

TRANSPORT SERVICE QUALITY AND SOCIAL RESPONSIBILITY THROUGH THE RELATIONSHIP MARKETING

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Summary

This paper focuses on marketing for passenger transport based on the research concerned with urban sustainable development and mobility issues and it is oriented to the conceptual discussion of *Relationship Marketing* to be adopted in transport policy in consonance of another productive sectors. At first, there are made comments on reasons for development of marketing strategies applications, necessary all over the world. Although some differences between the developed and developing countries are picked out, it becomes evident that new approach for marketing passenger transport is necessary and quite urgent, giving that it should be oriented not only to the market behavior, but also it should involve different actors being called to social accountability. A short review of state-of-the-art and state-of-the-practice in transport marketing, analyzing some critical aspects inherited to the transit service marketing, provides also comments on outstanding importance of social and economic activities as determinants for travel needs and travel behavior. In this context it is brought up a concept of *Relationship Marketing*, conceived from service marketing field. The main characteristics of this concept consist in pro-active behavior of different, public and private actors, including consumers, local communities, public agencies, transit operators, and non transport businesses. This kind of co-marketing, based on partnership, results in provision of service packages, comprising basic, facilitating, and supporting services, adapted to the client-citizens' needs, trying to retain them on transit. This approach, build on spatial activities' network partnership, seems to have a good potential for urban management applications. There is also commented an *Integrated Mobility Management Model* based on *Relationship Marketing*, which tripartite framework should articulate management of activities production and accessibility production, both oriented to the client-citizens consumption and welfare.

1. INTRODUCTION

During the last decades, significant efforts have been made to promote and transform public transport alternatives in more attractive for citizens in urban areas on over the world. One can observe that success of these efforts has been demonstrating lot of limitations, and it is also unsatisfactory. Desirable results should represent high quality of public transport services leading to the demand increase, consumers' satisfaction and consequently their retention. The importance of marketing role, in this kind of endeavor, should be judged as obvious.

The main focus of this work is on Marketing for public transport based on the research results of *Mobile Group* concerned with urban sustainable development and mobility issues. The research is developed using the concept of *Integrated Mobility Management* (IMM), comprising conception, application, and monitoring of integrated models of production and management of transport and land-use (commercial, service and leisure activities) searching for the sustainable regional-urban development, focusing on the business environment, with purpose to match financial and economical goals of companies and social aims of public interests (companies with social, ethic, and environmental responsibilities). Despite the large scope of issues involving sustainable development and sustainable transport, which are practically at the beginning of investigation, approach adopted here has been developed with the goal to enhance of greening transport, and to switch car trips to the transit alternatives.

Some aspects of this concept were presented by MARTINS & BODMER (2000), and later demonstrated its practical implications by BODMER, MARTINS et al (2001,2002).

This approach assumes an effective integration between land-use and transportation policies, enlarging this way a spectrum of possibilities for economic and social development and mobility management. There are considered assumptions that transport represents services provided for derived demand (from

different activities), then should not be treated solely but associated to the activities, whose represent the reasons for trips and movements. This means that the relationship between mobility, accessibility, and spatial dynamics, still ignored by public authorities, is extremely important, and needs to be urgently considered. PRIEMUS, NIJKAMP & BANISTER (2001) remember how spatial planning, real estate development, infrastructure planning and transport policy have to be integrated within and between public bodies, and also public-partnerships must be welcomed to promote synergy between mobility and spatial dynamics. These authors confirm as spatial dynamics are often associated with the development of physical and social networks in which the nodes profit from agglomeration advantages and scale effects. They also comment the dominant tendency of suburbanization around cities, unable to move to sustainability, because of stimulating car traffic and mobility.

From the managerial point of view, the main contribution of this work is the proposal of treatment, integrating several sectors of urban economy, what means that, the price, quantity and quality of any urban activity could be influenced by mobility management, using for it, what could be called, *Relationship Marketing*.

The main idea presented by BODMER & MARTINS (2001) is a provision of transport attending an activities' network, which relies on sharing the accountability with different economic actors, whose action together produces a synergy, necessary to revitalize the local community life. These actors represent the community on one side, and the producers on another. The former are citizens acting individually or in organized form, latest are these representing urban activities' production (retail, services, leisure and dwellings), land capital, and real-estate capital on one hand, and these representing providers of accessibility to the urban activities, such as transit operators, technology, equipment, energy and infrastructure providers and also financial capital needed for investments.

Before introducing this concept, there is important to review some strategies adopted by transit agencies and industry in general, which have established a significant linkage with mobility management.

2. MOBILITY MANAGEMENT AND MARKETING STRATEGIES

The following appreciation will concentrate on contemporary problems, although it is recognized that application of marketing strategies has been taken place in public transport management since the eighties of the last century.

