

**cta
marketing drive**

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MARKETING DRIVE - 75

A marketing plan for 1975,
prepared and submitted by
the Marketing Department,
Chicago Transit Authority.

January, 1975

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BACKGROUND INFORMATION

THE CHICAGO TRANSIT AUTHORITY TODAY

In March, 1974, the Chicago Transit Authority Board authorized creation of a Marketing Department within the newly formed General Development Division. Establishment of marketing as an integral function of the CTA was in response to renewed emphasis on public transportation in American cities and the fact that transit, like any other service, must be marketed in order to be successful.

It is the Marketing Department's mission to build ridership and goodwill for the CTA. This will be accomplished by tailoring prices and services to suit public needs while improving, hopefully, the revenue position of the CTA at the same time. Ultimately, marketing should be able to eliminate many fiscal problems that plague public transportation.

As the following tables indicate, it took the 1974 energy crisis to reverse a long-term decline in ridership and to renew an upward trend in revenue.

ANNUAL COMPARISONS, 1969 - 1974

	<u>Millions</u>	
	<u>Ridership*</u>	<u>Revenues</u>
1969	420.1	\$ 179.7
1970	401.8	184.7
1971	386.1	191.0
1972	377.6	187.1
1973	368.0	186.5
1974	373.4	194.9

	<u>Per Cent Annual Change</u>	
1969-70	- 4.4%	+ 2.8%
1970-71	- 3.9	+ 3.4
1971-72	- 2.2	- 2.0
1972-73	- 2.5	- 0.3
1973-74	+ 1.5	+ 4.5

* Estimated originating passengers.

MONTHLY COMPARISONS 1973 Vs. 1974

	<u>Millions*</u>		<u>Per Cent Change</u>
	<u>1973</u>	<u>1974</u>	
January	52.1	54.6	+ 4.8%
February	46.8	48.6	+ 3.8
March	51.3	53.8	+ 4.9
April	52.1	53.0	+ 1.7
May	51.9	54.1	+ 4.2
June	48.2	50.5	+ 4.8
July	48.2	50.9	+ 5.6
August	48.6	51.3	+ 5.6
September	48.4	51.3	+ 6.0
October	53.0	56.5	+ 6.6
November	49.5	50.7	+ 2.4
December	45.4	46.2	+ 1.8
Year (Average)	595.4	621.4	+ 4.4

* Estimated total ridership.

Although the Marketing Department was not fully staffed (refer to organization chart in Appendix) until December of 1974, much was still achieved that year. A major accomplishment was the opening of the Travel Information Center in August. Before this facility became functional, the old information bureau, understaffed and ill-equipped, answered only 15% of incoming calls. With the new system, over 95% of incoming calls are completed. The TIC is open 24 hours a day. With it, a giant step has been taken toward eliminating the knowledge gap which has kept potential riders away from the CTA.

Inaugural ceremonies included a special presentation for the benefit of personnel manning the Travel Information Center. The modern working environment and efficient equipment have proved to be more than impressive. They have also served to boost employee morale - to improve attitudes among those working within and outside of the facility.

A media advertising campaign accompanying the inauguration announced the new service, provided visibility for it, and contributed to favorable changes in the public's preception of the CTA.



TRAVEL AGENT AT HER POSITION IN THE NEW TRAVEL INFORMATION CENTER

**"Hello, CTA?
I'm lost!"**



Traveling standby?



**Call your CTA
Travel Agent.
670-5000**

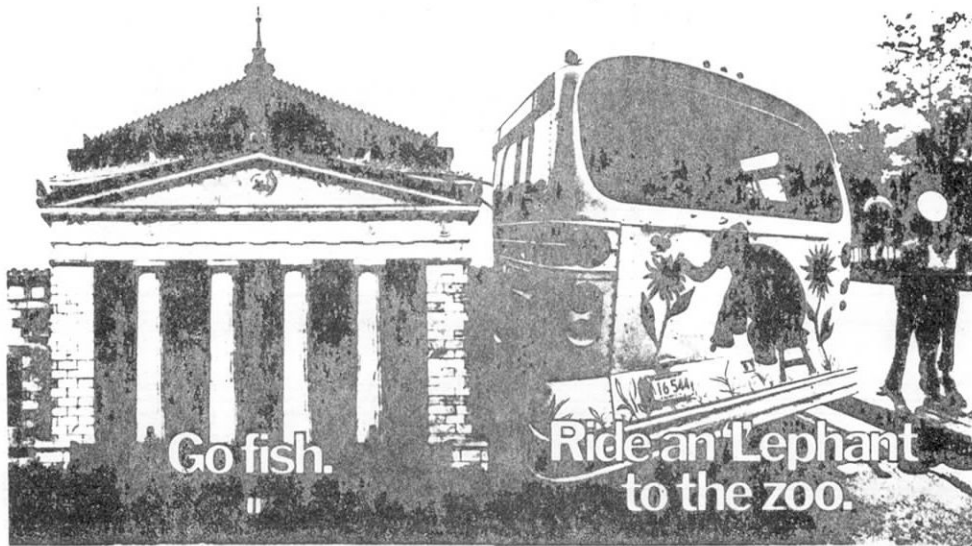
**We can help you find
faraway places with strange sounding names.**

Osceola. Flournoy. Throop.

Call your CTA Travel Agent. 670-5000

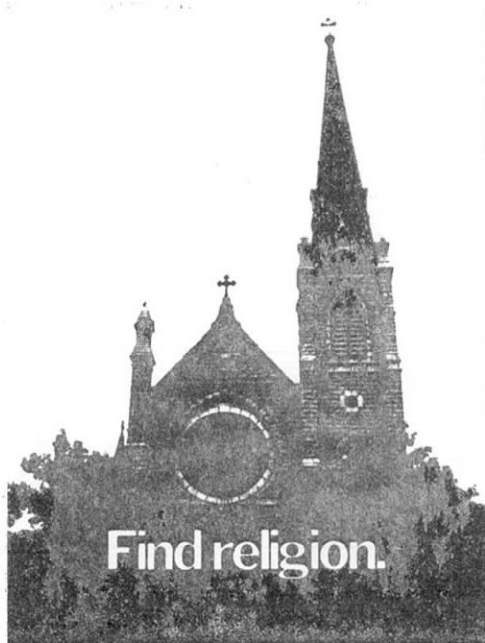


THREE "QUEEN" TRAVEL INFORMATION CENTER POSTERS FOR BUS SIDES



For schedule, route, and fare information
Call your CTA Travel Agent.
670-5000

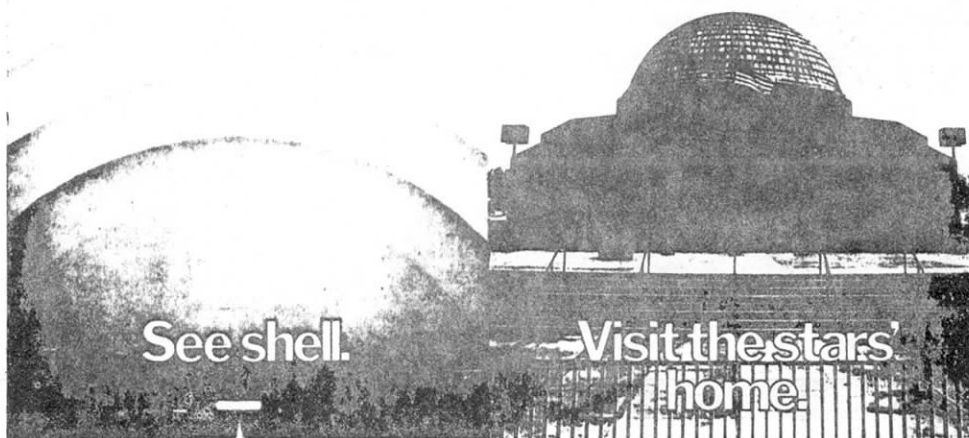
NUMBER ONE OF TWO LARGE POSTERS FOR TRAVEL INFORMATION CENTER



Find religion.



Go island hopping.
Blue to Stony.



See shell.

Visit the stars'
home.

For schedule, route, and fare information

Call your CTA Travel Agent.

670-5000

NUMBER TWO OF TWO LARGE POSTERS FOR TRAVEL INFORMATION CENTER



"Look, I'm
on Broadway
now, but where
I really want
to be is
Hollywood.
Can you help
me?"

For schedule,
route, and fare
information
**Call your
CTA Travel Agent.
670-5000**



"Hello, CTA?
...I, uh, left
my hotel on
your bus this
morning, and,
uh...
can you help
me find it?"

For schedule,
route, and fare
information
**Call your
CTA Travel Agent.
670-5000**



"Yeah, I'm
splitting from
Indiana to
California...
do I need a
transfer pass?"

For schedule,
route, and fare
information
**Call your
CTA Travel Agen
670-5000**

REDUCTIONS OF THREE NEWSPAPER ADVERTISEMENTS FOR THE TRAVEL INFORMATION CENTER

Say Hello to your new CTA Travel Agent.

There's a new Travel Agent in town at 670-5000 that can help you find adventure, excitement, romance and any place you want to get to in Chicago.

From 4500 North Pulaski to Union Station. From the Elk's War Memorial to your new dentist.

Someone that can explain the Transfer-Pass and Super-Transfer-Pass, even tell you where you can buy tokens. And, if you should happen to get lost, your

new CTA Travel Agent will do everything he can to get you where you're going. Even if it's only home.

Yes, now even if the most exotic place you're going is the Harlem Irving Shopping Plaza or the George Washington Carver Elementary School — you have your very own

Travel Agent.
Your new CTA
Travel Agent.

For route, schedule and fare information, call 670-5000, and say, "Hello, CTA Travel Agent?"



670-5000

STILL ANOTHER NEWSPAPER ADVERTISEMENT
ANNOUNCING THE TRAVEL INFORMATION CENTER

For schedule route and fare information
**Call your CTA
Travel
Agent**

670-5000



Chicago Transit Authority

ADVERTISEMENT IN "YELLOW PAGES" FOR TRAVEL INFORMATION CENTER

Also during 1974, CTA's advertising in mass media became much more consumer-oriented. In addition to the Travel Information Center campaign, there were major promotions for:

- CTA Transferpass, including a special newspaper advertisement with a coupon, designed to appeal to women shoppers and to run on "food day" when supermarket advertising is at its heaviest,
- Addition of air-conditioned buses to our fleet, including posters which caught the attention of the press, and
- Use of the CTA for Christmas shopping, treating its economy, convenience, and such services as the Travel Informational Center and the hour-long Transferpass.

Visit a friend for one hour. 45¢

**Come back
with a smile. 10¢**

The New CTA TransferPass



Try the one hour 55¢ roundtrip.

And save up to 45¢.

The New CTA TransferPass



**In one hour the TransferPass
turns into a pumpkin.**

Watch it!

The New CTA TransferPass



THREE "QUEEN" POSTERS FOR BUS SIDES ANNOUNCING THE NEW CTA TRANSFER PASS

Introducing the new CTA here and there, there and back, 10¢ one-hour TransferPass.

We're proud to announce a great new deal: For the same 10¢ you paid for the old CTA transfer, you can now buy an amazing new TransferPass. Good for one-hour's worth of unlimited riding—including round-trips. So now you can run here and there, go anywhere, there and back. For one full hour. Just 10¢.

How do you get a TransferPass and how do you use it? It's really quite simple:

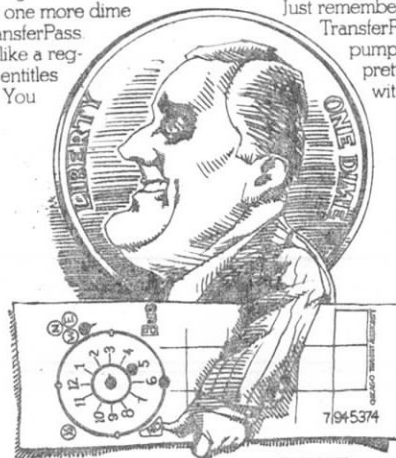
You pay your regular fare on the bus, subway, or 'L'. Pay one more dime and you'll get a TransferPass. You can use it just like a regular transfer, but it entitles you to much more. You

get one hour's worth of going: to anywhere, in any direction, from any CTA stop—and not just from connecting points.

