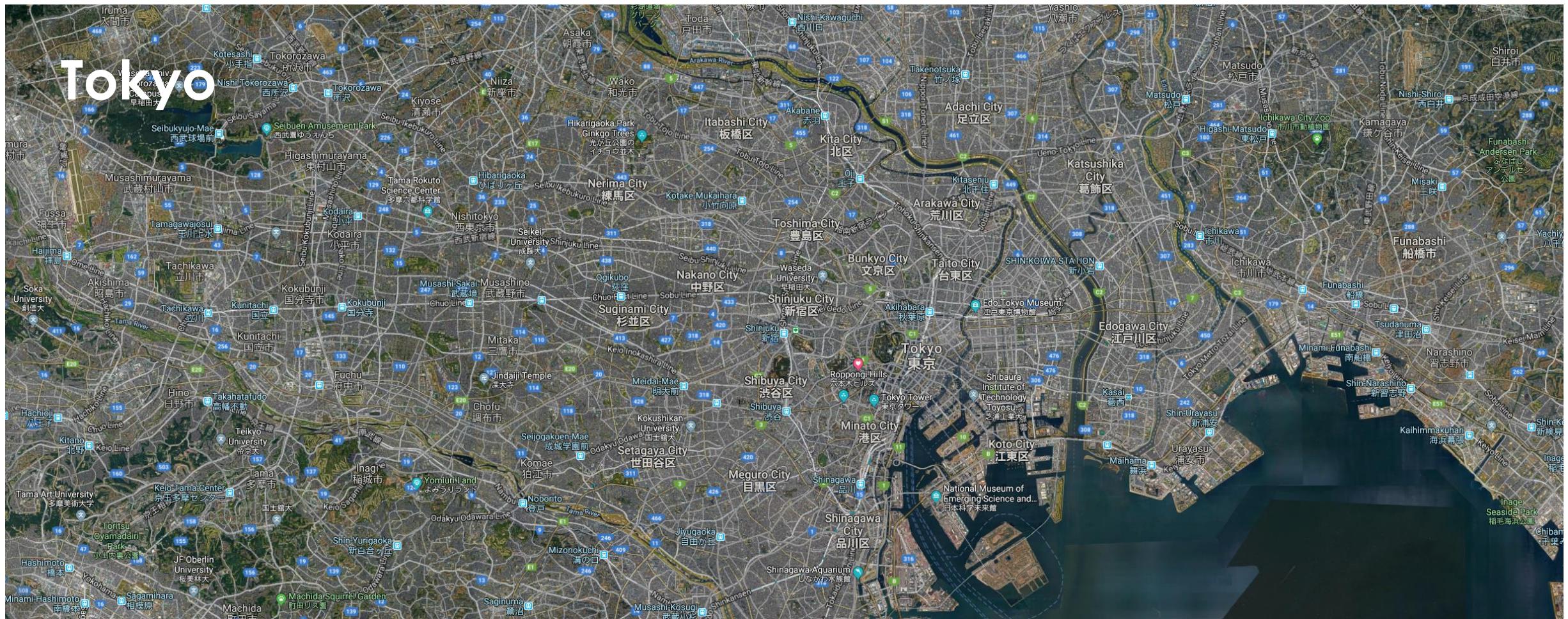




Brand Values in action

...a tale of 1 city, 2 operators





Fast Facts:

Population: 10 million

Density: 6,158 people per sq km

Known for its urban density and a 50-year history of interconnected PT services

3.5 billion passenger journeys in 2019





PT is woven
deeply into
daily life



Service is Granular



Brand Positioning



Smooth, Reassuring Journeys



**Open, Connected,
Clean, Innovative**





Brand Positioning

高田馬場で、アジアの深みに
ハマっちゃいました。



メトロでつながる、ひとりひとりの東京。

Find my Tokyo.





