

# UTA

*Brand Development*



Presented by R&R Partners  
July 10, 2014

# AGENDA

GOALS

BRANDING OVERVIEW

THE SITUATION

BRAND DEVELOPMENT

PROMISE STATEMENT/SUPPORT

PERSONALITY

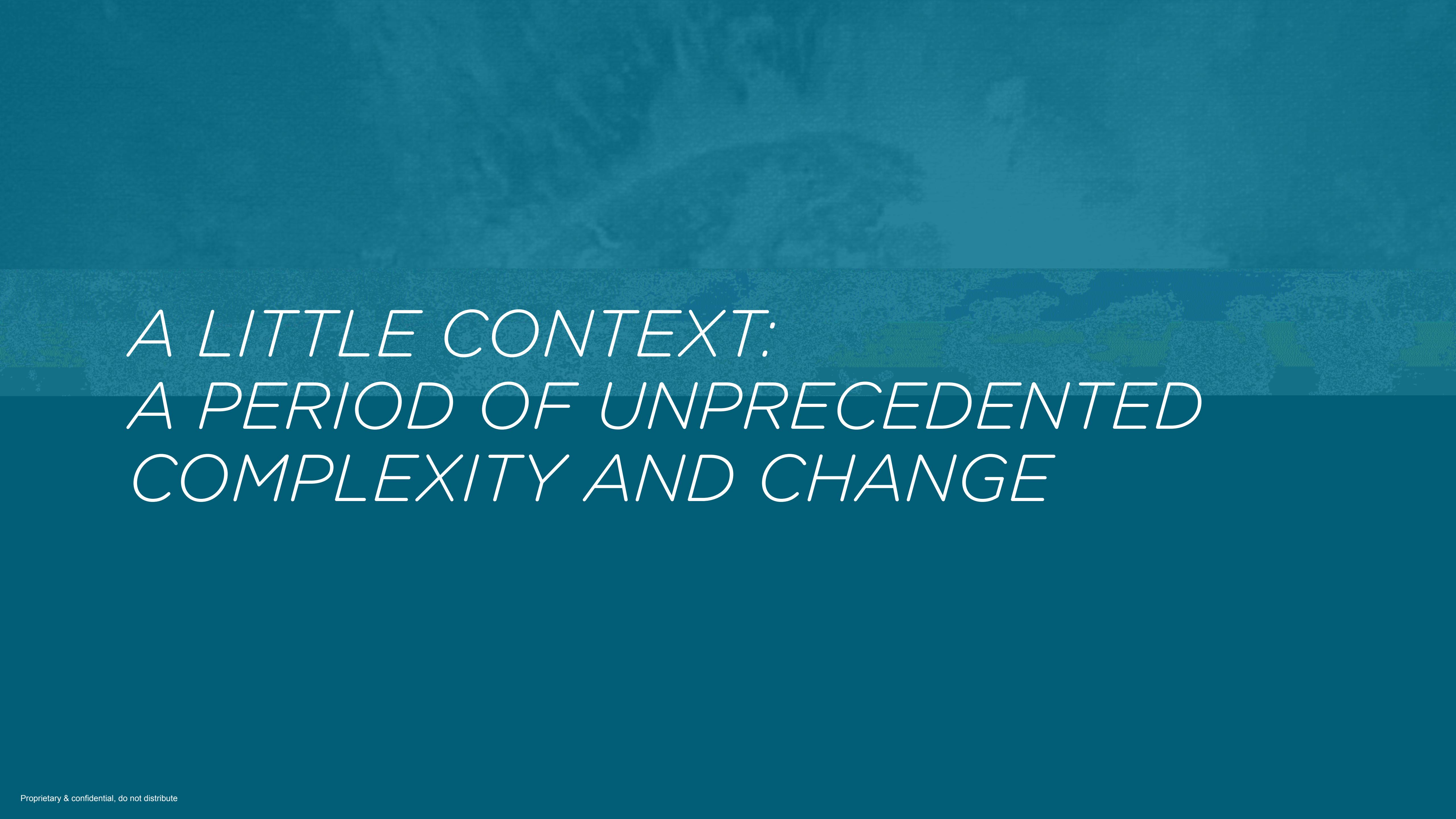
IMPLICATIONS

# GOALS

## How to build a brand for UTA that:

- Creates a clear position that leverages UTA's core strengths
- Helps define and deliver a consistent brand experience throughout every interaction
- Motivates its diverse base of constituents
- Aligns and motivates employees to achieve UTA's goals
- Establishes a motivating and defensible position regardless of unforeseen changes in services, technology, demographics, consumer behavior, market needs, government and regulation
- Rewards the decision to choose or support UTA over alternate options

