

# IDA 61<sup>st</sup> Annual Conference & Tradeshow

## BRIDGE THE GAP



INNOVATION | INCLUSION | INSPIRATION

# *Releasing* the Parking Brake by *Engaging* the Customer

*Harnessing Parking to Create  
Competitive Advantage  
Through Vibrant Arrival and  
Departure Experiences*



DENNIS BURNS, CAPP  
Kimley-Horn



VANESSA SOLESBEE, MA  
Kimley-Horn



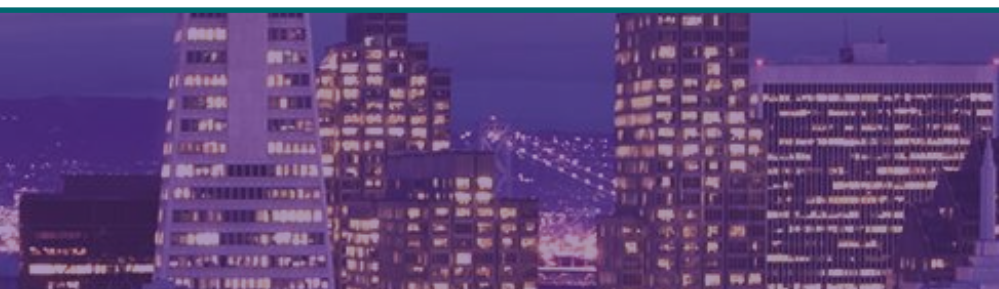
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# Practitioner Panel Introductions

- **Lisa Harmon**  
Downtown Billings Alliance, Billings, MT
- **Susan Pollay**  
Downtown Development Authority, Ann Arbor, MI
- **Kâren Sander**  
Downtown Boise Association, Boise, ID



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# Presentation Overview – Key Concepts

- Creating Competitive Advantage
- It's an Experience Economy
- Parking as “Preshow”
- Know the Main Stage
- Know Your Audience
- Set the Stage
- Script the Pre-Show
- Scripting is Critical
- Stage the Encore
- Concepts in Action – Practitioner Panel
- From Invisible to Extraordinary!



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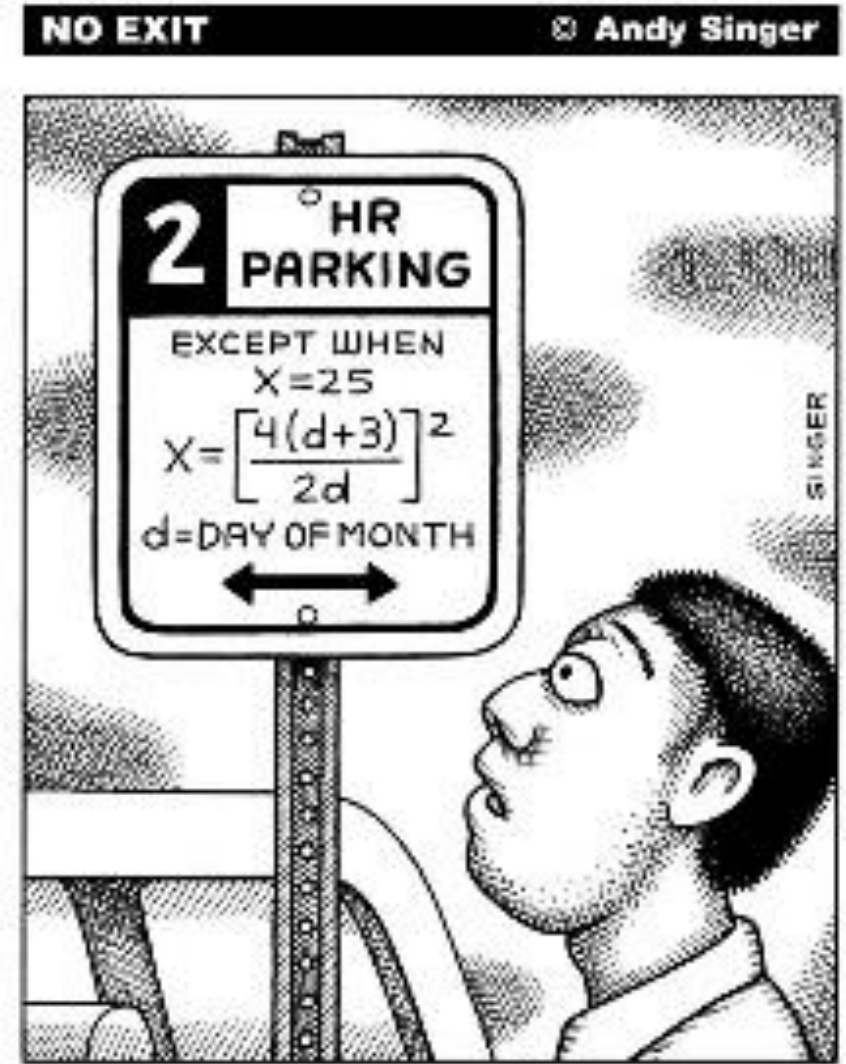


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# Everyone has a parking story (and few are positive...)

- For years parking was viewed as a potential drag on business.
- Parking conjured memories of strange smells, creepy corners, arbitrary rules, and aggressive enforcement.
- Our main goal? Remove negative cues and *make parking invisible*.



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# We need to make smart investments.

- Parking Guidance
- TDM
- Lighting
- Automation
- Placemaking
- Wayfinding
- Amenities
- Valet
- Loyalty Programs

***Which strategies will my customers or client reward me for?***

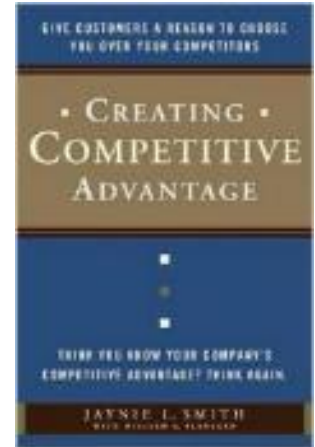
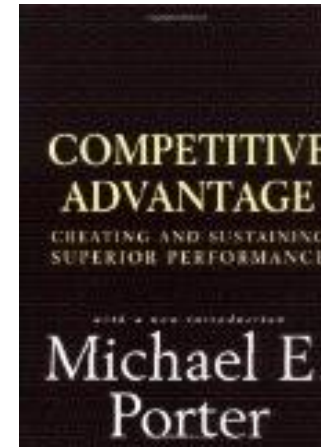
***What strategies will provide a competitive advantage?***



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Resources for continued learning:

- *Competitive Advantage: Creating and Sustaining Superior Performance*, Porter
- *Creating Competitive Advantage*, Smith
- “*Blue Ocean Strategy*,” *Harvard Business Review*, Kim & Mauborgne



# Key Concept: Create Competitive Advantage



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# How do businesses gain competitive advantage?

Achieved when a business differentiates itself from the competition by creating a favorable impression regarding:

- Environment
- Quality
- Cost
- Delivery (service)



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# Customers Reward Need-based Differentiation



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Premium

# Example: Women as a Targeted Demographic

- **Statistics:** Women account for 85% of consumer purchases including everything from autos to healthcare:
  - 91% of New Homes
  - 66% PCs
  - 92% Vacations
  - 80% Healthcare
  - 65% New Cars
  - 89% Bank Accounts
  - 93% Food
- **Importance:** American women spend about \$5 trillion annually—over half the US GDP
- **Opportunity:** Women have very specific concerns related to downtown parking. What if we designed our programs specifically to address these concerns?

Source: She-conomy.com // New book by David Feehan: *“Design Downtowns for Women – Men Will Follow”*



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# Maslow's Hierarchy of [Parking] Needs



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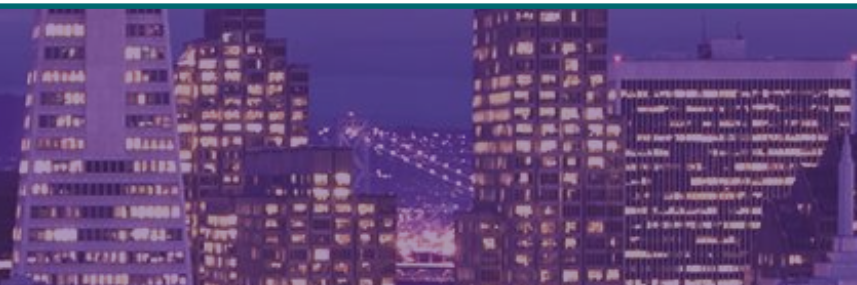
# Most Customers View Parking as a Commodity

As a result, competitive advantage is often based solely on:

- Price (diminishes profits)
- Location (inflexible and typically diminishes profits)
- Avoidance of negative cues (limited opportunity)



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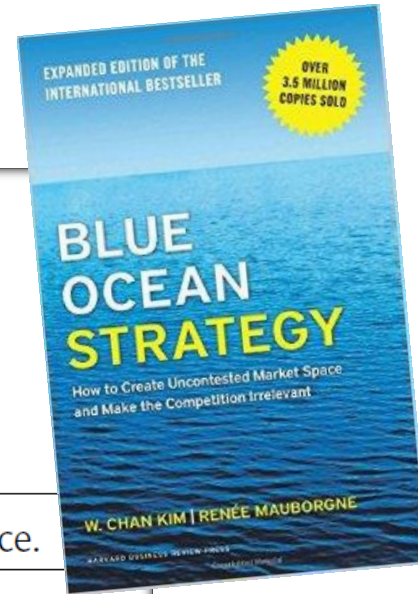
# The “Blue Ocean Strategy”

- Competing in overcrowded industries is no way to sustain high performance.
- The real opportunity is to create “blue oceans” of uncontested market space.

