

Major Events Update

Recommendation

That the Board read and review the report.

Executive summary

The attached list of Auckland's 'Major Events' in the coming months cover all events where Auckland Transport has significant input in terms of planning and operational support.

In most cases Auckland Transport Special Event staff have been involved in the planning process from initial concept to event delivery. This includes (where applicable) the approval of temporary traffic management plans, road closures and dynamic traffic management support from Major Events Operations Centre (MEOC) and Joint Transport Operations Centre (JTOC) and Special Event Transport, which includes rail and event buses. These services will be used extensively over the event season with most major events committing to integrated cost model for services.

The Weekend of 15/16 February will provide the biggest challenge for all event stakeholders in the Auckland region. The weekend includes the new NRL 9's at Eden Park, Eminem at Western Springs, and the Lantern Festival in Albert Park and the Weetbix Triathlon in St Heliers. Auckland Transport, ATEED, the Event promoters, the Venues and the NZ Police will conduct a joint operation from the MEOC in Bledisloe House over the weekend.

Strategic context

The delivery of special event services to Auckland region. Assisting in making Auckland New Zealand's most liveable City. Increase use of public transport.

Background

The MEOC is manned/supported for major events by staff from the following organisations: Auckland Transport (Special Events, Communications, PT Ops remotely from Britomart, Parking services from level 2 Bledisloe control room), The New Zealand Police, St John Ambulance, JTOC, Transdev, ATEED, relevant Traffic Management provider, relevant private security provider.

This combination of event partners/stakeholders has worked consistently and successfully since the use of the MEOC commenced in 2011. With the establishment of ATOC the model will be enhanced to include a fully integrated incident control room with all Auckland Transport operations centres (with the exception of JTOC which will be virtually linked) cohabitating on a daily basis and permanent 'plug and play' desks for Police, St John, Transdev and suitable hot desks for other event partners.

The relationship with the New Zealand Police has grown closer over the past months with the CCTV convergence program and the creation of the Police District Command centres being supported by AT staff. The Police are fully committed moving forward to run joint major event operations from the ATOC environment.





Activity

In managing major events for Auckland Transport the Special Events team and the wider AT operational staff work many hours outside the normal working day. Most events take place either on weekends or in the evenings. The level of coordination and cooperation with other agencies to deliver successful events requires flexibility and strong relationships. As mentioned above, the established major event delivery team across council organisations and the emergency services provides the foundation for on-going operational excellence. These strong relationships allow informed decisions to be made when dealing with any incidents or variations to the plan that may occur. A clear 'command control and communication' model operates for the delivery of events and all parties are fully engaged in this process.

Attachments

Number	Description
1	List of upcoming events
2	Presentation – Special Events

Document ownership

Submitted by	John Strawbridge ATOC Manager	
Recommended by	Andrew Allen Group Manager Services	
Recommended by	Greg Edmonds Chief Operations Officer	
Approved for submission	David Warburton Chief Executive	

Glossary

Acronym	Description	Business Unit
MEOC	Major Events Operations Centre	Services
ATOC	Auckland Transport Operations Centre	Services
JTOC	Joint Transport Operations Centre	Services

ATTACHMENT 1

EVENT	DATE/TIME	LOCATION	COMMAND CONTROL Auckland Transport Staff and resources	POTENTIAL POLICE SPECIAL EVENT PT SUPPORT UPTAKE	OPERATIONS SUPPORT
MS Bike the Bridge	10 Nov 13 0500-1300	Herne Bay/Harbour Bridge/Busway/Mairangi Bay and North Harbour Stadium	JTOC/Special Events 6 STAFF	N/A	YES
Farmers Santa Parade	24-Nov13 1100-1800	AlbertSt/Queen St/Mayoral Dr	MEOC/Event Transport 20 STAFF ACROSS 3 DIVISIONS	20%	YES
CC Christmas in the Park	14-Dec13 1500-0700	Domain/Newmarket/Grafton/Central City	MEOC/POLICE DCC and Event Transport 20 STAFF ACROSS 3 DIVISIONS	40%	YES
Ellerslie Races	26-Dec13	Ellerslie	NONE	N/A	N/A
New Year's Eve	31-Dec13 2200-0100	Albert St/Victoria St/QueenSt	MEOC/POLICE DCC 2 STAFF	N/A	YES
Ellerslie Races	1-Jan14	Ellerslie	NONE	N/A	N/A
Big Day Out	17-Jan14 0900-2400	Western Springs Stadium/ Britomart and environs	MEOC/POLICE and Event Transport 10 STAFF	50%	YES
Ironman 70.3	19-Jan14 0500-1600	Quay St/Tamaki Dr/Harbour Bridge/Busway/Albany	MEOC/ATEED Major Event 10 STAFF ACROSS 3 DIVISIONS	N/A	YES
Pride Month	14-Feb14	Across City	Monitor Traffic 2 STAFF	N/A	N/A
NRL 9's	15 & 16-Feb14 24/7	Eden Park/Britomart/ Regional services	MEOC/ATEED Major Event MULTIPLE STAFF OVER 24/7 ROSTERS	60%	YES
Lantern Festival	15 & 16-Feb14 24/7	Albert Park and surrounding Roads	MEOC/ATEED Major Event MULTIPLE STAFF OVER 24/7 ROSTERS	10-15%	YES
Eminem	15-Feb14 24/7	Western Springs Stadium/ Britomart and environs	MEOC/ATEED Major Event MULTIPLE STAFF OVER 24/7 ROSTERS	50%	YES
Weetbix Tri	16 Feb14 24/7	Local St Heliers beach and roads	Monitor Traffic	N/A	YES
Bruce Springsteen	1/2 Mar14 1600-2400	Mt Smart/Britomart/Northern Busway	ATOC/ATEED Major Event 10 STAFF	30%	YES

