



Bringing Viva to life

Viva marketing communication and public education plan

(Phase 2 and 3: April 01 to December 31 2005)

March Update



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1. OVERVIEW

We are nearing the end of Phase 1 of the three-phased program approved by the Rapid Transit Steering Committee and Regional Council in September 2004.

The attached Viva marketing communications and public education plan is a continuation of that program, with slight modifications.

This plan makes recommendations designed to communicate and market the new Viva service successfully and builds upon findings from communications already in place to refine the original program, over the remaining two phases.

Each phase has its specific communications objectives, messages, targets, and the optimum tools with which to reach these targets.



2. EXECUTIVE SUMMARY

The Marketing Task

Our marketing task, simply put, is twofold.

- a. To acquire new riders and
- b. To retain existing ones

The Target Segments

There is a relationship between age and mobility. Transit use peaks for the 15-24 cohort and women are transit's best customers, accounting for 56% to 68% of weekday transit.

To successfully launch Viva and to use our budget resources with the utmost fiscal prudence, we must target only those segments with the greatest potential. Within these segments, we must encourage an increase in occasional usage, (use Viva to travel to more places, more often), link Viva with a sense of empowerment in the minds of potential users and generate sufficient buzz around the new service to induce trial.

The target demographic with the highest potential to deliver results is the 15-45 age group which represents 46% of the region's population. Within this broader demographic there are key segments that must be targeted.

We know that women are more likely to use than males and must be addressed accordingly.

The student bodies of Seneca and York University are a naturally receptive market in addition to being key influencers at home and in peer groups.

Office workers along the Highway 7 corridor, comprise the segment of the business sector most open to trying the new service.

Teenagers in the 15-19 age group with little or no independent mobility are also key users and can generate buzz.

Immigrants who account for 39% of region's population, are more likely to use transit than other segments, even as their incomes rise. It is important that we successfully reach this market within each of the segments mentioned above.



The Creative Strategy

Viva is not just a frequent, reliable, comfortable rapid transit service; it's an attitude, an experience. It's a better way to move, a better way of life, a way to feel better about life.

Life in York Region presents us with needs, challenges and opportunities. Viva is the solution, the answer.

How will you get there on time? Viva.
How will you not get stuck in traffic? Viva.
How can you get by without your car? Viva.

Viva is about transformation, not merely transportation.
Therefore, communicating the *spirit* of Viva is critical.

The creative expression

"Viva!"

People making the v-sign, people saying "Viva!" is the thread that runs through all the communications.

By using the tangible, physical gesture ("Viva!") as the answer to these needs and challenges, we are creating a memorable, viral expression of the brand's essence and the brand's promise.

The action of the "Viva!" symbolizes everything that is good about the experience of the Viva service. It replicates the sensation of what riding on Viva must be like – fun, happy, exciting.



The Media Strategy

'You don't get a second chance to make a first impression'

In today's media saturated world it is increasingly difficult to make any message stand out. To educate and motivate our audience, we need to be interesting, innovative and involving.

During Phase 2 and Phase 3, we will be using a combination of grassroots activity and localized mass media to generate the required level of reach and frequency, based on budget parameters approved by Council in September 2004.

In Phase 2, the strategy will be to build awareness and familiarity using a mix of community activity (Team Viva) and earned/captive media (light poles, posters, YRT on-board advertising) as well as community newspapers.

In Phase 3, as we approach service launch, localized mass media (cinema, community TV and print, inserts) will be purchased in order to rapidly build awareness and drive excitement around the new service.



3. **EDUCATE, INVOLVE, PERSUADE:**

THE MANDATE OF THE VIVA MARKETING COMMUNICATIONS AND PUBLIC EDUCATION STRATEGY IN PHASE 2 AND PHASE 3

The goal of branding and marketing initiatives is to create awareness, familiarity and desire in the target audience.

- ▶ Communicate the transformation that Viva will bring to their lives
- ▶ Change perceptions, attitudes and behavior towards transit
- ▶ Encourage trial and increased usage
- ▶ Create support for future expansion

We are marketing Viva with clarity and passion because, to succeed, our consumers *must* own, understand and believe the brand; Viva *must* forge a powerful bond with our target market.

This public education and marketing communications plan provides the foundation for building the brand in the most persuasive/efficient manner possible for all of our stakeholders.

Our education and communications efforts are a long-term initiative. The recommended plan covers Phase 2 and Phase 3 from April 2005 until December 2005. Through all of 2005, staff will be actively engaged in the preparation of marketing materials that will support the launch of the Viva service and successfully establish it as a brand.

A detailed breakdown of activities has been provided for the period. As Viva takes shape over the course of 2005, staff will report back to the Rapid Transit Steering Committee and Council on our marketing activities and plans for future phases. This will provide opportunities to further review and fine-tune activities, resources and costs.



The new rapid transit vehicles will begin to appear on the streets of York Region in the fall of 2005, but a great deal of work must be done to prepare the public for the start of the new service. Communications efforts include:

- “front and centre” communications that will educate the public in general and motivate potential new riders in particular;
- expanding the Viva Ambassador program.

Rao, Barrett and Welsh has been focused on bringing Viva to life in a way that will inform, involve and persuade the people of York Region to embrace Viva and to make it a part of their lives.

The following plan is based on and builds upon the marketing and communications plan approved in September 2004 by the Rapid Transit Steering Committee.



Our Task

Our task, simply put, is twofold.

- a. To acquire new riders and
- b. To retain existing ones

a. Acquisition

We need to attract new riders to Viva.

People who do not currently use public transit – or use it infrequently – need to be convinced that Viva is a viable alternative to their vehicles.