# BRAND OVERVIEW



*A LITTLE CONTEXT:  
A PERIOD OF UNPRECEDENTED  
COMPLEXITY AND CHANGE*

# *A BUSINESS CLIMATE OF VOLATILE CHANGE*

RADICAL TECHNOLOGICAL CHANGE

DISTRACTED CONSUMERS

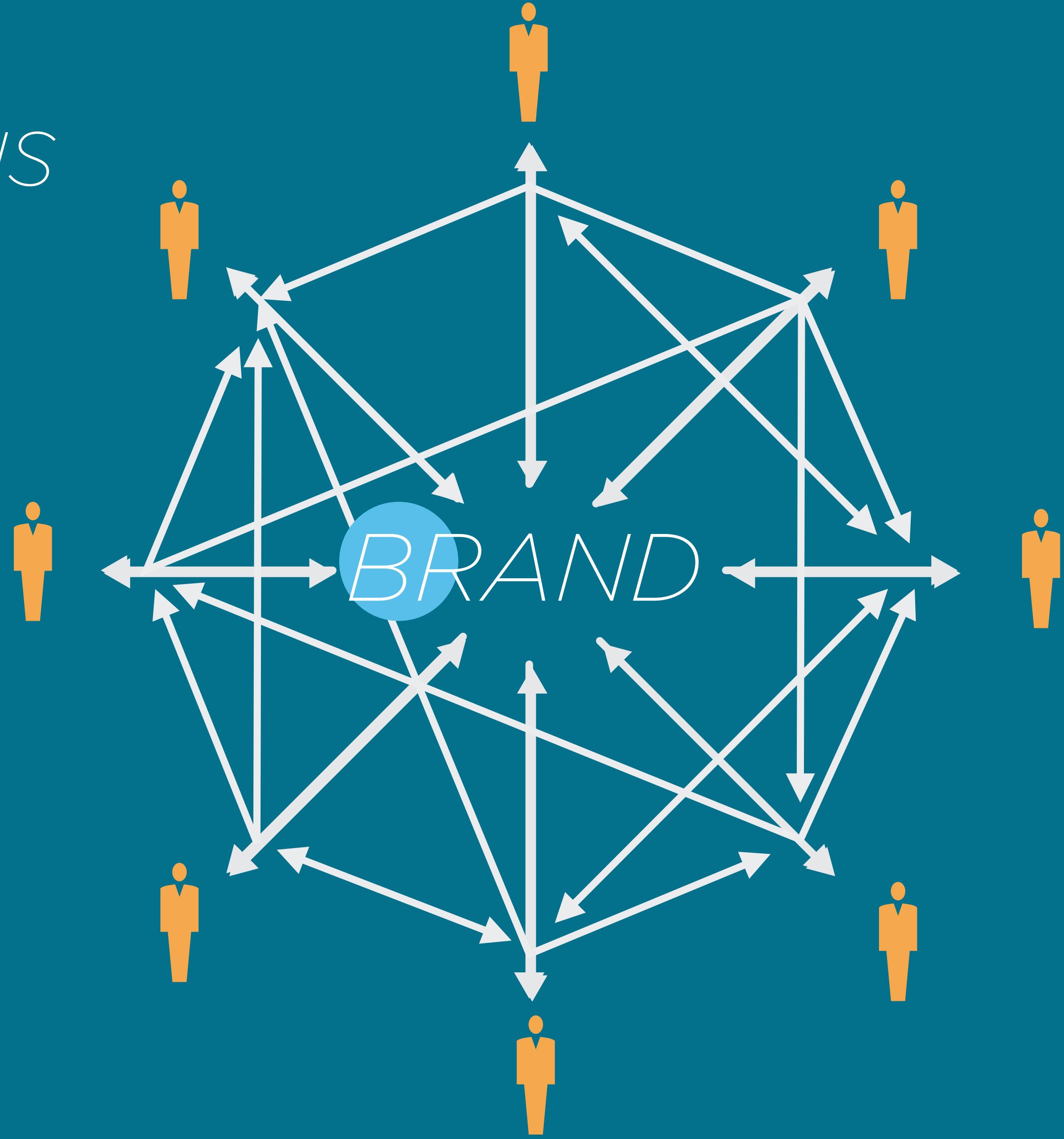
COMMODITIZATION

BROKEN BUSINESS MODELS

GOVERNMENT/REGULATORY ISSUES



# MULTIPLE CONNECTIONS



CONVENING,  
NOT CONTROLLING

# WHAT IS A BRAND?

## **The expression of values**

The articulation of the relationship  
between UTA and its key audiences

Constituent needs &  
expectations

**BRAND**

What the organization  
promises and consistently  
delivers

Personality and style

# MORE THAN A LOGO



# *A POWERFUL BRAND:*

Increases clarity and relevance

- Builds preference, support and advocacy
- Creates transactions
- Aligns culture to organization goals and objectives

# TOTAL ALIGNMENT

CONSUMER NEEDS

PRIMARY/SECONDARY RESEARCH  
VALIDATION

BRAND

AND COMPANY TRUTH

MEET

HURRICANE



# *THE SITUATION*

*“WE ARE AT A PIVOT POINT”*

# TRANSIT RESONATES

## Helps overcome environmental concerns/poor air quality

“People in Utah put a high value on their remarkable natural setting and that environmental mindset has been one of the driving forces behind the movement to reduce vehicle-miles traveled here.”<sup>1</sup>

## Cost-effective transportation

“For seniors like me, it’s a no-brainer! Riding UTA vehicles saves you dollars you spend at the gas station, for auto insurance, auto maintenance.”<sup>2</sup>

## Accommodates community growth/sprawl

“You can easily and quickly get to downtown Salt Lake City from either Utah County or Davis County without having to deal with weather, crazy Utah drivers, or traffic.”<sup>3</sup>