半蔵門を歩きながら、
いろんな日本を嗜みました。
たしな



半蔵門
Hanzomon

Z 05



メトロでひろがる、
お気に入りの東京。

Brand Positioning



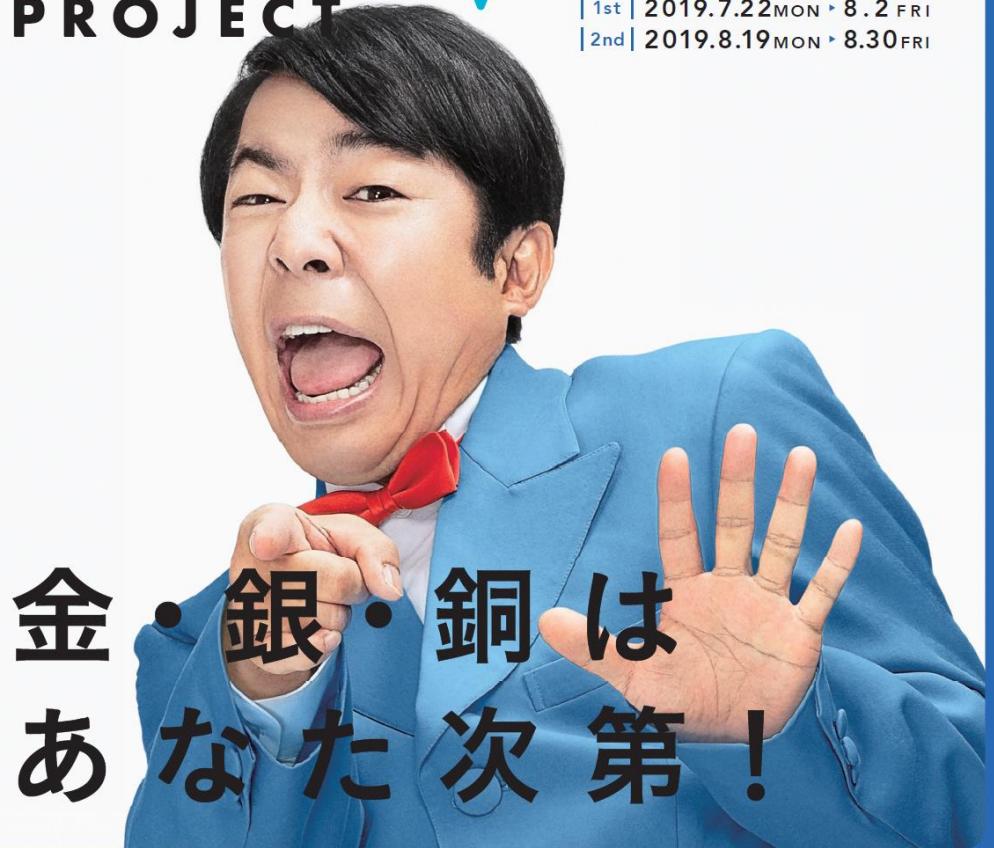
東京2020大会 会場最寄駅

OFF PEAK PROJECT



1st | 2019.7.22 MON ~ 8.2 FRI

2nd | 2019.8.19 MON ~ 8.30 FRI



スタジアムエリア

外苑前駅 *青山一丁目駅 北参道駅 明治神宮前駅

* 都営地下鉄改札口ではポイントが貯められませんので、ご注意ください。

オフピーク通勤の間にPASMOで改札をタッチ!
メトロのポイントPメトポをさしあげます。



「すぐ早」
ゴールドタイム

25ポイント
7:00~7:30 出場



「ちょい早」
シルバータイム

15ポイント
7:30~8:00 出場



「ゆっくり」
ブロンズタイム

10ポイント
9:30~10:30 出場

Pメトポに登録で自動エントリー!

メトポに登録
していない人

PASMOをメトポに登録!
①WEBで仮登録 ②駅にて本登録 ▶ 「エントリー」!

メトポに
登録済みの人

自動的に
「エントリー」!



東京2020大会オフィシャルパートナー(扶養鉄道輸送サービス)による自動エントリー
が実現! 通勤時間帯にPASMOで改札をタッチするだけで、メトロのポイントが貯められます。PASMOは、株式会社パスモの登録商標です。※PASMOは、株式会社パスモの登録商標です。スタジアムエリア、東京ベイゾーンは共通で、鉄道の利用履歴に同じ一日におけるポイント累積は1回のみです。同一日に異なる駅で参加された場合は、改札時間内の最初の乗車用乗車券のみ貯めとなります。※東京2020オフィシャルプロジェクトはメトロへの加入へお説明いただけます。また、東西新幹線プロジェクト、東京リバーフロントプロジェクト、新豊洲プロジェクトは参加登録が必要となります。※東京2020オフィシャルプロジェクトのポイント累積は10月1日です。

詳しくはWEBで。

[メトポ](#)



東京2020オフィシャルパートナー(扶養鉄道輸送サービス)



Brand Positioning





入会特典 500ポイントプレゼント中! 5/31まで

※「PASMO」は株式会社PASMOの登録商標です。
※多機能券売機で本登録後、30日以内に2回以上登録したPASMOを使って東京メトロ線に乗車された方が対象です。定期券・企画券区間内の乗車はポイント対象外です。