We must educate and motivate occasional riders to increase their incidence and frequency of usage – i.e. we must encourage them to use transit to go to more places more often.

In fact, we must present Viva as being *more* than just a viable alternative. Viva needs to be marketed as a superior option, one that has the potential to enhance and enrich their lives.

To do this we need to change their current attitudes and perceptions about transit, so as to induce a change in behavior and convince them to try Viva.

For Viva's long-term success, it is crucial that we bring new riders to the system.

b. Retention

It is equally important to retain our current rider base.

These riders must be allowed to feel they are making the right choice even when they have other options available to them.

Riders who are likely to graduate from public transit onto cars must be convinced to try Viva *and* postpone this decision.

We want these riders to think and *feel* that Viva meets their transit needs and fulfills their lifestyle choices.



The Brand Task

Our mandate is to build a differentiated and ownable brand.
A brand that is relevant to consumer needs.
A brand that is responsive to changes in those needs.
A brand that is in tune with consumer values.
And a brand that both speaks and listens to its customers.

The Brand Challenge

\$150 million is being invested in Viva.

We must make it clear that this has been invested in something that is bigger than a few new, flashy buses for YRT.

We have the chance to make it clear instead, that Viva is a vehicle of change for York Region.

Success will result in the people of York Region understanding that they don't just have new vehicles but a whole new rapid transit service that delivers higher frequency, better amenities and a compelling reason for use: it is targeted to their needs and expectations. Failure will produce confusion about the new service and may create unrealistic expectations that cannot be met by YRT.

Public transit is a low-involvement category. Unlike sports or fashion, people tend to take transit and other infrastructural resources for granted. They pay attention to it only when it's not working or when there is a fare-hike.

To add to this, we have a service that is more than five months away from launch. It is our challenge to create and sustain interest over this period of time.

We must spend our resources wisely. While we will not get a second chance to make a first impression, we still need to optimize our every resource.



To be efficient over an extended period of time:

- we need to be consistent across all touch-points – Viva the brand must speak with one voice, no matter where the consumer interacts with it.
- we need to appeal to and educate a wide range of stakeholders.
- we need to engage an extremely diverse target base. From our current riders to potential riders, we must serve a variety of needs and expectations.
- finally, Viva must evoke a pride of ownership and a sense of belonging in everyone in York Region.

The Brand Ambition

We want Viva to enjoy a high degree of awareness and familiarity.

Viva must involve and engage residents of York Region.

Viva must build an emotional relationship, beyond its functional attributes.

Viva must become a source of pride for the Region.

Viva must generate loyalty and support for future expansion.

The Brand Essence

Consumers don't buy a product; they buy what it stands for. We have already successfully established the Viva brand identity. It is now imperative that we communicate the essence of our brand – what it stands for – in order to create a lasting relationship with its audience.

The essence of our brand should be contained in the 'brand idea' – a single, unifying idea that conveys what our brand stands for, what it offers its consumers and why it's right for them, all communicated with consistency and clarity through each and every consumer touch-point.

Viva's brand essence can be summed up in the following statement:

Viva is not about transportation – it is about transformation.

In other words, as a brand, Viva transforms what is merely functional (i.e. public transit) to something that is powerful and emotive. It is the ride from mundane to fun, from struggle to victory, from limited mobility to freedom, from the hum-drum to the celebratory.

Viva as a brand should stand for the vision of the life you want to live, fulfilled.



The Brand's Desired Image

Market research by The Strategic Council during the development of the brand showed that consumers wanted the new rapid transit brand's image to encompass several key qualities. Chief among these were:

- it must seem convenient

- (i.e. a fast, frequent, comfortable, clean and crisp)

- It must seem exciting (i.e. innovative, sexy, cool)

- It must seem different (i.e. spirited, friendly and new)

Viva Brand Voice:

Based on these findings, the recommended brand voice/personality for Viva is one that is upscale, crisp, stylish, spirited and fresh. While it should be corporate it must also be fun, with a friendly tone and manner. Viva must communicate its messages with simplicity and elegance and always with a sunny, human quality.



4. The Target Universe

Before proceeding to create targeted messaging it is imperative we arrive at a thorough understanding of the scope of our target universe, prioritize high potential target segments and arrive at a well-considered understanding of what will be the primary motivators for them.

York Regional Municipality: Key Demographics¹

Population:

Total population: 852,035

32% of the population is in the age group 25-44

46% of the population is in the age group 15-44

39% of York residents are born outside Canada

Income:

There are 275,867 households in the region. With a median family income of \$75,678 and average earnings of \$40,892, York is one of the most affluent regions in Canada.

Transportation Usage

356,335 York Region residents use any/some mode of transportation to work. Most of these – 80.3 % to be exact, travel by car/truck/van as drivers, 57% of these being male and 43% female. Another seven per cent travel by car/truck/van as passengers. Of these, 35% are male and 65% are female. Nine per cent or 33,395 use public transit - 40% male and 60% female. And 2.4% walk or bike (of which 44% are male and 55% are female).

