

2018



METRO

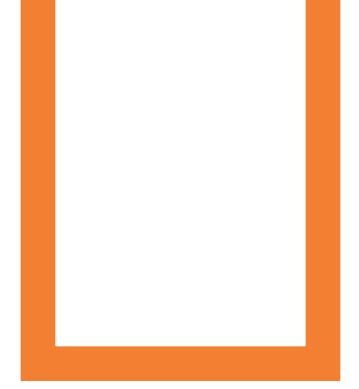
PLAYBOOK





COMMUNICATION
& MESSAGING





TABLE OF CONTENTS

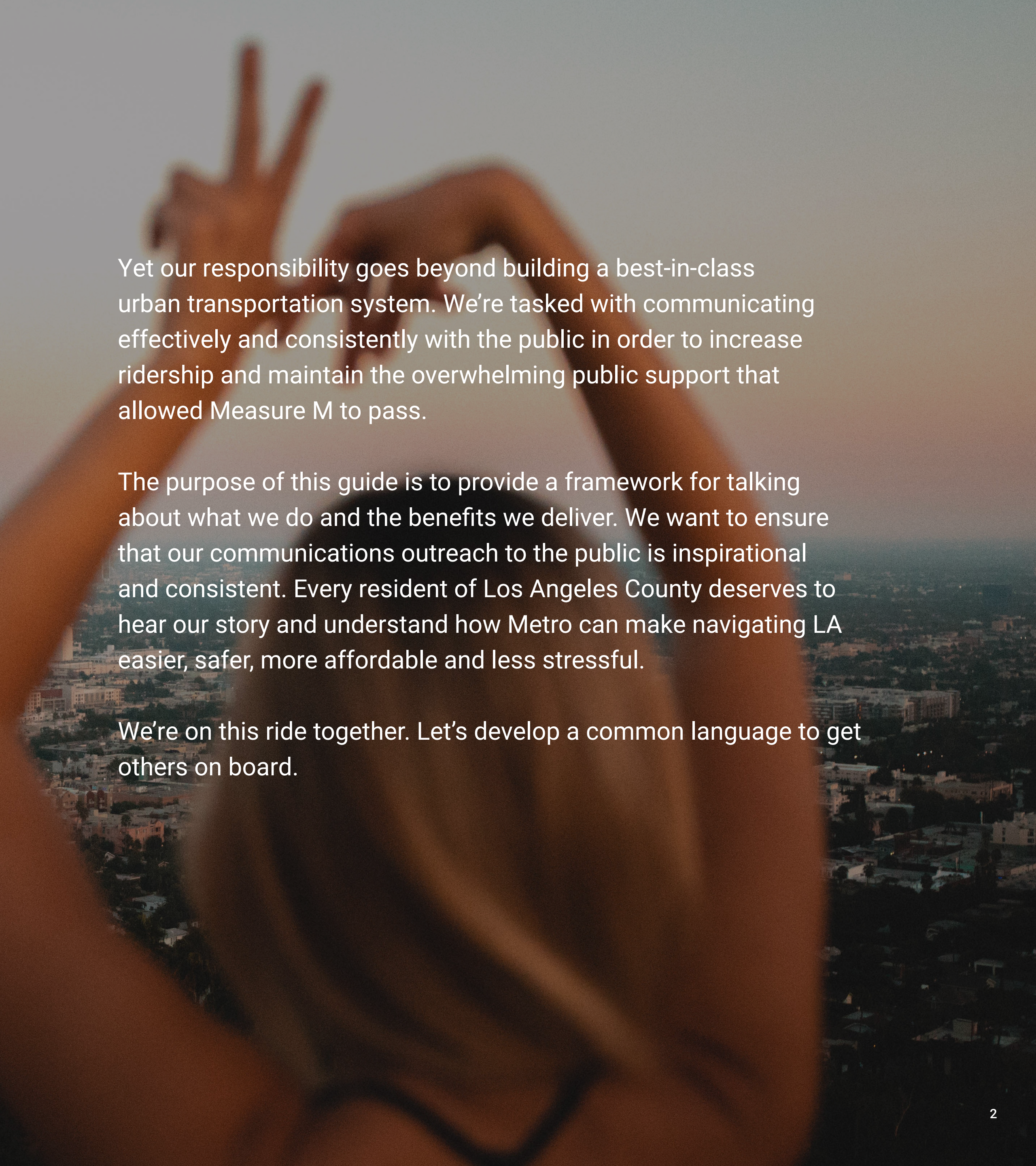


01	GETTING TO KNOW OUR RIDERS		PAGES 05 - 14
02	RIDERS BENEFITS AND EXPECTATIONS		PAGES 15 - 24
03	HOW WE SPEAK ABOUT METRO		PAGES 25 - 40
04	CLOSING REMARKS		PAGES 41 - 44



WELCOME

There's never been a more exciting time to work at Metro. The resounding passage of Measure M in 2016 demonstrated the public's faith in our ability to design and implement the transportation system of the future, and provided Metro with the resources to turn that dream into a reality.

A person's hands are raised in a V-shape, framing a view of a cityscape at dusk. The hands are in the foreground, and the city is visible through the opening. The sky is a mix of light and dark tones, suggesting sunset or sunrise. The city below has some lights on, and buildings are visible. The overall mood is hopeful and inclusive.

Yet our responsibility goes beyond building a best-in-class urban transportation system. We're tasked with communicating effectively and consistently with the public in order to increase ridership and maintain the overwhelming public support that allowed Measure M to pass.

The purpose of this guide is to provide a framework for talking about what we do and the benefits we deliver. We want to ensure that our communications outreach to the public is inspirational and consistent. Every resident of Los Angeles County deserves to hear our story and understand how Metro can make navigating LA easier, safer, more affordable and less stressful.


We're on this ride together. Let's develop a common language to get others on board.



O U R

C H A L -

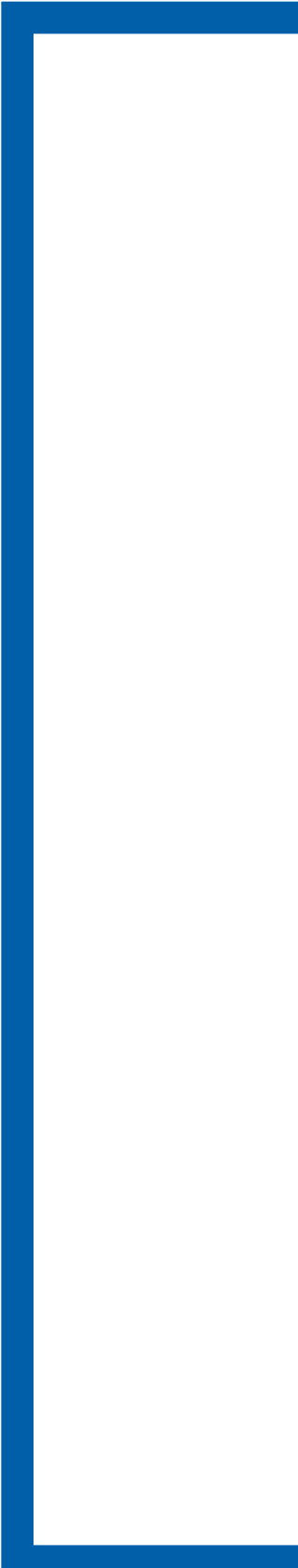
L E N G E



While Metro's opportunity is enormous, our obstacles are also significant. A booming economy has made car ownership accessible to more of our community, while in turn further congesting the major thoroughfares our buses rely on. Gas prices have stayed low. Rideshare companies compete for riders. Safety incidents are coloring public perception of Metro.

Ridership will ebb and flow with a cyclical economy. But the challenges we face from increased congestion, rideshare, and safety are real and must be addressed.