Brand Positioning

家でやろう。

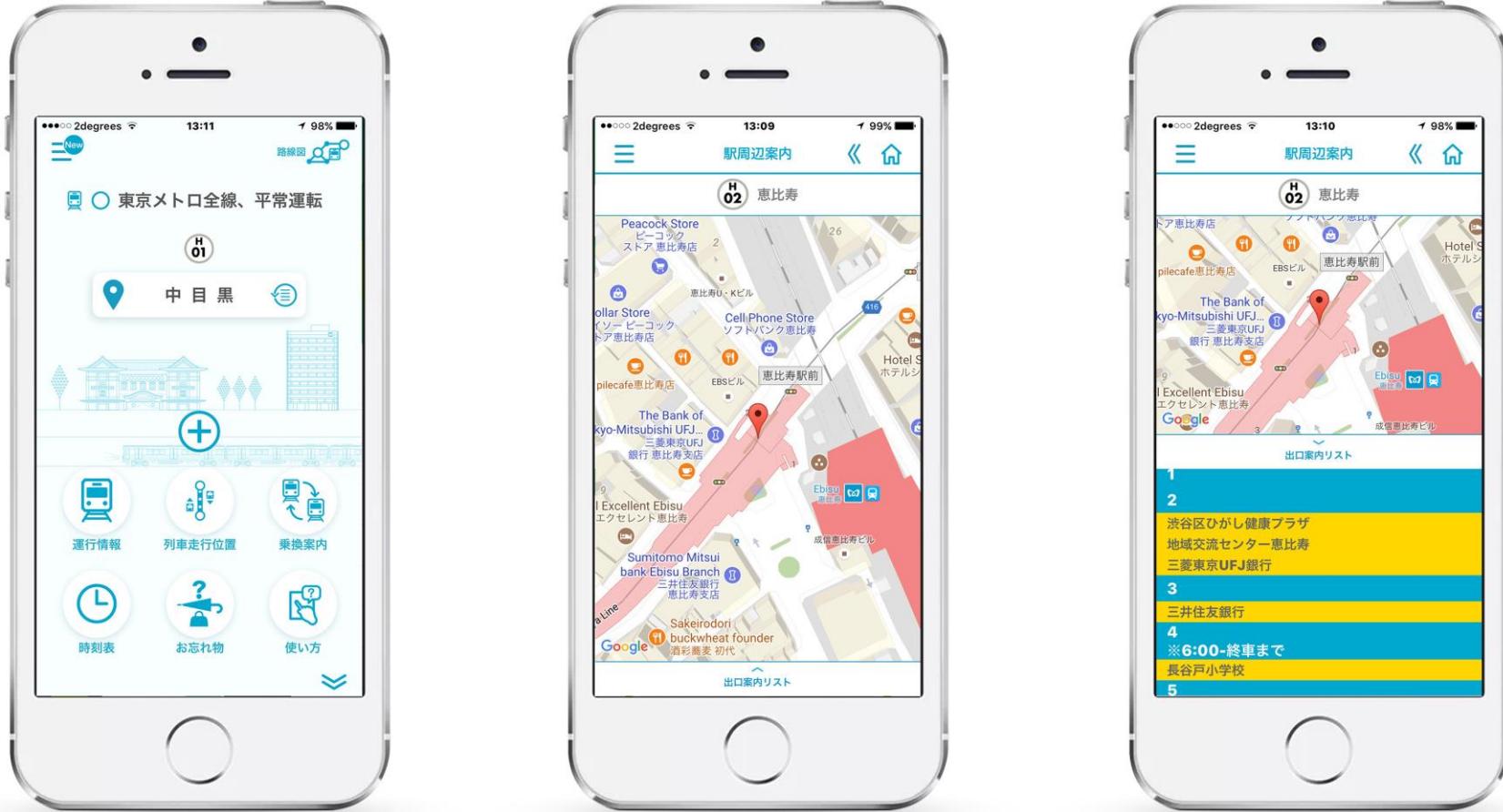
Please do it at home.



飲酒後は、まわりのお客様にご配慮ください。
Please refrain from drunken behavior.