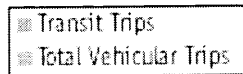
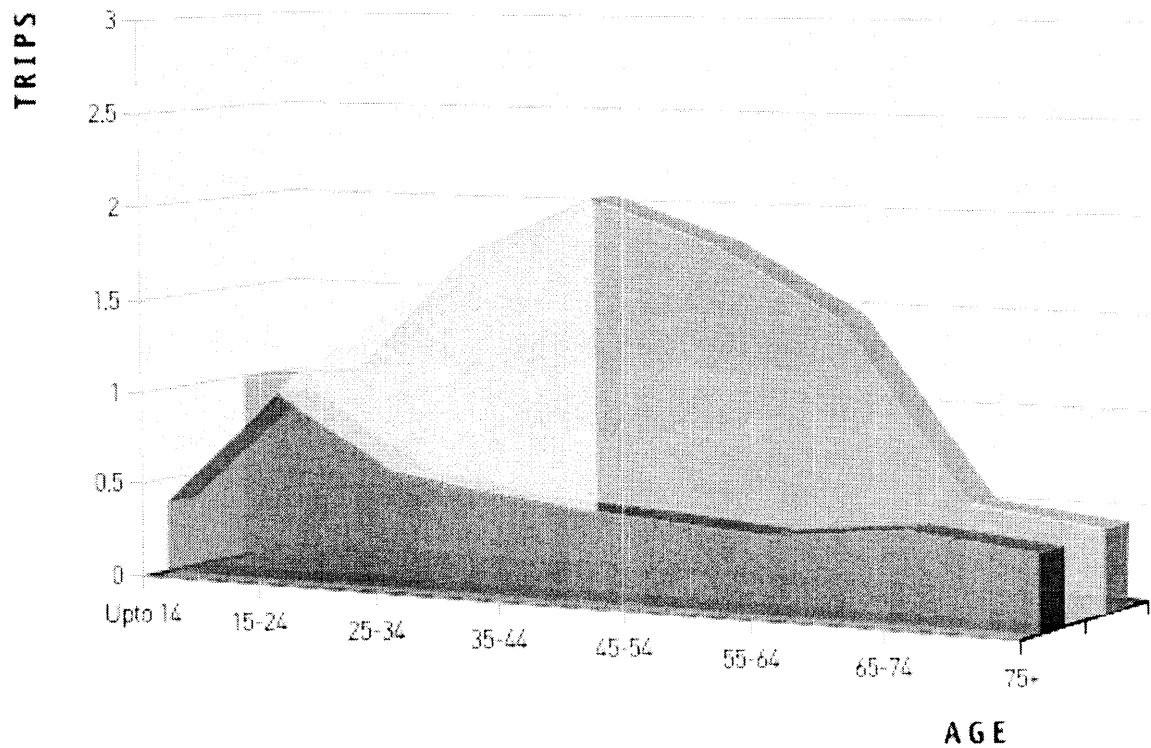
Data tells us that the average number of persons per household is 3.2 and the average number of vehicles is 1.9. We have also learned that the number of trips per household per day averages at 7.2 and the daily trips per person is 2.7.

This gap between the number of trips per household per day and the average number of vehicles indicates there is a definite opportunity for transit to increase its share of trips.

¹ Source: 2001 Census; Annual Demographic Statistics 2003; 2001 Transportation Tomorrow Survey



The Market Opportunity



= The opportunity
to expand transit trips



5. **Target behavior and attitudes**

HOW PEOPLE IN YORK REGION RELATE TO TRANSIT

A strong culture of driving exists in this community. At the same time there continue to be several major impediments to the use of existing transit, chiefly dissatisfaction with routes, frequency and speed.

Addressing these issues can be expected to have a moderate impact on usage. While the higher cost of driving (compared to public transit) is an incentive to some, many drivers are unwilling to relinquish their primary mode of transportation. This reluctance is compounded by the fact that there are relatively few disincentives to driving in this region; e.g. parking is mostly free or relatively affordable.

In market research, residents' responses indicate a near universal awareness of YRT, yet at the same time an extremely low familiarity with the service – meaning that they know it exists, but simply don't know enough about the service to use it. This is a common enough disconnect and can be remedied with sufficient communications designed to educate and increase understanding of the service.

Barriers

The perceived lack of control that accompanies transit use is the primary barrier for non-riders (especially those who already drive). Another important factor is extent of fare integration with other transit systems or lack thereof: driving or getting a ride to the nearest TTC or GO station eliminates the inconvenience and perceived extra cost of paying a double fare.

Unfamiliarity with routes, schedules and fares has proved to be a key barrier for non-users, particularly in the older age cohort. Our research tells us that the most commonly expressed reason for this unfamiliarity is the absence or shortage of critical information – information delivered through advertising and supporting literature.

The geography of York Region is conducive to automobile use. The large distances between areas are seen as more efficiently covered via automobile. It is a driver-friendly region with mostly free parking and wide streets. At the same time York Region is also seen as a region that is not transit-friendly, as evidenced by the distance one has to walk to bus stops.



Motivators

There are significant opportunities to increase occasional use. If Viva can be established as a viable alternative to driving in specific instances, we can successfully influence greater use of the service. Strategically speaking, positioning for occasional use may overcome the barriers thrown up by the target's life-stage (transit use typically ceases after the purchase of a vehicle) and by traditional misconceptions around transit's unsuitability (a feeling of "it's not relevant for me").

A clear sense of the personal benefits ("what's in it for me") is the primary motivator for choosing public transit. Messages focusing on personal benefits have the greatest resonance among the target population.

Non-riders need to see themselves as potential users and our target needs to be broadened beyond those who do not have any other alternative but transit. The relevance we must establish can be communicated on a number of fronts: the appropriateness of transit use for varied events and circumstances; the cost savings associated with regular transit use; the effectiveness of transit as an addition to a household's primary transportation system; and the sense that the use of transit amounts to a community service as it generates support for the system and gives credence to other such services that will support the growth of the region.

A summary of key findings and recommendations:

There is a relationship between age and mobility. Transit use peaks for the 15-24 cohort and women are transit's best customers, accounting for 56% to 68% of weekday transit.

Most daily trips are made by persons who do not drive or have access to a car. Immigrants often are heavy transit users based on high usage of transit in their native countries. Cost and availability of parking is also a factor in choosing or not choosing transit.