Many public transport companies, despite of operating below regulatory protections, formally avoiding entry of new operators into the market, have been impacted by pos-industrial era, which has been transforming not only daily life of any citizens, but also a whole society. One can recognize that the phenomenon of the complexity, and inter-connectivity between different sectors of economy conduce any system into the more unpredictable and more vulnerable situation and, consequently, to the urgent needs of adaptation.

In the developed countries the significant increase of car ownership as a result of the well being, and consequently intensive car use, originally interpreted as possibility of providing higher mobility for the people living in the cities, has been transformed gradually in the main element causing negative environmental impacts and lowering quality of life for them.

Various experiences everywhere have been giving emphasis on the local policy confined within transport sector, usually oriented to the reduction of car-use, through the *Demand Management* or *Mobility Management Programs*. These, more diffused in North America or in Europe, respectively, have been taking advantage of marketing, information diffusion, communication, and education with the main purpose to achieve modal split more favorable for greening transport (walking, cycling, and transit use). Transport agencies and operators have been experiencing some partnerships with productive sector (employers) with respect to providing to their employees the healthier transport alternatives with an appeal to the higher quality of life but there has been little attention given to the integrated urban service management.

During the last decade, with respect to marketing many of experimental work were carried out. In the American Continent there are registered various individual strategies, mainly oriented to the accessibility

projects, community events, cooperative, seasonal and image promotions, internal promotions, introduction of new service or rider inducements (see examples in: TRB,1999 and TCRP, 2000). In European context, outstanding experiences are related by UITP (1998), when forty operators in Public Transport have shown that effective marketing in Public Transport can increase the level of ridership.

There are many works trying to explain and evaluate the adopted demand and mobility management policies (Fergusson,1999, Litman, 2000, Kenwothy, 2002). One of the relevant initiatives represents MOMENTUM project, European combined research in the urban transport area, which started early 1996. Since then, this project has been producing inventory of the State-of-the-Art of mobility management throughout Europe and even other parts of the world, and it has been stimulating practices with respect to developing tools, carrying out many case studies, and creating a number of mobility centers. After the completion of the MOMENTUM project and consequently disseminating mobility management strategies, as for example MOSAIC consortium (2000), and later, established experience of MOST (2002) – starting in 2000, it should be recognized that mobility management is identified as a key measure to deliver a more sustainable environment.

There are some relevant contributions from Litman (1999a), who suggests that sustainable development requires significant changes in our transportation system to increase economic efficiency, equity, and environmental security. This cannot be achieved simply by changing vehicle designs or improving traffic flow. It requires changing the way transportation professionals approach problems, and how individuals behave as citizens and consumers. He concludes then, other stakeholders – local officials, businesses, neighborhoods, public health advocates, social equity activists, and environmentalists – also have reasons to support sustainable transportation strategies. There are opportunities to develop coalitions to achieve sustainable transportation objectives. The same author (1999b) discusses implications on sustainability criteria, such as efficiency, equity, environmental impacts, and land use patterns, incorporating them in his costs analysis. Litman and Burwell (2003) call attention to the fact that many approaches consider sustainability as a narrow set of individual problems addressed in existing transportation planning in which experts rank problems and solutions. They proposed that so called comprehensive perspective, which assumes a broad set of integrated problems, leads to a combination of different approaches, including improved travel choices, pricing, road design incentives to encourage more efficient travel choices, land use pattern that reduce the need to travel and support alternative modes, and technical improvements.

Despite of many efforts, the car use and urban sprawl continue to rise in many countries, and urban road traffic has not reduced. Thus, although the availability of public transport does appear to be necessary incentive to discourage the use of the automobile, it is evidently not enough (Kaufman, 2000). Kaufman mentions a typical example: *Promoting the use of public transport by improving it, whilst simultaneously constructing new car parks for commuters in the city centre, is mutually incompatible. Similarly, improving public transport with a view to increasing usage, whilst not encouraging the simultaneous integration of new places of employment within the public transport infrastructure network, will cancel each other out.* This has implications for local and national government action in the sphere of land use policy and particularly the cohesion between urban development and public transport.

In this context, it is important to recall Bratzell's comments (1999), whose study focuses on goals and strategies of political actors, the structure of car-oriented versus environmentally oriented interests in the policy arena and the impact of institutional arrangements for sustainable urban transport policies. He examines some cases with relatively successful policies, and concludes that the main obstacles for implementing more sustainable urban transport policies can be found in the political process, where the popular indicatives might have fundamental importance.

In the developing countries, despite of lower car ownership figures, and higher public transport share, one can observe gradual degradation of whole transportation system, because of limited investments in the transport infrastructure. Gakenheimer (1999) mentions some specific issues affecting levels of mobility in developing countries. One can emphasize the rapid pace of motorization, conditions of local demand that far exceed the capacity of facilities, the incompatibility of urban structure with increased motorization, a stronger transport-land use relationship than in developed countries, lack of adequate road maintenance and limited agreement among responsible officials as to appropriate forms of approach the problem.