飲みすぎにも
気をつけましょう。

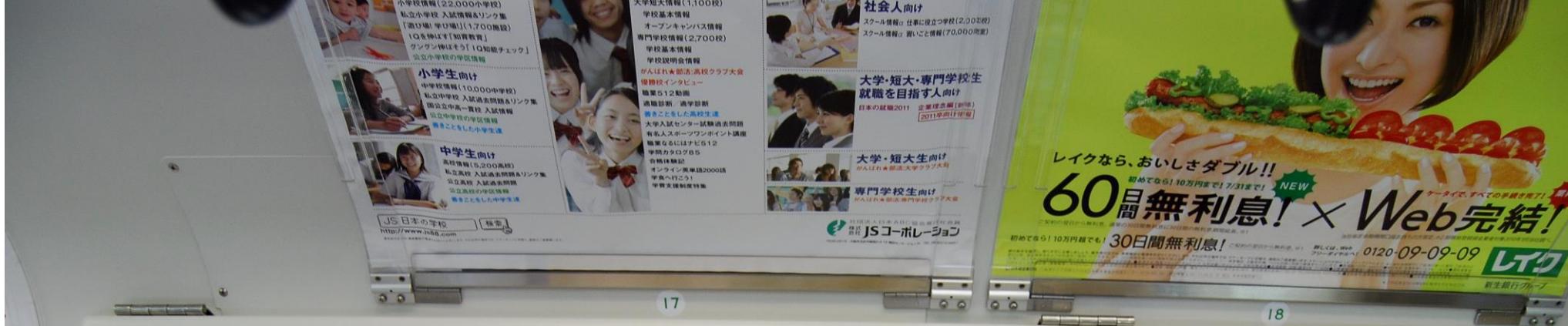




Brand Positioning







17

18



7A

7B

JR
JR東日本



JR
JR東日本



JR
JR東日本



ogikubokeri

JR
JR東日本



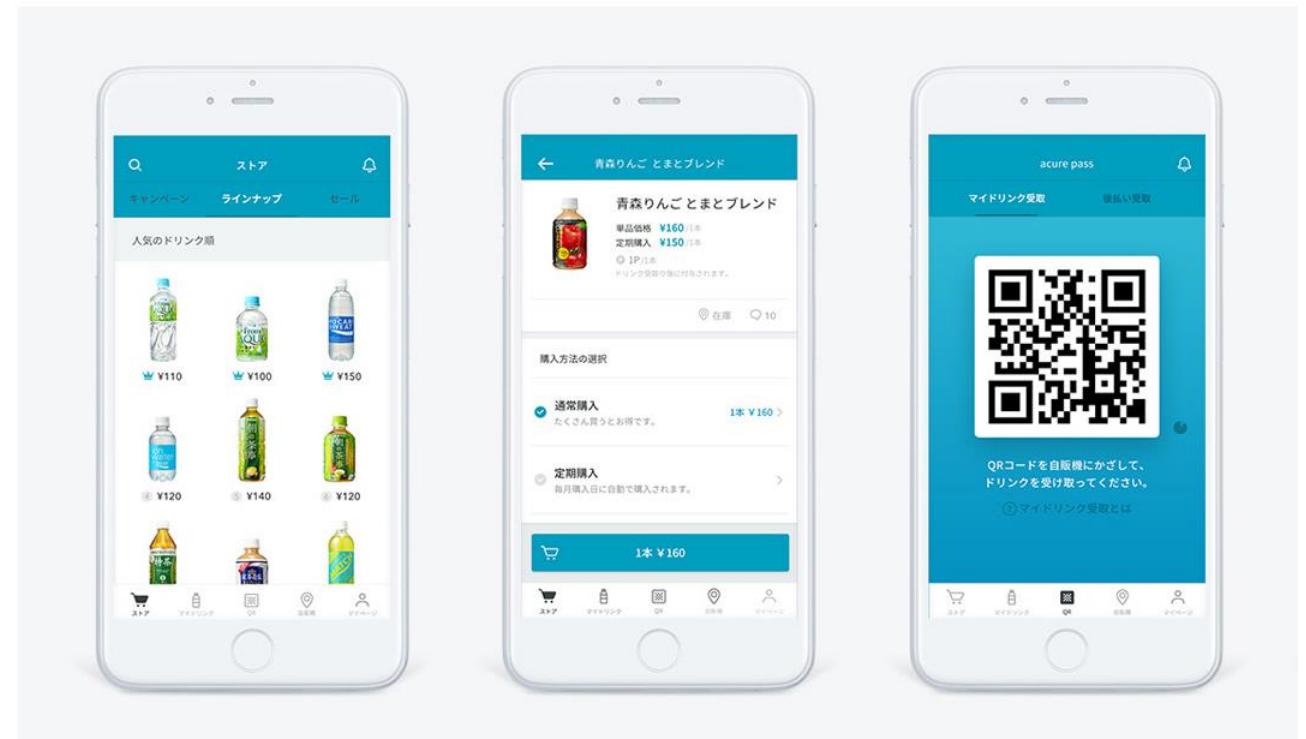
JR
JR東日本



JR
JR東日本



JR
JR東日本



Brand Positioning



駅ビルもSuicaも、ポイントがひとつに。



JRE POINT

このステッカーのお店で貯まります。

Suica
登録して貯まる



カードの提示で
貯まる・使える