It is not enough to just build awareness. We need to educate our public, create familiarity and leverage the opportunity to increase occasional usage. We must target those in life stages that pre-dispose them to transit and overcome the barriers of 'lack of control', by communicating the convenience and empowerment that rapid transit represents. We need to deliver messages that focus on the personal benefits of rapid transit to potential riders by demonstrating its relevance to their lives and needs.

Viva has addressed the key barriers to transit use through the design of the service-offering: frequent service, GPS tracking, priority signals, etc. We know this is what people want. Our task is to narrate the Viva story. To educate, involve and persuade.



6. Recommended Targeting Strategy

Fish where the fish are

To successfully launch Viva and to use our budget resources with the utmost fiscal prudence, we must target only those segments with the greatest potential. Within these segments, we must encourage an increase in occasional usage, (use Viva to travel to more places, more often), link Viva with a sense of empowerment in the minds of potential users and generate sufficient buzz around the new service to induce trial.

Our recommended target segments

The target demographic with the highest potential to deliver results is the 15-45 age group which represents 46% of the region's population. Studies here and in other markets show that this is the segment most likely to use transit (YRT surveys, CUTA research and US stats provided by Sam Zimmerman). Within this broader demographic there are key segments that must be targeted.

We know that women are more likely to use than males and must be addressed accordingly.

The student bodies of Seneca and York University are a naturally receptive market in addition to being key influencers at home and in peer groups.

Office workers along the Highway 7 corridor comprise the segment of the business sector most open to trying the new service.

Teenagers in the 15-19 age group with little or no independent mobility are also key users and can generate buzz.

Immigrants account for 39% of region's population, and are more likely to use transit even as their incomes rise. It is important that we successfully reach this market within each of the segments mentioned above.

(see appendix for profiles of each of these segments)



Customizing communications to these target segments.

Target	Tone and Manner	Media
Young office workers	Upscale, stylish, not frivolous but not stuffy, corporate but fun	Targeted communications in media
Women	Real, confident, humorous, intelligent	Targeted communications in media
Students/Teens	Trendy, cool, in their vernacular	Targeted communications in media
General public; stakeholder, multiple audiences	Corporate but, fun, confident, contemporary	Newsletters, press releases, email updates
Ethnic audiences	Viva brand voice but appropriately adapted to the vernacular	Targeted ethnic media and events



7. BRAND COMMUNICATIONS AND CREATIVE STRATEGY

Goals for the creative work

Don't just launch the brand – celebrate it!
Prioritize high potential target segments.
Customize communications to address these segments.
Unify all communications with a strong creative thread.
Maximize existing media properties.
Create 'buzz' in potential target markets.
Make 'Viva' a part of the consumer vocabulary.

The objectives, by phase.

- Phase 1: Introduce the brand, create community-wide awareness; bring opinion leaders and trendsetters onside (already executed through: brand video, launch event, Viva challenge, presentations, website, kiosks)
- Phase 2: Change perceptions and attitudes by educating our audiences about the brand benefits; predispose them to the new service
- Phase 3: Induce trial/conversion; educate our audiences about brand benefits and brand features.

The call-to-action messages, by phase.

Phase 1: Celebrate the spirit of Viva
Phase 2: Imagine life with Viva
Phase 3: Experience the difference Viva makes.



The overarching creative strategy.

Viva is not just a frequent, reliable, comfortable rapid transit service; it's an attitude, an experience. It's a better way to move, a better way of life, a way to feel better about life.

Life in York Region presents us with needs, challenges and opportunities. Viva is the solution, the answer.

How will you get there on time? Viva.
How will you not get stuck in traffic? Viva.
How can you get by without your car? Viva.

Viva is about transformation, not merely transportation. Therefore, communicating the *spirit* of Viva is critical to the success of the brand.²

The single, unifying idea

VIVA IS A RAPID TRANSFORMATION SERVICE.

IT IS A JOYFUL ANSWER TO THE NEEDS AND CHALLENGES
OF LIFE IN YORK REGION.

IT IS RAPID TRANSIT THAT WILL TRANSFORM LIFE IN YORK REGION.

² Viva is not merely about logistics and practical solutions – it's about life enhancement – the human aspect is paramount.



The creative expression

“Viva!”

People making the v-sign, people saying “Viva!” is the thread that runs through all the communications.

By using the tangible, physical gesture (“Viva!”) as the answer to these needs and challenges, we are creating a memorable, viral expression of the brand’s essence and the brand’s promise.

The action of the “Viva!” symbolizes everything that is good about the experience of the Viva service. It replicates the sensation of what riding on Viva must be like – fun, happy, exciting.

A product is made in a factory. A brand is made in people’s minds.

Viva is about transformation, not mere transportation. Because the brand mnemonic is an action and not a mere graphic, it too transcends the merely functional and celebrates the ultimate brand promise: life-enhancement.

The “Viva!” is a transformational, enlivening action resonant with the spirit of Viva. It’s catchy, it’s memorable, it’s fun to do. Deceptively simple, it has the power to slip into the language, the stickiness that will encourage people to actually use it in day-to-day speech. This is the simple glue of great communication.

“Daddy! You got home early!” says the little kid.

All Dad has to do is flash the Viva sign and, just like that, without a word, he has said everything we want the brand to mean.



But will it get people to use Viva?

The point of our marketing communications and public education campaign is to make the brand evocative, by communicating its features and benefits clearly, persuasively, even aspirationally.

Will this get people to use Viva?

No.

Will it make them *want* to use Viva?

Yes.

A successful communication campaign will prime the audience so that, when the service is finally here, they will be predisposed to trying it.

The rest is really up to the service itself.