1. The Woman Leading Salt Lake City’s Transportation Revolution, The Atlantic Cities, 3/25/14

2. 2013 UTA Branding Qualitative Research – Report (v1) 2013-12-04

3. 2013 UTA Branding Qualitative Research Report 2013-12-04

# UTA'S TRANSFORMATION

“15 years ago we were just an all-bus company. Not really on the political radar. Got the first rail line which led to more rail lines. It’s been a huge transformation.”

# UTA'S SUCCESS

“Utah leads rise in commuter rail ridership.”<sup>1</sup>

- “Since a commuter rail line connecting Salt Lake to Provo opened in December 2012, public transit ridership in Utah has soared 103 percent. TRAX has met or exceeded ridership projections throughout its short history. TRAX ridership was up 6.8 percent last year.”<sup>2</sup>

“We have a pretty significant portion of riders that are choice riders not have to. Compared to other places, we have more.”

- “97% of people who often or occasionally use UTA have a car or alternate means of transportation.”<sup>3</sup>

Model for others

- “Now we’re the envy of the nation in terms of how you build major capital investment and spend taxpayer dollars.”

1. Utah leads rise in commuter rail ridership; U.S. transit use up, The Salt Lake Tribune, 3/10/14
2. The Woman Leading Salt Lake City’s Transportation Revolution, The Atlantic Cities, 3/25/14
3. UTA 2014 Image Study - Questionnaire with Results (v02)2014-02-11.xlsx

# However...

“This is a car culture, no mistaking it.” <sup>1</sup>

“Haven’t built a critical mass yet.”