Brand Positioning

JR
JR東日本



Brand Positioning



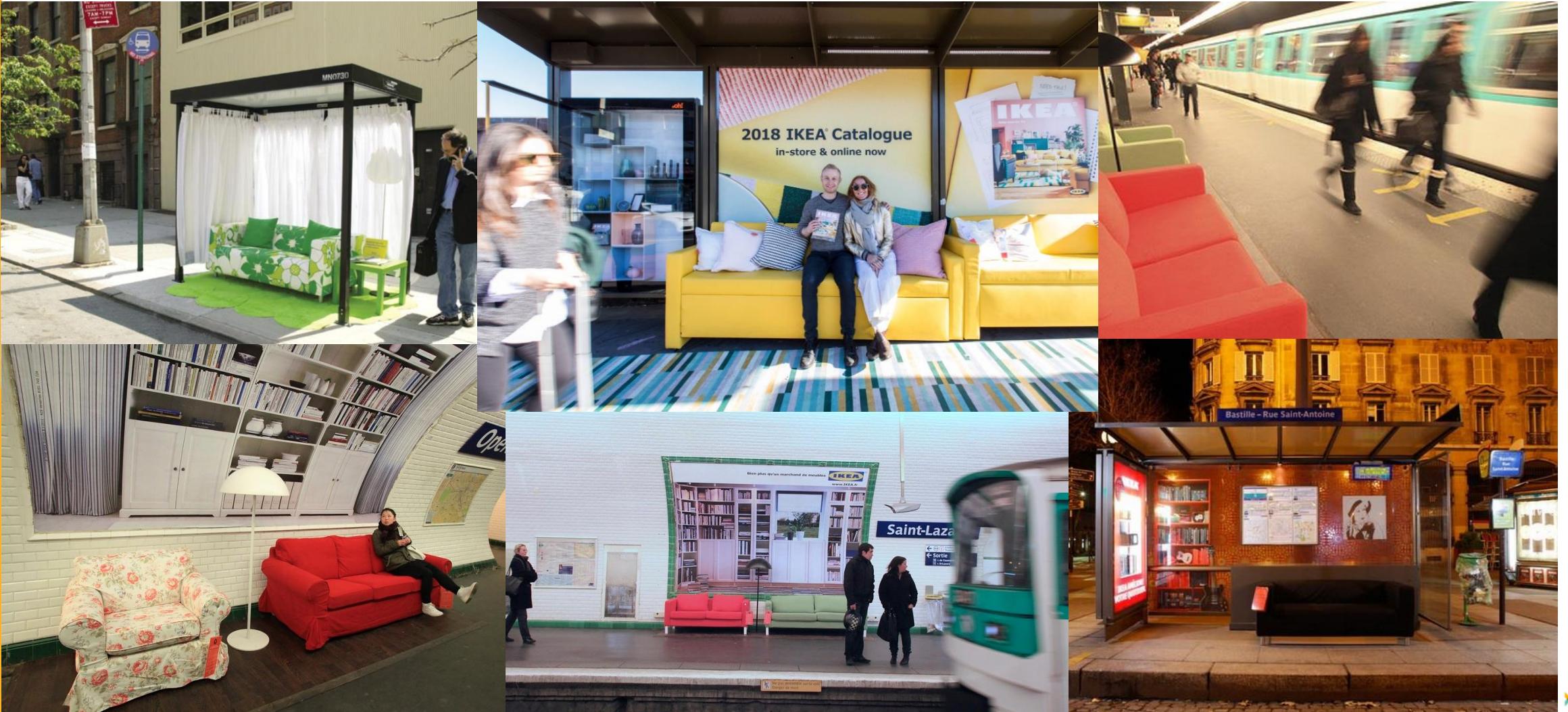


What should we do
to Covid-strengthen
our PT brand?





Market your 'Connections'



- Sell your ability to connect people with 'destinations'



Market your 'Connections'



- Sell the underlying value of your 'network'

Bus **670** every

15

minutes from here.