ATTACHMENT 1

Pacifica	9 & 10-Mar	Western Springs/Pt. Chevalier Roads	ATOC/ATEED Major Event	10-15%	YES
Auckland Transport EMU Public open day	23 Mar	Britomart/lower Queen Street and New Market Station	Auckland Transport	TBC	TBC
ITU / Golden Mile	5 & 6-Apr	Quay St/Tamaki Dr/Queen St/Mayoral Dr	ATOC/ATEED Major Event 10 STAFF ACROSS 3 DIVISIONS	N/A	YES
ANZAC Parades	25-Apr	Regional	Monitor Traffic	N/A	N/A
V8 Supercars	25 - 27 Apr	Pukekohe	ATOC/ATEED Major Event 10 STAFF ACROSS 3 DIVISIONS	25%	YES
The Blues and Warriors	Feb-August	Eden Park and Mt Smart	ATOC/POLICE and Event Transport 6 STAFF ACROSS 3 DIVISIONS	40%	YES

Attachment 2 Bus Services Promotional and Acquisition Plan

Summary 13/14

November 2013



Contents

1. Strategic framework for PT marketing activity
 - 3-year marketing strategy
 - Customer segmentation
 - Integration the story, key messages and campaigns
 - Umbrella story / key messages: Connecting Aucklanders
2. Bus Services: Acquire
 - Current situation
 - Central corridors – Targeted Localised (Major) Campaign
 - Key corridors - Targeted Localised (Tactical) Campaigns
 - ‘Breaking down barriers’
3. Grow
4. Retain