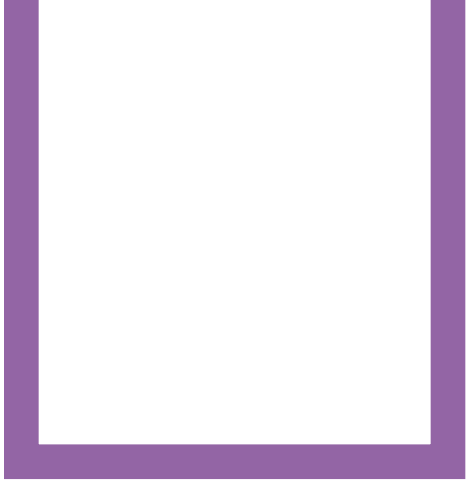
Our goal should be to show our potential riders what success looks like – and success is easier to understand when it features a neighbor whose transportation challenges look and feel familiar. Specific rider stories and localized campaigns featuring the most pertinent trip types will build comfort among those least familiar with the Metro system, as well as generate excitement to give Metro a try.



01

GETTING TO KNOW

— OUR RIDERS



“

LA is a great
place with a lot
of opportunities
and options to
seize them.

– *Diana, Metro Rider*





OUR RIDERS

Our riders are hard working, motivated and optimistic. They're Los Angeles County natives and newcomers; commuters and leisure riders. They're on the move, traveling for economic opportunity and advancement, or just to spend a fun afternoon with their family.

Today, logistical frustrations often get in the way of navigating this amazing city. Traffic and parking challenges lead many county residents to stay closer to home than they'd like. These issues impede a core desire LA residents share: to indulge their love of exploration.

Our more frequent riders know our system and how to make it work for them. But that doesn't mean it always works. When they worry about waiting too long, feeling unsafe, or navigating to an unfamiliar destination, they turn to other travel options. These riders want to know that we're **relentlessly focused on a level of service they can depend on to get them wherever they need to go, comfortably and on time.**

Despite issues with the system, our riders are also our cheerleaders. They believe in the system and advocate for its growth. They're our primary allies in attracting new riders.



“

I get so much done on Metro. I am a bit of a workaholic. I get to read the news or emails - that's just lost time if you are driving.

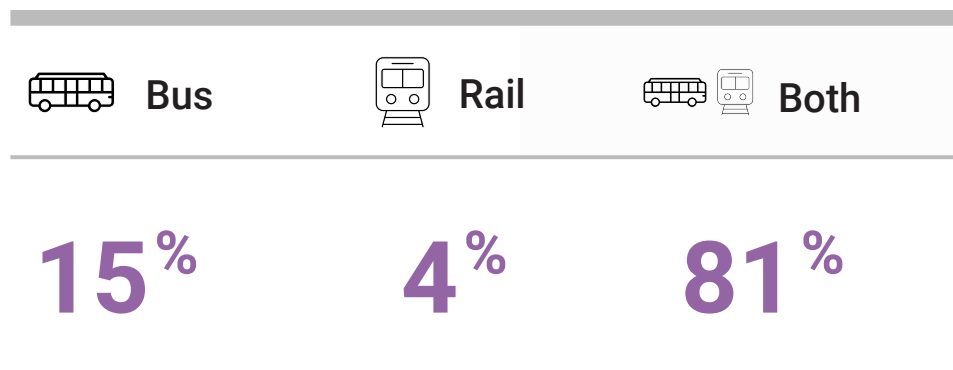
— *Mya, Metro Rider*



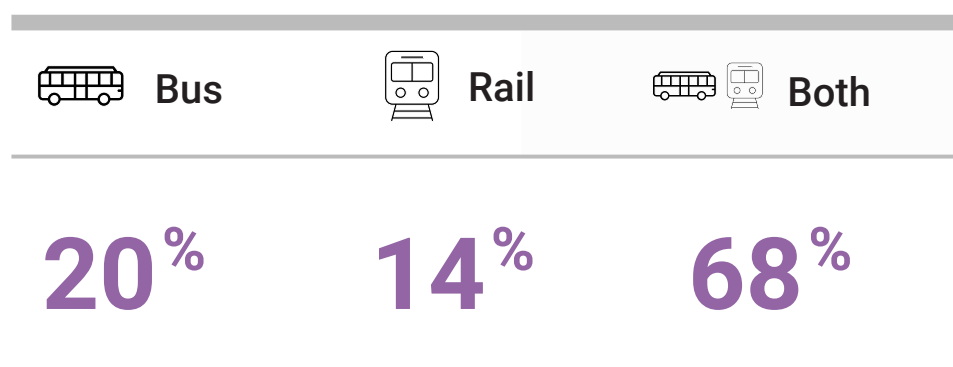
OUR RIDERS THE DATA

There are many commonalities among riders and non-riders - they're generally tech savvy, hate traffic, and love 'me' time.

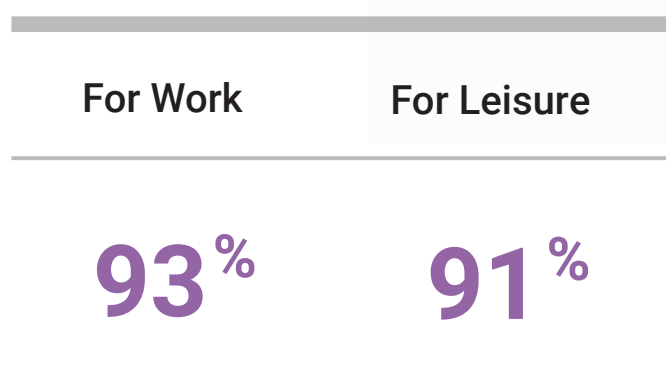
Routine Riders Take:



Occasional Riders Take:



Potential Riders Primarily Drive:





Where to find them:

Regularly

- 45%** Watching movies
- 42%** Browsing the web (non-social media)
- 41%** Watching streaming TV shows
- 35%** Watching broadcast TV shows

Why they love Metro:

- 72%** Reduces traffic congestion
- 70%** Makes it easy and convenient to get around LA
- 68%** Provides more transport options
- 67%** Reduces parking frustrations

What's important to them:

- 76%** Having time for myself is extremely important
- 63%** I am a planner
- 59%** In a perfect world, I would rather take public transportation to get around LA
- 53%** When it comes to transportation, I would rather pay more for the fastest route

02

RIDERS

**BENEFITS AND
EXPECTATIONS**



“

Getting in the car is more of a knee-jerk movement than deciding to ride public transportation.

– Zach, Occasional Rider



BENEFITS AND EXPECTATIONS

Occasional and potential riders diverge in their reasons for not riding Metro more – with potential riders needing more education on how to make the system work for them.

“I want to hang onto the liberty of owning a car and driving to where I want. I would have to consciously choose not to drive my car and then think about public transit.”

– DEREK, INTERESTED NON-RIDER

“There’s no train where I live. There are buses, but it would take forever. I live off of a huge main street, Ventura, and still there’s not a train for 7-8 miles. If there was a station closer to my house, and it actually went where I needed to go – I’m in.”

– HAIM, INTERESTED NON-RIDER

“Driving a car is faster. There are no unnecessary stops. You stop and start when you want. You’re in control.”

– ABEL, INTERESTED NON-RIDER

“There are scary, crazy people on the bus. It makes your ride uncomfortable – you can’t snooze because you have to keep an eye on your belongings.”

– KYLA, INTERESTED NON-RIDER

Occasional Riders

know how to make the system work for them, but perceive Metro to be slow or unsafe at times.