Plus, it'll even take you back home to where you started. So now you can go shopping, drop in on a friend, or pick up a pizza and get back on the CTA without paying another fare. Saving up to 55¢ everytime you use it.

Find out where 10¢ will get you these days. Try the new CTA TransferPass today.

Just remember. In one hour your TransferPass turns into a pumpkin. And you'll feel pretty silly walking around with it in your pocket.



**The New CTA
TransferPass**

NEWSPAPER ADVERTISEMENT ANNOUNCING THE NEW CTA TRANSFER PASS



Buy one. Get one free.

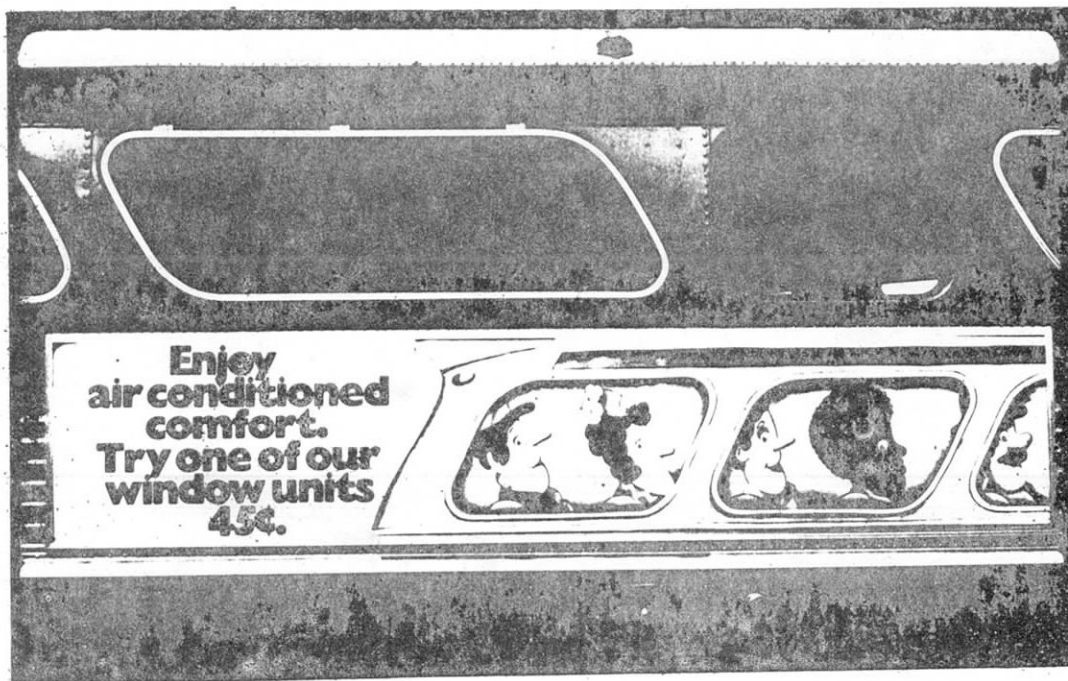
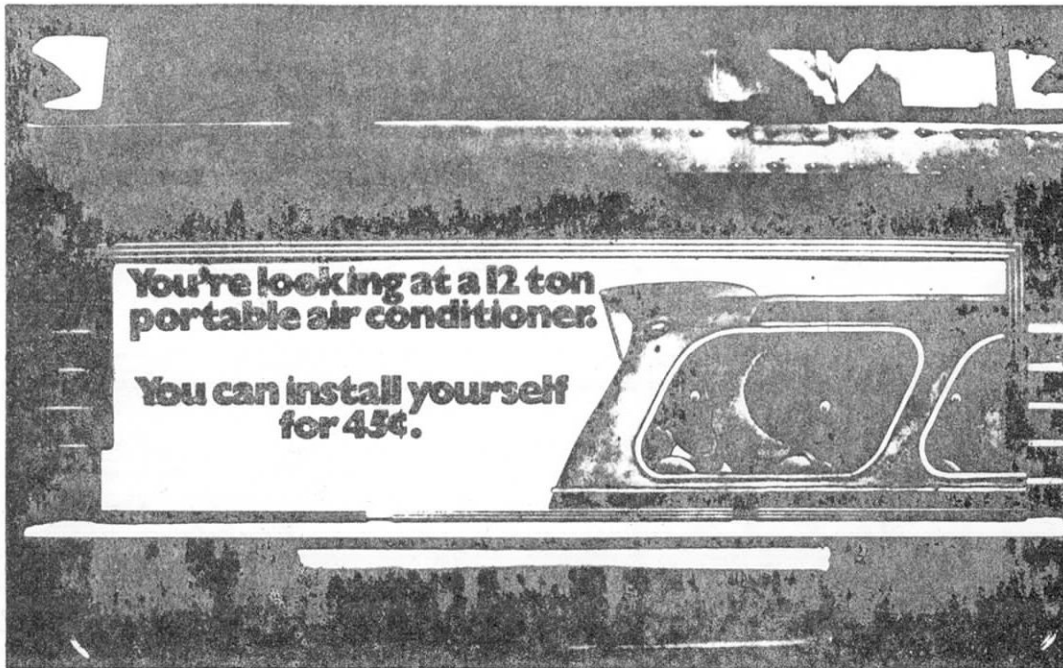
CTA is proud to announce the introduction of the new CTA Transfer Pass. This new pass allows you to ride CTA's bus and train system for one hour after paying a regular CTA fare. It's a great way to save money and make your commute easier. The new CTA Transfer Pass is available for purchase at all CTA fare stations. It's a limited-time offer, so act fast! The new CTA Transfer Pass is good for one hour of travel on CTA's bus and train system. It's a great way to save money and make your commute easier. The new CTA Transfer Pass is available for purchase at all CTA fare stations. It's a limited-time offer, so act fast!

Free Trial Offer

Good for one TransferPass upon paying regular CTA fare. Any other use constitutes fraud. Cash value \$0.01. Not redeemable for cash. Valid only on CTA vehicles. Valid on any other transit system. Limit one per customer. Expires June 30th.

The New CTA Transfer Pass

NEWSPAPER COUPON ADVERTISEMENT FOR THE NEW CTA TRANSFER PASS

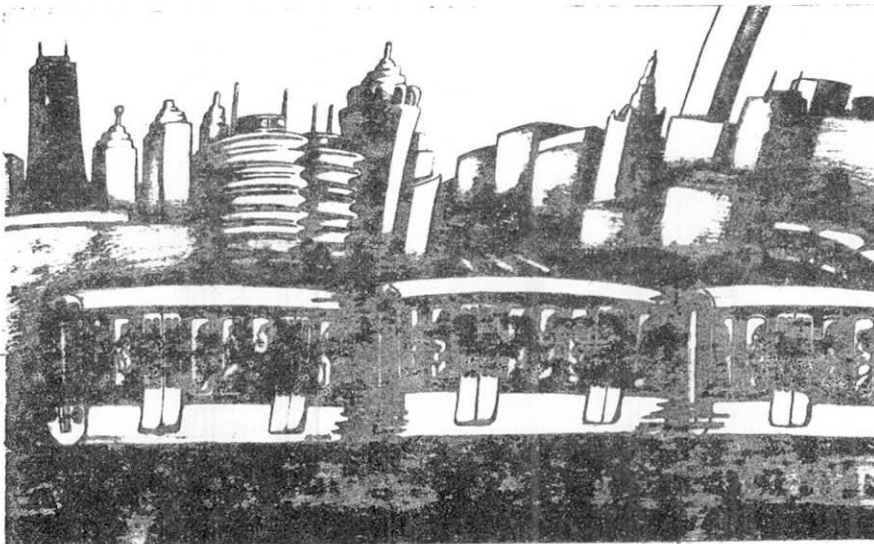


QUEEN AND KING SIZE POSTERS TREATING OUR AIR-CONDITIONED BUSES

Santa's little helper



This Christmas
call your CTA Travel Agent
670-5 HO HO HO



Electric
trains for
Christmas.
45¢

This Christmas
take the CTA.

TWO OF FOUR "CHRISTMAS CAMPAIGN" INTERIOR CAR CARDS

**Remember
your Transfer Pass is
good for 1 hour;
so you better watch out!**

**This Christmas for
transportation information
call your CTA Travel Agent**

670-5 HO HO HO

TWO OF FOUR "CHRISTMAS CAMPAIGN" INTERIOR CAR CARDS

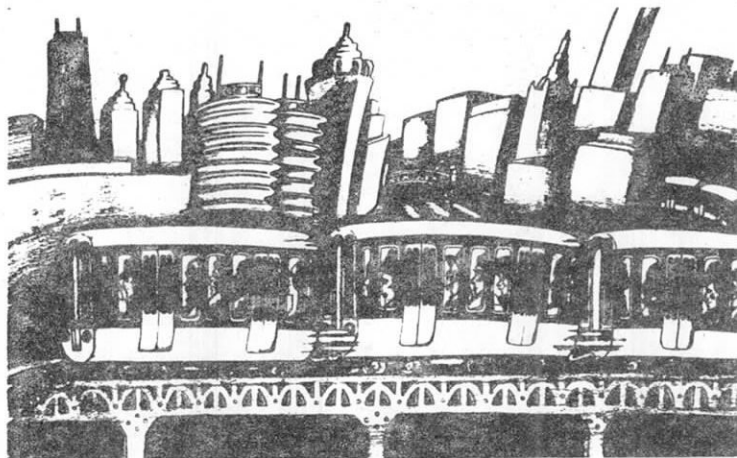
What to where for the Holidays

Call your CTA Travel Agent-670-5000

This Christmas for
transportation information
call your CTA Travel Agent

670-5 HO HO HO

TWO "CHRISTMAS CAMPAIGN" TAILLIGHT SPECTACULAR POSTERS FOR BUSES



Electric trains for Christmas. 45¢

If "ho ho ho" isn't exactly what you say when you're stuck in holiday traffic—
And if filling up with gas or filled up parking lots don't quite fill you with the holiday spirit—then we have a great little gift suggestion.

The CTA's electric trains. Elevated or

Subway, they're perfect ways to avoid the rush. From suburbs to the city or city to the suburbs they save you time and money.

You can use our CTA TransferPass for quick round trips in an hour for only 55¢. And if you'd like to know when we go or where we go, just call our CTA Travel Agents at 670-5000.

This Christmas, don't drive yourself crazy looking for electric trains. Take the electric trains.

**This Christmas,
take the CTA.**



**"Not Randolph.
I said, can
you help me
find Rudolph?"**

For schedule, route and fare information. Holiday, or any day. Plus the shortest routes to all your favorite shopping centers. City and suburban.

**Call your
CTA Travel Agent.
670-5 HO HO HO**

TWO OF FOUR "CHRISTMAS CAMPAIGN" NEWSPAPER ADVERTISEMENTS

It's beginning to look
a lot like Christmas.



Some people may get their Holiday jollies driving around at Christmas. Spending time sitting in traffic instead of on Santa's lap. Shopping for a parking place. And buying expensive gifts for their gas tanks.

But for those of you who don't, we bring you good tidings. From the CTA.

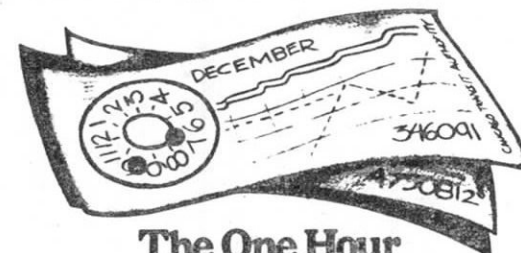
You can take the subway or 'L' and be below or above it all. Or, if you just want to

save money on gas and parking, you can take the bus. (To find out where to get one, call your CTA Travel Agent at 670-5000.)

Either way, you won't end-up driving yourself crazy again this year.

**This Christmas,
take the CTA.**

No Parking Tickets



The One Hour TransferPass

The last minute rush is on. And dashing through the snow to shop for a parking space never has made the season merry or bright. But this year, things could be different. With the CTA TransferPass, here's what you won't get for Christmas:

A chance to shell out 2 bucks for one hour of parking.