Perceptions:

- Inconvenient/hassle/lack of routes: “less convenient than driving” <sup>2</sup>
- Too expensive: “Cost is a prohibitive barrier to most people” <sup>3</sup>

Non-Users are now less likely to consider using UTA in the future <sup>4</sup>

- “Definitely” fell from 45% in 2008 to 13% in 2014
- “Probably not” rose from 16% to 36%
- “Definitely not” rose from 4% to 13%

1. The Woman Leading Salt Lake City’s Transportation Revolution, The Atlantic Cities, 3/25/14
2. 2013 UTA Branding Qualitative Research Report 2013-12-04 & UTA 2014 Image Study 2014-02-11
3. 2013 UTA Branding Qualitative Research Report 2013-12-04
4. UTA 2014 Image Study - Questionnaire with Results (v02) 2014-02-11

# KEY CHALLENGES

INTERNAL	EXTERNAL
<ul style="list-style-type: none"><li>• Continuous change</li><li>• “Don’t know who we are”</li><li>• Siloed/decentralized</li><li>• Lack of cultural alignment/understanding</li><li>• Restructuring/big influx of new employees</li><li>• Shift mindset to revenue generation</li><li>• Elevate customer-focus</li></ul>	<ul style="list-style-type: none"><li>• Visibility</li><li>• Unfair treatment by some media</li><li>• Differing perceptions based on interaction</li><li>• Perceived to be unresponsive to feedback</li><li>• Social service agency vs. business service</li><li>• Risk taking taxpayer funded org</li><li>• Legislature/politics</li><li>• Misperceptions:<ul style="list-style-type: none"><li>- Don’t consider riders and communities</li><li>- Social service agency</li><li>- Designed for the business commuter</li><li>- Only poor, homeless people ride the bus</li></ul></li></ul>

# AGGRESSIVE FUTURE GOAL

Double ridership by 2020

## REQUIREMENTS:

- Much larger than average increases in ridership adoption rates
- Increase in service level which requires tax increase
- Operational excellence - improve reliability & connection
- A refocused brand, clear messaging and communications plan

# TRUE INNOVATION

“We have a unique opportunity to be an inventor of this unique way of living:

Transit oriented development.”

# *THE CHALLENGE*

How to build support and preference among constituents to help UTA thrive in a continuously changing environment.

# OPEN ISSUES

- Identify priority targets most likely to ramp up consideration, usage, and support of UTA
- Create clear value proposition for riders and community
- How to continue to gain public support for enhanced services and increased investment
- How to shift the perception from public service to vital transit alternative