Focusing on Brazilian example, BODMER & PORTO (2000) have pointed out several factors to be considered as relevant for performance of urban public transport, which has been run basically by buses, operated by private concession, considering only marginal participation of train and metro alternatives. The main factors being mentioned and analyzed by authors are significant increase of car use and bus fleet circulation, emergence of informal van transport and its vertiginous expansion, and low investments in mass transit, including its infrastructure - on the supply side, and land-use concentration, several changes in demographics, employment distribution and also transformations in life style – on the demand side. Combination of these factors has been also causing significant changes with respect to transportation needs. It seems to be evident that low quality of transit does not have a chance to satisfy a bundle of heterogeneous desires of consumers, claiming for higher effectiveness and quality in transport system. The transport scenery in capital cities in Brazil, as an example, is characterized by transit decline, traffic jumps, low traffic and personal safety, and air pollution.

During the last decade, bus transit has been losing a part of its demand, which has been migrating to the car or to the informal transport provided mainly by van operators. There is also a part of population, which does not travel by transit any more.

It could be mentioned an example of São Paulo city, where the demand for public transport has been dropping down during the last five years, with figures showing 43% decrease. Considering another example, city of Rio de Janeiro, despite of higher population dependence on transit, there is also registered decline, representing 16% during the same period of time (BODMER & MARTINS, 2002). The most significant reduction in bus transit passengers has occurred since 1999 as a consequence of economic stagnation and also of van proliferation and car increased use.

With regard to other capital cities, one can observe that the transit demand has dropped from approximately 7,6 billion passengers to 5,7 passengers per year, representing 25% of decrease (BODMER & MARTINS, 2002). In spite of in a half of the capital cities the transit demand tends to be stable, in others, mainly of higher population, despite of efforts trying to recover demand loses, transit passengers numbers continue with decreasing tendency.

Although the average income of population has been increasing during last years, there is also observed an increase in unemployment (with rate raising from 4,7 in 1995 to 7,5 in 1999; recent statistics show the highest rate of 18 % in São Paulo in 2003), highly correlated to the movement of urban population. On the other hand, the people remaining in the jobs with increased relative income and having an easier access to the car tend to be more demanding with respect to the higher standard of transport, switching to the car or van service (appearing as an informal job opportunity for hundreds of unemployed people), when it is possible. It is important to remember that private car fleet has been increasing approximately 40% during the last five years. There are also many changes in urban travel patterns associated to the population activities' chains.

Local governments, planners, operators, and also many other organizations have been engaged in formulating policies trying to discourage car use in CBD areas, through the parking policy or using several traffic calming measures. With respect to informal transport run by vans, there are made efforts to regulate or restrict the use of them. But, this is important to recall that there is still enough market place for them, since they have been making a profit and also providing more personalized services.

Private bus transit traditional operators started to improve their services, adopting some marketing strategies oriented to their consumers. BODMER & RODRIGUES (1999) relate some innovative experiences introducing improvements on products introduced and diffused by bus companies oriented to their traditional users.

The production of the small buses (micros) as a response to the competitive market has exploded during the final nineties. While the urban bus production has dropped from 12,992 vehicles in 1998 to 6,765 vehicles in 2000, the number of micro-vehicles sold to the operators has increased from 1,195 units in 1999 to 3,100 units in 2000, what represents this fleet expansion of 162,8 % (BODMER, MARTINS at al, 2001). The operators are also concerned with some operational measures, such as cost cuttings, process improvements, people engagement (joint effort with total quality programs) and some of them try to offer discounts, diffuse information on system supply, among any others. Many of them are trying to identify

new client segments, providing for them special services with higher standard and also higher fare. Despite of it, decline of transit passengers still persists.

Transit marketing is based on market knowledge and should be considered as an important instrument for transit managers and planners, since it is concerned with consumers' satisfactions and desires, service profitability, and system sustainability. Considering the extended six p' marketing mix (see **Figure 1**) adopted originally, the operators, since 1998, have been giving the focus on product differentiation, trying to imitate new van operators through the use of lower capacity vehicles with comfortable seats, air conditioning etc.

The main characteristic of this effort is that the transport has been treated as a service itself, without taking into account, what represents the main reason for transportation: social and economic activities, which take an advantage of transportation services, and are usually aggregated and consolidated in traffic-generators with high impact on urban environment. That is, because the transport and land-use should be interactively managed.

3. LAND-USE AND TRANSPORT INTERACTION

Land-use and transportation relationship has an important role in planning and management, because its existence was always evident in every circumstance. It was already implicitly present, for instance, when Rio de Janeiro City, from 19th to 20th centuries, expanded itself towards the south zone. The company providing tram services, further than to produce only transport service, promoted urban expansion, once the tram provided localization economies to that "new" space. The concept of IMM adopted here could not dissociate transport from urban and regional development policies.