Why they don't ride Metro more:

- 33%** The journey takes too long
- 31%** Have to wait for a bus/train
- 31%** Used to getting around in my car
- 23%** Don't feel safe during off-peak/
night hours

Potential Riders

see navigating the system as a challenge, and the journey as too long.

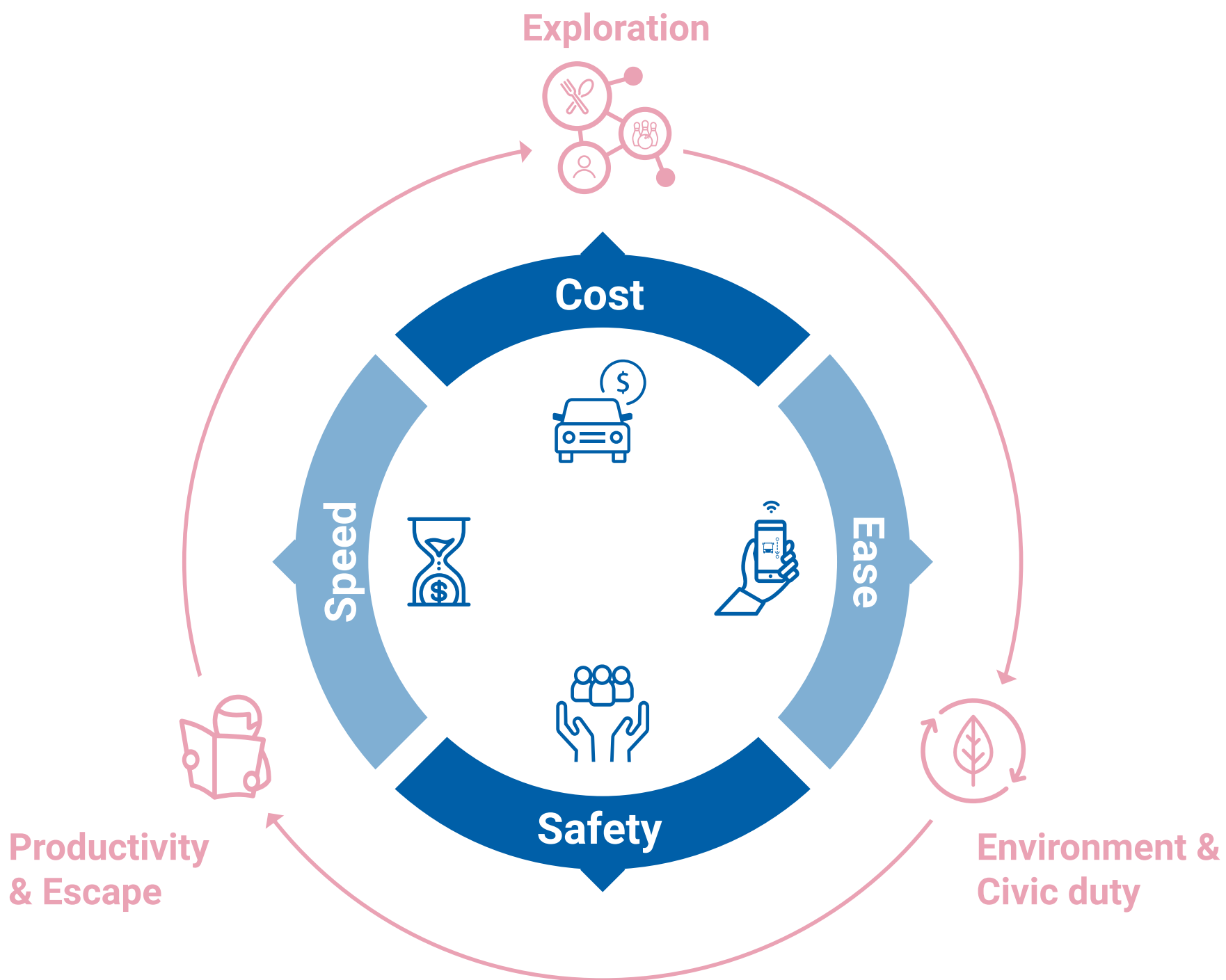
Why don't they ride Metro:

- 49%** Used to getting around in my car
- 34%** The journey takes too long
- 32%** It is difficult to plan a trip to
where I need to go
- 31%** Have to wait for a bus/train

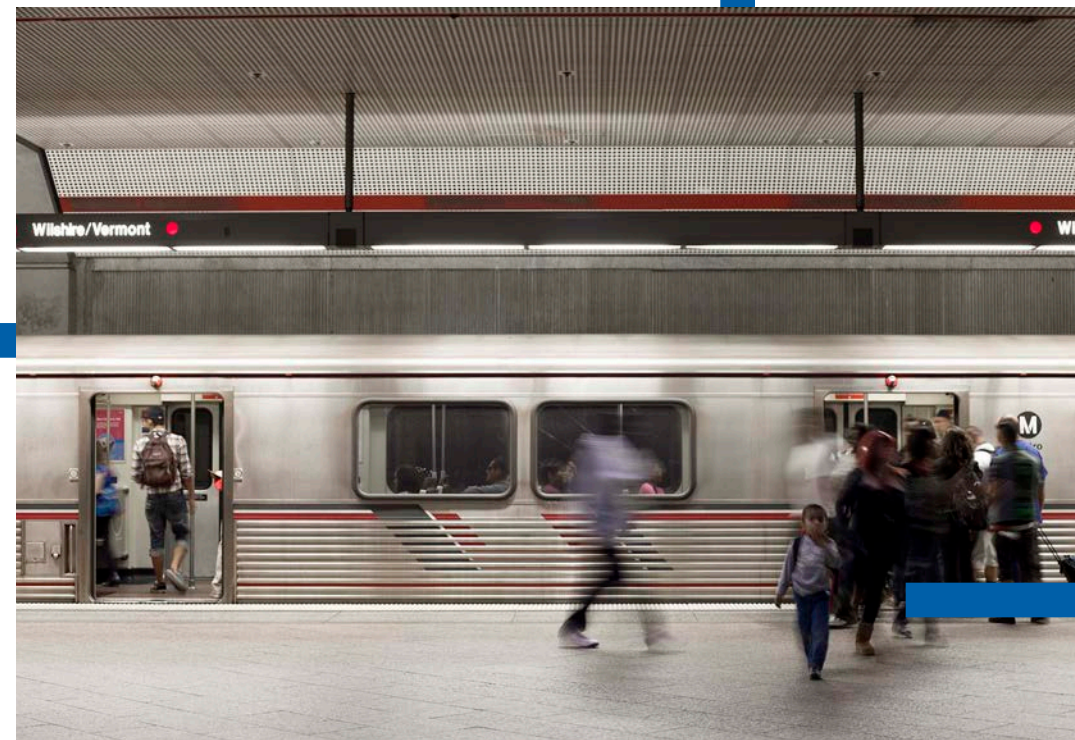


BENEFITS AND EXPECTATIONS

Metro must deliver the basics to be in the consideration set: affordable, efficient, safe transportation.



Functional benefits



Cost

\$ is a universal driver of Metro usage. Focus on the aggregate, annual value of using Metro – as well as the myriad ways that driving pushes up costs beyond the car itself (insurance, gas, repairs, parking, tickets).

Speed

While Metro can't always be faster than driving, it can be more predictable. Localized advertising should focus on routes and trips where Metro is a viable and efficient alternative to driving.