## Red Ocean Versus Blue Ocean Strategy

The imperatives for red ocean and blue ocean strategies are starkly different.

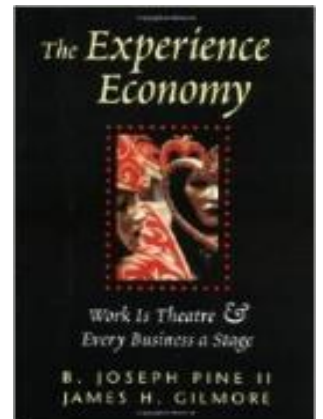
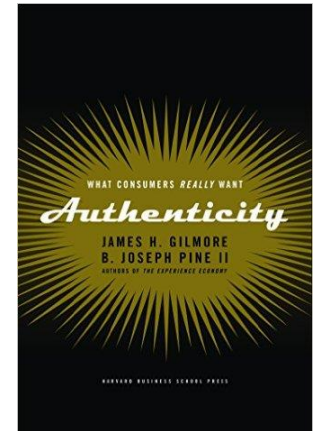
Red ocean strategy	Blue ocean strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant.
Exploit existing demand.	Create and capture new demand.
Make the value/cost trade-off.	Break the value/cost trade-off.
Align the whole system of a company’s activities with its strategic choice of differentiation <i>or</i> low cost.	Align the whole system of a company’s activities in pursuit of differentiation <i>and</i> low cost.



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## Resources for continued learning:

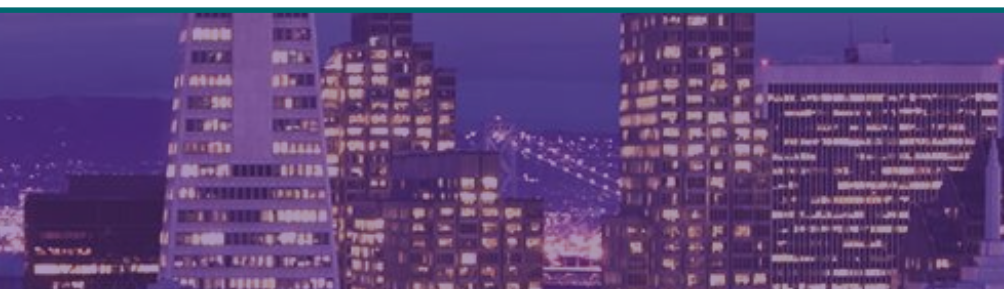
- *The Experience Economy*, Pine & Gilmore
- *Authenticity*, Pine
- *Infinite Possibility: Creating Customer Value on the Digital Frontier*, Pine & Korn



# Key Concept: It's An Experience Economy



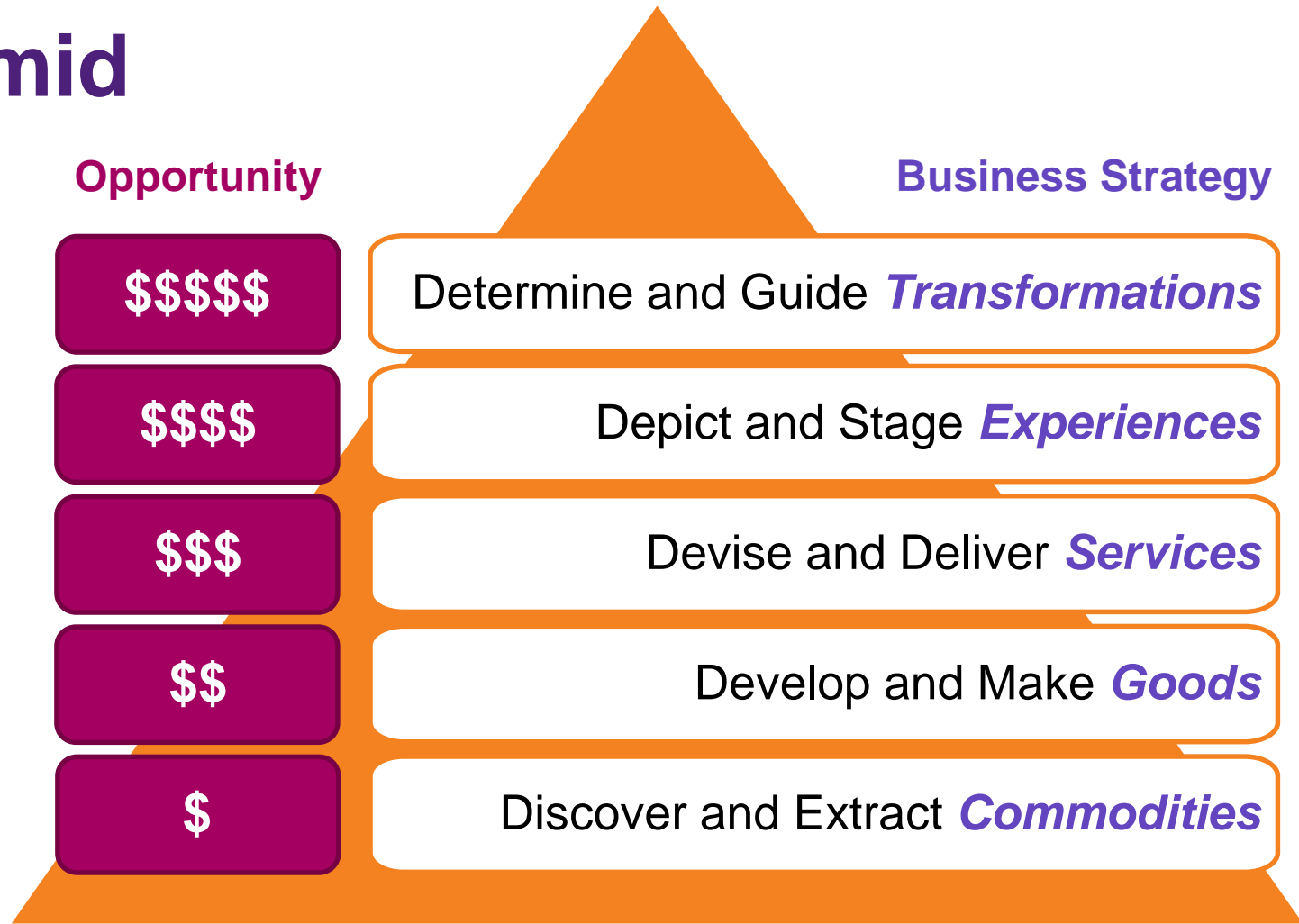
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# The Experience Pyramid

## Remember Maslow?

- Our potential business reward grows as we move beyond being a commodity to addressing higher level consumer needs.
- Experiences typically target needs for love, belonging, and esteem.