In spite of the approaches adopted, inserted within the last economic cycle – with Keynesian inspiration — , and applied to attending the road-traffic industrial logic tried to establish a strong relationship between transport and land-use, in fact, transport and circulation plans were mainly not connected to urban development goals, but are reduced to mere proposals with functionalist and autonomous character (transport understood and treated as the end itself).

Once the logic of road-traffic policy leads to travel freedom (car and bus allow higher mobility — door-to-door movement), the use of road mode resulted to become itself hegemonic in urban planning. Since the public agencies invest only in the infrastructure, the real-state capital falls into the parking cost for private cars, and passenger transport companies spend resources on transit fleet.

The participation of those agents in that road-traffic policy resulted also in causing split between land-use and transport policies. This means, the connection between land-use and transport policies was reduced to only duty to provide parking as defined by land use and occupation's law for new buildings, increasing value of use, in the urban space, for car. Even the proposals conducting to traffic hierarchy in municipal master plans are not coherent with policy of urban activity localization.

In the Brazilian academic community, during the early 90's, urban infrastructure, particularly that one of transport, comes into the light as a source of new business opportunities with social responsibility. An improved concept of so called joint development (U. S. DEPARTMENT OF TRANSPORTATION, 2000), which applies to reinforcing the link between transit and the community that it serves, is reexamined by *Mobile Group*.

With the privatization of the economy, the need for new urban space production and management models is emphasized to achieve financial and environmental sustainability. The logic of urban production in new economic cycle — which has already started — is based on transport multi-modality (with definition of market niches), the integrated urban logistics' activities (in the sphere of the capital production: work and circulation; and in the sphere of social reproduction: leisure, residential settlements and education), instead of based on the exclusive dependence of a sole transport technology.

There are signs that the real-state capital starts to perceive that expansion of infrastructure for the car with the same intensity as the increase of demand can not be financially sustainable, because of the high costs

to mitigate negative externalities (social, immobilization and environmental costs). With the concession of mass transport infrastructure to private initiative, new projects appear and treat transport integrated to the land-use activities. If, on the one hand, financial capital seems to draw its attention to new models of land transformation, on the other hand, the increase of the number of civil inquiries in Rio de Janeiro in last years reveals also the development of social consciousness in relation to the urban diseconomies and need for new transport management models.

This is a trend that cannot be ignored by the building business, which has been questioned during last years in relation to the environmental impacts, mainly these caused by traffic-generators on circulation.

Once the urban space is limited, traffic-generators, such as shopping centers, hotels, hospitals, schools, and administrative buildings for instance, are not able to attend the demand increase. The dilemma for their administration with respect to impacts on the economy of the city is how to enlarge the space available between two options: for their core activity or for parking. After all, it is observed, taking into account the Brazilian reality, that of shopping centers, for example, require about 40% of shopping area for parking. Once the productivity of the parking is significantly lower than that one of area designed for shopping, many times the subtraction of number of garage locations in benefit of commercial area is considered as a better alternative to satisfy the political pressure for the establishments' expansion. In this case, it is verified that, in spite of the increase of the number of cars attracted, the only compromise with the attainment of immediate profits prevails and aggravates the parking deficit. On the other hand, the consequences of the troubles provoked, in short-term, in the neighborhood go against the transport-generators interests. When this occurs, it is evident that the solution of the access problem is connected to the development of new forms of accessibility and mobility management.

4. NEW CONCEPTS FOR URBAN PRODUCTS AND SERVICES

Nowadays, within unstable economic scenery, the organizations are exposed to the market changes and many social requirements. In this context, it is necessary to considerer strategic sustainable focus and a long-term flexibility through the expansion of simple products-services, defined by companies' core competencies (or activities). Thus, the theoretical approach adopted here is systemic, that means, it considers the economic activity configured in network.

Urban activities separately are considered as core activities to whose the transport service is integrated. Since the transport services aggregate value to the core activities of the urban business (commerce and services, leisure and tourism), they may effectively aggregate value of use and redefine products and services differentiated in the city, so making more closed to the social and economical interests.

Following this trend, Kotler (1999) emphasizes how the marketing professionals do not prepare only products, but packages of benefits that should have not only purchase value, but also value of use. Thus, in any kind of activity it could be find the need for transformation of Central Product-Service into a *Product-Service Package*. This could incorporate a set of services that can be more attractive and able to attend the consumers' expectations. For this definitions should be considered significant contribution of GRÖNROOS (1999), who brought into the light a concept of amplified supply of services, which comprises core services, facilitators and peripheral services.