An argument from your beloved about whether or not you'll get a ticket if you park in a no parking zone for 10 minutes.

A smack in the mouth from the guy who's trying to back into the

same parking space you're trying to pull into.

What you will get, for just 10¢ more than regular fare, is a CTA TransferPass. Good for a roundtrip bus ride within one hour of the time punched. You get one hour: to pick up a few tree ornaments or get a few stocking stuffers at the dime store. (Or maybe get a flu shot from your doctor.) Plus, you get a bus ride back home or to the office or back to wherever you want to go. All for 55¢. You see, this time of year the CTA really gets into the old holiday spirit.



**This Christmas,
take the CTA.**

Other promotional efforts were initiated as joint efforts of Advertising, Sales, and Community Relations. These included the first of the Ethnic Heritage Bus series, the "Mexican Heritage" bus, painted by the renowned muralist Ray Patlán. The bus was dedicated formally within the Latino Community, and assigned to service on the Blue Island route. The bus was also featured in the September 14th parade celebrating Mexico's Independence Day.



DEDICATION OF MEXICAN HERITAGE "AZTLAN" BUS

Still another event was a candy cane give-away promotion aboard "L" trains headed downtown for Chicago's annual Christmas Parade. Santa Claus' helpers boarded trains as they approached the Loop, distributing candy canes to children. This was a joint promotion involving the cooperation of Jewel Tea food stores.

Two other highly viable programs designed to help improve the CTA's image were implemented during 1974. The first was the "No Smoking" campaign, which won The Chicago Lung Association Award.



FOUR OF EIGHT INTERIOR CAR CARDS IN DIFFERENT LANGUAGES



FOUR OF EIGHT INTERIOR CAR CARDS IN DIFFERENT LANGUAGES



"NO SMOKING" CAMPAIGN AWARD PRESENTATION FROM THE CHICAGO LUNG ASSOCIATION

The second program helping to improve the CTA's image was the conception and realization of the "L" ephant buses. These were decorated as a result of a design competition within the Model Cities program. The buses were formally dedicated on June 15, 1974. On Sunday, June 16, free rides were given to any father accompanied by his children in recognition of Father's Day. Buses were put into active service shortly thereafter.



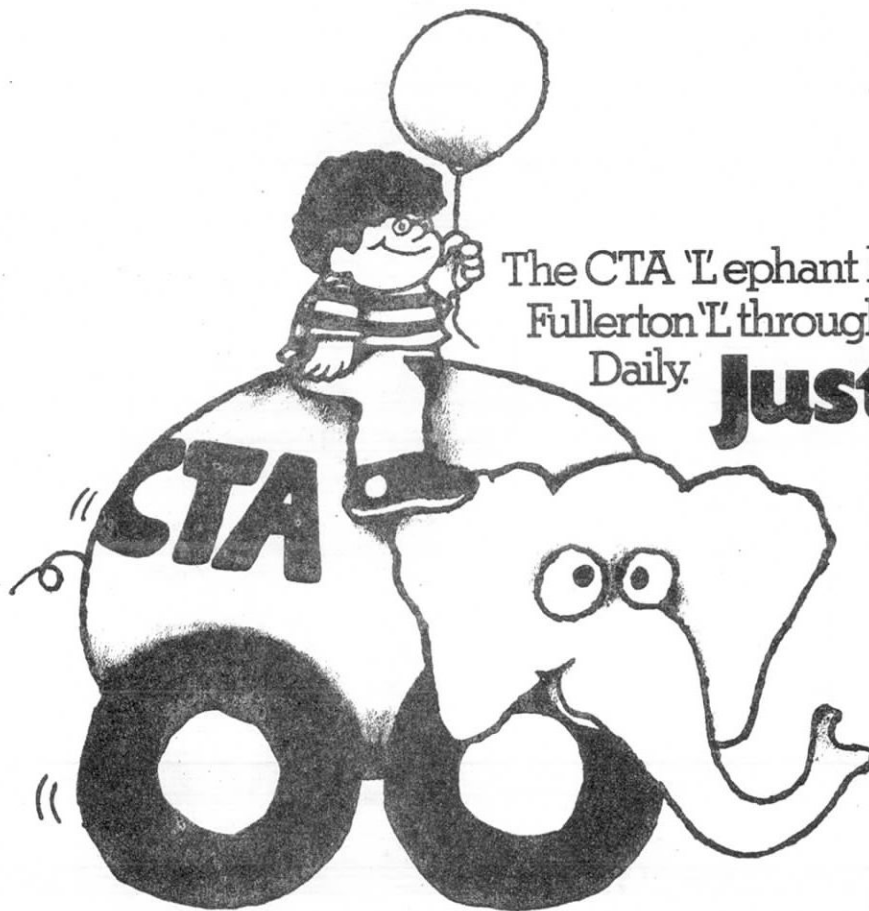
THE THREE 'L'EPHANT BUSES ON INAUGURATION DAY

**Take an
ephant
o the zoo.
r peanuts.**



AWARDING OF FIRST PRIZE TO CREW PAINTING THE WINNING
SELECTION JUDGED BY RENOWNED CHICAGO ART CRITICS

Take an 'L'ephant to the zoo for peanuts.



The CTA 'L'ephant bus.
Fullerton 'L' through Lincoln Park.

Daily **Just 10¢**

NEWSPAPER ADVERTISEMENT ANNOUNCING 'L'EPHANT BUS SERVICE



POSTERS AND INTERIOR CAR CARDS ANNOUNCING THE 'L'EPHANT BUS

Within the Marketing Department is the Community Relations section. Its job, among others, is to work closely with local community groups and organizations in order to enable the CTA to be responsive to community needs. A public hearing, the first of its type for the CTA, was chaired by Community Relations in 1974 in regard to proposed new bus service on 83rd Street. The hearing, a joint effort by Marketing and Operations Planning Divisions, enabled the CTA and local residents to participate in an exchange that proved valuable. Before the hearing, community residents were polled for a survey of local opinion using the telephone capacity of the Travel Information Center through cooperation with Consumer Service and Research and Planning. Telephone interviewing for surveys will be a continuing activity during 1975.

Further efforts to enhance the CTA's image included renovation and rededication of the Bryn Mawr "L" station June 2, 1974, and the painting of Loop "L" stations in contemporary, bright colors - a decided departure from the drab coloring of stations in the past, and a step in the direction of changing riders perceptions of the CTA.



NEW BRYN MAWR STATION DEDICATION CEREMONY



DEDICATION DAY - NEW BRYN MAWR STATION

Also introduced in 1974 were new "Have a Ride on Us" cards. These are issued by Customer Service in response to minor complaints and have proved to be an excellent way of handling them. In addition to seeing that action is taken on a given complaint, the customer is sent a complimentary card containing a free token. "Have a Ride on Us" cards have contributed a great deal to improving relationships between the CTA and its riders.

Dear Rider,
We'd like
to apologize for
your recent
experience on
CTA. We invite
you to take
your next ride
on us.



CTA
Customer
Service

"HAVE A RIDE ON US" CARD

In addition to improving communications with the public, the pace of dialogue with other transit companies has increased, with special emphasis being given to the exchange of marketing concepts and techniques. In October, 1974, a two-day marketing seminar was hosted by the CTA and attended by representatives of major transit companies and of governmental agencies, including Illinois DOT and UMTA. The seminar resulted in sharing of valuable past experiences and ideas for new marketing efforts.

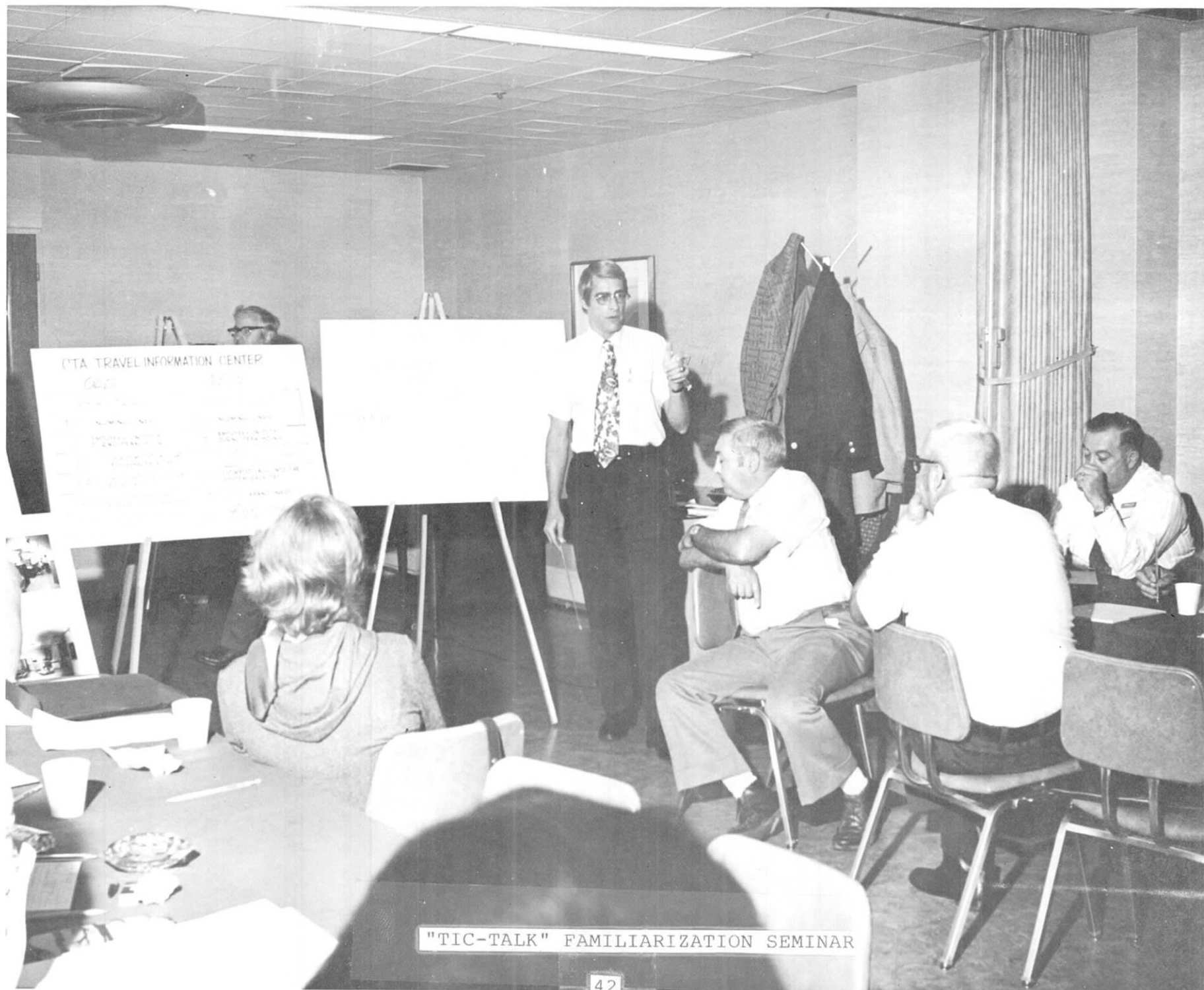


1974 MARKETING SEMINAR



1974 MARKETING SEMINAR

In order to acquaint other Chicago-area carriers with its capabilities, the Travel Information Center conducted a one-day "TIC-Talk" familiarization course on September 19, 1974. Regionwide capacity has been built into the system, allowing it to function as a key information tool for the entire Chicagoland area.