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# “Experientializing” Goods and Services

## Three Opportunities

- Embedding

*How do we make parking an extension of the broader experience the customer has come to enjoy?*

- “Sensorializing”

*How do we use sight, sounds, and smells to create a positive and memorable experience?*

- Goods Clubs

*How do we leverage parking to provide a sense of exclusivity that feeds the need for belonging or esteem?*



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# “Experientializing” Goods and Services

## Five Key Experience-Design Principles

1. Theme the Experience
2. Harmonize Impressions with Positive Cues
3. Eliminate Negative Cues
4. Mix In Memorabilia
5. Engage All Five Senses



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Resources for continued learning:

- *Service Design: From Insight to Implementation*, Polaine, Lovlie, & Reason

# Key Concept: Embedding Parking as Preshow



**SERVICE DESIGN**  
From Insight to Implementation  
by ANDY POLAINE, LAYRANS LÖVLIE,  
and BEN REASON foreword by John Thacker

Rosenfeld



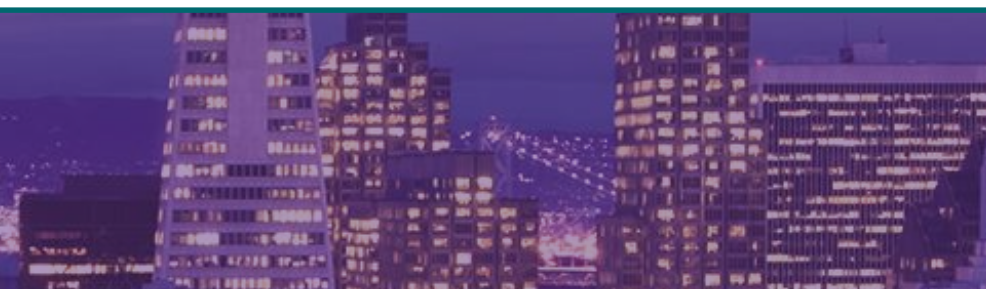
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# Parking as a Support Function

- Pine and Gilmore argue that “Work is Theatre and Every Business a Stage”
- Think of parking as the “House Management”; we own the pre-show and the post-show or everything that happens before the curtain rises and after it falls.



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**Key Concept:**  
**Know the Main Stage Show**



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# Know the Main Stage Show

Planning your preshow starts with understanding what you're warming up the audience for.

Dining



Retail



Entertainment



Sports



Travel



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# Know the Main Stage Show

Entertainment

Education

**EXPERIENCE TYPES**

Escape

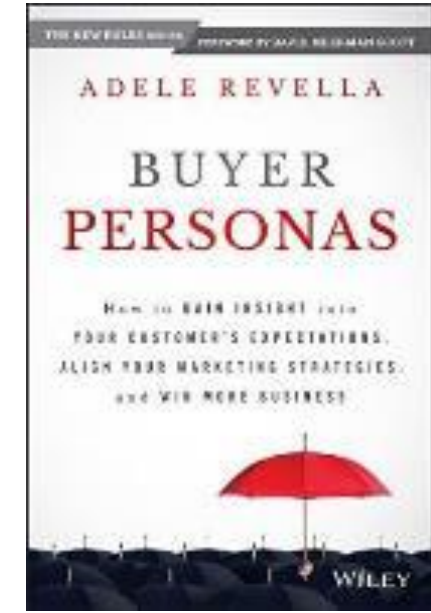
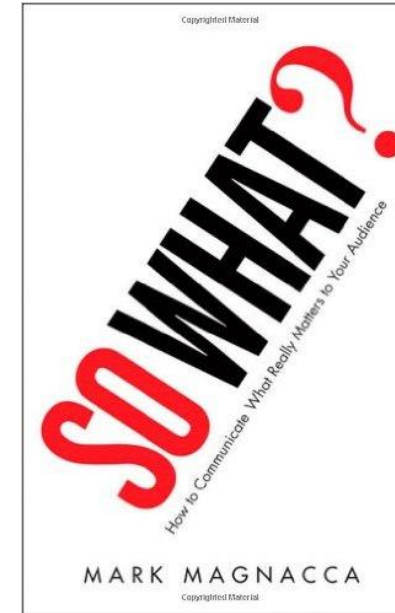
Aestheticism



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## Resources for continued learning:

- *Buyer Personas*, Revella
- *So What? How to Communicate What Really Matters to Your Audience*, Magnacca



# Key Concept: Know Your Audience

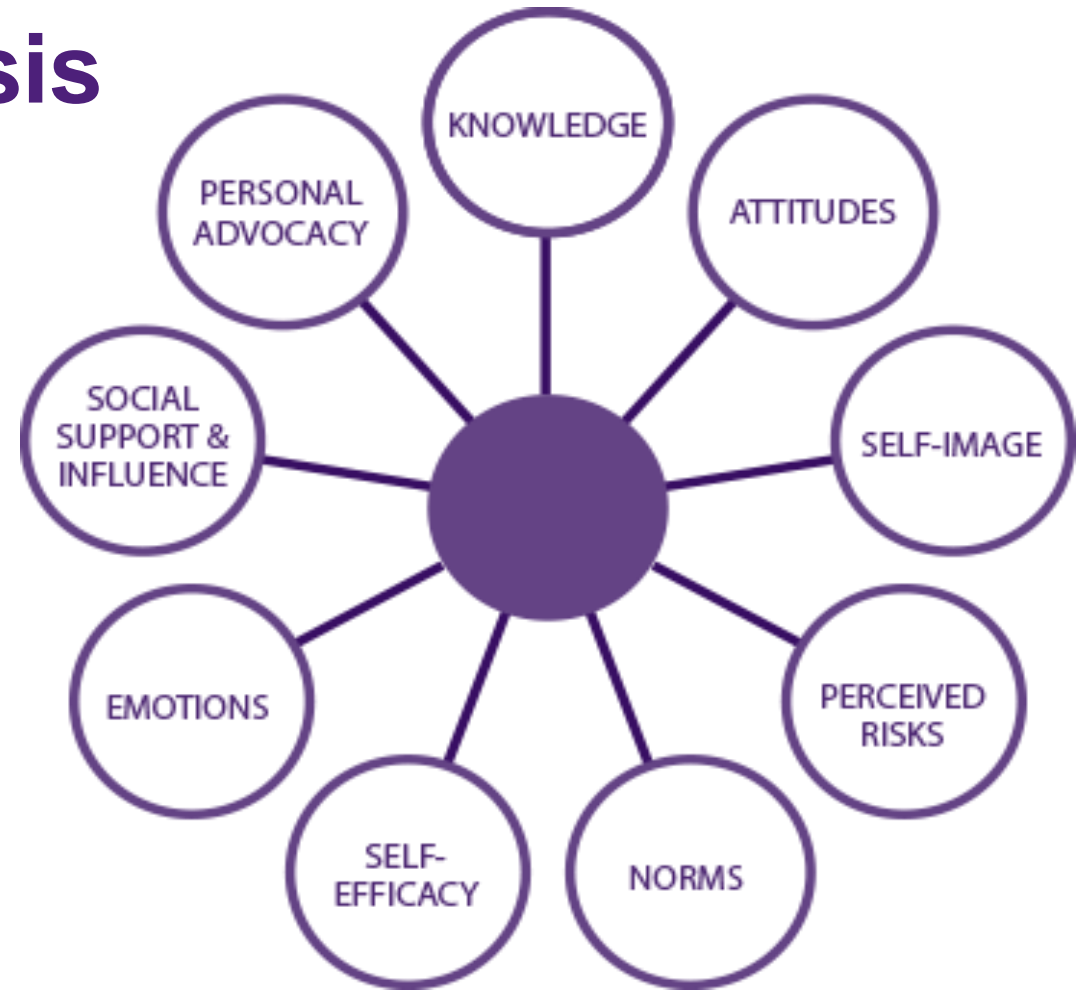


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# Conduct an Audience Analysis

- Who makes the decisions?
- What need are they trying to fulfill?
- Are age, experience, socioeconomic, or other demographic information factors to consider?
- Develop personas to test experiences.



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# Developing Your Staging Plan

## Develop Customer Profiles

- Information to match parker needs with services provided
- Understand the wants and desires of your customers
- What role do they play in the market?

## Visitors

- One-time or frequent
- Hourly / Transient
  - Short-term
  - All day
  - Multi-day
  - Week or more
- Individuals with disabilities
- Male or female
- Length of stay
- VIPs

## Internal Customers

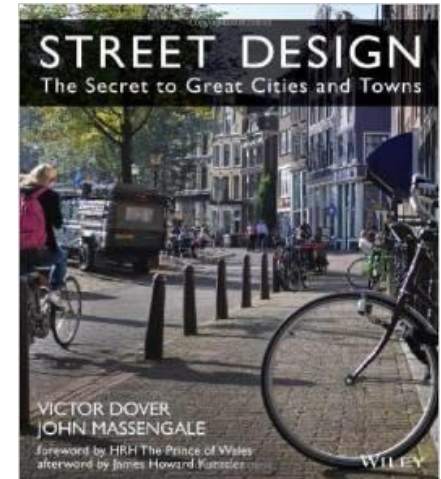
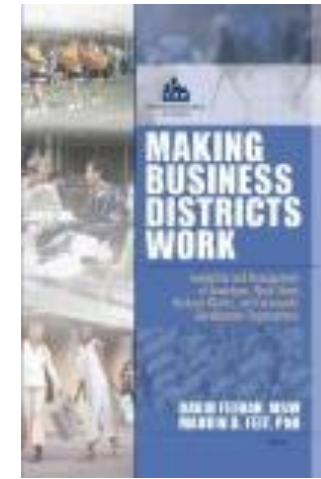
- Boards
- Senior management
- Staff
- Front-line
- Principals
- Middle management
- Clerical