Ease

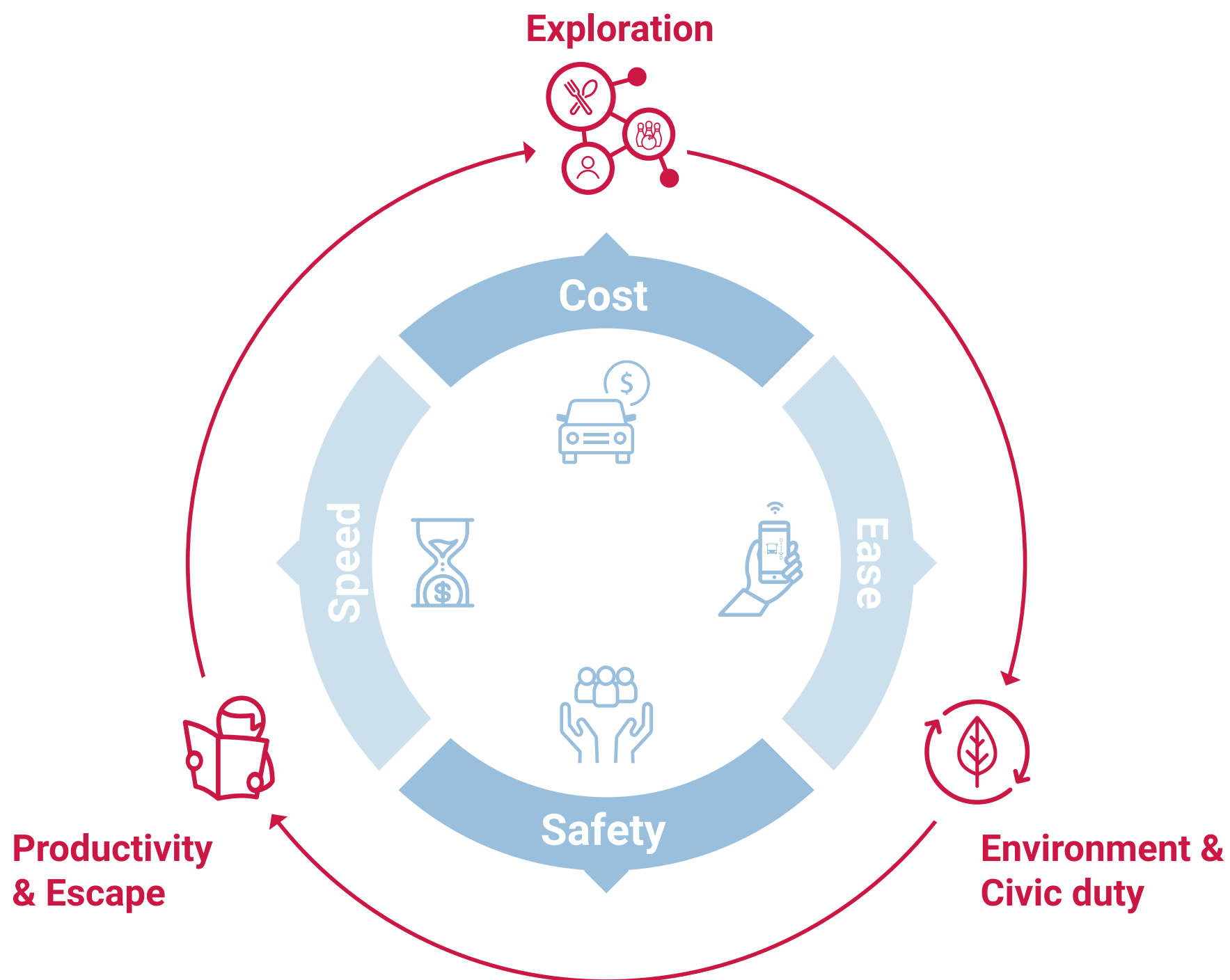
Speed is one dimension of ease, but it's not the full story. Peace of mind, "me time," avoiding the search for parking, and wireless access support this critical rider need.

Safety

This is the ultimate cost of entry: safety won't make people ride, but the lack of it will turn riders away. Relentlessly focus on what Metro is doing to alleviate widespread safety concerns.

BENEFITS AND EXPECTATIONS

Delivering on core needs allows us to speak about higher level values – the joy of exploring this diverse, fascinating city.



Emotional benefits

Exploration

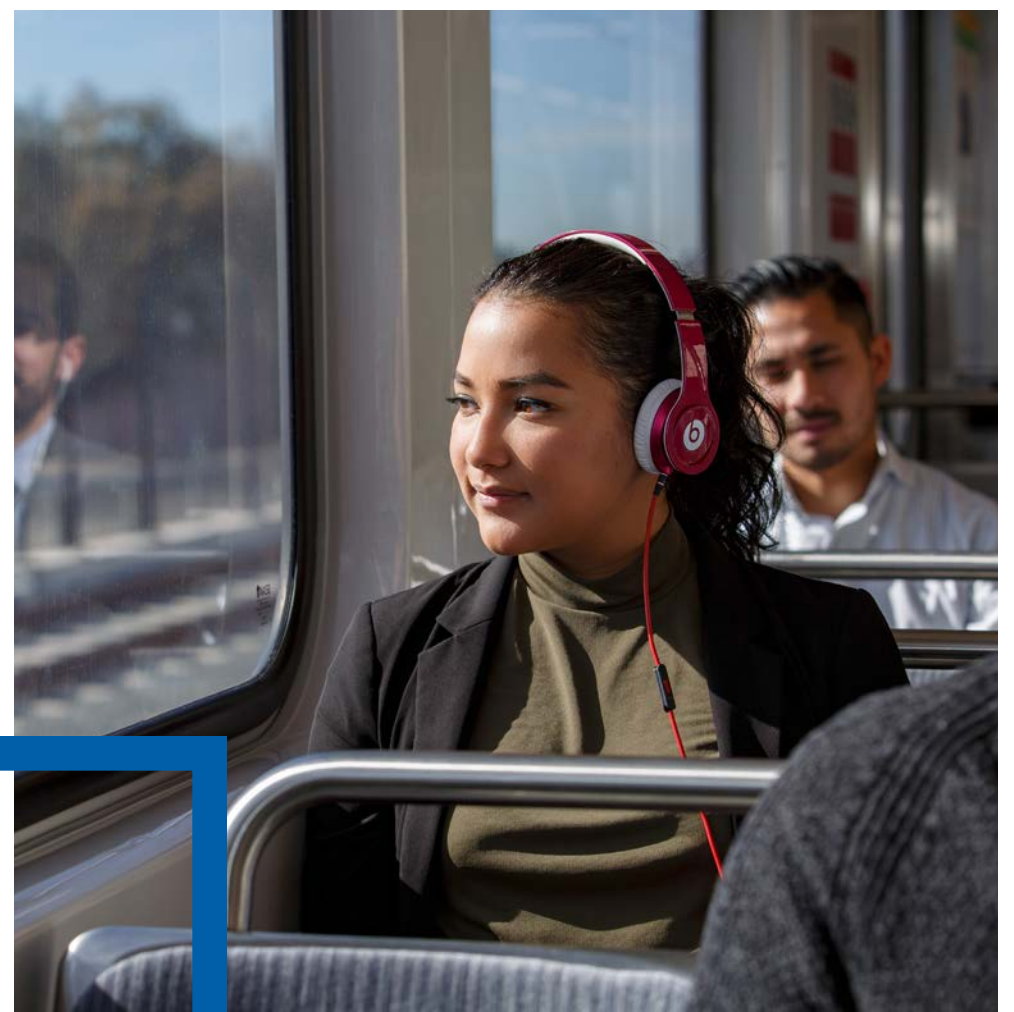
Human beings have an innate desire for exploration. Metro should live and breathe this idea – it should be the conduit not only to work, but to new experiences, people, and places.

Productivity & Escape

Riders frequently talk of their Metro trips as moments of escape, or productivity – depending on what they need or choose. Unencumbered “me time” is hard to come by; a bus or train ride can provide it.