The experience must live up to the promise; the service launch will be the moment of truth.



8. PHASE TWO

Education, Advertising and Media Launch (April-August 2005)

The public has been introduced to the new brand. Now is the time to change their perceptions about public transit. The message: Viva is frequent, comfortable, convenient. It can transform the way you live and work. The benefits of Viva are many. Imagine how your life can change.

Strategic Goals

- Change perceptions and attitudes
- Educate audience about the benefits of using Viva
- Position Viva as the preferred alternative
- Increase awareness and build brand equity. (Advertising has the ability to achieve maximum reach with our target audience and create an emotional pull for the consumer.)

Tactical Objectives

- Further the creation of brand advocates among community leaders.
- Expand on our community outreach program, including introducing the public to the new RTV.
- Launch creative for the advertising.
- Inform and educate. We need to educate people on the overall merits of bus-based rapid transit and Viva. We also need to be more specific with our information about fare media, fares, payment options, routes and systems and the integration of YRT and Viva.

Key calls-to-action:

Strategic/thematic: imagine life with Viva

Tactical: prepare to transform your life with Viva

Media:

YRT on-board ads, lamp posts, info-kiosks, cinema spots, local TV, website, municipal publications, business and trade publications

Milestones

RTV Introduction (May 2005)

Terminal unveiling (June 2005)

1System Introduction/Fare Media Conversion

Timing:

April-August 2005



Phase 2: imagery

We would use images of members of our target segments in ways that complement our messaging and precisely target each communication piece. In addition, the existing library of images created for the Viva challenge will provide a series of rotating visuals for the brand mnemonic.

Phase 2: Thematic advertising: some examples

Headline for office workers:

make a valuable contribution to the big meeting: you
(copy: frequent. convenient. reliable. unstoppable. viva delivers. viva delivers you.)

Headline for women:

you go girl.
(copy: with its frequent, reliable service viva lets you get around town in comfort and style.)

Headline for students:

tell your dad he can have the car tonight.
(copy: never beg for your dad's car again. and never be stuck for a ride. with viva, an rtv will be there within 15 minutes, 20 hours a day. you can count on it. and so can your dad.)



Phase 2: Thematic Activities

Public Relations Strategy

The Public Relations strategy will be developed to build the positive messages about Viva and the role of rapid transit in York Region by providing the media with information in a proactive way. This allows Viva to lead public opinion and control issues rather than reacting to them. We have identified key reporters for both local and provincial media and will offer them interviews and press information.

Viva Ambassadors

In addition to one-on-one efforts and our events strategy, Viva Ambassadors will support the public relations effort. Viva Ambassadors have been selected from a representative group of York Region residents, businesses and organizations to create a non-political support group for Viva and transit in the region. These are opinion leaders who are campaigning on our behalf.

Team Viva

Team Viva is a live and lively, non-bureaucratic community outreach approach designed to get the Viva message to target audiences. By using local young adults it projects a fun, lively and people-oriented message that also effectively communicates the brand character and values.



Phase 2: Tactical activities

Phase 2: tactical: Vehicle Introduction

The arrival of the new vehicles in York Region is a key milestone event. It will be an opportunity to generate even greater excitement behind the service by giving physical expression to the brand – the new vehicle can be used as a rolling billboard around the region generating interest and creating anticipation. Again we can invite key internal and external stakeholders, media, politicians and institutions. At the event, we can reveal the new rtv and unveil a mock system-tour to demonstrate the routes Viva will travel.

Phase 2: tactical: RTV promo for YRT riders

For YRT riders at stops in strategic locations, the prototype rtv can be made available for walk-throughs, and an infokiosk set up for more info/Viva challenge, all while they wait for their YRT bus to arrive.

Phase 2: tactical: Viva Terminal Unveiling

The completion of the Viva Terminal at Highway 7 and Yonge Street will provide us with another opportunity to raise the profile of Viva in the community and highlight its benefits through additional media coverage and the participation of political representatives and stakeholders.

Team Viva

Team Viva will continue to be an important mechanism at community events to demonstrate both the character and benefits of the system. Added to their role will be an instructional component – to explain and demonstrate how fares will work, including explanations of the zone system, which will be implemented at the time of service launch. In addition, the Public Relations campaign featuring the Viva Ambassadors, will continue to reinforce the Viva message with key media and stakeholders.



Viva Ambassadors/Public Relations Campaign

Though less of a priority at this point, we need to continue to reach out to influencers within the community. Viva Ambassadors, as part of the larger Public Relations strategy, is key to accomplishing this goal.

Viva Website and web updates

As the brand and construction continues to build, the web is our best medium to communicate updates and service information to our stakeholder and public audiences. We will continue to engage the web-savvy public through our award-winning site in a way that shows off our brand and creates a marketing opportunity with every hit. This will be achieved by keeping web content fresh and giving people a reason to return – with interactive features like how to use the fare machine.



9. PHASE THREE

**Service launch and on-going support
(September-December 2005)**

Strategic Goals

- Change behaviour and acquire new riders
- Educate audience about the features of Viva *and* its benefits
- Induce trial by motivating non-riders to experience Viva
- Continue to build excitement and brand equity

Tactical Objectives

- Encourage trial.
- Encourage occasional user to increase incidence and frequency of usage
- Encourage reuse.
- Create awareness of service launch.
- Build ridership. When rtvs hit the streets in September, we must have a well-prepared audience that wants to give Viva a try.
- Build support for next phase of the project

Key calls-to-action:

Strategic/thematic and tactical: experience the Viva difference

Media:

Paid and earned media, print/magazine, YRT on-board ads, lamp posts, info-kiosks, cinema spots, websites, municipal publications, business and trade publications

Milestone:

Maiden voyage/Service launch (September 2005)

Timing:

September–December 2005



Phase 3: Imagery

We would use images of members of our target segments in ways that complement our messaging and precisely target each communication piece. In addition, the existing library of images created for the Viva challenge will provide a series of rotating visuals for the brand mnemonic.