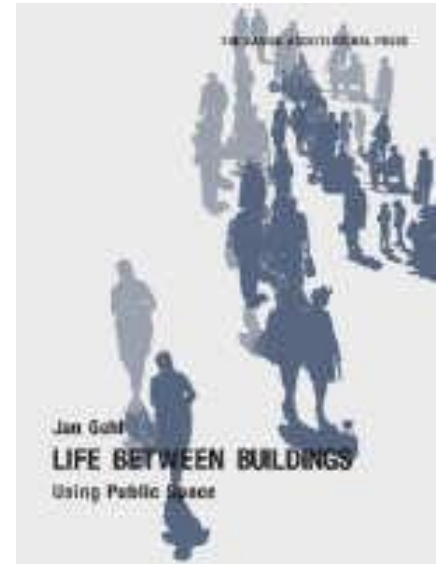
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## Resources for continued learning:

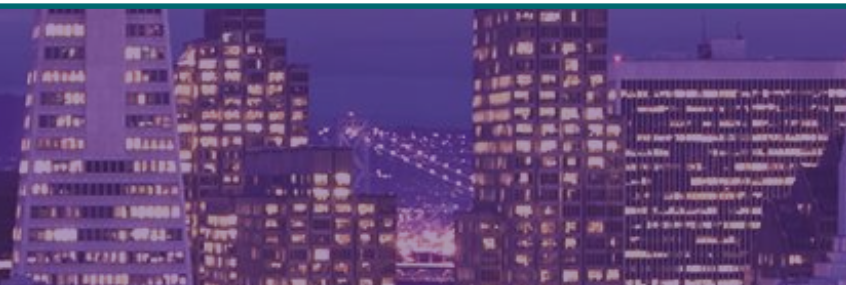
- *Making Business Districts Work*, Feit & Feehan
- *Life Between Buildings*, Jan Gehl
- *Street Design* – Dover & Massengale



# Key Concept: Set the Stage



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We have all the tools  
of the theatre.  
Use them to set  
your stage.



**SET**



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We have all the tools  
of the theatre.  
Use them to set  
your stage.



**STAGE CREW**



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We have all the tools  
of the theatre.  
Use them to set  
your stage.



**PROPS**



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We have all the tools  
of the theatre.  
Use them to set  
your stage.



**COSTUMES**



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# Test Your Set Design

- Different characteristics are attractive to different parker groups
- Develop a profile for each facility
- List the characteristics of each facility
- Test your facilities using your “Customer Personas”

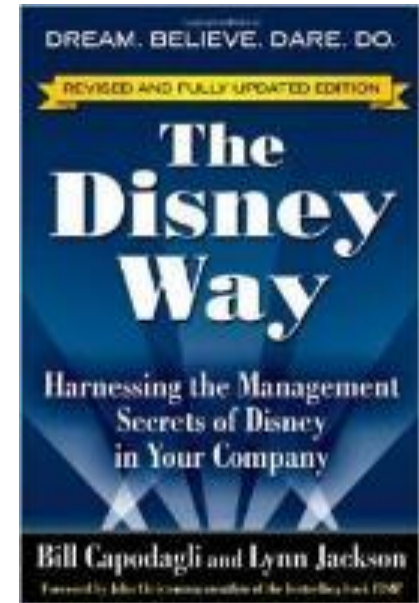


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Resources for continued learning:

- *The Disney Way*, Capodagli & Jackson



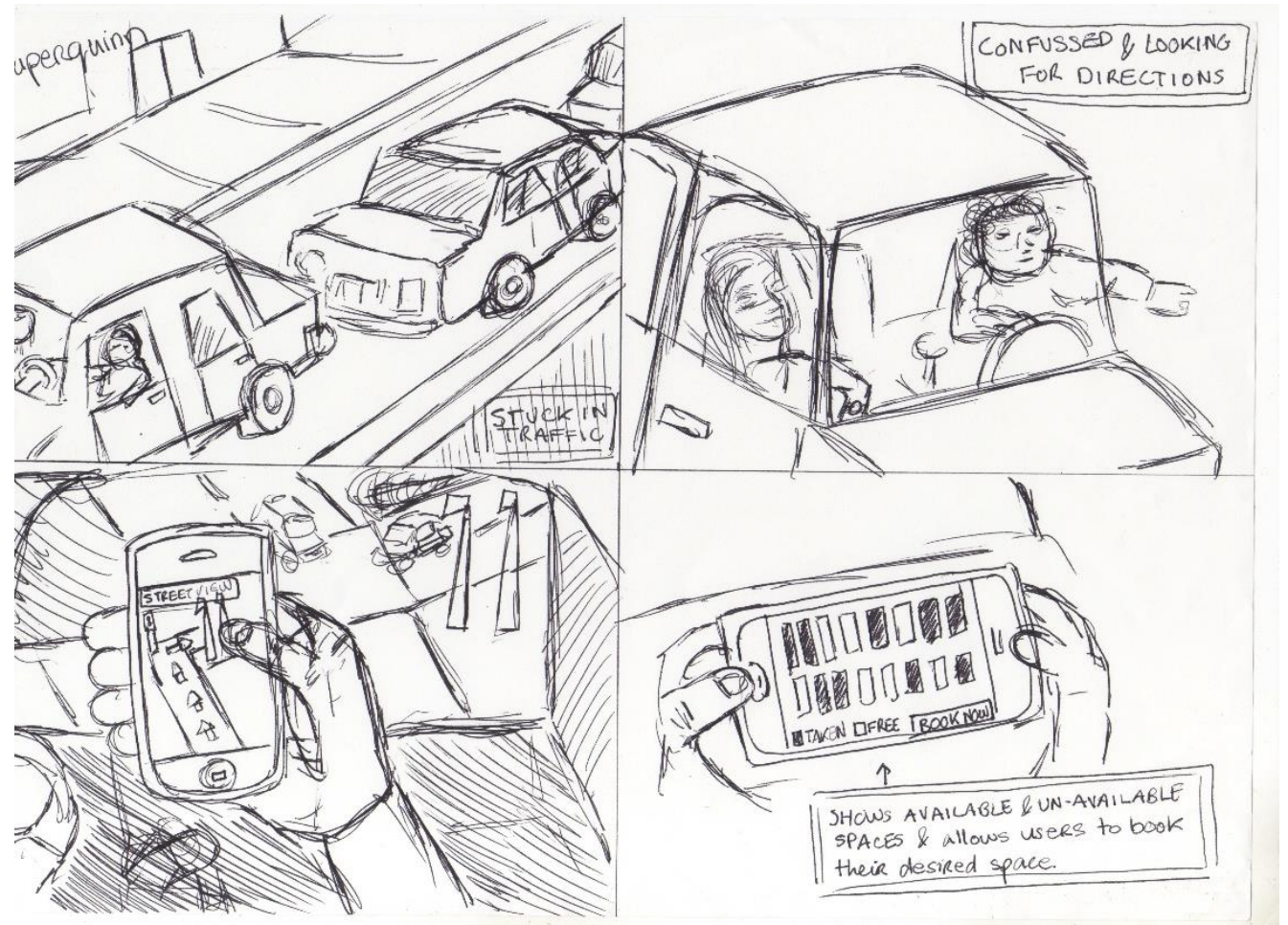
# Key Concept: Script the Preshow



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# Script the Preshow

- Use storyboarding or flowcharting to script the user experience.
- Test experience with using consumer personas
- Integrate into training
- Improvisation within a framework

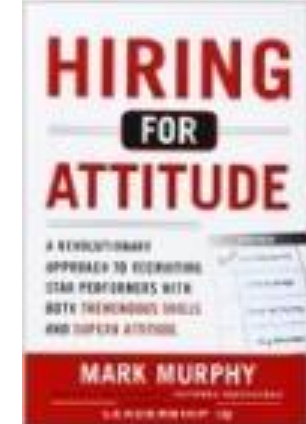
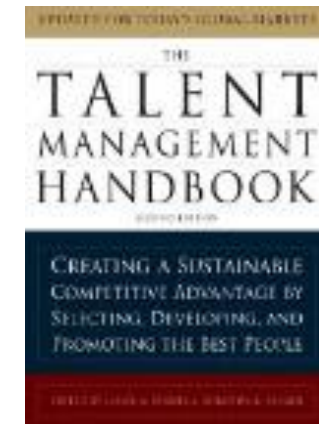
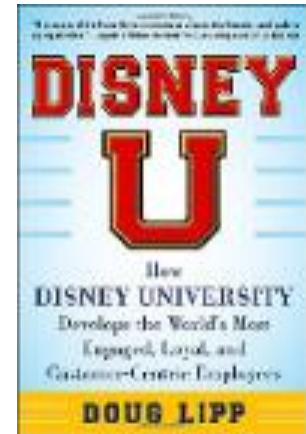


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## Resources for continued learning:

- *Hiring for Attitude*, Murphy
- *Disney U*, Lipp
- *The Talent Management Handbook*, Berger & Berger
- *Talent: Making People Your Competitive Advantage*, Lawler & Ulrich

# Key Concept: Casting is Critical



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# Directors Don't Cast from Resumes

- Does the body language match the words?
- Ask that candidates “show, don't tell.”
  - What happens when the consumer goes off script? Test critical thinking and the ability to co-create the experience.
  - Experience at the job tasks matters little when the job is in service versus production.