Environment & Civic duty

This won't drive trips, but it will build loyalty, awareness, and discussion/recommendation. Los Angeles residents are well aware that there are too many cars on the road; this ancillary benefit can become a point of pride.



03

HOW WE

SPEAK

ABOUT METRO



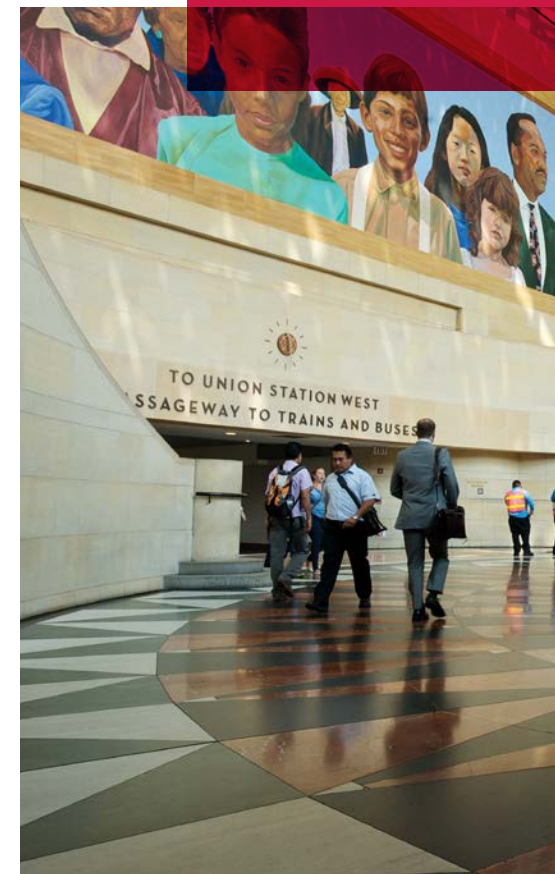
OUR MESSAGING GUIDELINES

What to focus on.

- **Keep it real.** Riders know we can't actually "take them from their front door" to anywhere and that it's not as simple as "hopping on the train." We strive to be an honest partner.
- **Be specific.** Tell county residents about the introduction of new technologies and system improvements, and offer first-hand rider perspectives about the tangible benefits provided by Metro.
- **Utilize language** that embodies forward momentum and movement, such as evolving, building, progressing.
- **Emphasize proof points** around the ease of a trip. Constituents want to avoid traffic, but they also want less stress and more peace of mind.



- **Reference specific trips and journeys** that are familiar to riders, as well as popular destinations. For hyper localized marketing, refer to the specific trip types that are most frequently used by an individual community.
- **Focus on the aspirational mindset of exploration.** While commutes are vital, there's a higher level desire for new experiences that Metro can tap into.
- **Represent the elements of LA** we're most proud of – diverse, colorful, sunny, dynamic.
- **Leverage building excitement around the Olympics.**
- **Demonize traffic and parking.** While the car isn't the enemy, traffic and parking most certainly are.





What to avoid.

- **Don't make the car our enemy.** They're a part of life for the citizens of LA. We're trying to gain share, not eradicate the automobile.
- **Our riders know the system isn't perfect.** Don't hide from our issues, or be sheepish. The message is that we never stop working to be better, not that we've ever "gotten there."
- **Avoid conveying a lack of confidence.** We can project poise while remaining humble.
- **Make data tangible and specific.** Riders are skeptical about vague statements like "millions of riders" or "thousands of trips".
- **Refrain from making comparisons to other public transportation systems or cities, at home or abroad.** Los Angeles residents see the city, and themselves, as unique.



OUR MESSAGING BRAND STORY

We're creating a transportation system as dynamic as the county we serve.

We love Los Angeles. It's diverse, quirky, colorful and full of surprises. Like us, it's always evolving and expanding, with new people to meet and hidden gems to explore. At Metro, we're driven to meet the growing needs of LA with transportation options that simply feel like the easiest, safest, least stressful, and most affordable way to get wherever you want to go.

Our brand story is our mantra. It weaves customer insights, aspiration and cultural trends with how Metro delivers these benefits to our riders.

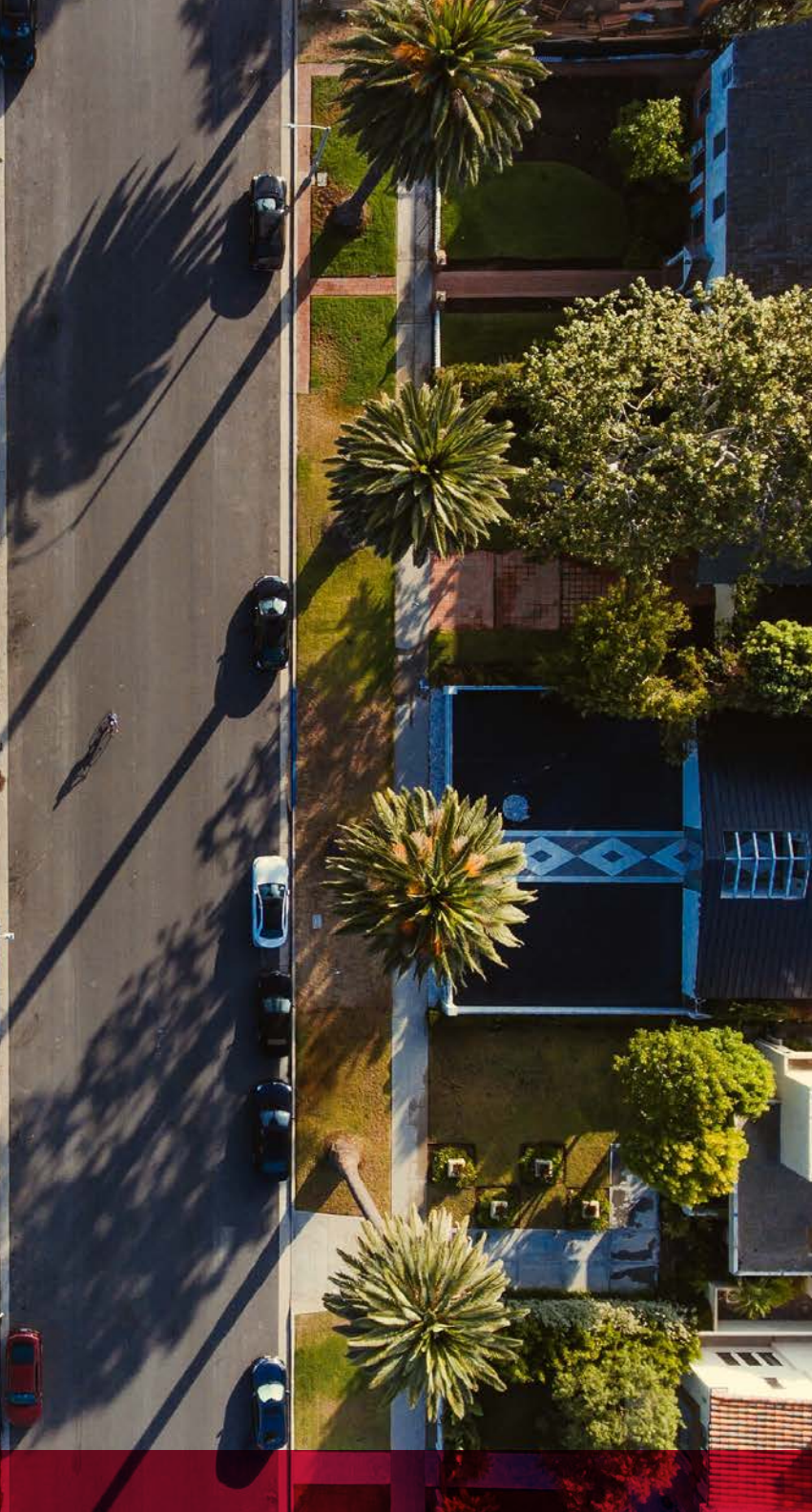


From the Valley to downtown, from the Westside to Pasadena—imagine getting anywhere in LA without the hassle of finding parking or navigating yet another traffic jam. What if, together, we could take more cars off our highways? What if catching a bus or a train just felt like the better choice? At Metro, this is our goal. We're working hard to make riding with us relaxing and productive, with options like free Wi-Fi, commuter apps that keep you on time, and TAP cards you can digitally preload.