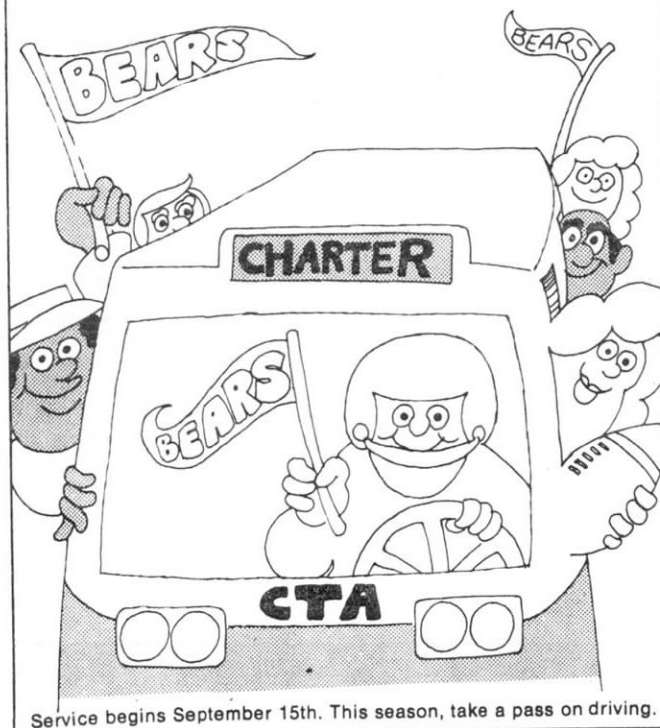
"TIC-TALK" FAMILIARIZATION SEMINAR

Other programs developed and implemented during 1974 had as their goal improving the utilization and revenue producing capabilities of the CTA's large pool of buses and rapid transit cars. Chief among these were the creation of new rate tariffs for the chartering of buses and trains, and a vigorous sales campaign to boost charter service. The new rates, which were competitive, profitable, and easily understood by the customer, coupled with the sales campaign, resulted in a 60% increase in charter revenues, 1974 over 1973. This occurred even though the sales effort was in effect for only the last five months of 1974. Also noteworthy were arrangements made to have fifteen propane buses renovated for exclusive lease to the Model Cities Program.

Special new charter services included free shopper shuttles on West 63rd Street for the Southwest Merchant's Association, shuttle service between Northwestern University's Evanston campus and Dyche Stadium, premium-fare guaranteed-seat express service to Chicago Bear games, and shopper shuttles from Jefferson Park to Woodfield Mall.

This bus is loaded for Bears.

At Old Orchard, Harlem-Irving, and Evergreen Park shopping centers you can climb aboard. So if you're tired of fighting the traffic. Why not leave your car and take the bus. With us. For more information call the departure point of your choice. For Old Orchard call, Jack Feldman Travel Service, 679-7200. For Harlem-Irving call, The Plaza Travel Service, 589-0145. For Evergreen Park call, Carson's World Travel Service, 239-5772.



Service begins September 15th. This season, take a pass on driving.

NEWSPAPER ADVERTISEMENT FOR "BEARS" CHARTER BUSES

Announcing 24 hour charter service.
From the same people who brought
you to work this morning.



You can rent one of our 2,500 clean, modern coaches at a flat hourly rate. With no mileage charge. And no hidden charges whatsoever. Complete with one of our highly qualified, professional drivers. Anytime, day or night.

So rent-a-bus from us. Who knows more about getting you there than the Chicago Transit Authority?

CTA
Group Sales
664-7200

conventions - field trips - parties - nostalgia tours - contract busing

"YELLOW PAGES" ADVERTISEMENT FOR CHARTER BUSES

The Dyche Stadium shuttle was a joint effort between the CTA and the Athletic Department of Northwestern University, reducing automobile traffic near the stadium significantly. On Homecoming Day, it was estimated that traffic was reduced by 40%.

The Woodfield Mall shuttle was an outstanding success. Prior to Christmas, about 700 passengers used it over each weekend, riding at \$2.00 each. A survey made at the time revealed that this shuttle service was the only access to the shopping center for the majority of passengers, and that the shuttle acted as a stimulus for several hundred additional trips aboard other, regular CTA services.

New policies were defined and set for the sale of billboard space for advertising within the system, and a favorable new contract was negotiated with Metro Transit Sales for rights to sell advertising space within the system. A new contract was negotiated, also, with Stern, Walters & Simmons, the CTA's award-winning advertising agency.

Two management functions were assumed during 1974: (1) Issuing of Senior Citizen and Student riding cards, and (2) handling of all leases and contracts with concessionaires on CTA property. Management of the concession function is important to the CTA because of the revenues generated.

Another program embarked upon for increased utilization of plant and equipment is the Committee on Staggered Working Hours, a joint effort of carriers and the Chicago Association of Commerce and Industry. The committee is headed by Marketing's Research and Planning section. The committee's purpose is to investigate the feasibility of staggered working hours in Chicago as an alternative to certain expensive additions to capital equipment and plant. Should another gasoline shortage occur, the work of the committee will become increasingly important.

Finally, in 1974, Marketing was given responsibility for making pricing recommendations and also was assigned the chairmanship of a joint committee of CTA departments: The Pass and Fare Task Force.

MARKETING OBJECTIVES

OBJECTIVES

1. A four per cent increase in ridership:

An overall increase in ridership of four per cent, and an eight per cent increase in off-peak ridership, were established as 1975 objectives based on consideration of the economic environment, an energy shortage, 1974 ridership trends, CTA marketing efforts, and the capacity of the bus and rail systems to absorb additional riders.

Ridership during 1974 was up four to five per cent over 1973 levels. This was a reflection of the effects of the energy crisis starting last winter, which resulted in increased ridership for other carriers as well. But expanded marketing activities, such as the promotion of special Sunday fares, also contributed to the increase in ridership. This is attested to by the fact that ridership returned to previous levels for other carriers while the CTA continued to maintain a lead.

It was estimated that a continuation of 1974 marketing efforts in a similar economic and energy situation would produce a two per cent ridership gain in 1975 over 1974. However, by significantly increasing marketing efforts in 1975, as planned, in a climate of continuing energy problems and public awareness of transit, it was subsequently estimated that 1975 ridership could be increased five per cent over the 1974 level. Given still further consideration, this estimate has been reduced based on current unemployment rates, an indicator of the presently worsening economic situation. The seasonally adjusted unemployment rate increased in November over its level in the previous few months. This was paralleled by a November-December level of CTA ridership only two per cent above 1973 (down from the four to five per cent rate of gain for the first ten months of the year). Therefore, a four per cent increase in 1975 overall ridership over 1974 levels has been established as the CTA objective. Since marketing efforts will be directed primarily at off-peak periods, an eight per cent increase in off-peak ridership has been estimated, with a corresponding one-and-one-half per cent increase in peak hour ridership.

There exists unused capacity on most CTA routes during the off-peak hours, and where the capacity does not exist, it can be created by adding service. During peak hours, any increase in service is limited by equipment constraints, but in most cases existing service can handle a one-and-one-half per cent increase. In both cases, efficiencies in scheduled allocation of vehicles could create some additional capacity, where needed, without increasing total costs.

2. Over two per cent (2.1%) increase in total system revenues:

A direct result of the first marketing objective, to increase ridership, will be an additional \$1.6 million in fare box revenues representing an increase of about one per cent (0.91%) over 1974.

Other, new revenues will be generated through the implementation of the following proposed marketing programs:

<u>Program</u>	<u>Net Revenues</u>
Student Identification Card Program	\$ 1,765,060
Convention Pass Program	355,000
Pre-Planned Package Tour Program	115,000
Vending Machine Bonus Program	34,560
Metro Media Program	47,000
Concession Stands Program	27,000
Total	<u>\$ 2,343,620</u>

Each of the above programs is described in detail in the following section.

3. Provide analytical data to objectively evaluate recommended changes in CTA routes and services:

Marketing will develop a series of measurement systems which will be used for recommendations to revise bus or rail services. These will include market penetration studies, origin-destination studies, and test marketing programs, to name a few. Also, from this type of activity, it is anticipated that service level standards and route structure criteria will be established within the coming year.

Each of the measurement systems will be designed to contribute to increased ridership and the reduction of operation costs wherever feasible. Once they have been developed, they will be available for analytical use in cooperation with other CTA departments.

4. Enhance CTA's position within specific market segments:

The elderly, the handicapped, the blind, ethnic groups, and others having interests in common - all form distinct and different segments of the market. All merit attention, some more than others, where community needs are concerned in general and transportation needs in particular. A number of programs have been developed to help meet these needs. Most of them will be administered by the Community Relations Department, but other departmental programs may impinge on the same area as well.

5. Effect favorable changes in riders' perceptions of the CTA:

While factual evidence is lacking, judgmental opinion is that attitudes toward and perceptions of the CTA are distorted. Negative reactions and feelings may be exaggerated. Favorable reactions and positive feelings may be given less than their due. These are areas where remedial action is indicated, and where we may expect good results from programs designed to improve upon the situation. But first, research must identify what current attitudes are and quantify them to the extent they are shared by the public, riders and non-riders alike. Then, programs can be recommended toward effecting changes.

None of our objectives - numbers 4 and 5, in particular, which treat the CTA's imagery in a number of dimensions - has addressed itself specifically to the subjects of personal safety and crime. Both are acknowledged as serious deterrents to increasing ridership and resulting revenues. These problems are recognized. They are not unique to the CTA, alone. They pervade society and many of its institutions. With joint cooperation and concerted effort, we hope to face these problems and contribute toward solving them. But a unilateral effort on the part of the CTA at this juncture would be inadequate if practicable.

MARKETING PROGRAMS

FOREWORD - THE CORE CONCEPT

The basic tasks of Marketing are to increase ridership and to promote a better image of the CTA to the public - to persuade the citizenry that the CTA is alert and responsive to their overall local transportation needs. Four primary requisites which must be addressed to influence the consumer to choose public transportation over other means are cost, elapsed time, frequency, and accessibility.

Therefore, our efforts will concentrate on education - education that is topical and treating the:

- Economy of commuting on the CTA
- Convenience of using the CTA for work and personal trips
- Means of using the CTA to get to stores, entertainment, institutions, and points of interest.

This "hard core" approach, primarily supported by mass media advertising will be instrumental in increasing basic ridership while other specific marketing programs will bolster weak segments. They will also clearly demonstrate the CTA's vitality as a dominant social force in the community.

It has been said that the role of operations is to do things right - while marketing's role is to do the right things. This, then, is the thrust of MARKETING DRIVE - 75, its advertising, and its programs.

MARKET RESEARCH AND PLANNING DEPARTMENT

MARKET RESEARCH AND PLANNING DEPARTMENT

Market Research and Planning's programs for 1975 consist mostly of gathering definitive information from primary and secondary source materials to serve as a factual base for the Marketing Division and other CTA departments. Specifically proposed are:

- Attitude Surveys
- Development of Measurements
- Market Segmentation Study
- Test Marketing Packages
- Experimental Fare Programs
- Origin-Destination Study - General
- Specific Origin-Destination Studies
- Market Penetration Study
- Transit Marketing Study Clearinghouse
- Past Program Evaluations

Chief contributions to 1975 marketing objectives are in the area of better utilization of plant and equipment through improved routing and services. But indirectly, important contributions will be made to other objectives as well: increased ridership and revenues, and enhanced CTA imagery.

TITLE: Attitude Surveys

DESCRIPTION: A number of agencies, including the University of Illinois and Illinois D.O.T., are embarking upon studies of public attitudes toward mass transit. The questions asked in this type of study are aimed at: how people react toward the idea of using mass transit. They then focus on ways of changing the negative ones and reinforcing the positive ones.

DETAILS: These studies require extensive man hours and in-depth personal interviewing. For 1975, this will be beyond the budgetary potential of the Marketing Department. Rather than conducting such general surveys ourselves, we will monitor the other agencies' studies and provide liaison with the organizations conducting them. Elements with specific application to CTA will be sought out. Where more detail is needed to directly relate results to CTA, the Marketing Department will conduct its own supplementary surveys utilizing Marketing Department personnel or an outside consultant.

In the future, CTA will have to conduct its own in-depth attitude surveys. However, for the present, it is wise to await results of the government and institutional work. To do otherwise would result in wasteful duplication of effort. One method of determining which studies to monitor is described under the project entitled "Transit Marketing Clearinghouse."

CTA's Marketing Department will conduct its own set of ongoing surveys by telephone, using the Travel Information Center as the vehicle. These will not be so much of the "what makes people tick" type. They will, instead, be surveys of general feeling and attitudes toward CTA service. Some on-board bus and train interviewing will also be done.

TITLE: Development of Measurements

DESCRIPTION: This will be an ongoing project to develop a series of reports which will measure the effectiveness of the CTA marketing effort.