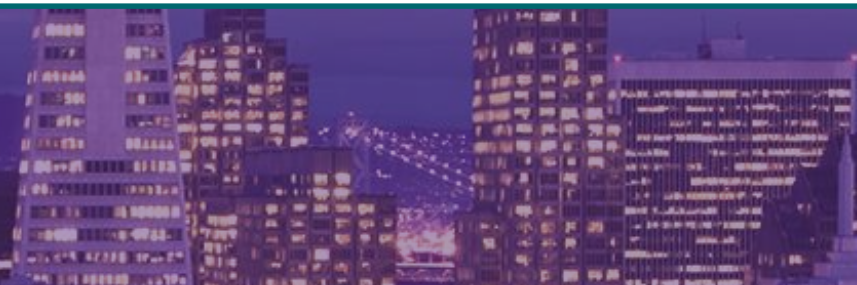


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# Key Concept: Stage the Encore



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# Stage the Encore

- Use sensory cues to extend the experience
- Cobranded memorabilia
- Extend an invitation to return
  - Thank you with verbal invitation
  - Incentive to return



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# Concepts in Action

Practitioner Case Studies / Lessons Learned.



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# Ann Arbor, MI



All are parking “users”, even those without cars.  
Redefine the parking system: everyone is a pedestrian.



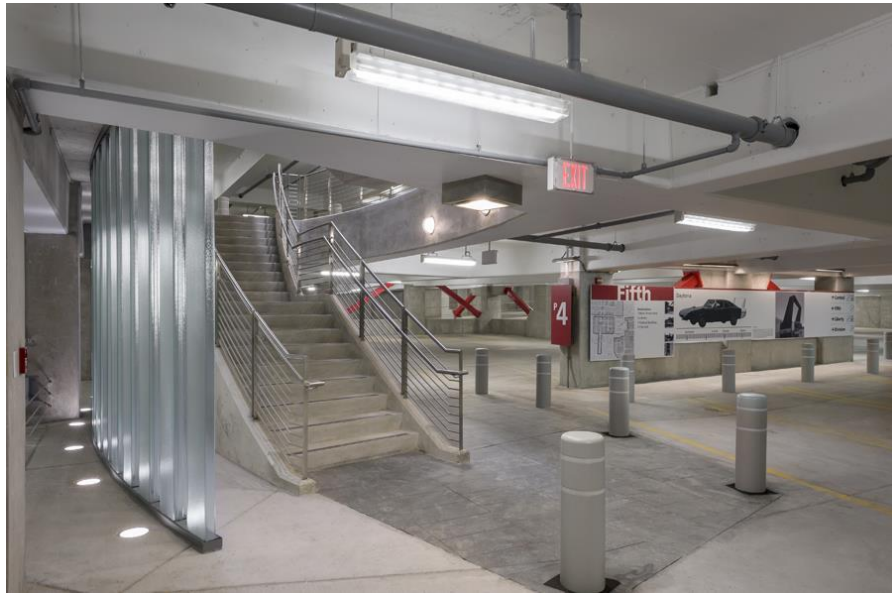
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# Ann Arbor, MI



Rethink the design of parking facilities from the perspective of humans, not cars.



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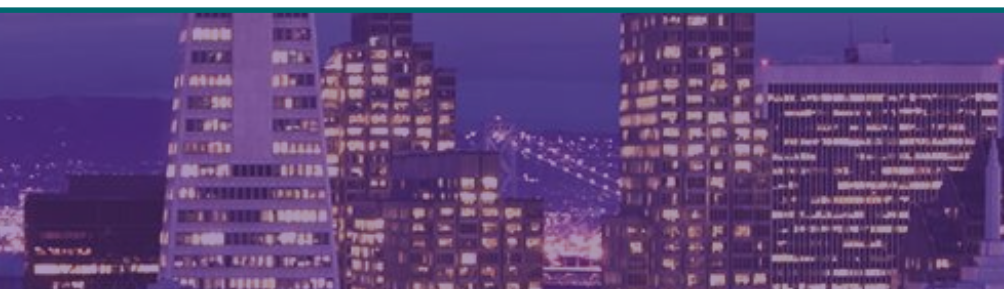
# Boise, ID



- Wayfinding experience from beginning to end
- Quick access to parking information online and on-street
- Include parking messaging in all marketing
  - *“Don’t forget your first hour is free!”*



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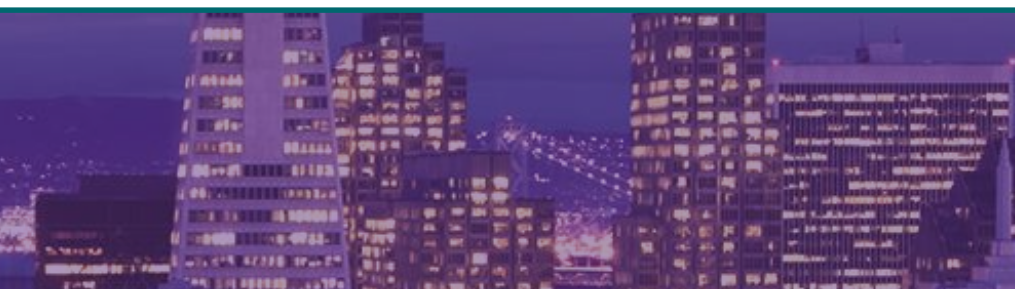
# Boise, ID



- Encourage pre-payment option for events
- Promote parking alongside events – reinforce the “how to get there” message
- Work with merchants to include parking information on their websites



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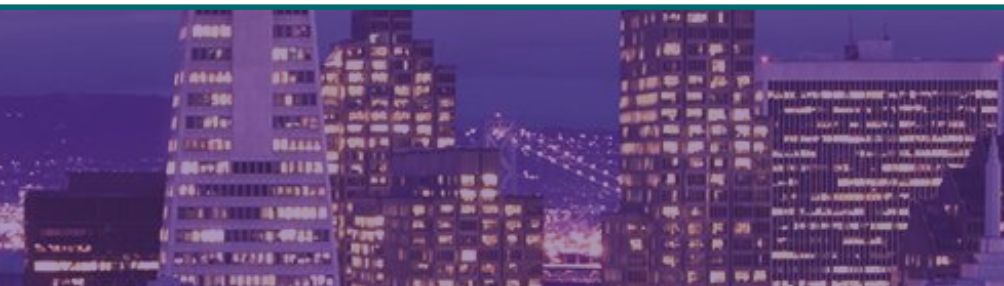
# Billings, MT

Billings Downtown  
Starts here.

Land use drivers, cultural amenities, regional economy, *oh my!*



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# Billings, MT

*Billings* Downtown  
Starts here.

- **Stakeholder Concerns & Questions**

- Need for a shared vision
- Parking viewed as a major obstacle
- Too expensive
- Intimidating
- Complex – not user friendly
- Where will money for parking development/improvement come from?
- Negative parking perception



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# Billings, MT

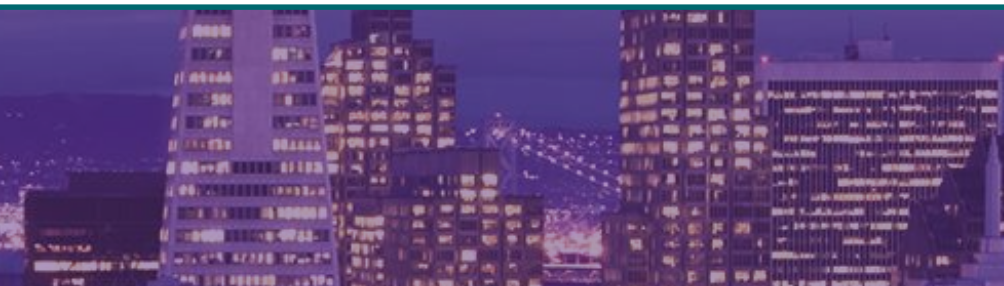


- **Stakeholder Concerns & Questions Cont.**

- Employee parking limited
- Parking supply/availability
- Lack of enforcement and over enforcement are both issues
- Any parking plan and enforcement needs to be sensitive to neighborhood/districts nuances
- Use the newly generated money to solve the parking problems