The *Mobile Group's* proposal for urban development policies sustained by new transport services assumes the concept of Product-Service Package within *IMM*. In this case, in the private sphere of decision-making, both location of urban economic activities and transport system are treated jointly as an urban logistic chain. In order to incorporate transport to the core activities of the real state urban entrepreneurs and developers (shopping, leisure, business, etc.), the supply chain has to be managed strategically and integrated with profitable urban activities gaining this way competitive advantage.

By using the concept of *Product-Service Package*, transport can be not only a part of commercial *Product-Services*, but also could work as a consumption facilitator, stimulating the communities loyalty to their local business, and at the same time integrating communities and urban activities in a network. The idea

is to assure, through the transport services integrated to transit-generators, economies of localization and agglomeration for two types of urban situation:

- o Urban expansion zones as strategy to stimulate the attraction of new opportunities of employment, leisure and consumption, better distributing them equitably in the urban space, and
- o Existing areas that already reveal negative externalities (immobilization cost, pollution, etc.). In this case, one deals to incorporate urban environmental quality, by defining new plans of circulation and services of transport integrated to urban projects (urban design, traffic calming, demand and mobility management).

The main idea of this approach is to provide a proper transport system to business networks, engaging the actors, whose take a part of transport production and urban activities (real-state building, commerce, services and leisure). Thus, one expects to foster the synergy of the logistic chain of transport-land use with the purpose of communities' revitalization (see **Figure 2**).

The transport will be made available to the communities as a complementary service to the most frequent activities and perceived as a free, since it is designed within a package of shopping or service benefits for clients associated to the network of activities whose expectancy is to get some privileges. The adoption of this option characterizes a relatively advanced stage of creating the client's loyalty, which Kotler (1999) calls "associated customer".

Thus, a *Product-Service Package* model is defined, which, besides the traditional offers of urban activities, provides accessibility through the collective or greening transport for the special clients (immediate influence area's community) associated to a benefits Program. That Program enables their providers to make relationship with clients (local communities) closer, offer the rewards for remaining loyalty to urban activities partners network. As consumption in network shops and the preference for collective transport is going to increase, the associated clients, holders of affinity cards, receive a series of benefits, from whose could be pointed out the discounts on the purchase and special attendance in shops adhering to the Program. On the other hand, the companies involved in this Program have the opportunity to customize the relationship by learning about the specific characteristics and requirements of consumers, and then use these data for tailoring the services according to their needs and preferential habits.

This approach, sustained on the strategy of considering the accessibility to the urban activities as aggregated value to its central business, enables to conjugate the interests of several agents (entrepreneurs and local management body) that establish partnerships and develop laboratories of urban development policies comprising whole production cycle: planning, implementation and monitoring of the *Product-Service Package* concept. With the *Mobile* support, an emphasis is given on *Relationship Marketing* and urban mobility management research referring to this concept.

5. PARTNERSHIPS' MANAGEMENT & AND SOCIAL RESPONSIBILITY

The *Product-Service Package* here proposed requires a new form of business management, since it implies in the introduction of additional competencies to those ones developed up to then by urban activities' firms, on one hand, and transport companies, on the other hand. A new organizational orientation makes part also of the proposed strategy, which means to redefine its social role and establish innovative relationship between the productive sector, the clients and the society.

This renewal comprises the composition of cooperative network that strengthens all of the participants to face competition and to develop a capacity of adaptation to changing social, economical and cultural scenarios. Nowadays, constitution of joint-venture networks is recognized as a faster, more intelligent and flexible method to follow and be responsive to the changes in habits and life styles of different segments of the society and to create a real advantage in any business.

Joint-venture enables, first of all, flexibility in implementation of new ideas which could not be accomplished by organizations individually and that, through the joint action of partners, represent lower costs, more significant impacts on the society and maintenance of position or leadership in the market.

Thus, the traditional role of the shopping center, for instance, which allows concentrated sales of goods and services should be transformed in an integrating role of business, not yet thought, to increase the quality of life for the population and, consequently, rise the attractiveness of the own shopping center for its clients.

It could also be stressed that several services conceived within such environment could not be produced by a sole organization, but it is recommended to outsource them. Thus, it is attenuated the distance among several sectors (sales, delivery services, transport, communications, entertainment, tourism, etc) that become working within alliance. Many authors writing on contemporary management are also pointing out that the best business performance in the present world are those ones showing capacity to coordinate service activities, suppliers networks, and inter-sector relationships.

A proposed managerial model, based on strategic partnerships and relationship marketing is presented in **Figure 3**. The main agents involved in this model are:

- o Client-citizen (requiring an active consumer, participating in the process of production and consumption of urban private and public services), and through this taking a part of urban policy formulation;
- o Production agents of urban activities and accessibility (providers of additional value through the services efficiently produced and sold in a differentiated way) and
- o Managerial entity (board or agency centered in the social, economical and environmental equity, being in charge of the management, planning and development of whole IMM).