DETAILS: The Market Penetration Study, described in a separate section, is one measurement.

Other measurements will be:

- (1) Time series graphs showing trends in ridership (including people riding transit, rather than total rides)
- (2) Trips by time of day
- (3) Trip purpose by time of day
- (4) Establishment of breakeven rider and revenue levels on various routes
- (5) A measure of "rider satisfaction." This will involve Vehicle Speed, Loadings, Fares and other elements. This will follow from studies under "Attitude Surveys."
- (6) A measure of cost-effectiveness of various routes and services.

Additional measures will be developed as they become required. It is necessary to have measurements, other than gross revenue and ridership statistics, if CTA is to make maximum use of its Marketing Department. It will help spot trouble areas, areas of potential, and will indicate successful ventures.

Methodology will depend on:

- (1) The measurement being developed
- (2) Developing capability of the Data Center
- (3) Time constraints
- (4) Budget

On some studies, it may be advisable to call in a consultant. It is anticipated that most of this work can be done in-house. Working in cooperation with Operations Planning, Development Planning and the Data Center, the methodology and resources to develop will be produced.

TITLE: Market Segmentation Study

DESCRIPTION: Division of the "total market" for metropolitan transportation into its component parts. The underlying concept is that there are many markets for transportation, not just one. This is universally accepted as true.

Segmenting the market will define specific target markets for CTA to pursue with services and prices geared to those markets. Markets will be chosen and pursued according to the program entitled "Develop Marketing Packages."

DETAILS: The study will define various markets which have a high potential of yielding favorable results when approached with a marketing program. The market segments will be defined by elements such as, but not limited to, geography, time of travel, trip purpose, income of riders, age of riders and available alternative transportation. What constitutes favorable results will be determined by goals set by the Marketing Department and CTA in general.

The study will make extensive use of prior research in other cities. Those elements of the other studies which are determined to be transferable to Chicago will be incorporated. A recent segmentation report by the National Technical Information Service will be a basic resource.

TITLE: Develop Marketing Packages--Test Marketing

DESCRIPTION: It is in this test marketing program that the other Marketing Research and Planning programs will be put into actual application. In concert with the other Marketing Department Directors, a number of "products" (fare and service packages) will be developed and test marketed.

DETAILS: The packages will originate in two ways:

- (1) Some types of packages will be preconceived, based on ideas and experience of the Marketing Department. The basis of the ideas will come from (a) original ideas, (b) experience of other carriers and (c) research findings from programs entitled "Attitude Surveys," "Origin-Destination Studies," and "Development of Measurements."
- (2) Direct public input from Consumer Services and general suggestions from the public.

The steps in developing the packages will basically be:

- (1) Idea Development
- (2) Feasibility Study
- (3) Product Development
- (4) Marketing Plan Development for Product
- (5) Test Marketing
- (6) Feedback and Monitoring
- (7) Continuation, Revision or Cancellation
- (8) Continued Monitoring According to "Development of Measurements," if not cancelled.

Among possible products to be developed are:

- (1) Premium-fare reserved seat commuter express buses (an extension of car-pooling)*
- (2) Special reverse commuter services
- (3) Shopping fares and buses in cooperation with retail groups

- (4) Neighborhood circulatory systems
- (5) General restructuring of routes (rail and bus)
- (6) Intercarrier fares and schedules (in anticipation of RTA activities)
- (7) Special schedules and fares on the peripheries of the rush hours, to encourage staggered working hours
- (8) Special passes--annual and monthly--at attractive discounts, sold through payroll checkoff or other means
- (9) Weekend packages to promote Chicago tourism and off-peak ridership
- (10) Special services to shopping areas having no public transportation*
- (11) Commuter services connecting areas of high unemployment with areas in need of labor, but having poor access except by auto. An example is service between Woodlawn and Elk Grove Village.*
- (12) Discount sales of tokens
- (13) Pathfinder bus program
- (14) Midway-O'Hare Service to help Chicago revive Midway Airport
- (15) Use of buses as rolling museums for special exhibits, or as classrooms
- (16) Revenue generators for advance payments, resulting in improved cash flow and accumulation of interest
- (17) Use of mothball bus fleet for special services
- (18) Experimental "Crosstown Comet" bus service
- (19) Interline fares with West Towns Bus Co. to Brookfield Zoo
- (20) Improved bus service to McCormick Place

*Some of these services will be geographically restricted unless (1) some local transit districts are formed to execute contracts with CTA or (2) RTA becomes operational.

TITLE: Experimental Fare Programs

DESCRIPTION: Development of arrangements between CTA and other transit carriers which would enable passengers to transfer between carriers on a through fare or ticket.

DETAILS: A major inconvenience and expense to Chicago area transit riders is the necessity to pay more than one fare when making trips involving two or more carriers. Removal of this obstacle would help increase the convenience and attractiveness of transit.

In the Spring of 1975, CTA will begin a through-fare arrangement with the Chicago and North Western. Under this plan, a four-month experiment, C&NW commuters from six selected suburbs will be able to buy specially endorsed monthly railroad tickets which will also be good on CTA's 35¢ Loop Shuttle routes, at Loop elevated stations and Northwest Passage. The plan is designed as a market test of a special fare aimed at commuters using line-haul and local distributor transportation.

The ticket will be sold by the railroad to its commuters, by mail and over the counter. The cost will be \$12 over the regular price of railroad tickets.

Arrangements have been made with the railroad for ticket printing, revenue accounting, joint promotion and sharing of certain costs. During the four-month period, the experiment will be monitored and evaluated. This experiment will serve as a laboratory test and will provide valuable inputs for expanding and refining such arrangements in the future.

A detailed plan for the experiment has been drawn up.

Research has begun on another plan designed to make fare payment cheaper and easier. This plan would call for commuter passes (monthly, semi-monthly or annually, for example), paid for by payroll checkoff or some other method. This is under study.

Other fare plans will be studied and developed during 1975.

TITLE: Origin-Destination Study--General

DESCRIPTION: A study of trips made in the Chicago area, with emphasis on origins and destinations of people.

DETAILS: The study will help determine the best service and route pattern. Conforming service to origins and destinations will provide faster, more dependable transportation, with fewer required transfers. It is also expected to improve equipment utilization--i.e., more seat-miles will be available without enlarging the fleet.

The study will focus on people movement without specific reference to mode of travel, but it will result in recommendations for both the rail and surface systems. A service structure conforming, as far as feasible, to trips, should contribute significantly to achieving an increase in ridership.

Analysis will be based primarily on existing source materials, including the Census, CTA statistics, the Northwestern University Transportation Library, the CATS 1956 and 1970 Travel Surveys, and special surveys by the Marketing Department. Outside funding may be required.

TITLE: Specific Origin-Destination Studies

DESCRIPTION: The General Origin-Destination Study, Measurement Study, Penetration Study and Segmentation Study will identify market segments (geographical and otherwise) which exhibit certain travel characteristics.

DETAILS: Geographical segments will be examined to determine if there is an overwhelming demand for transportation between two well defined areas (e.g., West Rogers Park and the Loop). Transportation services can then be provided as in the section entitled "Develop Marketing Packages"--tailored to the areas.

TITLE: Market Penetration Study

DESCRIPTION: A study and continual tracking of CTA's share of various travel markets in which CTA participates or competes. The markets in this study will include those defined in the "Market Segmentation Study." The Market Penetration Study will be a major facilitator to the project entitled "Develop Marketing Packages." This study is accorded status as a separate project because it will be a critical part of each program of the Marketing Department.

DETAILS: This is a statistical project which will use existing statistical sources, plus some which will be developed. One source will be the "Origin-Destination Study."

TITLE: Transit Marketing Study Clearinghouse

DESCRIPTION: Establishment of CTA's Marketing Research and Planning Section, or some other agency to maintain a file on transit marketing studies being conducted by private, academic and governmental agencies at all levels. This would be a new clearinghouse, not to be confused with the Capital Projects Clearinghouse of the Northeastern Illinois Planning Commission.

DETAILS: The Marketing Study Clearinghouse would be semi-formal, but it would serve a need which has become obvious: to know "who is studying what" in transit marketing. The transit marketing field is blossoming so fast that research and development efforts are showing signs of wasteful duplication. Most of this effort involves government funding which is scarce and should not be wasted.

The CTA needs this clearinghouse for three reasons:

- (1) So that CTA and RTA can benefit from knowledge already obtained,
- (2) To avoid spending money and time on work already done by someone else,
- (3) To make the fruits of our labor available to others.

These three reasons reflect the spirit of cooperation and free exchange of ideas which punctuated the CTA Marketing Conference in October, 1974.

Quite obviously, several agencies have files on various transit marketing activities. One of the best is R-TRIS (Regional Transportation Research Information Service), in which the CTA Library participates extensively. This has been invaluable to the Marketing Department. However, these other sources usually have to wait for completed and published reports to be circulated. Since the purpose of the new clearinghouse is to avoid duplication of effort, we don't want to duplicate R-TRIS or any other system. The proposed clearinghouse would monitor work in progress and work proposed. This is essential, since it is frequently months or years between a study's inception and its publication date. The clearinghouse will allow us to keep current, and it will focus only on transit marketing, not transit research in general.

Once in operation, the clearinghouse will provide immediate benefits. Our staff will have instant information about existing knowledge on a given problem, and this will translate into significant time savings on projects.

The clearinghouse will function as a continuing mail and phone survey with immediate updating. Possibly the datacenter will be called into use.

An immediate application of information obtained through the clearinghouse is described under the program entitled "Attitude Surveys."

TITLE: Past Program Evaluations

DESCRIPTION: This will include evaluation of programs begun in 1974, some of which preceded the Marketing Department.

DETAILS: Primary among these other programs is Sunday Supertransfer. Evaluation of the Supertransfer may be accomplished by hiring a consultant and combined with a study of weekend alternative fare programs. The latter is included under "Develop Marketing Packages." Wherever possible, consultant fees will be wholly or partially covered by federal or local government funds.

Other activities are expected to include:

- (1) Evaluation of requests from the public for service changes
- (2) Study of bus stop location
- (3) R-TRIS, a transportation management information system co-sponsored by the CTA Anthon Library and Northwestern University Transportation Library. Marketing Research and Planning will participate in the use and development of this system. R-TRIS is also mentioned in the "Clearinghouse" section.
- (4) Review of outside planning reports in conjunction with Development Planning

COMMUNITY RELATIONS DEPARTMENT

COMMUNITY RELATIONS DEPARTMENT

Plans for 1975 include ten programs, most of which are interrelated:

- Anti-Vandalism Program
- Authority Tours Program
- Pathfinder Program
- Ethnic Heritage Bus Program
- Elderly and Handicapped Program
- Good Neighbor Policy Program
- Public Hearings Program
- Communicom Program
- Cultural Institutions Program
- College Colors Program
- Essay Contest Program

All of these programs support 1975 marketing objectives in areas of CTA's image, and attitudes toward the CTA on the part of the public, riders and non-riders alike, and of various communities forming segments of the market. The Pathfinder Program may also contribute to increased ridership and revenue goals.

TITLE: Anti-Vandalism Program

DESCRIPTION: A multi-faceted program designed around "Getting to Appreciate Your CTA," to achieve the public's cooperation, especially children's, toward reducing vandalism of CTA equipment and properties.

DETAILS: In addition to educational tours for children of various CTA facilities (refer to the Authority Tours Program following), a film is planned for exposure to students in public and parochial schools. This and continuing contact with schools on a regular basis will be aimed at earning students' respect for property.

A "Pride in Transportation" anti-vandalism art contest has already been launched, involving monetary prizes for winning art posters and the ideas contained in them. All high school students in the public school system are eligible for the contest. Awards will be made in April, 1975.

Work will continue with the Community Relations Department of the Chicago Police organization toward the same end: reducing vandalism.

TITLE: Authority Tours Program

DESCRIPTION: Bus tours of the general office, shops, and other properties to inform school-age children of the extent of the system and to win their respect for CTA premises and vehicles.

DETAILS: A number of different tours are planned, such as the South Shops, Skokie, West Shop, and General Office Headquarters, to be made available to Chicagoland school systems. Arrangements for transportation will be made through the Community Relations Department. Such tours will be essentially educational in nature, but aimed - also - toward achieving students' cooperation to stop littering, vandalism, smoking, horseplay, and other nuisances.