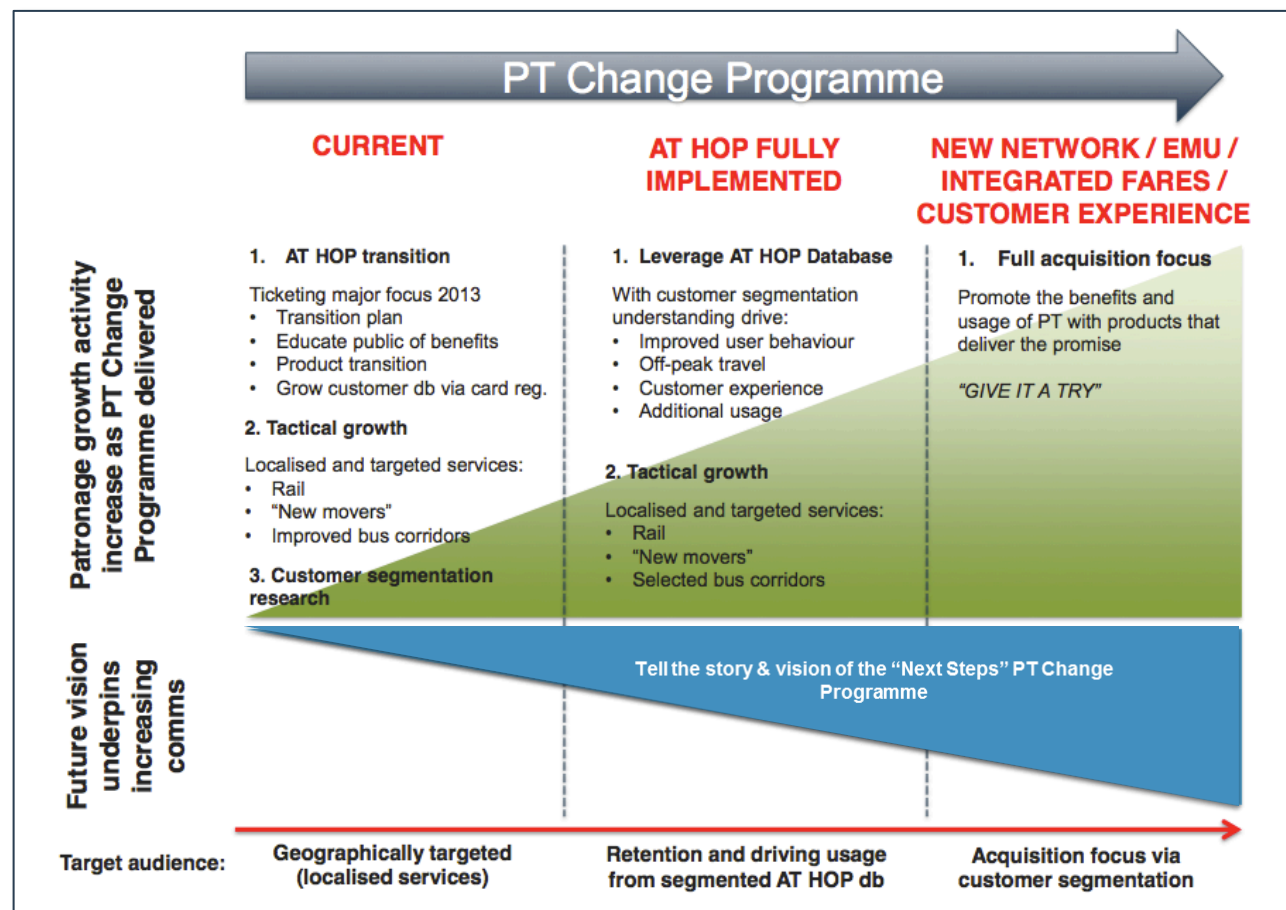
Section 1: **Context and Strategy**

- High level marketing strategy
 - Customer Segmentation
 - Integrating PT 3-year next steps big picture and targeted campaigns and information
 - Umbrella key messaging: Connecting Aucklanders
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3-year marketing strategy

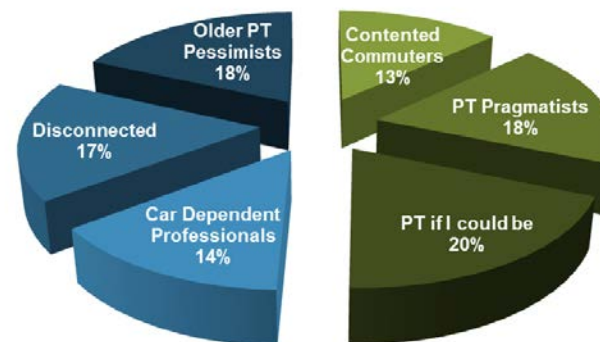
The High level marketing strategy should be the basis of all customer story telling and acquisition activity, and the touchstone to confirm the relevancy of any activity

1. AT HOP transition
2. Promote localised services where service delivery allows
3. As AT HOP roles out, leverage the database to drive desired customer behaviour
4. Along the way, tell the story of the “Next Steps PT Change programme” (Connecting Aucklanders)
5. When Service Delivery permits, transition to full broad based “acquisition” focus



Customer Segmentation

- Customer segmentation by C&CI and UMR Research
- 6 high level attitudinal segments – used to support business and marketing planning
- “Psychographic” and “demographic”
- Who to retain / grow / acquire:
 - **Strong basis to identify opportunities, and focus acquisition and information activity**
 - **All activities to ID local customer segment and acquisition/retention opportunity**
- Communicating genuine service improvements critical to growing patronage
- Customer insight. What do they need to see or hear in order to change their behaviour?



Contented Commuters Rely on, and are positive about PT.

PT Pragmatists Rely on PT, but is more negative about their experiences. They want to see improvements and efficiencies, and are opinion leaders.