The proposed model is characterized by an effective technical and social integration among the agents involved concerning the formatting of details of the *Product-Service Package*, processes, technologies in use and the managerial information flow, aiming to attain a joint optimization and a work system able to respond to the requirements from the client and environment. The structure, as shown in **Figure 3** is tripartite: *Management, Consumption and Production*.

Concerning to *Management* sphere, the joint enterprises shall constitute a director board, with advising of Research & Development group, able to assure the implementation and operation of the IMM according to the strategic planning and schedule of activities. In spite of the decision units correspond to the partners' entities and their autonomy has to be preserved, a coordination to attain the joint objectives has to be established.

In the *Production of Activities* sphere, the partner-enterprises promote operational conditions to assure inter-sector exchange and information flow in function of their specific interests (for instance, advertising campaigns, strategies of sales, etc.).

Finally, in the *Production of Accessibility* (Transport Service) sphere, the outsourcing reaches to incorporate specific know-how and necessary to meet the needs of final consumer, without being required any significant changes in the logistic chain of each enterprise partner.

The model here presented comprises constitution of urban activities network, which could be understand as an organizational network able to achieve, through the integration, competitive advantage, efficiency, effectiveness and equity. It should be stressed that, exactly isolated posture of each organization leads to degradation of cities.

It is important to emphasize that the strategies here proposed aim to support the urban development with social and environmental responsibility. The main idea is to transform an image of big traffic generators

(where the activities are concentrated), usually impacting negatively local community, in undertakings promoting and leveraging socio-spatial integration. This way organizations involved in this process assumes their social responsibility and become contributors for community livable access to the urban opportunities (work, leisure, shopping etc).

This model was developed for a case of shopping center located at the central area of City of Rio de Janeiro and, presently, and its full version implementation still depends on further negotiation with the main partners. More information on this experience provides Martins et al (2002b).

The design of the service for its clients has taken into account the consumer residential location, their income and also the consumption preferences. There was carried out the market research, which has been used to identify the target group of consumers, representing 8% of the shopping total demand and which travel there usually by car at minimum twice a week, and living at maximum 2km from shopping center, distance where 40% of all its consumers are located.

There are also located dozens of potential partners offering goods and services, which could be considered as complementary and not competitive to the shopping center activities, such as supermarkets, schools, hospitals headquarters of many companies, banks, underground stations among the others. The proposal of organizational joint-venture architecture could be seen on Figure 4, where can be perceived different role of each participant, documented in more details by Martins et al (2002b).

The *product-service package* comprises a loyalty program oriented to the frequent transit users, whose gain several advantages on shopping and leisure activities, when leave their cars at home. The shopping and other complementary partners should develop learning relationship strategies, allowing them to customize products and services and build a close relationship. This also relies on the information technology, which provides inter-connection within the partnership network and long-term information on consumers' behavior.

There were also recommended transit services for employees, for a local community which claims the impacts of shopping center activities and should be compensated, transit service for lunch-time and happy-hours for student and employees at the University, and also integrated service for hotels and airports. This way the shopping center should be able to achieve not only significant advantage above any other commercial activity, but also, if services for clients and employees are considered, it could in two years withdraw 980 private cars per day from its parking space. This is equivalent to the 10% of its parking capacity. With respect to the air pollution, Rio Sul Shopping Center withdraws, in the second year, approximately 38 tons of carbon monoxide per /year from Rio de Janeiro's atmosphere.

This concept could be applied to promote sustainability of any transit alternative and economic activities development. During last two years, the *Mobile*, contracted by National Bank for Economic and Social Development, has been working on the similar applications for 10 (ten) metropolitan areas in Brazil, focusing on revitalizing the water urban transport and integrating it within the urban activity system. The proposals of this study resulting in water transport alternatives articulated within urban activities are concluded (Martins et al, 2002a, 2003).

6. CONCLUSION

The central idea presented in this work is based on the thesis of *IMM*, which incorporates the concept of the *Product-Service Package* and requires a new management model of interactive nature, built following the principles of *relationship marketing*, in which all agents attempt to identify the common interests and negotiate the divergences. In this model the normative and prescriptive approach is abandoned, prevailing a dynamics or process, in which the balance is searched and conflicts are mitigated.

Basic premises adopted in this model stress that organizations should strengthen links with the *client-citizen*, center on basic competencies and transfer the peripheral activities to other companies, establish multiple partnerships and collaboration networks, follow the technological evolution and innovate and acquire a new social, ethic and environmental responsibility.

Finally, the adoption of this model in the urban environment enables partners to manage in a sustainable way not only the micro-accessibility of traffic-generators as well as the macro-accessibility, in which the private real-state investments are associated to the public urban projects and the enterprises start to articulate themselves in network fostered by the greening transport, with emphasis on transit. Thus, it is expected to promote the synergy of the logistic chain of transport-land use that leads to urban communities' revitalization.