# *BRAND DEVELOPMENT*



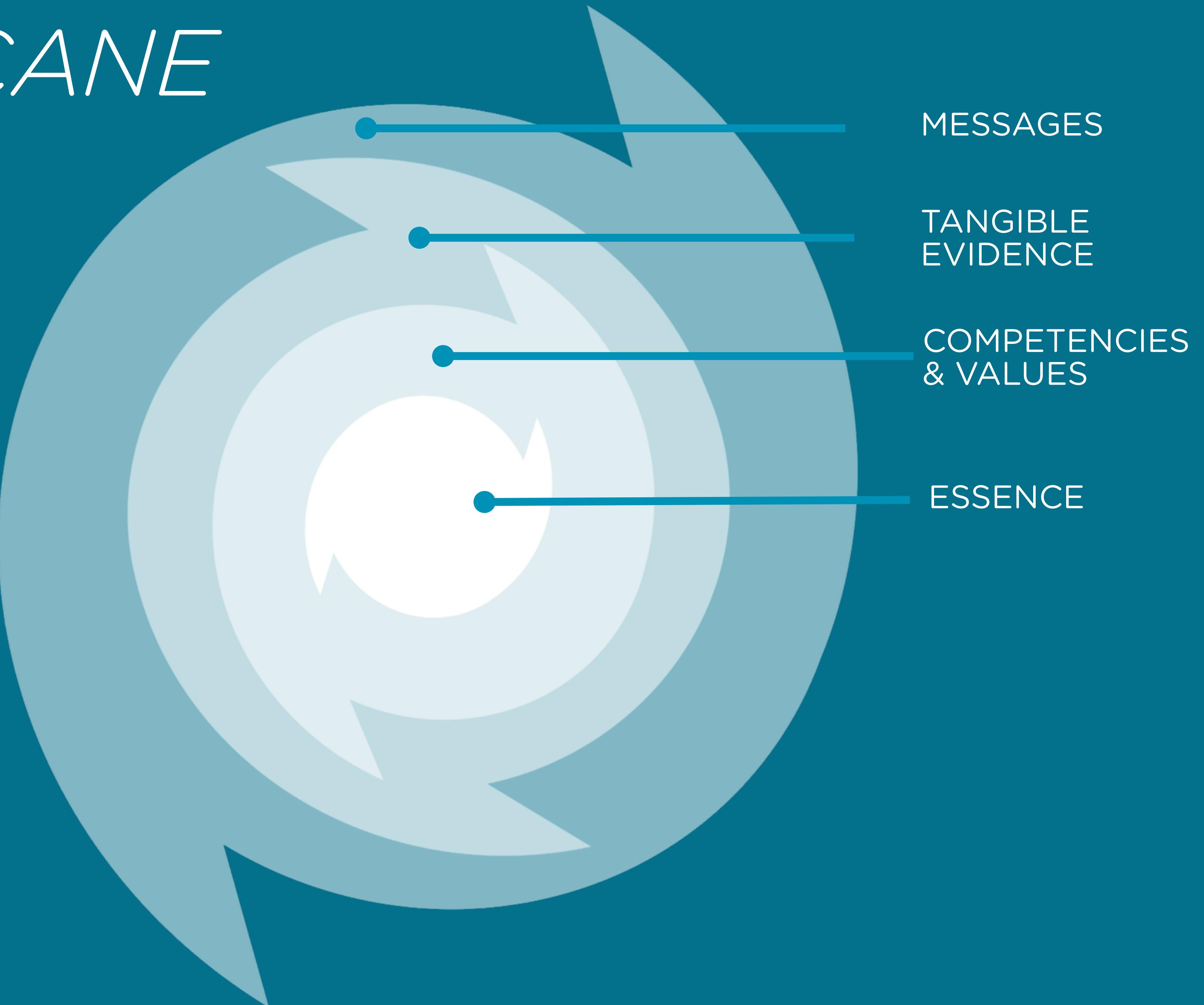
*AT THE CORE OF GREAT  
BRANDS IS BEHAVIOR*

# *BRANDING FROM THE INSIDE OUT*

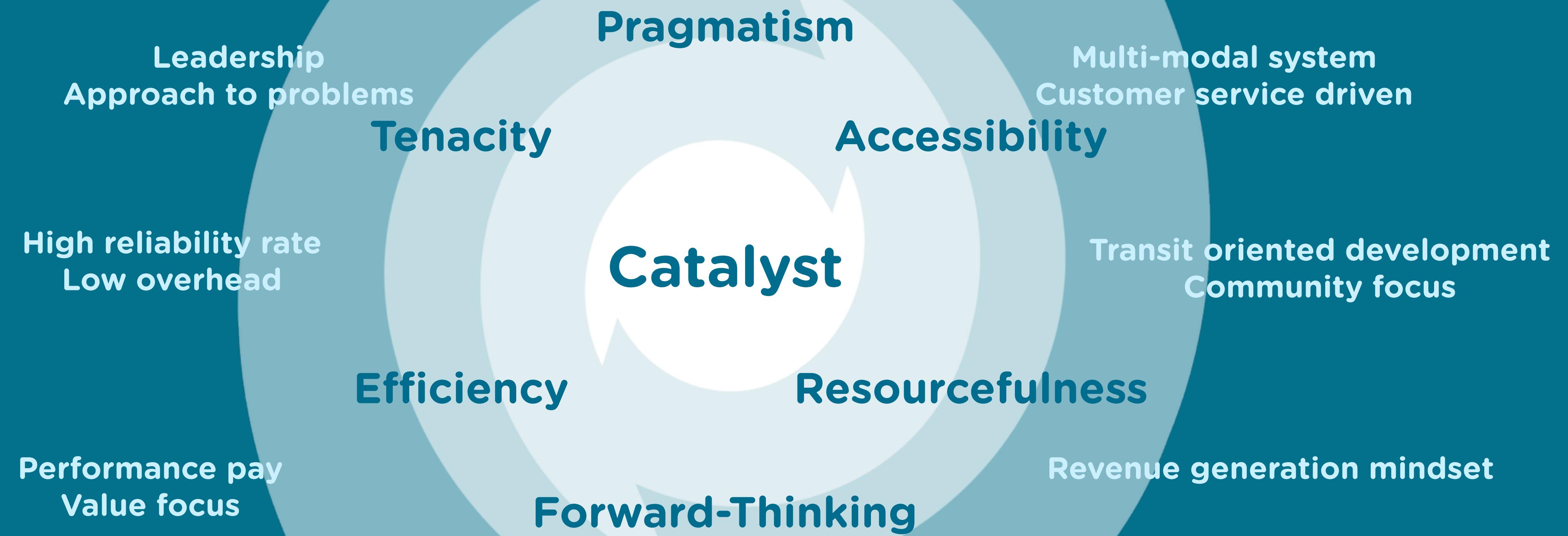
The brand is a powerful asset of the organization that drives and aligns strategic, marketing and operational decisions