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# Billings, MT

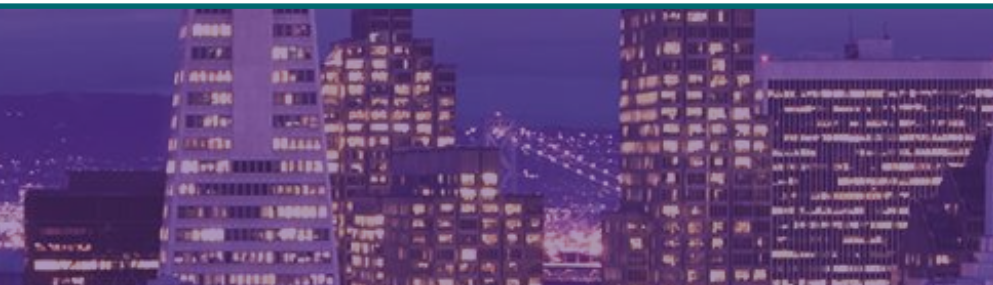


- **Time for Change!**

- A more strategic approach to downtown parking management was requested by the Downtown Billings Business Improvement District Board of Directors.
- Plan was developed with input from a variety of sources:
  - ✓ International Parking Institute
  - ✓ International Downtown Association
  - ✓ Progressive parking programs in Montana and other western states
  - ✓ Support from industry experts



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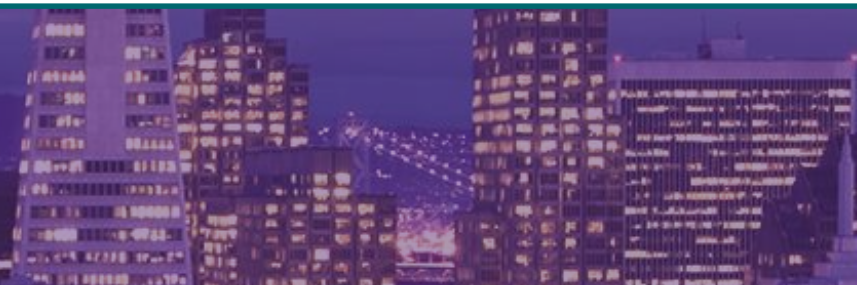


# From Invisible to Extraordinary!

Moving parking from “non-event” to competitive advantage.



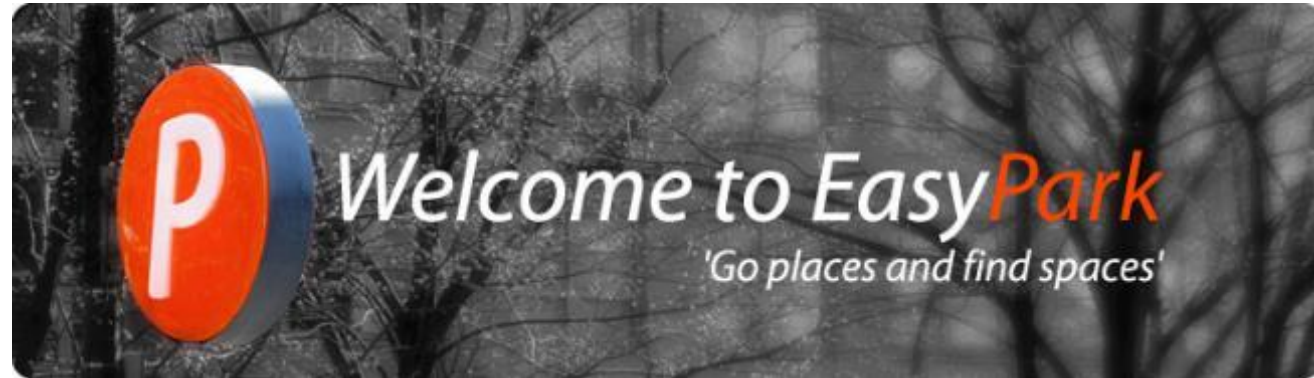
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# Branding and Image Management

A positive and brand image for your parking program creates a confidence in your program and promotes an image of quality and professionalism.



## EasyPark Programs:

**EasyGreen** ↘  
EasyPark's environmental initiatives.

**EasyFlicks** ↘  
Shooting a movie in Vancouver?

**EasyRider** ↘  
EasyPark programs for 2-wheelers.

**EasyAccess** ↘  
EasyPark's easy accessibility.



PICTOFORM

**EasySearch** ▶ 🔍  
Click here for parking lots and rates.

**EasyPay** ▶ 💰  
Click here for secure online payment.

**Violation Dispute**  
Click here to dispute a violation.



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# Retail Support Strategies

- Lincoln's "Shopper Zones"

Reserving convenient off-street spaces for retail. Lincoln's "Shopper Zones" take this best practice to a new level!



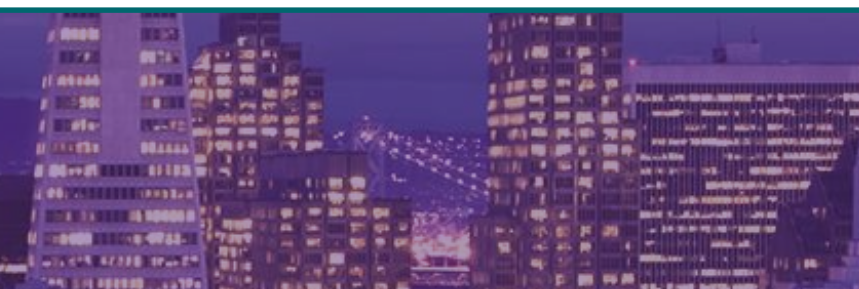
ex.

<b>Shopper Zone</b>
<b>8 am - 5 pm</b>
<b>3 Hour Parking</b>
<b>Park &amp; Go</b>

	<b>Shopper Zone</b>	
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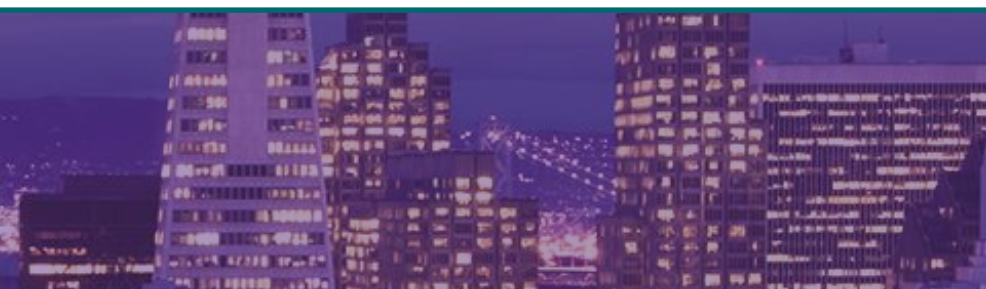


# Thanks for Shopping Downtown!

- Public Relations – “Meter Angels”
  - Sometimes called the “Meter Angels” program, The BID in Boulder used to add 15 minutes to customer’s meters and leave this note on the customer’s windshield.



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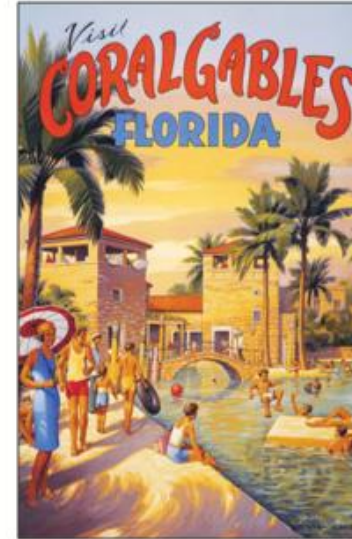


# How Easy Can We Make Parking?

## Centralized Downtown Valet Parking Programs

### CASE STUDY:

Coral Gables, FL  
Miracle Mile  
Shopping District



### Webpage Introduction:

- » Don't worry about looking for parking or looking for spare change and best of all, don't worry about parking tickets.
- » Parking on Miracle Mile has become easier then ever. How you ask? It's simple, use the Centralized Valet Parking System on Miracle Mile. Drop off your car at any valet station below and pick it up at the nearest valet station.

ex.

- » Valet Stations:
  - » Between Houston's & JohnMartin's
  - » In front of Tarpon Bend
  - » Between Benihana & Ortanique
  - » Next to Morton's
  - » In front of Seasons 52

MIRACLE MILE  
Downtown Coral Gables

About Us | Directory | Map | Event Calendar | News | Gift Certificates | Press

MERCHANT LOGIN

### Centralized Valet Parking on Miracle Mile

10/11/10

Don't worry about looking for parking or looking for spare change and best of all, don't worry about parking tickets. Parking on Miracle Mile has become easier then ever. How you ask? It's simple, use the Centralized Valet Parking System on Miracle Mile. Drop off your car at any valet station below and pick it up at the nearest valet station.