We envision an LA with less stress, less pollution, and more people moving around this great metropolis comfortably and affordably. In a city that never stops growing, it's no small feat. But we're committed to making it a reality.

We're committed to meeting the growing needs of LA County with a transportation system that's easy to use, always affordable, and reduces the stress of LA travel – whether you're commuting to work, or heading off to explore everything LA has to offer.

Our brand pitch is us, distilled. It's the core of who we are.



We're always there for you, no matter where you want to go.

Wherever you are, we're there when and where you need us. We're hard workers and straight shooters—no secrets, no hidden agendas; we tell it like it is. We respect your time and are committed to getting you around town quickly and easily. And we're constantly coming up with new ways to make the ride more enjoyable. We're up to speed on the latest technology, what's happening in LA, and exactly where you need to be. So you can just sit back and relax. Because when you catch a ride with us, we've got it all under control.

Our brand character is who we are as a living, breathing being. It's how our customers relate to us and build long lasting relationships with us.

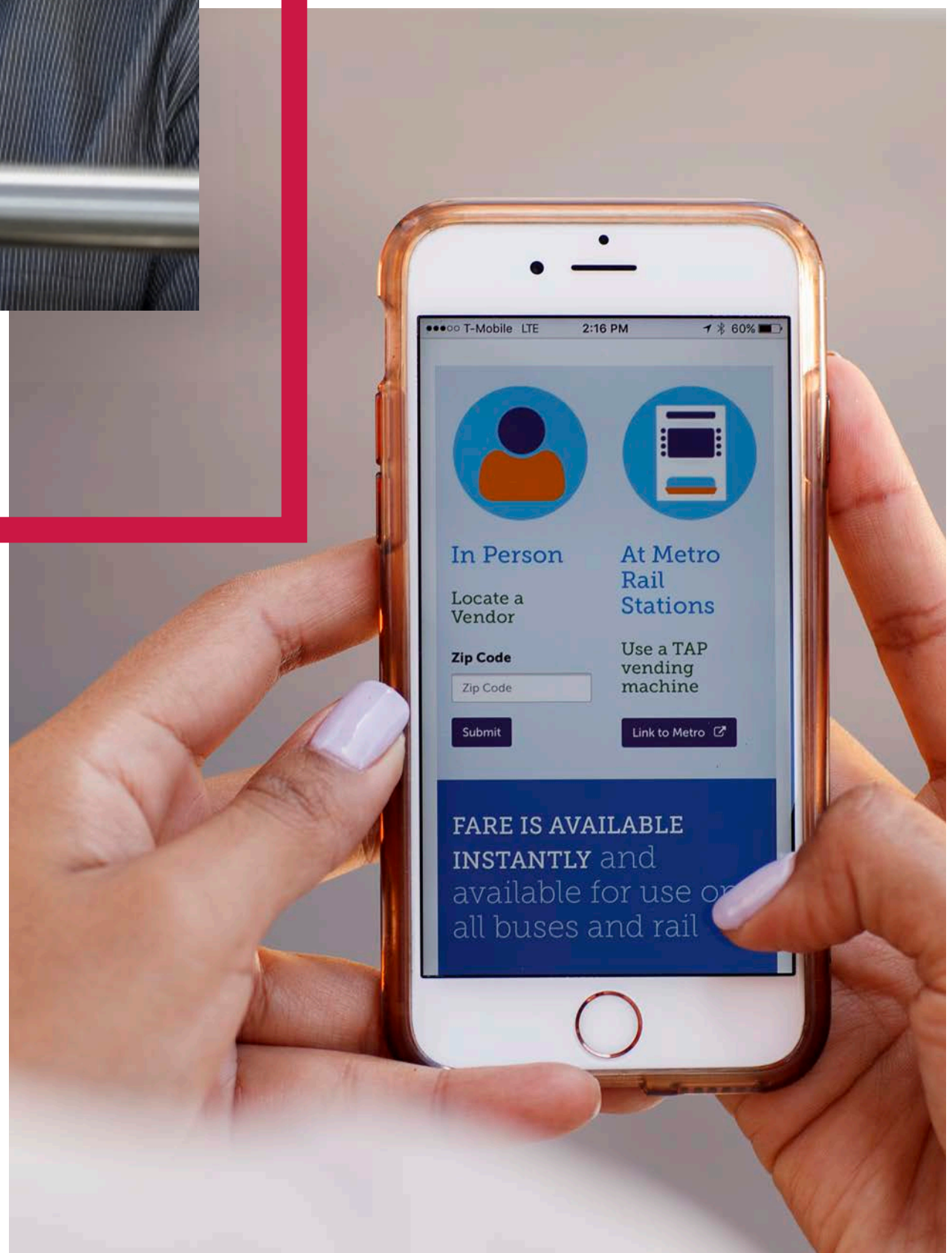
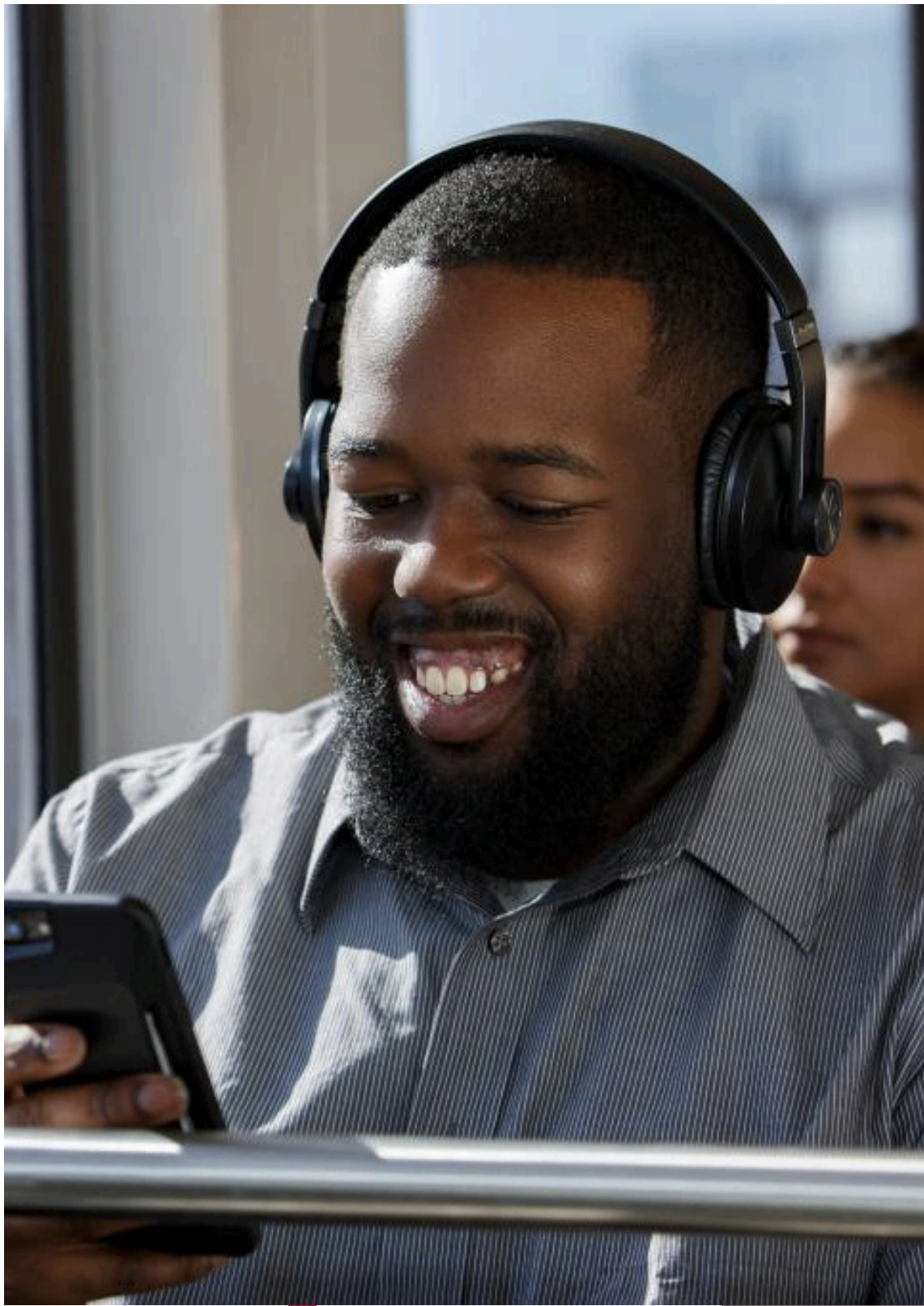
Metro is:

- Honest
- Straightforward
- Dependable
- Transparent
- Friendly
- Approachable
- Diligent
- Tech-savvy

Metro is not:

- Salesy
- Pushy
- Bureaucratic
- Condescending
- Standoffish
- Superior
- Abstract
- Hyperbolic







OUR MESSAGING

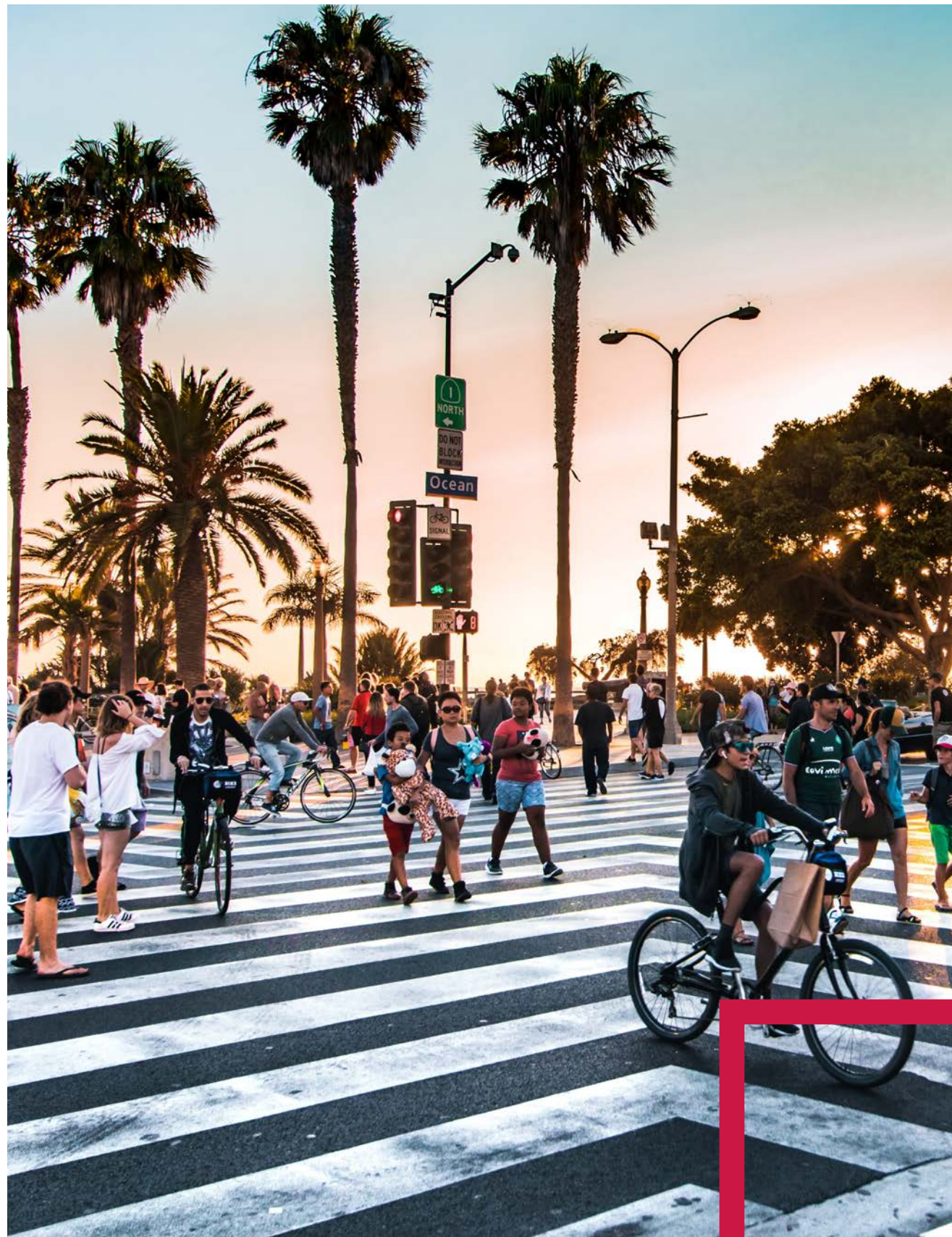
Universally, our riders responded positively to these five messages:

These messages communicate the ease, efficiency and tangible benefits of traveling by Metro.

1. Free WiFi and a smoother, stress-free commute. So you can get where you're going and get things done along the way.
2. Real-time vehicle updates on the Metro app let you know precisely when your Metro is arriving. Because we take your time very seriously.
3. Use the Go Metro app to track the arrival of your bus or train so you're in control of your travel plans.
4. Imagine taking Metro to the Olympics in 2028 and breezing past the endless line of cars waiting for a parking spot to open up.
5. Using on-board WiFi, you can make the most of your trip by checking email or listening to Spotify without eating up your data.

OUR MESSAGING

There are also specific angles that resonate stronger among specific rider groups.



Current Riders

- Improving the riding experience
- Stress free
- Cleaner air
- Getting people to where they need to go on time
- Metro working on improvements

Occasional Riders

- Smarter technology
- Cleaner emissions
- Improving LA
- Keeping LA green
- Making Metro bigger and better