TITLE: Pathfinder Program

DESCRIPTION: A special weekend bus service to provide readily accessible transportation directly linking major points of interest in the city.

DETAILS: A fare of \$1.00 would be charged, and a pass issued good for the whole day. System transfers would not be honored. Hours of operation would be 8:30 a.m. to 6:00 p.m. (first bus, 8:30 a.m.; last bus, 4:30 - 5:00 p.m.), with a headway of ten or twenty minutes. Southbound buses would originate at Lincoln Park and terminate at Stagg Field (Ellis and 56th Street). The route would be reversed for buses originating at Stagg Field and traveling northbound. Route details follow:

<u>Route</u>	<u>Stop/Point of Interest</u>
Lake Shore Drive (Outer Drive)	John Hancock Center
South on Michigan Avenue	Pioneer Court
West on Randolph	Dearborn and Randolph
South on Clinton	Chicago and North Western Sta.
East on Jackson	Union Sta.
	Franklin and Jackson
	State and Jackson
South on Michigan Avenue	Congress and Michigan
East on Balbo	Balbo and Michigan
South on Lake Shore Drive	Field Museum
	McCormick Place
	Museum of Science and Industry
Midway Plaisance	Oriental Institute
	University of Chicago
North on Woodlawn	Robey House
West on 56th Street	Stagg Field - Atomic Bomb Center
<u>Return</u>	
Midway Plaisance	Museum of Science and Industry
North on Lake Shore Drive	McCormick Place
East on Bond Drive	Adler Planetarium
	Shedd Aquarium
	-
North on Lake Shore Drive	Balbo and Michigan
West on Balbo Drive	Congress and Michigan
North on Michigan Avenue	Art Institute
	Jackson and Michigan
West on Adams	State and Adams
	Franklin and Adams
	Canal and Adams
North on Canal	Chicago and North Western Sta.
East on Washington	Dearborn and Washington
North on Michigan Avenue	Randolph and Michigan
	Pioneer Court
	John Hancock Center
North on Lake Shore Drive (off)	Chicago Historical Society
	Chicago Academy of Science
Lincoln Park	Lincoln Park

TITLE: Ethnic Heritage Bus Program

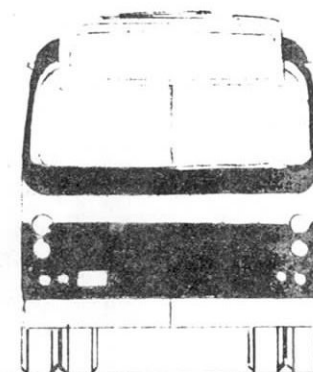
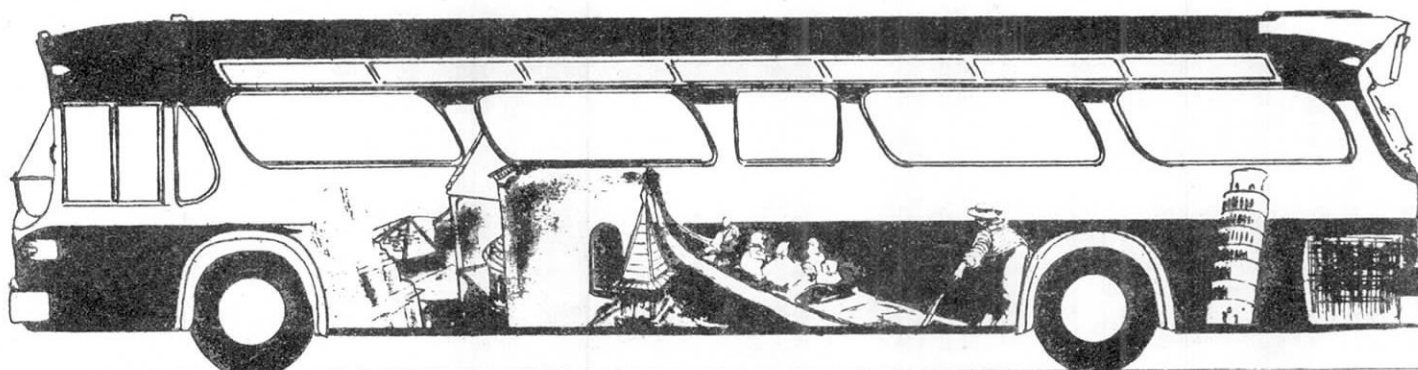
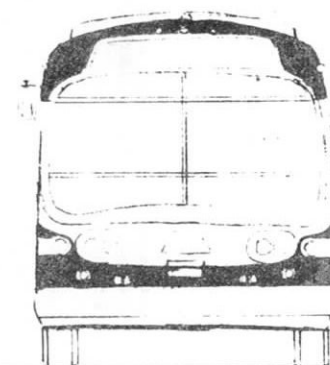
DESCRIPTION: A program to capitalize on the current ethnic mural art movement in the United States, involving custom-designed and painted bus exteriors germane to areas of community interest.

DETAILS: In response to ethnic group desires, arrangements will be made with the South Shops to paint a number of "Ethnic Heritage" buses. With each one, the Public Affairs Department will be asked for their full cooperation for advance and continuing publicity as buses enter service. As many as twelve buses are envisioned, among them:

<u>Culture</u>	<u>Route</u>	<u>Dedication Occasion</u>	<u>Date</u>
Irish	#44 - Wallace	St. Patrick's Day	March 17
Afro-American	#3 - King Drive	Bud Billiken Day	August 9
Mexican	#60 - Blue Island	Independence Day	September 16
Italian	#65 - Grand Ave.	Columbus Day	October 12
Chinese	#22A - Wentworth	Chinese Arch	*
Polish	#56A - Milwaukee	*	*
German	#11 - Lincoln	*	*
Greek	#81 - Lawrence	*	*
American-Indian	#36 - Broadway	*	*
Japanese	#22 - Clark	*	*

* To be determined.

Further, two buses will be painted toward promoting sales of treasury bonds. A composite design made from original art work of students at Maria High School will be used. Dedication ceremonies are planned in April, when the Secretary of the Treasury will attend the buses' inauguration ceremony. Contest as well as painting costs have been underwritten by the Treasury Department.



SUGGESTED FORMAT FOR SUBMITTING ETHNIC HERITAGE BUS DESIGNS

TITLE: Elderly and Handicapped Program

DESCRIPTION: A program to establish rapport with both the elderly and handicapped.

DETAILS: Members of the Community Relations Department currently attend all Senior Citizen caucuses and related community meetings in order to be responsive to community needs and to maintain a high degree of visibility for the CTA.

Monthly meetings are also conducted on CTA premises for the open exchange of ideas between key elderly groups and the CTA.

Close cooperation is maintained with the Consumer Service Department where complaints from the elderly and handicapped are concerned, and positive, remedial action is taken.

A route guide in braille has been developed. For printing it and distribution, outside funding may be required.

TITLE: Good Neighbor Policy Program

DESCRIPTION: A continuing program, the chief purpose of which is to provide a channel for communication direct from neighborhoods to the Community Relations Department.

DETAILS: Members of the Community Relations Department will meet regularly with neighborhood political organizations and other special interest groups for a first-hand understanding of their wants and needs. Solutions will be sought for problems and handled on a personal basis to demonstrate the CTA's involvement at the neighborhood level. A library of pertinent materials from organizations and groups will be maintained in the Community Relations Department for ready reference to their causes and for contacting key individuals.

TITLE: Public Hearings Program

DESCRIPTION: A program to keep in touch with problems and opportunities as they may develop in order to obtain prerequisite information for public hearings involving the Chicago Transit Authority.

DETAILS: As required, arrangements for facilities to conduct public hearings will be made. These will be located conveniently for the community. Legal notices will be published, cooperation sought from local spokesmen, local newspapers alerted working in concert with the Public Affairs Department, and announcements posted throughout appropriate neighborhoods. Invitations to citizens and organizations will be extended seeking their participation.

TITLE: Communicom Program

DESCRIPTION: A hot line to the Community Relations Department will be established to obtain and exchange information from various communities direct to the CTA.

DETAILS: A district telephone line will be secured for Community Relations, exclusively. This will be manned during normal working hours. It will enable community groups to make known their needs, opinions, and anticipations regarding the Chicago Transit Authority. Input not directly related to functions of the Community Relations Department will be called to the attention of the appropriate department for handling of the matter.

TITLE: Cultural Institutions Program

DESCRIPTION: A program to establish contact on a continuing basis with local major institutions to determine their needs, interests, and where the CTA may be helpful.

DETAILS: Major institutions, including the Art Institute, the Museum of Science and Industry, the Field Museum, the Oriental Institute, the Adler Planetarium, the Shedd Aquarium, and others, will be contacted and relationships with their administrative managers established. Their needs will be defined where both scheduled and non-scheduled operations are concerned, and programs established where the CTA can be of assistance. We will supply necessary technical and professional support, and establish procedures as to what CTA departments should be involved toward implementing the program.

SALES DEPARTMENT

SALES DEPARTMENT

In addition to continuing successful activities inaugurated during 1974, seven new programs are proposed for Sales in 1975:

Title

Student Identification Card Program
Convention Pass Program
Concession Stands Program
Pre-Planned Package Tour Program
Metro Transit Program
Vending Machine Bonus Program
Senior Citizen Replacement Card Program

Proposed programs cut across all 1975 marketing objectives. They will help to increase ridership, increase revenues, better utilize equipment, and improve CTA's image.

TITLE: Student Identification Card Program

DESCRIPTION: A program to revise present methods toward increasing the amount of subsidies received from the State, decreasing expenses and making the process more attractive and convenient for the student.

DETAILS: Every student in the CTA operating area will have either a school I.D. card or in cases where the school does not supply an I.D. card, a card issued by the CTA. Cards for students in the sixth grade and below will be color-coded in order to distinguish them from those in the seventh grade and above.

CTA rules will be revised as follows:

1. Reduced fares for children under 12 will be abolished.
2. Two types of student fares will be implemented:
 - a. An unlimited student fare good at all times for students in Grade K-6.
 - b. A limited student fare for students in grades 7-12 which is good on school days only when traveling to or from school, classes or school-related activities. A school day is defined as a day when the student in question has school, excluding classes on Saturday and Sunday and evening classes.
3. The \$1.00 per semester cost will be replaced by a 5-day black-out period of the limited student fare (January 12-16, 1976). What this does is requires students to pay an additional 25¢ twice a day thus simplifying the collection of the fee for the cards. While some students will avoid riding the CTA on these black-out days, the benefits of instituting a more foolproof system is not worth the cost.

NOTE: The above program represents the minimum change we can make and still reap the total benefits of the State subsidy. Currently under study is a proposal that would completely eliminate the children's rate (age 7-12) and replace it with a student rate for all students good at all times. Results of this study should be available April 1, 1975.

Once operative the program will result in increased state subsidies since the State will now be paying the CTA for all students in Grades K-12. Also a more accurate higher count will be obtained because all students will have their cards when the surveys are taken. Additional savings will be realized by reducing man hours necessary to operate the program and by reducing mailing and accounting costs. Finally, the program will improve CTA relations with the students and the schools.

TITLE: Convention Pass Program

DESCRIPTION: A program to acquaint conventioners with the CTA service, to increase ridership among them, and to increase revenues.

DETAILS: Each convention group will be contacted in advance of arrival in Chicago, and informed of the convention pass program. If it is decided to participate in the program, passes will be sent to them to be included in convention kits given out at registration. Such passes will be furnished on a consignment basis. The convention organizer will return \$2.00 for each pass used and those passes which were not sold. The \$2.00 price will be fixed regardless of the length of the convention. Passes will also be made available at the Merchandise Mart for conventioners whose organizers elected not to participate in the program. A brochure describing various Chicago attractions and how to reach them via the CTA would be included with each pass.

TITLE: Concession Stands Program

DESCRIPTION: A program designed to provide better service, uniform service and increased profitability by direct licensing of concessionaires on CTA properties.