Phase 3: Thematic advertising:

Headline for office workers:

attend business cool.

(copy: vivasmart displays tell you exactly when your ride's coming – in real time – so you'll always be calm when you're collected. and, thanks to our our spacious, comfy rtv interiors, you'll be cool when you arrive.)

Headline for women:

enough room for you and a day's shoe-shopping.

(copy: spacious interiors, comfy seats. a frequent, reliable service. viva makes shopping even more fun. who knew it was even possible?)

Headline for students:

play station.

(copy: some use viva wi-fi to catch up on work. others use it for nobler purposes. like galactic domination.)



Phase 3: Tactical activities

Phase 3: tactical: Maiden Voyage Event

This is the culmination of all of the work to date – the official “Maiden Voyage” of Viva. This will be an opportunity to generate additional PR for Viva and to physically demonstrate how the system works to both internal and external stakeholders

Phase 3: tactical: Online games: new Viva challenge

The web is a medium that both calls for and provides high returns on engaging content. The right combination of information and entertainment has a viral effect, quickly drawing new and repeat visits and allowing us to educate our audience successfully through games like:

- Try to get to your destination ahead of the Viva rtv on a virtual hwy 7, during gridlocked rush hour. Face obstacles, pedestrians, diversions, repair crews, traffic signals.
- Be Scott Goodyear (race car driver and prominent York resident) as you take on a Viva RTV during gridlocked rush hour. Who gets there first?

Phase 3: tactical: 'Viva Wednesday' loyalty programme: November-December

Free coffee when you get to your office; in partnership with the Region's largest employers. Present Vivapass/ticket at the building coffee shop for a free coffee upon your arrival. (this programme brings additional business into coffee shops as well – creating a cohort of ideal allies). The benefit idea: we've brought you in quicker, so you have the time to sit down and really enjoy your coffee.



Website, Internet Tracking and Web Updates

We will exploit the potential to create engaging, viral activity such as the games described above, to keep the brand top of mind. We will track hits to the website and continue to update to reflect service rollout. Specific information on availability of service and service features will now come online and create buzz while informing and educating, thus delivering on the brand promise itself.

Viva Ambassadors/Public Relations Campaign

We need to keep reaching out to influencers within the community. Viva Ambassadors are an important facet of our goodwill building strategy

Team Viva

Team Viva will continue to be deployed at community events to create a grass-roots presence and at vivastations, to provide on-site tech support with a human face.



10. MEDIA OVERVIEW

‘You don’t get a second chance to make a first impression’

In today’s media saturated world it is increasingly difficult to make any message stand out. To educate and motivate our audience, we need to be interesting, innovative and involving.

Research into best marketing practices in launching new products and services indicate that a combination of activities, initiatives and media over the pre-service launch period will be necessary to make the Viva message “sticky” in the minds of our target audiences.

During Phase 2 and Phase 3 we will be using a combination of grass roots activity and localized mass media to generate the required level of reach and frequency, based on the budget parameters approved by Council in September 2004.

In Phase 2, the strategy will be to educate and build awareness and familiarity using a mix of community activity (Team Viva) and earned/captive media (light poles, posters, YRT on board ads) as well as community newspapers.

In Phase 3, as we approach service launch, localized mass media (cinema, community TV and print, inserts) will be purchased in order to rapidly build awareness and drive excitement around the new service.

The preliminary recommendations approved by the Rapid Transit Steering Committee have been researched and fine-tuned in order to arrive at the optimum mix of media vehicles, insertion schedule patterns and cost allocation.

Various options have been evaluated by media-planning specialists McIlroy and King Communications and a precise recommendation has been developed that will work within the allocated budget.



MEDIA PLAN: PRE LAUNCH

Timing:

April-July

Objectives:

Educate audience and generate excitement and familiarity with “it’s coming, it’s coming” media and messaging

Strategies:

Primary media launch, PR & kick-off events

Media Vehicles

Community newspapers

The voice of Viva

Primary information: source for community info within region

Stationary advertorial ad e.g. page 5 with Viva info and monthly status updates

Beginning of every month

Regular feature

Targets adults and seniors

Web site

Continue to drive interested citizens to web site for richer information and experience with Viva

Targets younger teens adults, tech-savvy individuals

Light Poles

Pre-launch-phase create excitement along route.

YRT Buses and Bus shelters (TSAs)

Talk directly to current users

Bring them in early as ambassadors of the Viva news, drive word-of-mouth

Mobile Kiosks

Grassroots interest generating interactive experience

Targets younger who are out and about, especially teens

Local TV



MEDIA PLAN: LAUNCH

Timing:

August-December

Objectives:

Focus \$ to drive wide and immediate awareness to ensure Viva brand ubiquity.
Minimum of 60% of York citizens will be aware of Viva

Strategies:

Multi-media launch to build reach, establish brand presence
PR and kick-off events

Media Vehicles

Community Newspapers

Launch with a big splash

Full page ads

Promotions

FSL's by FSA to give families an all inclusive "keepsake" info piece

Radio:

680 News traffic reports

Directed at adult drivers stuck in traffic experiencing gridlock angst

The new VR

Rogers TV Listings:

efficient

Cinema:

Prime place to reach teens and young adults, coincides with summer movie
blockbuster time (= increased attendance)



Out-Of-Home:

Primary role of out-of-home media is to make Viva ubiquitous amongst all our targets by means of multiple, repetitive exposures.