New Lynn Avondale New Windsor Mt Roskill Onehunga Mt Wellington Ōtāhuhu



**7:00am - 9:45am
3:25pm - 5:25pm
Monday - Friday**

Go Metro.  Metro

For more info visit AT.govt.nz/journeyplanner or download the AT Mobile app.







Current campaign ad

**The new network.
More frequent.
More connected.**

Go Metro.  Metro



Bus, Train & Ferry
working together,
for you.

Frequent. Connected.

Go Metro.  Metro

Revised campaign ad

Loyalty as visibility

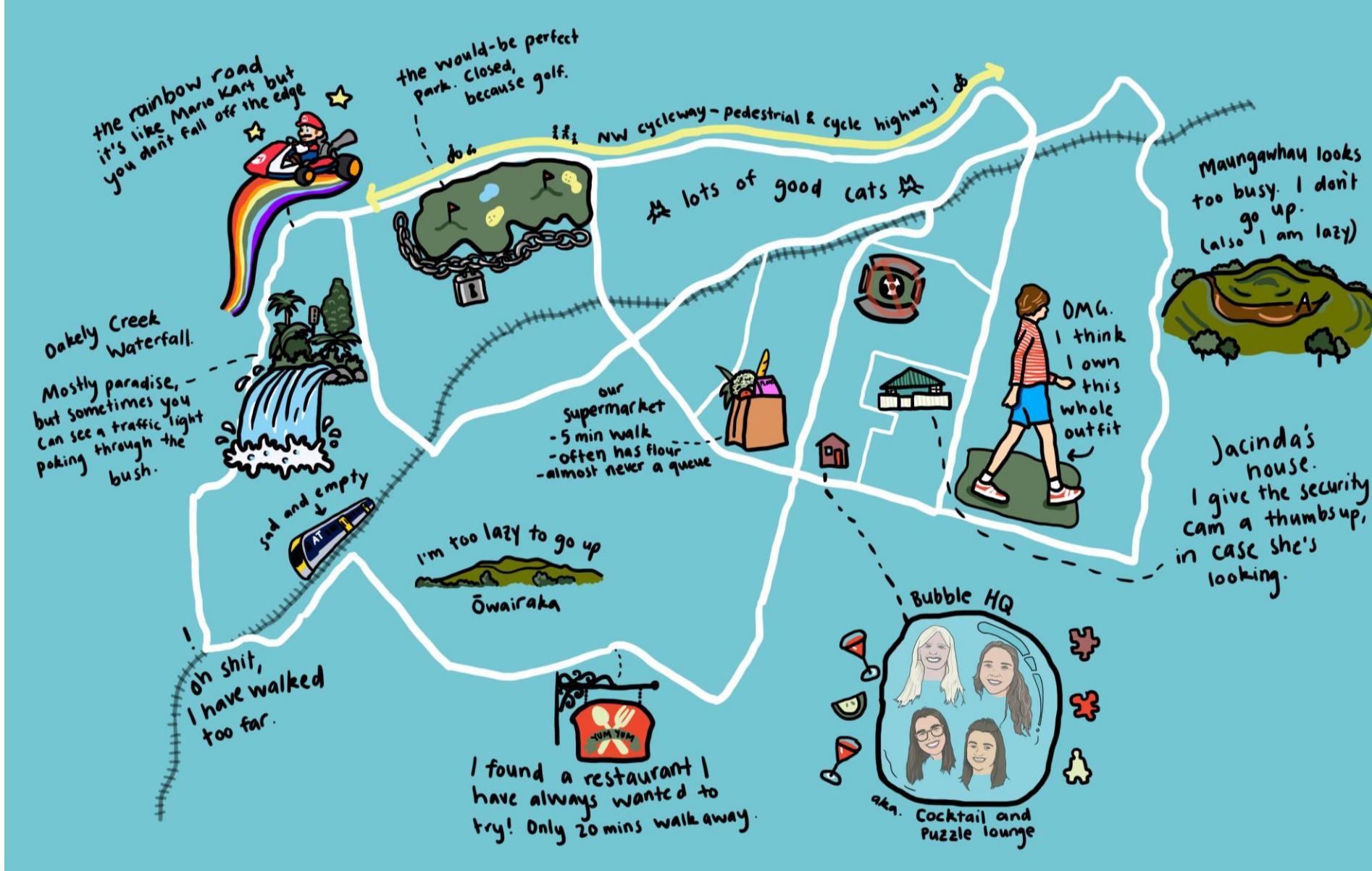