DETAILS: Plans will include increasing monthly rentals by ten per cent (10%) or more over 1974 levels and a survey of present concessions made by staff sales coordinators with the purpose of establishing standards for the number of items sold, utilities necessary for operations, space usage, etc. The surveys should also point out any conflict between vending machines and concession stands and result in the classification of all stations as A, B, or C volume stations by sales.

TITLE: Pre-Planned Package Tour Program

DESCRIPTION: A three-part program designed to better serve three markets: students, senior citizens, and various activity groups.

DETAILS: Proposed tours offer an inexpensive way to see Chicago and a convenient way to book them. Some of the more popular attractions have been selected along with special features at the destinations and meals--all formed into one cohesive package. Consumers now have to make only one call, and all arrangements are made for them. Further, package tours are scheduled during non-rush hours in order to optimize utilization of equipment.

(1) Student Educational Tours:

Thirteen package tours have been developed. These include the Museum of Science and Industry; Lincoln Park Zoo; Brookfield Zoo; Art Institute and Museum of Contemporary Art; Nature Centers (River Trail, Crabtree, Sand Ridge, or Little Red Schoolhouse); DuSable Museum and Oriental Institute; Field Museum; Adler Planetarium; Shedd Aquarium; Field Museum and Adler Planetarium; Field Museum and Shedd Aquarium; Adler Planetarium and Shedd Aquarium; Chicago Tour (Chicago Historical Society, Observation Deck at Sears Tower, and Chicago Odyssey Movie).

(2) Senior Citizen Tours:

Fifty-seven Senior Citizen Centers now issue riding cards. About thirty will be selected for distribution of promotional materials. A tour is planned for each month, the majority of destinations involving attractions granting Senior Citizen discounts, such as baseball games, movies, plays, and museums. Customers may call the Group Sales Department for making all arrangements, or mail in their requests.

(3) Various Activities or "Fun Packages":

Attractions in this package group include baseball games; hayrides; ice skating; roller skating; horseback riding; boat trips; bike riding; "L" charters; picnics at Apple Orchard and Cider Mill (pick your own apples); and Adventureland.

All packages will be costed on a per-person basis according to size of group: 25-34, 35-44, and 45 and over.

TITLE: Metro Transit Programs

DESCRIPTION: A new contract was negotiated for 1975 with favorably increased long-range revenues for the CTA, plus additional services representing maintenance and operating savings. Still other changes are anticipated toward enhancing revenue producing capabilities from Metro Media.

DETAILS: The Authority is guaranteed \$600,000 per annum payable in monthly installments of \$50,000. Also, the Authority receives 50% of annual gross sales in excess of \$1,360,000. If at any time the contractor increases its rates, the Authority benefits proportionally. For example, if the selling rates increase by 10%, our monthly guarantee becomes \$55,000.

Additional benefits derived from the new contract are (1) the crediting of the Authority with \$50,000 for advertising space to be used in the public interest (which we were charged for in the past); and (2) Metro Media now assumes full responsibility for alterations, repairs, and replacements of any existing vehicle frames, racks, and advertising platform signs.

Other aspects now being negotiated to increase revenues and stimulate the public demand to advertise in transit media include standardization and upgrading of existing station and vehicular space units. First and foremost are installations of posting boards on fences and walls facing stations on the Kennedy, Dan Ryan, and Congress Rapid Transit lines. East station would be limited to six, two-sheet poster frames. In total, 240 additional boards would be made available. Existing facilities will be reviewed, with the purpose of standardizing the size and number of posting boards to be permitted at stations and on vehicles. Fewer and more attractive advertising spaces should result in prime rates and increased revenues.

It is also planned that sales coordinators will solicit space sales when calling on commercial accounts in the interest of selling CTA services. This will result in a trade-off in accounts increasing both charter and advertising sales.

Favorable negotiations with Foster & Kleiser, a subsidiary of Metro Media, also have been concluded toward improving revenues to the Authority.

TITLE: Vending Machine Bonus Program

DESCRIPTION: A program to increase revenues generated from vending machine sales throughout the CTA system.

DETAILS: The plan for this proposed program involves token-cards placed with every "n"th candy bar in vending machines when they are re-stocked. We believe this will stimulate sales and that increased turnover will result in greater profitability for the Canteen Company. This, in turn, will result in improved revenues for the CTA. Further details, estimated costs, and estimated revenues hinge on our ability to re-write the present contract with the Canteen Company. This will be actively pursued.

TITLE: Senior Citizen Replacement Card Program

DESCRIPTION: A program to revise present methods for replacing lost Senior Citizen cards, offering better service and improved relations with the community.

DETAILS: This program will permit registration centers for Senior Citizens to offer reduced fare replacement cards at no charge. This will save the Senior Citizens a trip to the Mart to replace their lost cards. In the past many people have complained about the inconvenience of having to travel all the way downtown to obtain a new card and of having to pay full fare until they find time to make the trip. The cards would still be available at the Mart for those who find this the most convenient location. By allowing the centers to issue replacement cards the people who currently handle this job will be able to devote their time to more productive activities.

Also included in the program are plans to allow the Senior Citizens to get their cards during the week before they turn 65 and to shift the responsibility of handling telephone inquiries about Senior Citizen cards to the Travel Information Center. To this end the number and location of the Senior Citizen Centers will be adjusted so that when a customer calls in all they will have to give is their zip code. The Travel Information Representative can then look on a list and refer the person to the nearest center.

ADVERTISING AND PROMOTION

ADVERTISING AND PROMOTION DEPARTMENT

1975 programs submitted by the Advertising and Promotion Department involve two major efforts. The first is a continuous mass media advertising campaign, and the second consists of specific promotions which will be supported mostly by promotional materials prepared in-house:

- (1) Mass Media Advertising
- (2) CTA Film
 - Passenger Newsletter
 - Map and Guide
 - Promotions of the Month
 - System Guide
 - Historical Posters
 - Timetables
 - Service Change Notices
 - Traveling Display
 - Slide Presentation
 - Matchless Matchbooks
 - Emergency Service

Mass media advertising will contribute importantly to 1975 marketing objectives treating increased ridership and revenues. Some promotional programs will also make contributions in this area, all of them - hopefully - contributing to enhancing the CTA's image.

TITLE: Mass Media Advertising Program

DESCRIPTION: A program for continuous advertising through 1975 based on the selling propositions of economy and convenience.

DETAILS: The thrust of 1975 advertising will be on economy in terms of price (low fare) and savings (vs. automobile) appeals. At the same time, advertising will treat convenience in three dimensions: elapsed time of trips, frequency of service, and accessibility of the system.

Initial advertising will start when the campaign breaks late in March. It will continue for an eighteen-week period through July. Broadcast media will be used for the most part, including four radio and two television commercials. This will provide the impact, reach, and frequency needed for advertising's contribution toward increasing ridership and revenue. There will also be 400 taillight spectacular posters for the backs of buses, and 4,000 interior car cards, 2,000 each of two different designs.

In addition to the main campaign, advertising and collateral materials will be required to support some of the Marketing programs outlined earlier, involving both consumer and trade media, posters, folders, and brochures:

<u>Department</u>	<u>Program</u>
Research and Planning:	Joint CNW/CTA Test Market
Community Relations:	Pathfinder ("Culture") Bus
Consumer Service:	Travel Information Center, and
	"TIC Story
Sales:	Pre-Planned Package Tour,
	Convention Pass, and
	Vending Machine Bonus

TITLE: CTA Film

DESCRIPTION: A 16-mm. technicolor motion picture of approximately one-half hour's duration showing how the CTA system works and how vital a role it plays in the communities served.

DETAILS: Preliminary negotiations have been made with William H. Birch and Associates, Inc., to produce such a motion picture. The film, subtly commercial, will act as a dramatic means of influencing opinion leaders and winning support from the general public through exposure on television, in theatres, auditoriums, and elsewhere.

The finished film will be used for exposure to educational groups (how to use the system, and to discourage vandalism), to visitors ("The CTA Story"), to professional groups (economic impact on the greater Chicago area), to social organizations (environmental impact), to technical teams (behind the scenes operations and maintenance), to civic authorities (support in the community), and to CTA employees (orientation programs, and morale boosting for improving performance and treatment of customers). Ancillary benefits are that certain portions of the film may be extracted to develop a slide presentation, strip film, or motion picture film for any specific message that CTA may need to convey for a special purpose.

TITLE: Passenger Newsletter

DESCRIPTION: A brief publication to be issued monthly to passengers.

DETAILS: The newsletter will be designed to provide passengers with both useful and entertaining information about the CTA, its employees, and its involvement with the community. It is tentatively entitled "CTA EXPRESSIONS." Initially, the newsletter will be distributed at rapid transit stations and by seat distributions on major bus lines. Articles appearing in the newsletter will promote better utilization and understanding of CTA services.

TITLE: Map and Guide

DESCRIPTION: A comprehensive new map of and guide to the CTA system.

DETAILS: Advertising and Promotion will work closely with Stern, Walters & Simmons and Rand McNally in preparation of a new map and guide to provide much-needed information to the local public and visitors alike on how to use the CTA system.

The map will be color-coded for highly visible identification of various transit lines and the entire surface system. What geographical areas these serve will be readily apparent. Further, each bus route will be described in full detail inside the brochure, each clearly delineated by its own individual map. Basic schedule information will be included, and provision made for paid advertising to appear on the outside back panel.

TITLE: Promotion of the Month Program

DESCRIPTION: Each month, a different promotion is planned built around anticipated programs from other Marketing departments, seasonal demands, service changes, and original ideas.

DETAILS: January - North Michigan Avenue Promotion

A program designed to promote extensive service revisions between North Michigan Avenue and railroad stations, especially the Water Tower Express (#125) service to become effective January 27. Colorful posters and brochures will be utilized. Some materials will be distributed by direct mail, others through commuter rail seat distributions, station handouts, and through cooperating businesses and institutions. Inaugural ceremonies will include a luncheon for the Chairman and other dignitaries to be sponsored by the Greater North Michigan Avenue Association and Upper Avenue National Bank.

February - Fearless Phantom Promotion

One bus in the CTA system will offer surprise free rides. The bus will be conspicuously decorated, and will operate for three to four days of each week during the month. It will run on a different route each running day, with no advance notice to the public as to the exact route. A low-cost media campaign is planned, utilizing small newspaper advertisements and press releases, for publicizing the program.

March - Anti-Vandalism Promotion

In cooperation with the Community Relations Department, posters, flyers, and car cards are planned in conjunction with the "Pride in Transportation" anti-vandalism art contest, which will be in progress during the month.

April - Easter Sales Tie-In with Merchants

During the Easter shopping season, CTA will join with merchants to promote shopping by CTA. Representatives of the Marketing Department will negotiate with local merchants to develop fare refund programs, much as "free parking" arrangements with retailers exist between themselves and nearby parking lots.

*Easter was
in March!*

May - Spring Promotion

A seasonal campaign designed to encourage people to get out and enjoy spring on the CTA, utilizing a variety of car cards suggesting off-peak hour "joy riding" to the zoos, parks, etc.

June - Wildcard Supertransfer

A promotion designed around special bonus "Supertransfers" which will be issued in place of regular transfers to every 20th rider buying a transfer. Supertransfers will be good for unlimited riding all day the date of issue, along the same lines as the present Sunday Supertransfer policy. Wildcard Supertransfers will be included with regular transfers for distribution to drivers, but only for four Saturdays during the month.

July - Historical Vehicles

Loop passengers will be given the opportunity to see and ride some of CTA's historical vehicles. During the month, CTA's pair of 4000-series cars will be operated on the loop shuttle and, perhaps, other lines. The train crew will be dressed in period uniforms of the 1920's. CTA's horse-drawn car and other historical vehicles, if available and operable, will be made a part of the promotion, and souvenir historical brochures prepared for handouts.

August - Badge-of-the-Month Promotion

This program will be designed to provide recognition for outstanding employees. Similar programs have been mounted by transit systems in other cities with some success, and there are a number of ways to go about rewarding outstanding employees. The CTA program will be promoted through the use of interior car cards asking passengers for their recommendations where visible personnel are concerned, such as bus drivers, transit car conductors, station attendants, supervisors, etc.