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APPENDIX

Figure 1 – Marketing Mix for Transit Service

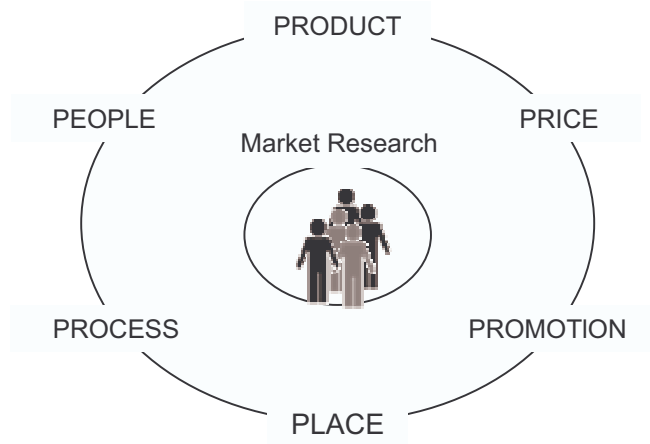


Figure 2 - Logistic-Chain Synergy for Urban Community Revitalization

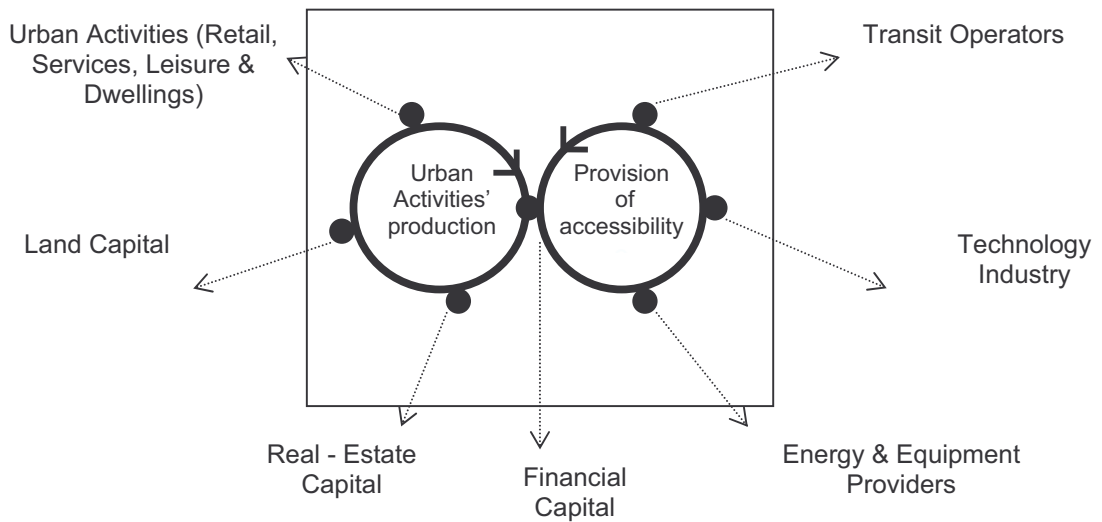
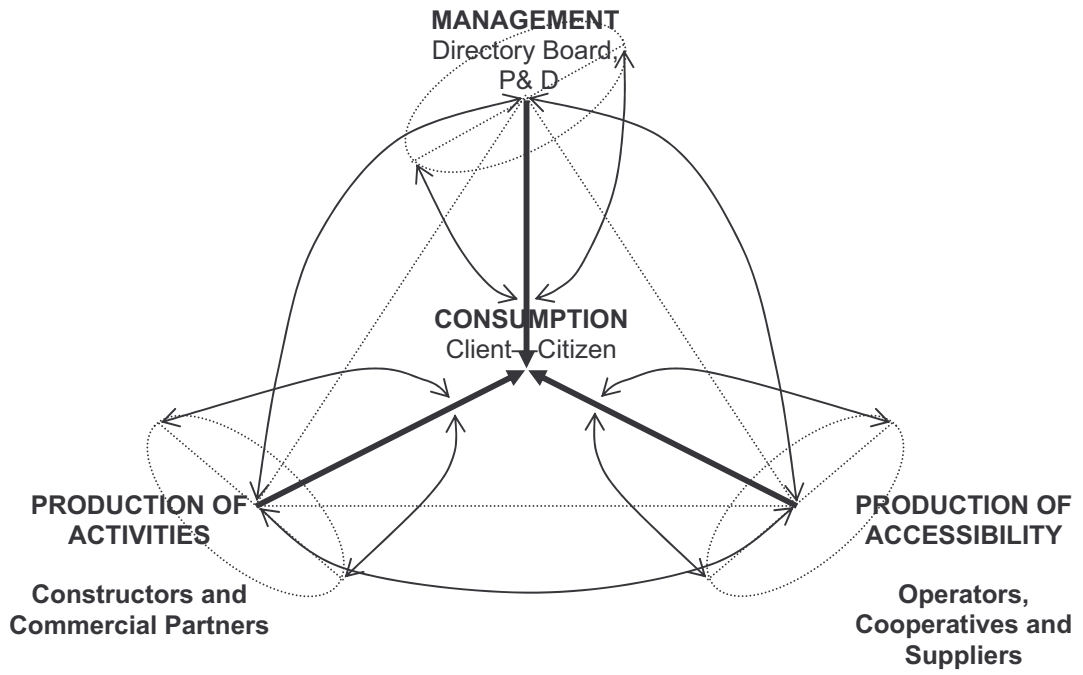