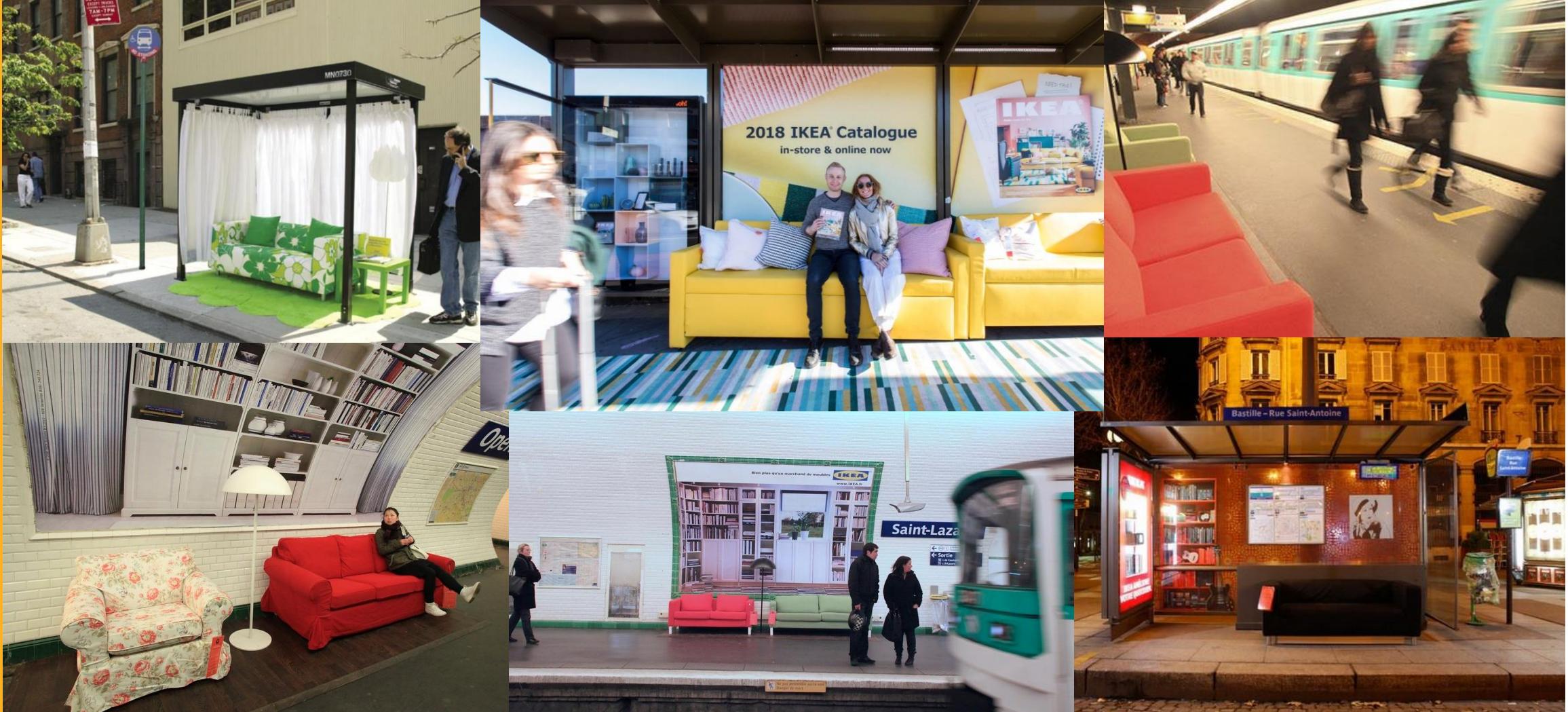
PT Branding in a Covid World:

Discovering who you really are





Provide a 'Neighbourhood Safari'



Makeover and sell your Connections

- Sell your ability to connect people with 'destinations'



Your Brand
Proposition is your
Service Promise





A Service Promise Culture is about:

- **Service Convenience**
- **Empathy / Inclusiveness**
- **Attention to Detail**
- **Life-Relevance**
- **Holistic Design**