- TSA's: following routes; reaches teens, young and older adults, walkers, commuters and drivers and HW 7 workers, billboards /murals along routes
- YRT buses: reinforce that rtvs are not ordinary buses i.e. promote WIFI; reaches users and drivers
- Mall posters: Heavy "back-to-school" mall usage by women and teens
- Flash Media: Intersect our targets at convenience stores; could focus ads on Highway 7 corridor: reaches teens, parents, workers
- Go Train Platforms: small investment behind current commuters to educate them about alternative option
- Community centre media: capitalize on media available to reach most of our targets: fitness centres, pools and rinks
- Tactical efficient ideas: elevators, workplace bathrooms etc.

On-Line

Geo-demo targeted e-mail blasts and banners; reaches youth, the techno-savvy and workers

Campus

Talk directly to college & university students in campus newspaper and posters

Ethnic

Talk to core ethnic groups within York Region in their own language via ethnic media and/or direct media, such as ethnic community and business publications.



11. CAMPAIGN EVALUATION: TRACKING AND RESEARCH

In order to determine the success of our marketing and communications activities, we will evaluate our campaign's effectiveness through pre-launch and post-launch research.

The objective of this research is to determine awareness and familiarity of the brand and what it stands for; and awareness and familiarity of the service itself.

In the pre-launch research phase, we will take stock of our communication efforts to date and establish the benchmarks to so we have something to measure against.

Our success will later be gauged by the shift/movement in the degree of awareness and brand familiarity, before and after communications.

The first round of research (pre-launch) would be commissioned in July/August. The second round (post-launch) will be commissioned in November/December.



APPENDIX



i. **BRAND FOUNDATION: The birth of a brand**

The Viva brand core of comfort, convenience and fun, is based on research conducted with our target audience – both riders and non-riders in York Region. This research, and our investigation of other transit systems, makes it clear that for Viva to be successful it needs to respond to what our target markets think and feel about transit.

The platform for all of our communications and marketing programs is the Viva promise and how it is delivered.

It helps provide answers to the questions “What is Viva?” and “Why is it a valuable transit option for the people of the Region?”

Our Promise:
Uniquely Great Transit

How we make our promise tangible:
Great Everyday Moments

How we make it possible:
Innovative Experiences



ii. **BRAND LAUNCH: The Viva story so far**

York Region has embarked on a major infrastructure project – building a distinct, new, high-quality public transit option as part of a proactive plan to reduce gridlock and recruit a new generation of transit users. This new system is called Viva. What drives this major initiative is our commitment to fueling sustainable residential and commercial growth, and to an urban renaissance that maintains and improves the quality of life in York Region.

Bus rapid transit, the newest addition to York Region's family of transit services, will operate across four of the heaviest traffic corridors as a high-frequency complement to York Region Transit (YRT) and the other existing transit options serving the region (TTC, Brampton Transit and GO Transit).

Though they fulfil different transit needs, YRT and Viva work in partnership with one another. They are different but connected.

The Region is committed to delivering a new "best-of-class" solution to the residents and businesses of York Region. Viva is the first bus rapid transit system to be offered in the GTA. Every component of Viva has been selected and sourced to produce an efficient and effective system with a strong customer-centric focus.

This attention to every detail of the system will ensure that Viva is not only a best-in-class system but also a source of pride for the people of the region. Equally important, this degree of attention is critical to making transit relevant and valuable as a choice for a new generation of riders weaned on cell phones, Internet, instant messages and drive-throughs.

Viva was launched to the residents of York on December 06, 2004

We have made much progress on the identity and communications components of the brand. The Rapid Transit project has a new name, Viva, a logo, a color palette, brand foundation, station design and unique vehicle interiors and exteriors.

The first phase in the Viva story was launched with great success to the residents of York on December 06, 2004. The ensuing media coverage and interest was the result of the great efforts of all those involved with the brand thus far.



www.vivayork.com went online at the same time and has been a tremendous success receiving over 540,000 hits since launch.

We have begun to lay the foundation for the brand. We have started the process of building awareness within the community. At this early stage it is important to engage the community without creating an expectation of the service at this stage. We need to slowly build interest and excitement while educating them on the brand. We also need to generate word-of-mouth and buzz about the brand.

With this in mind, the Viva Challenge was launched on January 06, 2005 at the York University transportation fair. The Viva Challenge is designed to engage and involve the community. By getting them to celebrate the brand, we are building an attitude and feeling around it. Team Viva will continue to roll out the Viva Challenge over the next several months in select locations around York Region.

This marketing and communications plan is the next step in the brand building process. During this phase of the project, Viva will be brought to life for our target markets and audiences. Over the next several months, multiple pieces will be put into action as we begin to make a persuasive appeal to our audiences.

iii. RESOURCE OPTIMIZATION:

This marketing and communications plan is based on a commitment to using resources effectively. Where appropriate, we will partner with existing YRT and regional initiatives to maximize the reach and clarity of our messages to our potential riders. Equally important, the plan is sensitive to the need to align our marketing "spend" to the needs and expectations of our many audiences.



iv. BACKGROUND AND SITUATION ANALYSIS

Traffic congestion and sustainable residential and commercial growth are key issues for York Region residents and businesses.

York's current population of 830,000 is expanding by 35,000 people a year, and is expected to hit 1.3 million by 2026. On the other hand, only 8% percent of trips in York Region are made on public transit on any given day. In the long run, if transit modal split issues are not addressed through a variety of initiatives, there will be serious economic, social and environmental consequences that will inevitably affect York's overall quality of life.