# R&R HURRICANE



# UTA BRAND



# *PROMISE STATEMENTS*

# *PROMISE STATEMENT AND SUPPORTS (RIDERS)*

When I choose to ride UTA instead of getting in a car, I am confident that I am choosing a better way to travel because UTA:

- As part of its commitment to the community has expanded their system making it more convenient to get where I need to go in my community and throughout the Wasatch Front
- Makes it easy to ride with tools like the online trip planner and electronic fare
- Is a reliable, cost effective, stress-free means of travel that reduces wear and tear on my car and allows me to do other things while commuting
- Is committed to continuing to improve the system, they plan for the future in addition to making sure my current transportation needs are met
- Helps reduce air pollution by getting my car off the road and reducing gas consumption

# *PROMISE STATEMENT AND SUPPORTS (THE PUBLIC)*

When I choose to support UTA, I know that I am helping UTA drive long-term improvements in the livability of the Wasatch Front because UTA:

- Ridership saves tens of thousands of car trips throughout the community every day, making it an important part of improving air quality and reducing traffic and parking congestion
- Conceives and implements trendsetting programs including those that foster transit oriented development as well as close community engagement
- Is committed to expanding the system and making it more efficient and easier to use
- Uses public funds wisely and manages its overhead well
- Makes smart investments that contribute to future economic growth and vitality of the Wasatch Front