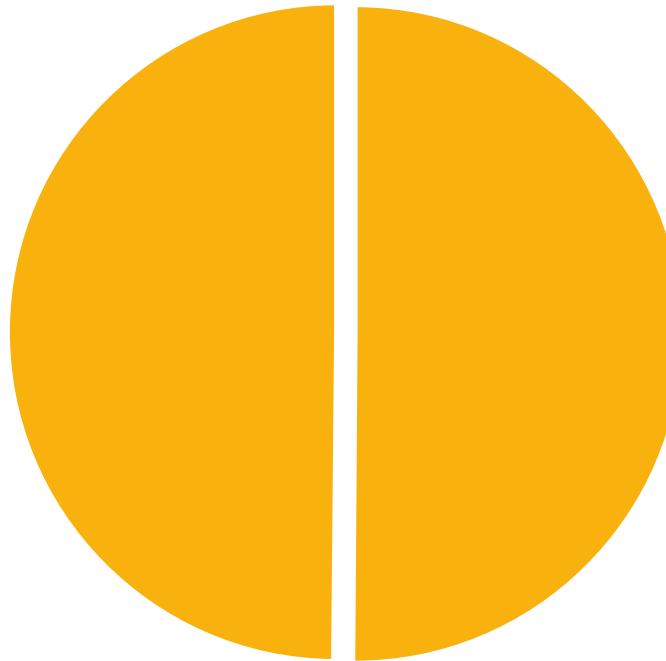
Patronage Growth





A 'Service Promise' Culture is"

**Passenger
Focus**



**Frequent,
Connected,
Resilient Services**





The core of your Brand Promise is:

- Understanding your service user's life needs and desires, 7 days a week.





**Summary:
What have we learnt
today?**



- Often, your brand tells people your name and your occupation but it must also tell people what it is that you really do for them
- Your brand represents you as an organisation and it's the first thing your service users see everyday – they see 'it' before they see 'you'
- "A brand isn't what you say it is. It's what *they* say it is."
- We are now much more in control of any product or service 'purchasing process' than we were even 5 years ago
- We 'connect' with those brands we believe in
- We increasingly value our emotional connections with brands





- To determine if your brand is relevant or can actually be relevant to your users' needs, you need to soul-search
- Compare the performance of your brand to other cities worldwide
- Focus your resource on the most 'motivated' users – the Program Available Market (PAM) and the Brand Available Market (BAM). Its the best ROI for you...even if it doesn't necessarily look that 'safe' at first sight
- Consider the value of short distance service offerings - this moves you away from having to focus solely on competing for commuting service users
- Your Passenger Experience Designs are the proof that your brand promises to deliver quality services every day





- Always challenge your passengers' as well as your own perceptions of what the Status Quo is and how you are moving beyond that
- A great USP should emphasise the individual quality that separates your business from your competition
- To create a strong USP, examine the profile of your perfect passenger, then market your service in a way that shows you can meet their needs & solve their problems
- Get inside your passengers' heads to see / understand better what you can do for them
- Set yourself apart from the marketing you did in a pre-Covid environment. You are in a different world now, so you have to act and communicate differently





- Determining your emotional connections with your passengers is crucial. Connect to them in this way and they will quickly find the reciprocal, positive emotions to 'connect back' with you
- Communicate well on good days as well as on bad days. You are providing an 'all-weather' service
- 'Be' an integral part of your passenger's lives - in spirit as well as in action
- Use a mix of conventional and unconventional messaging to pull people into your communication stories and narrative
- Give priority to convenience and to empathy in product and in service delivery, to make your transport infrastructure consistently human-centred





- PT service patronage, retail, food & beverage consumption and leisure, are interconnected activities. Leverage behavioural science techniques to better design and deploy these interconnections
- Service route wayfinding links product and service marketing
- Achieving brand loyalty and effecting patronage shift in PT services, is about marketing your 'connections' to your passenger's 'destinations'
- Co-branded train station and bus stop temporary makeovers, promotes PT as 'the way' to get to a 'popular destination'





- Improving the waiting experience at bus stops and station platforms via 'surprise and delight' initiatives, instils loyalty in passengers, to your brand
- Brand Positioning is about selling the underlying 'value' of your network in simple, easy to understand terms. You can even 'sell' the value of your brand during service disruptions
- Simple messages, work. Keep messages simple and crystal clear, to associate true service value with your brand
- A good service knows when/where it needs to be there for its users and what those users need at any one point in time





- A Brand Promise, leads to a Service Promise and an associated Service Promise Delivery Culture
- Service Promise Culture is all about providing convenience, empathy and inclusiveness to passengers, whenever/wherever they choose to journey

**A WELL-POSITIONED BRAND,
CHANGES LIVES &
CHANGES OUR WORLD.**





EVERYDAY WE MUST ASK OURSELVES:

“How can our Brand provide better service and more convenience to people?”

“What can our Brand do to make public transport, along with bike/scooter riding and walking, a natural part of everyday life, 7 days a week, 365 days of the year?”





QUESTION & DISCUSSION TIME



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Session 2 : Branding in a Post-Covid World

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