York Region is proactively addressing these transit needs through its investment in both YRT and the introduction of a new rapid transit service, whose goal is to alleviate congestion and contribute to sustainable growth in the Region.

TARGET AUDIENCES, TARGET MARKETS

In order to succeed, Viva must address the needs of a number of key audiences both inside and outside the region. Our marketing and communications plan proposes activities, initiatives and messages targeted to each of these audiences.

Internal Stakeholders

- YRTP team
- YRT staff
- Regional and municipal staff who will serve as "ambassadors" for public transit in general and Viva in particular

External Stakeholders

- Opinion leaders – local community leaders, transit aficionados
- Other transit agencies (GO, TTC)
- Public institutions – educational institutions, hospitals, libraries
- Government – all levels of elected officials, senior regional and municipal staff, government agencies
- Media – local and provincial media, trade press



Target Market Segments:

Demographic range: 15-45.

Segments: Women • students of Seneca and York University • office workers along the Highway 7 corridor • teenagers in the 15-19 age group with little or no independent mobility • immigrants who account for 39%.

Target Market Profiles:

25-45:

The ultimate project manager, the consumer in this age range (especially women) are always on the go, doing things, getting things done. They wish they had more time, more money, more help. But, they will not let circumstances get in the way of their getting the most out of life. They demand more choices, more options.

A typical day for this consumer:

Wake (early) • possibly eat breakfast, get kids' breakfast, make lunches, scan paper • drive to work (coffee from drive-through), listen to radio en-route or read paper if using transit • @ work: meetings, meetings, meetings; gossip around the water cooler; coffee breaks • lunch: web surfing, shopping: fitness; catching up with girlfriends/ friends • quick stop at convenience store for top-up shopping on the way home • parents spend preparing dinner, getting homework started, laundry etc. • non-parents will go work out, watch TV, get dinner, relax a little • clean up, do chores, homework etc, take their kids to hockey/swimming; TV • weekends: dinner out, take in a play, etc. • grocery shop, visit to Home Hardware/Canadian Tire, wine store, pick up DVD • watch movies in the evening • household chores • family dinner • Sunday night: watch football/Desperate Housewives



20-24:

Busy, busy, busy. They're coming into their own, have carved out their own group, their own language, their own schedules. They are self-sufficient and feel invincible. They are driven by a strong need to be able to manage their freedom. They juggle school, home, work, friends. They aim to live life on their terms.

A typical day for this consumer:

Watch TV reruns • listen to music all the time, mp3s, iPod • surf the net, work on laptop all the time • stay in touch with friends and family by cell phone and sms • commute to school on public transit • gather around and hang out in coffee shops • attend class; skip class, hang in the student common: • eat, eat, eat: cheap fast food, junk food, at home • drink lots of pop • meet friends in bar/date • work at part-time job • go home; grab dinner at home, go to a movie, then pub/date • play lots of video games on consoles, at game arcades, online • do homework, study, and watch Letterman • stay up really late • sleep in • go out and party • deal with hangover

15-19:

A new life calls to this segment. They are looking to carve out an identity for themselves, to belong to a tribe. They need freedom but don't have the means to support it. They crave empowerment and belonging.

A typical day for this consumer:

Teens go through a new life stage: sports, organized activities and homework decline and are replaced by work and social activities • they work: part time • cell phones, iPods, music, parties • go to the movies, drink lots of pop; play at the video arcade • hang out in the mall; go shopping • sports: biking skateboarding; • go to clubs, visit a friend(s)/date • on weekdays they mostly head home after school where they watch TV, do their home work and surf the net, listen to music • most go to the movies at least once a week



v. MEDIA

Our research into best marketing practices in public transit as well as our agency's experience in introducing new products and services into the market indicate that a combination of activities, initiatives and media over the pre-service launch period will be necessary to make the Viva message "sticky" in the minds of our target audiences. Market research confirms that a message needs to be seen at least 7 times before it gains awareness in the mind of a target customer.

For this reason, the Viva marketing communication and public education plan uses several types of marketing to ensure that our target market sees and experiences information about the new service that will both inform and excite.

Marketing and Communications Activities and Paid Media

To develop a clear Viva story we will rely on a variety of marketing and branding activities and materials. This includes the basic materials used to communicate to and educate our various publics.

To support our efforts, we anticipate the use of paid media in the form of newspaper, and some broadcast media. These activities will further reinforce the message of other "media" and run in parallel to them, ramping up as we approach the service launch.

Community Outreach/Public Relations

Best practices in introducing new transit lines or services indicates that a strong community relations-personal outreach program is highly effective in reaching existing riders and building new ridership. Effective communications conducted personally by Viva staff at key transfer points/transit stops and neighborhood open houses gives Viva an opportunity to talk to customers about the service, gain feedback and build rapport with the community. These activities were critical to gaining buy-in during the planning stage and will be equally important to create a sense of community pride and a personal touch for the service.



As part of our community outreach program we will enlist the aid of two key target groups – kids and business people. This will be done through the establishment of Team Viva, a group of teenagers and young adults who act as ambassadors attending community events. Viva Ambassadors are groups of business supporters and ambassadors.

Public and media relations play an important role in the education and marketing program. They help generate editorial coverage in local and national media that expose our target audience to information about the program. Our plan anticipates regular media and public events that offer story possibilities for the media. These include community outreach programs as well as regular launch activities.

Internet

Given our target audiences, our education and marketing plan anticipates that many target riders will use the web to get information about Viva. For this reason, the site needs to be interesting, informative and exciting. regional demographics and the highly “wired” nature of the population of York Region, we know that the vast majority of our target audience is a user of the internet and can be reached through this medium.

Advertising Media Strategy & Plan

(see attached spreadsheet)