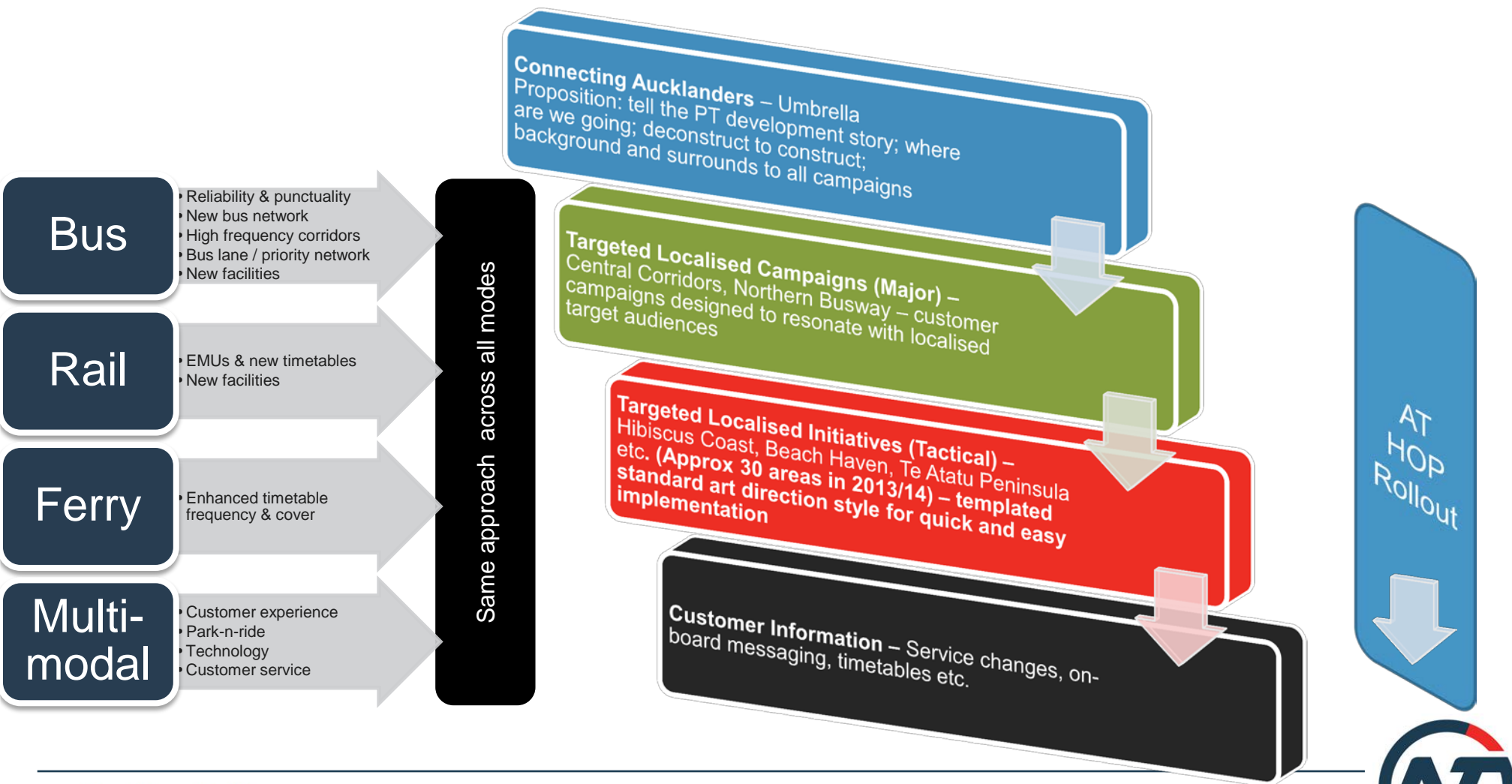
PT if I could be Dabblers in PT, despite living close to PT services. They need flexible and family friendly options to suit their lifestyle.

Car Dependent Professionals Don't trust PT, but stand to gain from increased efficiency and stress free commuting

Disconnected They are not well served by the PT network and represent limited opportunity for growth.

Older PT Pessimists Older and higher incomes happy with their car and negative about PT. Similarly these represent very limited opportunity for growth.

Integrating PT 3-year next steps big picture and targeted campaigns & information



Umbrella key messaging: Connecting Aucklanders

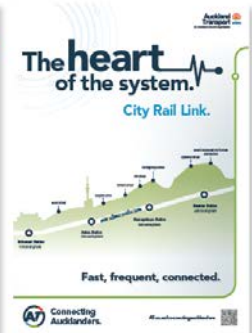
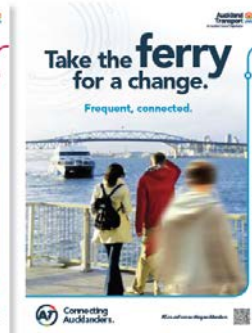
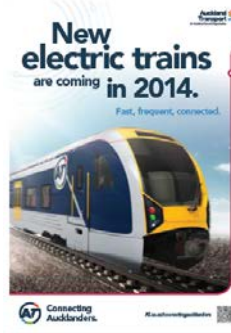
'Connecting Aucklanders' is a positioning line that binds all the work Auckland Transport is doing on PT.

The 3-year Next Steps programme of 7 strategic projects + CRL

To Inform and Educate current PT as well as non PT users of the activities and initiatives to significantly improve PT.

To explain in simple and easy-to-understand terms, what these 7+1 'transformational projects' mean.

To Acquire, Grow and Retain the PT system user base through dialogue based engagement communication methods.