Stations:  
Between Houston's & JohnMartin's  
In front of Tarpon Bend  
Between Benihana & Ortanique  
Next to Morton's  
In front of Seasons 52

Price:  
11am - 6pm: \$7  
After 6pm: \$8

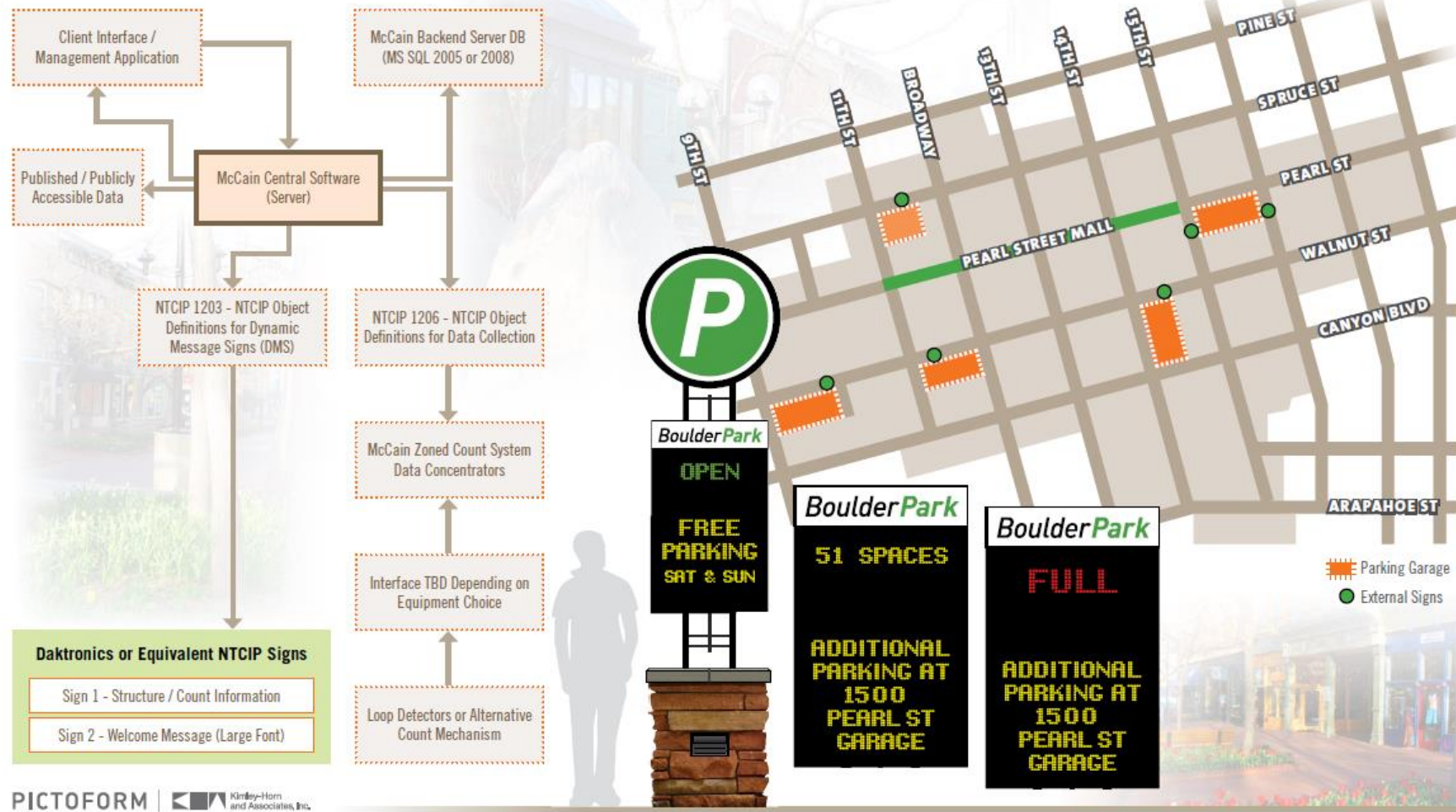
Valet Parking is free for disabled patrons with permits.

- » **Price:**
  - 11am - 6pm: \$7
  - After 6pm: \$8
- » Valet Parking is free for disabled patrons with permits.



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# Parking Guidance Systems



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# Don't Forget Your Manners!



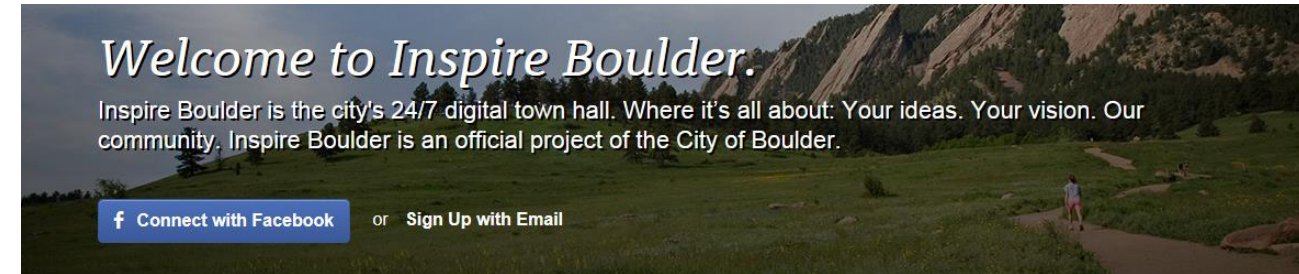
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# Alignment With Community Goals



## Example:

- *“Walking Audits”*
- *Coffee Shop Talks*
- *Interactive Social Media Platforms*



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# Another Type of “Accessibility”

- How accessible and attentive are you to your patrons?
- *Listening and offering flexible and creative solutions can change perception of your program in a dramatic way.*

## “Coffee with the Parking Guy”

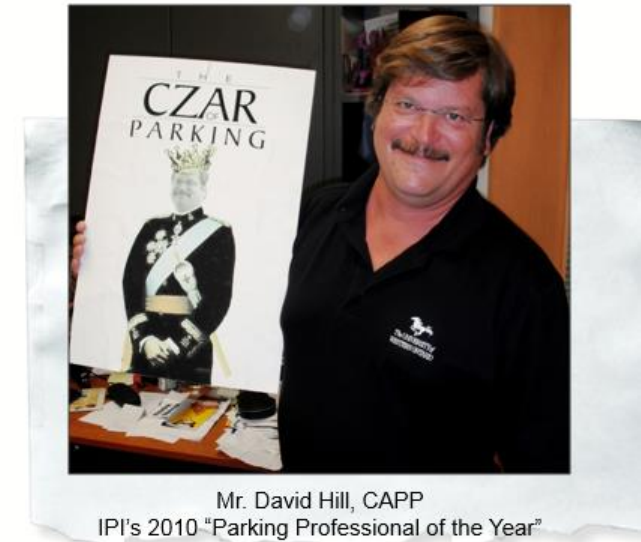
The Winnipeg Downtown BIZ sponsored “Coffee with the Parking Guy”!

As a service to it’s membership the BIZ would host monthly meetings connecting retailers, restaurateurs and other downtown business owners at a local coffee shop to the Winnipeg Parking Authority’s chief administrator (& IPI’s Parking Professional of the Year in 2010!).

ex.



- » This simple, but effective outreach strategy worked well in Winnipeg because of their smart and savvy parking administrator.
- » Discussion were lively and sometimes a little intense. People can get passionate over parking.
- » But in the end, it was a valuable learning experience and the educational benefits went in both directions.



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# What Services Would Your Customers Value?

## Possible Parking Amenities

- Dry Cleaning Drop-Off/Pick-up
- Loaner Audio Books
- Day Care Co-Located with Parking



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# Making Experiences Personal

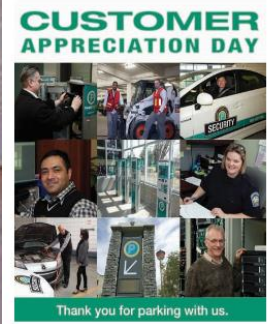
- Look for ways to personalize your day-to-day customer interactions
- Customer Appreciation Days
  - Free drinks & snacks
  - Prizes
  - Win free parking!



## Calgary Parking Authority: Customer Appreciation Day

### ABOUT US

Thank you for parking with us.



One of the ways we say thank you to our monthly and daily customers is to hold Customer Appreciation Days each spring.