Figure 3 – *Integrated Mobility Management Model*

Relationship Marketing



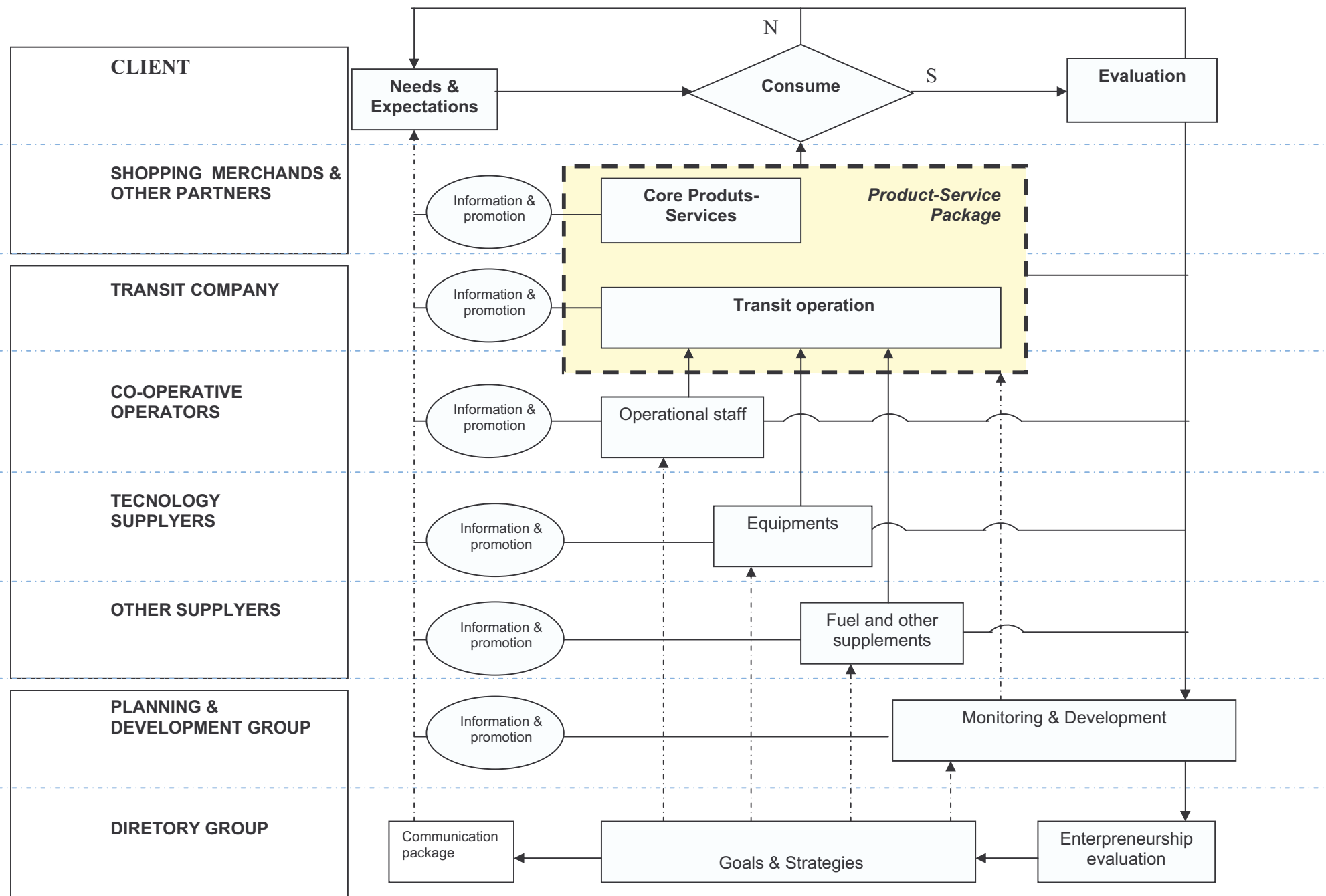


Figure 4 - Organizational Joint-venture Architecture