Section 2:

BUS SERVICES MARKETING PLAN - ACQUIRE:

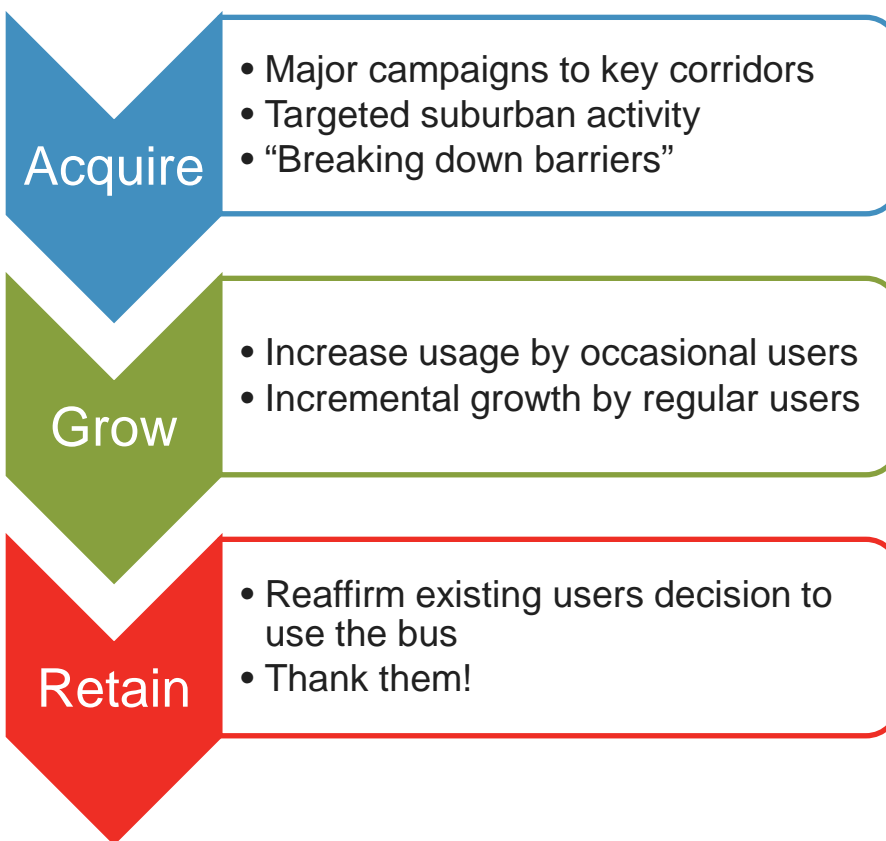
Target: Non-bus/PT users – drive trial / acquisition

- Major localised campaigns to high volume / high service corridors
 - Targeted suburban acquisition
 - “Breaking Down Barriers”
-

Bus Services: Where we are at?

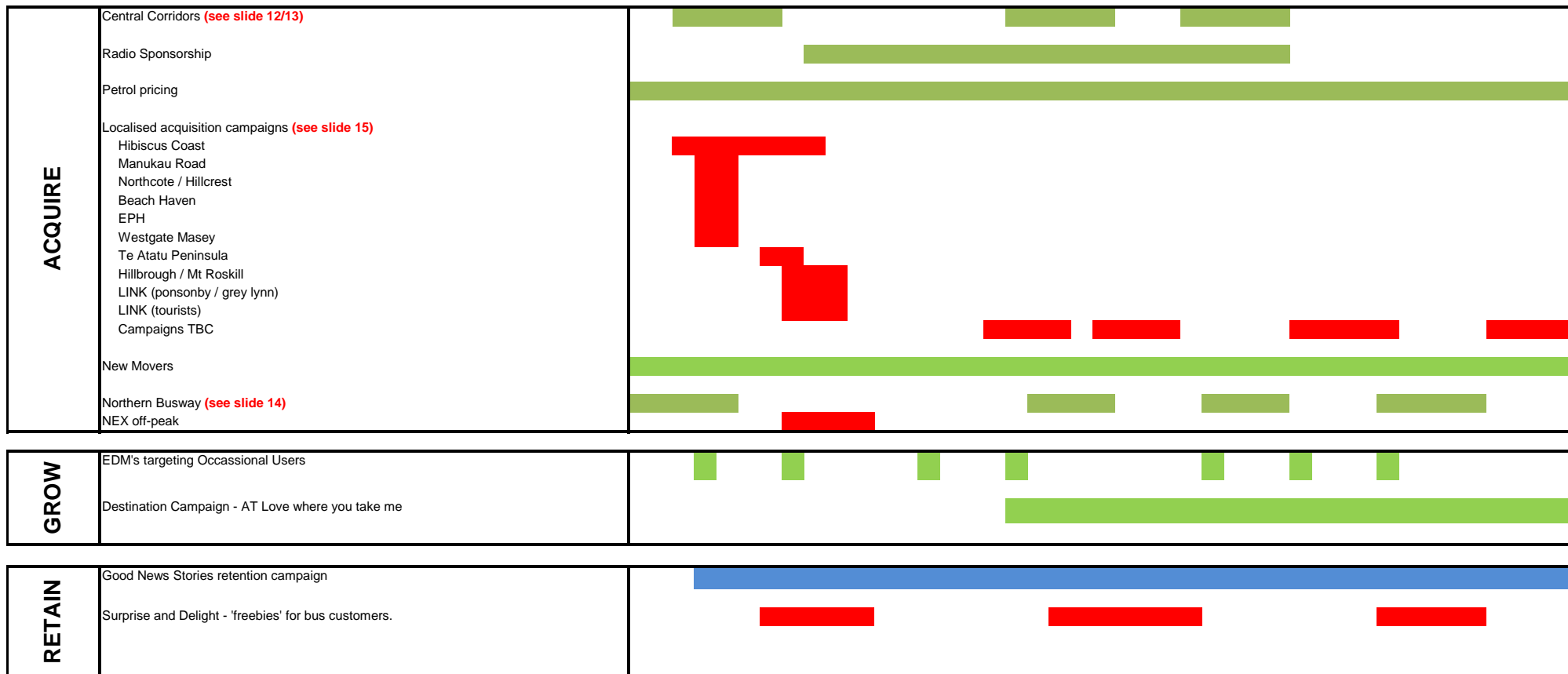
- A high-level marketing plan till July 2014 identified
- This presentation detailed activity until Christmas 2013