# *BRAND PERSONALITY*

IS

Smart

Practical

Approachable

Straight-forward

Energetic



# *IMPLICATIONS/ NEXT STEPS*

# THE GOAL

WHERE CONSTITUENT TRUTHS

CATALYST

AND ORGANIZATION TRUTH

MEET



CREATING TRANSACTIONS,  
NOT JUST CAMPAIGNS

# TOTAL ALIGNMENT



# A COMMUNICATIONS ARCHITECTURE

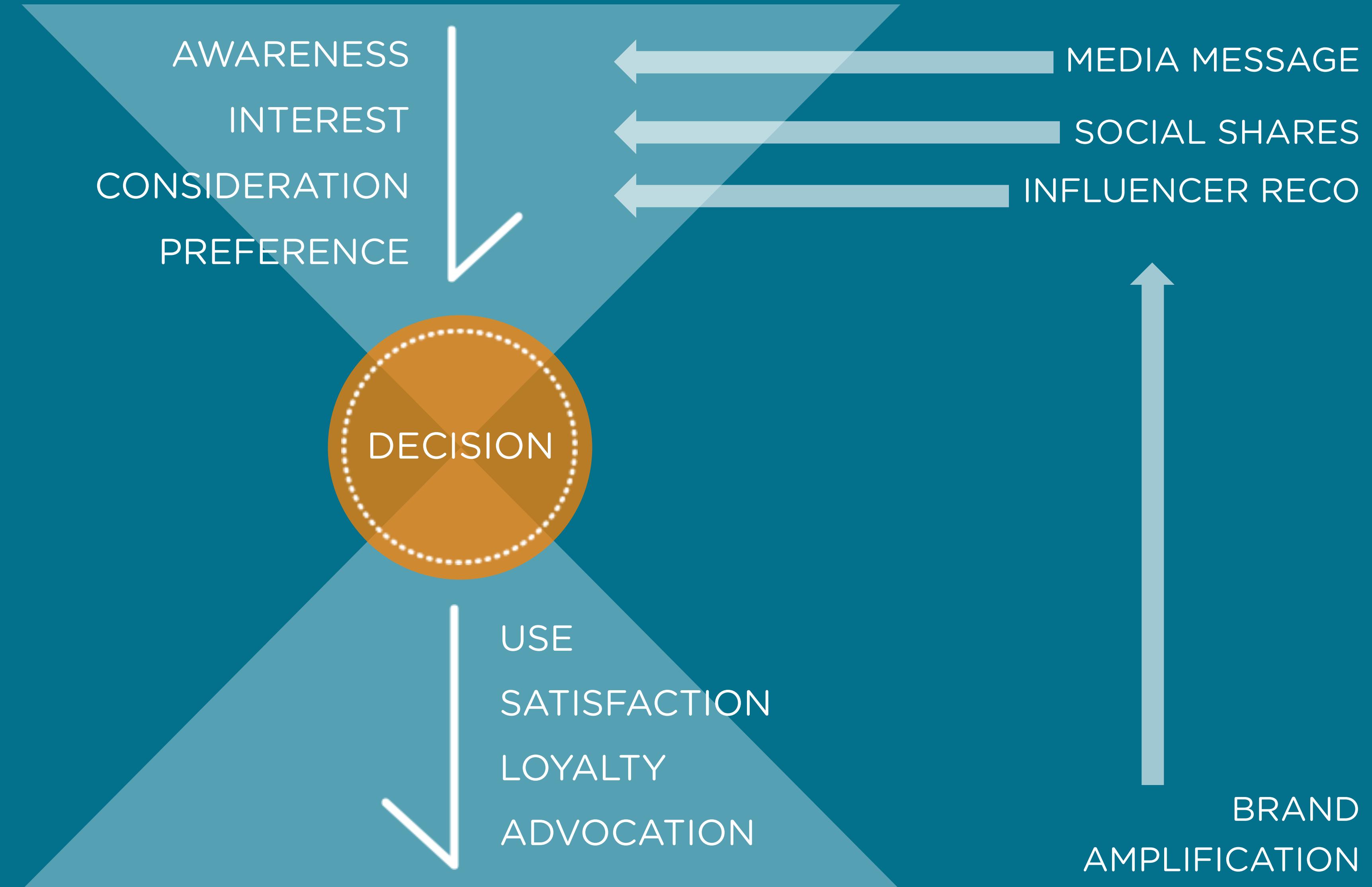
## The Audience/Messaging Matrix

CLIENT:

DATE:

Client Business Goals								
<hr/>								
Communication Goals								
Tone & Personality								
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Audiences		What do we want them to do? Instead of?	What are their current perceptions?	What are the barriers to them taking action?	The Key Insight (what does she/he need?)	What is their reward for new behavior?	The Primary Message	Why should they believe the message? How do they like to be talked to – preferred channels?
 Bob •Employee •(quote)								
 Allice •Current Customer/Emerging Influential •(quote)								
 Michael •Potential Customer/Early Adopter •(quote)								
 Tim •Influencer/Blogger •(quote)								
 Dan •Distributor •(quote)								

# THE DECISION FUNNEL



# *NEXT STEPS*

- Messaging validation, if desired, and audience research
- Develop launch recommendations
  - Review, update UTA materials as necessary
  - Develop internal brand rollout for employees
  - Develop external rollout strategy and tactics

# THANK YOU



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