September - Back-to-School Promotion

CTA's services to school students will be promoted, especially where grammar school children are concerned in conjunction with plans from the Sales Department for issuing them identification cards. Brochures and posters for city schools will be produced.

October - New Bus Introduction

This promotion will be designed to inform our riders and the general public of the addition of 600 new buses to the CTA fleet. Weekly and daily newspapers will be used, depending on where the new buses are assigned. Car cards will be placed on buses scheduled for retirement, and announcing their replacement.

November - Testimonials Promotion

Some very interesting people ride the CTA. This program will be designed to inform our riders and non-riders alike that many important people do not find taking public transportation beneath their dignity, and that some prefer to. Limited media advertising will be utilized, as well as exterior bus posters.

December - Christmas Promotion

A promotion modeled in part after 1974's Christmas program which involved posters, car cards, radio commercials, newspaper advertisements, and for the first time, a television commercial. Its purpose would cut across a number of useful end results trading on the heavy shopping done at this time of year, namely, increasing ridership and revenue, creating good will, and stimulating use of hour transfer passes and of the travel information service.

TITLE: System Guide

DESCRIPTION: An illustrated booklet listing points of interest in Chicago and ways to get to them on CTA will be published.

DETAILS: The guide will feature listings of all major tourist attractions in the city as well as major restaurants, schools, hospitals, and recreational areas. The publication will be distributed through the Chicago Convention and Tourism Bureau, by mail, and at points of interest described in the booklet.

Part of the cost of production will be recovered through the sale of advertising.

TITLE: Historical Posters

DESCRIPTION: Four colorful posters depicting events
which the four stars on the Flag of Chicago represent.

DETAILS: Posters, 28 inches by 42 inches, in full color
will be prepared and posted throughout the CTA system.
They should add a touch of "class" to our facilities
in much the same way the famous London Transport
posters improve the appearance of London's facilities.
Subject matter for the four posters are the Ft. Dearborn
Massacre, the Great Chicago Fire, the Columbian Ex-
position, and the World's Fair of 1933.

These posters, and others like them, will be made
available for sale to the public, either by mail or
through retail outlets, or both.

TITLE: Timetables

DESCRIPTION: A complete set of easily read, attractive timetables will be produced.

DETAILS: Each of the timetables will feature an easily understood schedule, map, fare chart, and other useful information. Production costs will be recovered through the sale of space for advertising on the back of each timetable.

TITLE: Service Change Notices

DESCRIPTION: An organized program of information dissemination to riders letting them know about changes in CTA service.

DETAILS: Standardized "Service Change" notices and posters will be developed and used to notify our passengers of changes in services when these are minor. In the case of major or relatively complicated modifications, customized information programs will be developed, such as the #125 Water Tower Express/North Michigan Avenue promotion.

TITLE: Traveling Display

DESCRIPTION: A portable CTA Travel Information Center

DETAILS: A portable information booth will be built for use in shopping centers, hotels, downtown buildings, and at conventions. It will be designed to attract attention, and be used for timetables, maps, and guide distribution. Under most circumstances, the display will be manned by Travel Information Center personnel.

TITLE: Slide Presentation

DESCRIPTION: A slide show will be produced for use in schools, telling the CTA "story" in an entertaining 15-minute program.

DETAILS: The show will feature taped sound with synchronized color slides. It will be produced utilizing film clips, existing stock slides, and where necessary, new art work and photography. Copies of the presentation will be provided to public and parochial schools. The presentation can also be made on CTA premises for tour groups which may be visiting the facilities.

TITLE: Matchless Matchbooks

DESCRIPTION: The distribution of matchless matchbooks to remind passengers to refrain from smoking where no smoking rules pertain.

DETAILS: Matchbooks without matches inside will be produced for distribution throughout the system. The books will feature a CTA logo on the cover and our international graphics "no smoking" symbol on the inside. Copy on the inside cover will read, "The CTA and your fellow passengers appreciate your cooperation."

TITLE: Emergency Service

DESCRIPTION: A public information program to be made available on short notice.

DETAILS: It is quite possible that the CTA may be called upon to provide emergency service in the event of another gasoline shortage. If so, we will have prepared a program in advance informing the public of service additions and changes. Copy and art work for media advertising explaining CTA's emergency services will be prepared. Car cards and flyers for passengers will also be produced.

BUDGET

1975 EXPENSE SUMMARY - MARKETING DEPARTMENT

	<u>Estimate Expenses</u>
Advertising and Promotion	\$ 771,900
Community Relations	37,500
Research and Planning	28,000
Consumer Service	<u>25,000</u>
Total	\$ 862,400
Sales - Balance of anticipated revenues over estimated expenses	<u>\$ 3,035,680</u>
Net Increased Revenues	\$ 2,173,280

Note: The 1975 Marketing plan is predicated on the full 1975 budget submitted December 14, 1974 and does not take into consideration funds which subsequently may be divided into approved and justifiable categories. Should less than total funding become available, some programs may have to be changed if not eliminated.

ADVERTISING AND PROMOTION

<u>Program</u>	<u>Estimated Expenses</u>
Mass Media Advertising	\$ 490,000*
CTA Film	80,000
Passenger Newsletter	68,000
Map and Guide	55,000
Promotions of the Month	51,900
System Guide	10,000
Historical Posters	5,000
Timetables	5,000 - ?
Service Change Notices	2,000
Traveling Display	1,500
Slide Presentation	1,500
Matchless Matchbooks	1,000
Emergency Service	<u>1,000</u>
Total	\$ 771,900

* Barter agreements will add the equivalent of \$ 180,000 cash.

COMMUNITY RELATIONS

<u>Program</u>	<u>Estimated Expense</u>
Anti-Vandalism Program	\$ 15,000
Pathfinder Program	5,500
Ethnic Heritage Bus Program	4,800
Elderly and Handicapped Program	3,000
Good Neighbor Policy Program	2,200
Public Hearings Program	2,000
Authority Tours Program	2,000
Communicom Program	2,000
Cultural Institutions Program	1,000
College Colors Program	-
Essay Contest Program	<u>-</u>
Total	\$ 37,500

MARKET RESEARCH AND PLANNING

<u>Program</u>	<u>Estimated Expenses</u>
Attitude Surveys	\$ 12,200
Development of Measurements	4,200
Past Program Evaluations	4,200
Market Segmentation Study	4,100
Test Marketing Packages	1,500
Origin-Destination Study - General	700
Market Penetration Study	500
Transit Marketing Study Clearinghouse	300
Specific Origin-Destination Studies	300
Experimental Fare Programs	<u>-</u>
Total	\$ 28,000

CONSUMER SERVICE

<u>Program</u>	<u>Estimated Expenses</u>
Travel Information Center Improvement Program	\$ 13,100
Switchboard Improvement Program	3,500
"TIC" Story	3,000
Customer Service Improvement Program	2,900
Reception Area Improvement Program	<u>2,500</u>
Total	\$ 25,000

SALES

<u>Program</u>	<u>Estimated</u>		<u>Net</u>
	<u>Revenues</u>	<u>Expenses</u>	
Student Identification Card	\$ 1,768,530	\$ 3,410	\$ 1,765,120
Metro Transit	742,000	3,000	739,000
Convention Pass	400,000	45,000	355,000
Pre-Planned Package Tours	120,000	5,000	115,000
Vending Machine Bonus	57,600	23,040	34,560
Concession Stands	36,000	9,000	27,000
Senior Citizen Replacement Card	<u>-</u>	<u>-</u>	<u>-</u>
Total	\$ 3,124,130	\$ 88,450	\$ 3,035,680

OUTLOOK FOR THE FUTURE

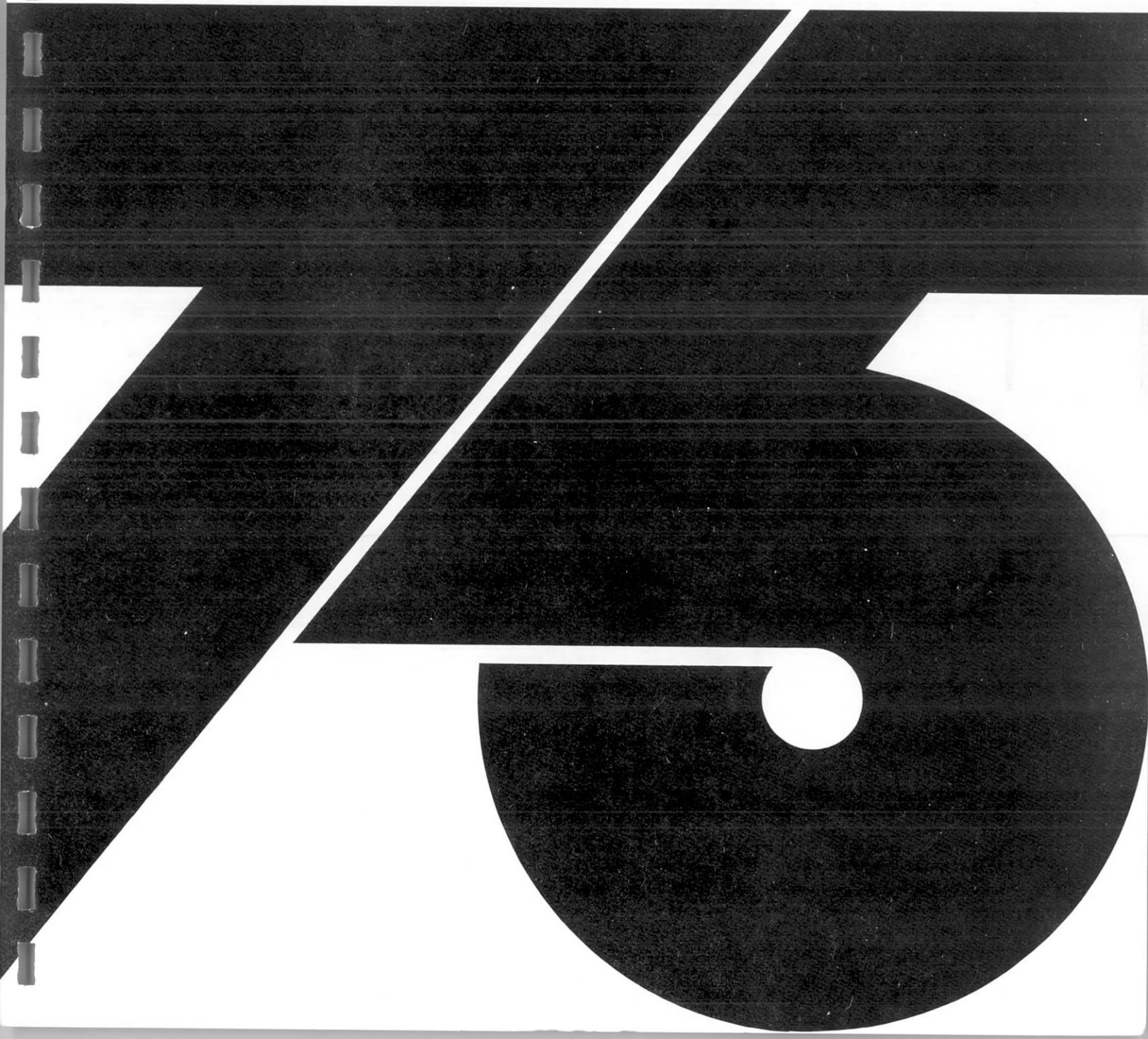
WHITHER THOU GOEST?

The nation is on its way toward realizing that there is a viable alternative to the regular urban use of the automobile. Mass transit organizations are on their way toward recognizing that we can provide this alternative through resourceful and spirited means of wooing customers. Marketing is that technique which alerts prospective patrons to consider the advantages of the transit alternative.

Chicago, long recognized as the leading transportation hub, will spearhead the pace for innovation in the current renaissance of organized people-moving. Marketing Drive - 75 is the preamble of the master plan that is being developed to win support for mass transit's efforts in the Chicagoland community. Acceptance of CTA's marketing plan internally will clearly indicate that CTA is imaginative, can change with changing times, and is willing to go to new lengths to demonstrate its vitality.

It's our move, CTA. It's your move, Chicago.

cta
marketing drive





MARKETING DRIVE -- 75

APPENDIX