3 areas of focus for patronage growth

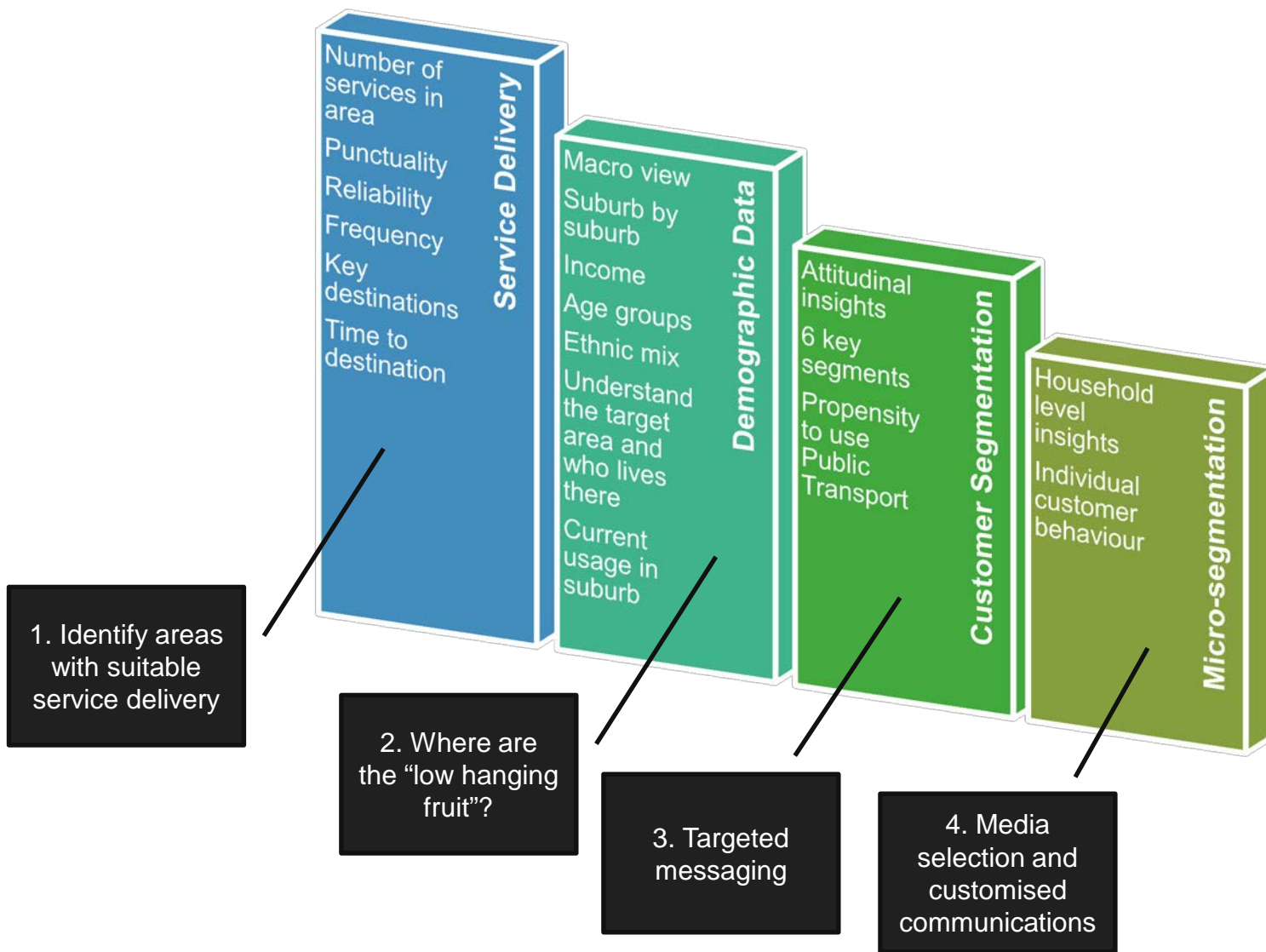


2013/14 Bus Marketing Overview

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	3 10 17 24	2 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30	7 14 21 28