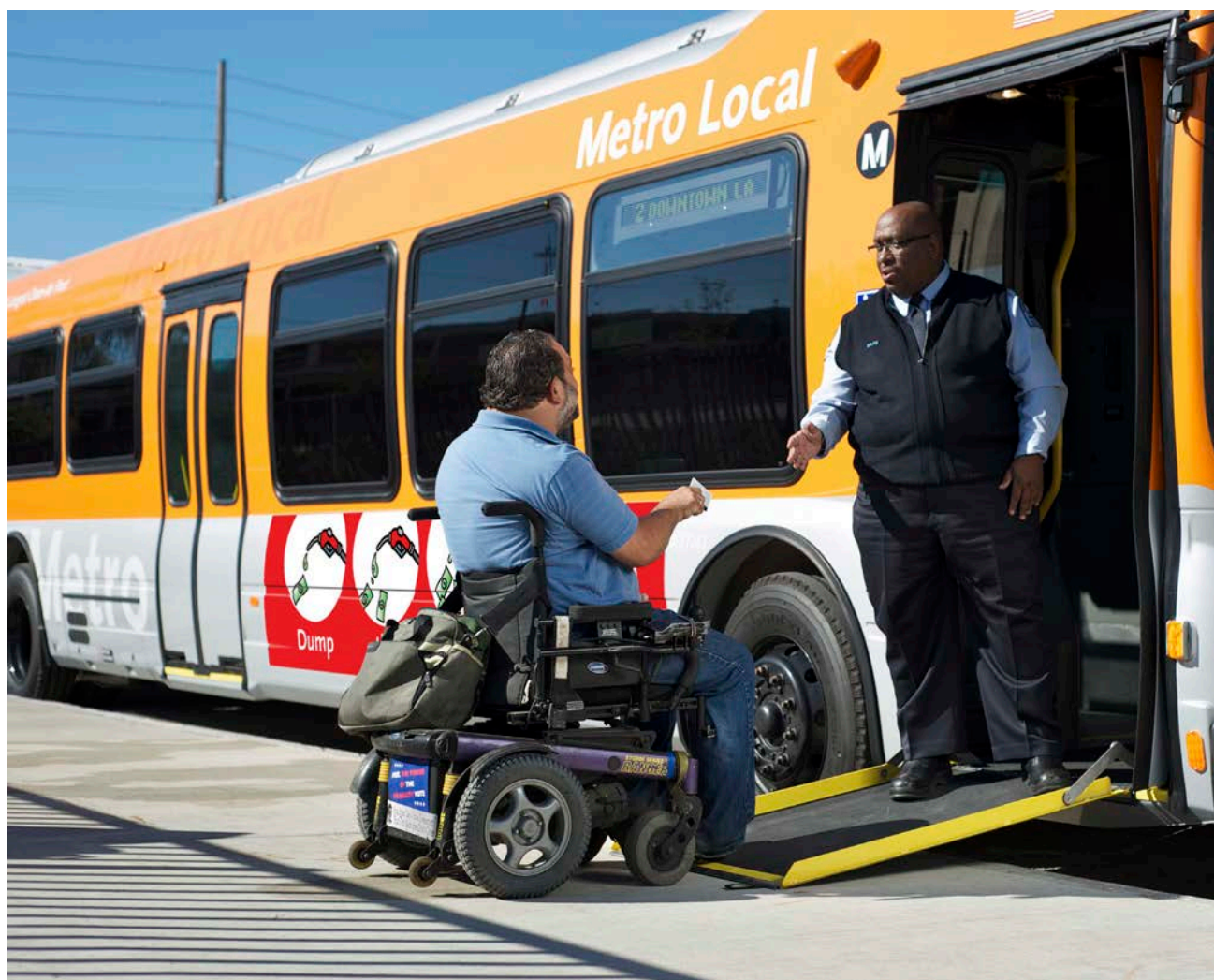
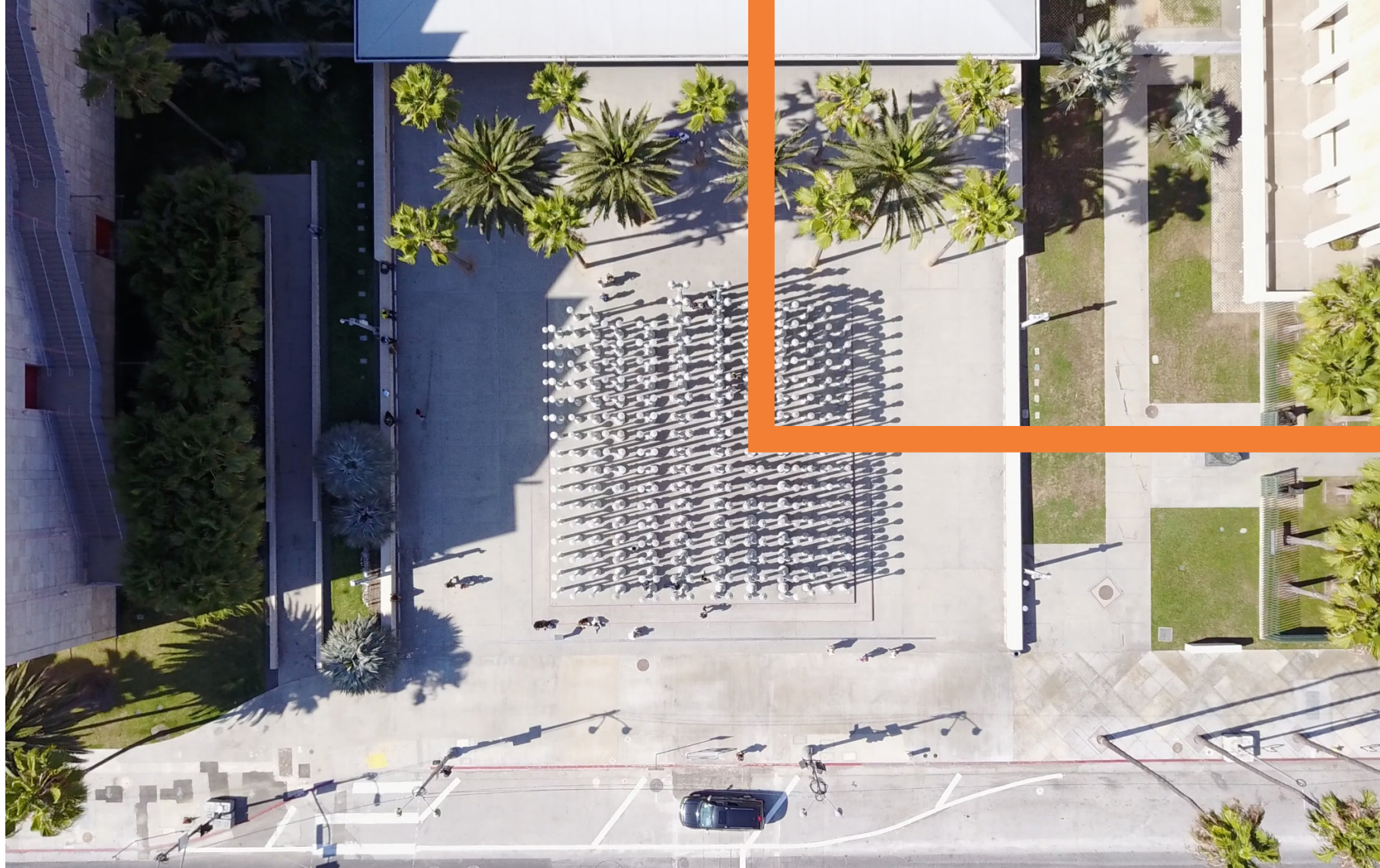
Potential Riders

- Improving driving pain points
 - Bypassing traffic
 - Avoiding parking
 - Avoiding gas prices
- Things you can accomplish if you're not driving
- Exploring LA

04



**CLOSING
REMARKS**



CLOSING THANK YOU

We couldn't do this without you.

From the outset of this project, we've been delighted and amazed by the Metro team's enthusiasm, insight, and genuine belief in the vast importance of public transportation. Your communications should highlight your optimism and passion for Metro, so constituents can see the profound care and energy the Metro team applies to their work.

We owe a special thank you to John Gordon, Michael Lejeune, Bernadette Mindiola, Glen Becerra, Kevin Pollard, Kristie Crawford, Michele Moore, and Melissa Rosen for the hours of work that went into building this strategy.

Collectively, we see this as just the beginning. Communications strategy shouldn't start and stop with this book. Build from this, add to it, and evolve it. We look forward to continuing our partnership in the years to come.

Thank you, Kelton

Contact info:

Gareth.Schweitzer@keltonglobal.com

Jessie.Sims@keltonglobal.com