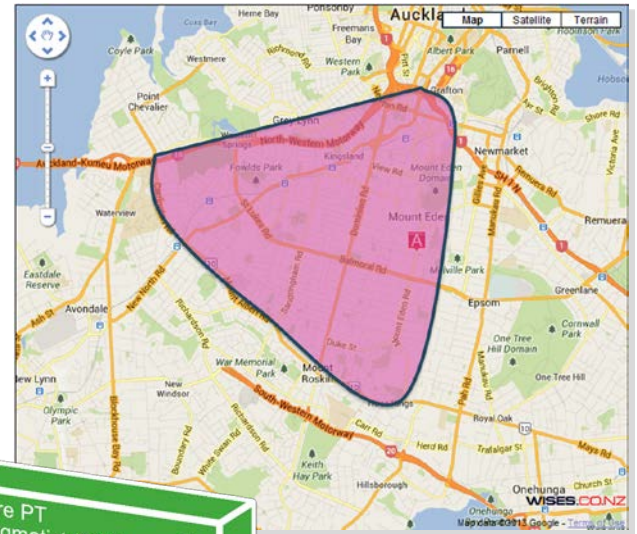


How we target localised marketing activity



Targeted Localised (Major) Campaign: Central Corridors

The largest planned bus campaign this year - why are we targeting this area?



New North, Great North, Sandringham, Mt Eden, Dominion Roads

Campaign Approach: A high profile, large scale integrated campaign. In market for med/long term (Nov-April). Comprised of:

1. Above the line messaging to challenge non-users perceptions of PT myths (bus back, outdoor, digital etc.)
2. Targeted acquisition to convert and drive trial (direct mail with free tickets)

Central Corridors accounts for ~10% of total bus patronage

Service Delivery

- <10 min frequency on-peak
- Speed to mid town is comparable or often faster than a car journey in peak
- Bus-lanes over much of the routes into the CBD giving buses priority, speed & access
- Car parking in CBD is expensive
- Work, Rest and Play; Your time is your own on a bus

Demographic Data

- High personal and household incomes, 42% 'live comfortably'
- More under 30s, students, and professionals with tertiary education (64%)
- High European (66%) and Chinese (8%) populations
- 34% of people surveyed currently use the bus regularly

Customer Segmentation

- More PT Pragmatist (29%), Contented (20%), & Car dependent professionals (18%)
- High daily and semi-regular bus use, room for frequency increase
- Likely to know PT users, will hear the good and the bad
- PT is improving, but less believe is of good quality

Micro-segmentation

- Singles & Starters / Urban Blend / Cosmopolitan Terraces
- High online usage and read newspapers
- Organic food, wine, imported beers, theatre, live jazz / classical concerts, art galleries, socially and culturally aware
- charity, health food, ecotourism, technology

1. An excellent service level into the CBD

2. Significant current usage, with potential to grow

3. Less motivated by cost alone: require clear value propositions for reinforcement and acquisition

4. Sophisticated and intelligent creative required. Integrate with lifestyle



Central Corridor “Travel Myths”

- **Objective:** Support acquisition activity through high profile campaign to change public attitudes to bus
- **Creative strategy** “Travel Myths”: Dispel the myths around using PT / the bus
- **Creative Direction** Roy Lichtenstein style art direction, and witty rebuttal of ‘Travel Myths’ to provide added cut-through and resonate with sophisticated audience – changing bus perceptions.
- **Media Strategy** Target local: bus backs, street posters, AdShel, DM letter box drop, cafes + bars. *“If you live in the area you won’t be able to miss this campaign”*



Above the line campaign, plus acquisition DM to 17,500 households.

	Projected Conversion (DM)	Annualised PAX growth
Occasional users (1 return trip / month)	15%	63,000
Regular users (220 return trips pa)	1%	77,000
		140,000

Key Corridors major promotions – Northern Busway ¹⁴

Northern Busway 4x targeted direct mail and sampling campaign, supported by print and outdoor (**October, February, April, May**)

~**10%** of total bus patronage travels via the Northern Busway

May 2013 Northern Busway Campaign results

19,947 homes including a free return trip between the North Shore and the City to generate trial of the Northern Busway services.

Target was **+5,485 passenger trips a month.**

Results

- 3,248 (**16.3%**) of free return trip vouchers were redeemed (~6,496) passenger trips
- **+7.68%** growth per month on Northern Express Services (**+14,546 pax** over 3 months) excluding free trip vouchers (The 3 months prior to the campaign saw -2% average decrease per month)
- **~+10% delta** in the patronage trend over the campaign period compared to other buses



Therefore, targeted suburban acquisition

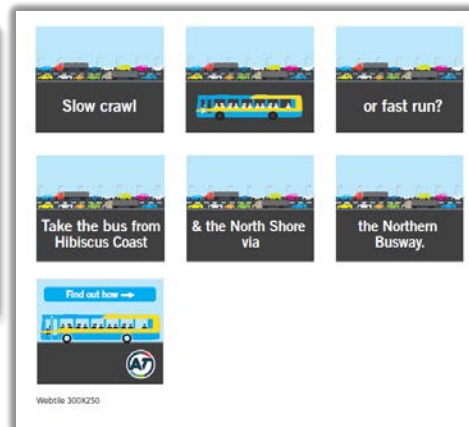
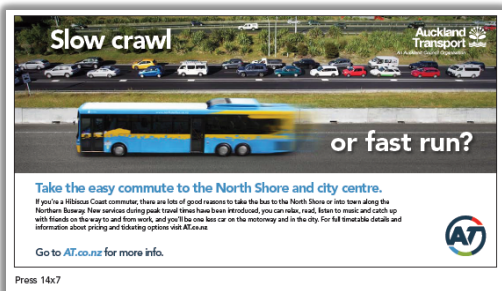
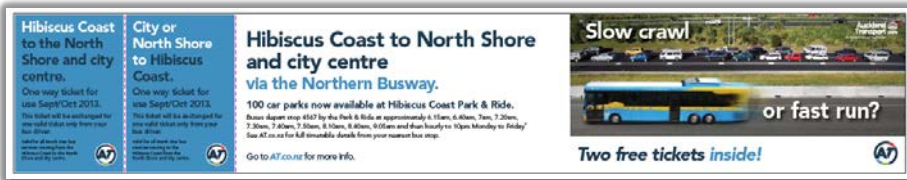
Six localised campaign tranches planned for 2013/14.

Working with operators to identify key target areas (service performance / capacity / growth potential).

Each tranche will target 4-6 areas.

Oct/ Nov tranche:

Area	Households	Patronage growth Target	Date
Hibiscus Coast	5000	4125# (over 3 months)	29 th Sept (LIVE)
Beachhaven	~5000*	4125#	Nov
Northcote/ Hillcrest	~5000*	4125#	Nov
Ellerslie	~5000*	4125#	Nov
Westgate / Massey	~5000*	4125#	Nov
Greenwoods Cnr (Manukau rd)	~5000*	4125#	Nov
Total	30,000	24,750# (over 3 month period)	



* Media plan to be developed and household numbers be area to be confirmed
targets based on 0.75% conversion to "regular" PT usage. Does not include other incremental usage.

“Breaking down barriers”

A series of specific benefit-led propositions to support targeted acquisition campaigns are under development:

- **Petrol pricing** Web banners live in response to petrol price rises, with petrol price calculator under development
- **“Think outside the car” radio sponsorship (multi-modal)** Capture commuters at the very point that they are sitting in traffic. Sponsor “Time Saver Traffic”. Key message: “Sick of sitting in traffic? Think outside the car. Try the bus, train or ferry.” (Status: reviewing available radio properties)
- **New Movers** An on-going programme to educate people new to a neighbourhood of their PT options. Revising artwork to reflect “Connecting Aucklanders.”

Section 3:

GROW

Target: Existing bus users – increase usage

- Targeted email campaigns to “occasional” commuters, encouraging increased usage
 - “Destinations” campaign to regular bus users. Drive incremental use.
-

Patronage Growth doesn't just mean new customers ¹⁸

It's easier and more cost effective to get existing users to use PT *more*, than it is to get drivers to change their behaviour:

Emails to AT HOP database incentivising incremental use (Trial programme)	
Target Audience	Occasional bus passengers
Objective	Grow usage by incentivising incremental usage (predominantly on-peak commuters) e.g. you catch the bus to work twice a week, why not take it an extra day or two?
Campaign description	Create a <u>trial</u> programme to send emails (EDM) to occasional PT users to incentivise incremental use. Credit to passengers in the test group who grow their usage.

Off-peak destinations promotions	
Target Audience	Existing bus passengers
Objective	Grow usage by promoting off-peak / weekend usage of PT
Campaign description	Developing a suite of partners who will offer discounts to customers who travel to the location via PT.

Section 4: **RETAIN**

Target: Existing bus users – reduce customer churn

- Reaffirm customers choice of using PT. Make them feel good about their choice
 - Focused messaging on North-western motorway
 - Say thank you “Surprise and delight”
-

Retention: Keep existing customers

Reinforce customer decisions

- Reinforce the great decision customers are already making, reminding them of why they decided to use PT in the first place.
- On-bus communications with supporting facts / information / stories e.g. X% punctuality on this route, x buses everyday on this route, you don't have to pay for parking
- **Launched:** 28 October

& Thank them for choosing the bus

- Thank customers for using PT
- Work with promotional partners to provide giveaways with “thanks” from AT – make them feel good about catching the bus.
- Sampling / giveaways on bus / bus-stops “surprise and delight” e.g.
 - Free coffee
 - Product giveaways
 - Food vouchers