Here is the schedule for our parkades in 2015:

- **Lot 54 (Centennial Parkade)** - Tuesday, June 2 from 3:30-5:00pm
- **Lot 36 (City Hall Parkade)** - Wednesday, June 3 from 3:30-5:00pm
- **Lot 40 (James Short Parkade)** - Thursday, June 4 from 3:30-5:00pm
- **Lot 28 (McDougall Parkade)** - Tuesday, June 9 from 3:30-5:00pm
- **Lot 25 (City Centre Parkade)** - Thursday, June 11 from 3:30-5:00pm

CPA staff are on-site giving away free drinks and snacks and can help answer your questions or concerns. Customers also have a chance to win some great prizes with our "spin-and-win" game. Monthly customers can also enter to win a free month of parking by visiting us at a Customer Appreciation event.

Have further questions about Customer Appreciation Days? Please contact us at [improveservice@calgaryparking.com](mailto:improveservice@calgaryparking.com) or (403) 537-7000.



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# Parking Retail Storefronts

- Changing the perception of parking operations begins with how we interact with our customers.
- Adopting a “retail approach” is a growing trend.

## Parking Offices as a Retail Storefront?

As the parking industry matures, our interface with our customers is evolving.

Most parking offices had a distinctly “back office” feel to them in the past.

But some programs are beginning to change everything!

- » The examples to the right are:
- A. The Winnipeg Parking Authority
  - B. The Calgary Parking Authority

ex.



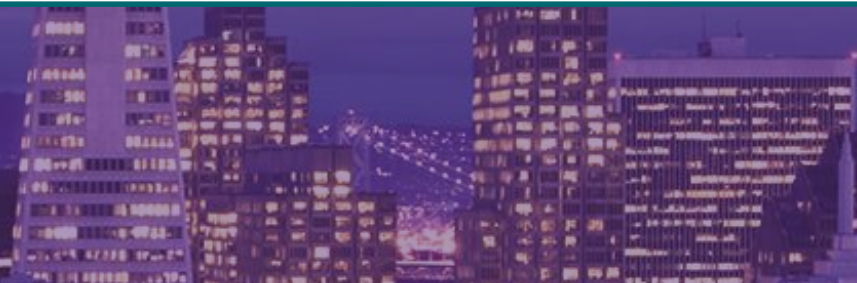
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# Dark, Dull & Dangerous or Bright, Clean & Welcoming

- The parking industry is in the midst of a radical transformation.
- Positive first impressions and improved patron safety are becoming paramount.



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# Integrated Parking/Access and Downtown Marketing

- Linking access strategies to dining, shopping, events and other attractions highlights the importance of a positive access experience.

## Integrated Access and Downtown Marketing

Downtown Long Beach Associates (always at the cutting edge!) have integrated Parking, Transportation and Downtown Management in their new “Ride-Park-Play” web page.



ex.



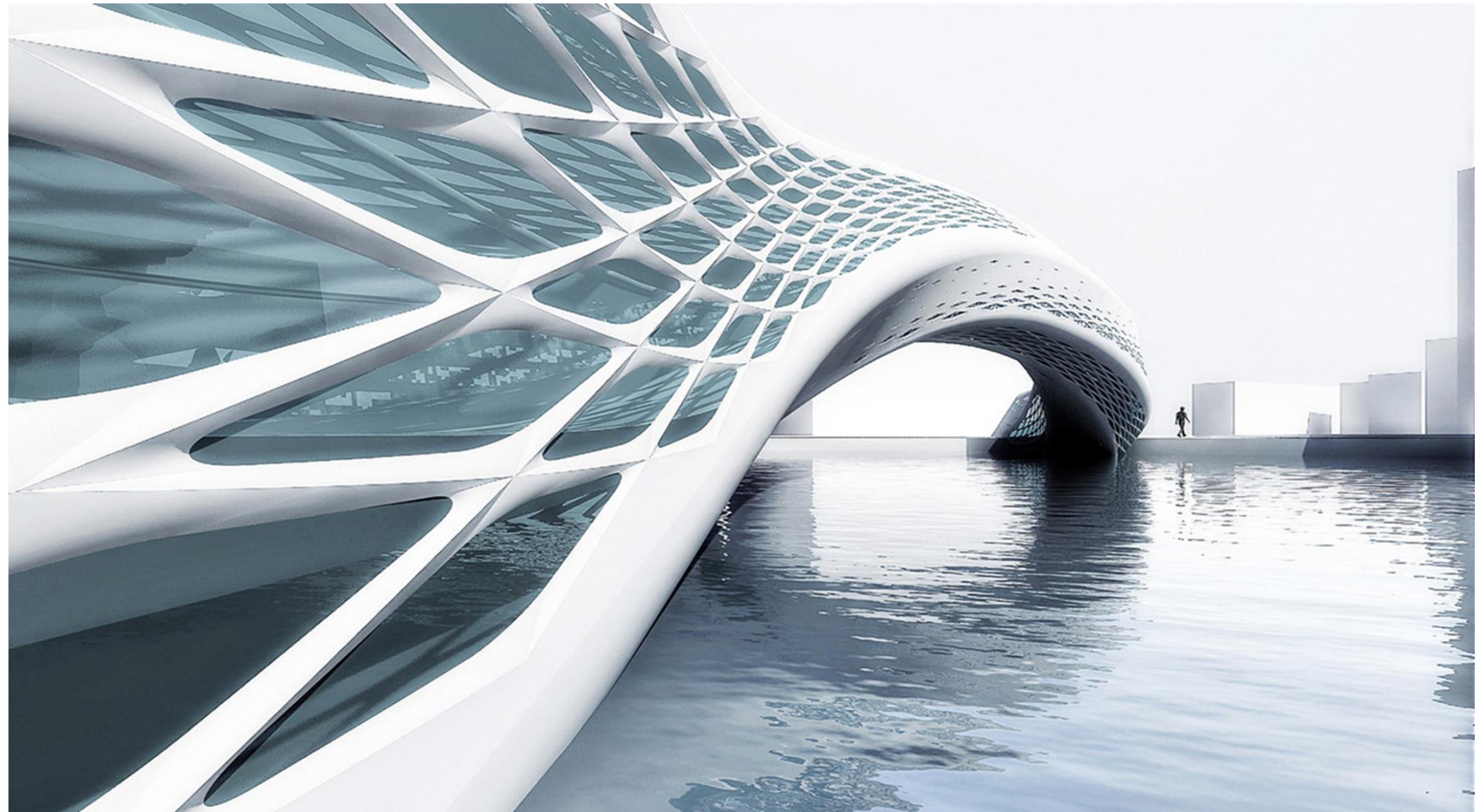
- » The Innovative site features an interactive parking and route planning map as well as special links to:
  - Downtown Long Beach Transportation
  - Downtown Dining
  - Downtown Shopping
  - Downtown Attractions
  - Downtown Calendar of Events



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# Design and Placemaking Matters!

When is a bridge more than a bridge?



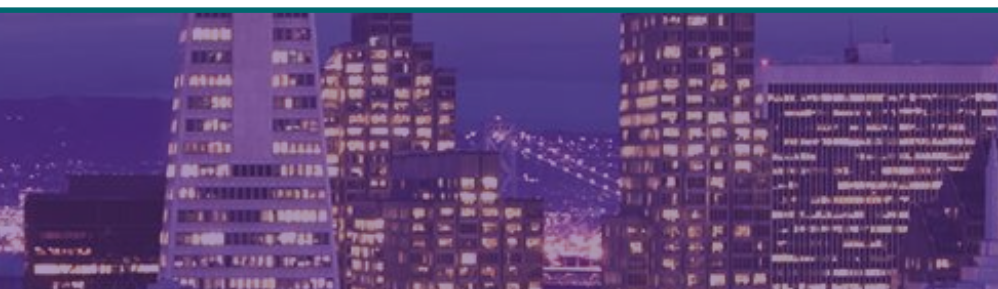
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# Design and Placemaking Matters!

Or a parking garage as more than a place for temporary vehicle storage



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# Incorporating Art as a Defined Program Element

- The Missoula Parking Commission incorporated a significant and interactive public art element into their award-winning parking structure project.



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# First Impressions Matter!

- Adopting the “30’ Rule” regarding facility entrances is an effective strategy to keep a focus on how your program is perceived.

ex.



“Where would you rather park?”



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# Simple Things Matter

- Attention to detail is a large part of “Setting the Stage”.
  - *Small things like rusting bollards can ruin the image you are trying to create.*

## Bollard Sleeves

Question: What is at the entrance to almost every parking area?

Answer: Bollards!

Why not turn these ubiquitous elements into an opportunity for advertising or facility promotion?



ex.



- » Eliminating unsightly rusted bollards used to require regular maintenance and even then was often unsuccessful.
- » Bollard sleeves are an inexpensive and easy solution to the problem of rusted bollards. Low-density polyethylene thermoplastic sleeves slide over existing guard posts for quick and easy installation.
- » A new product (pictured above) includes solar powered lights.



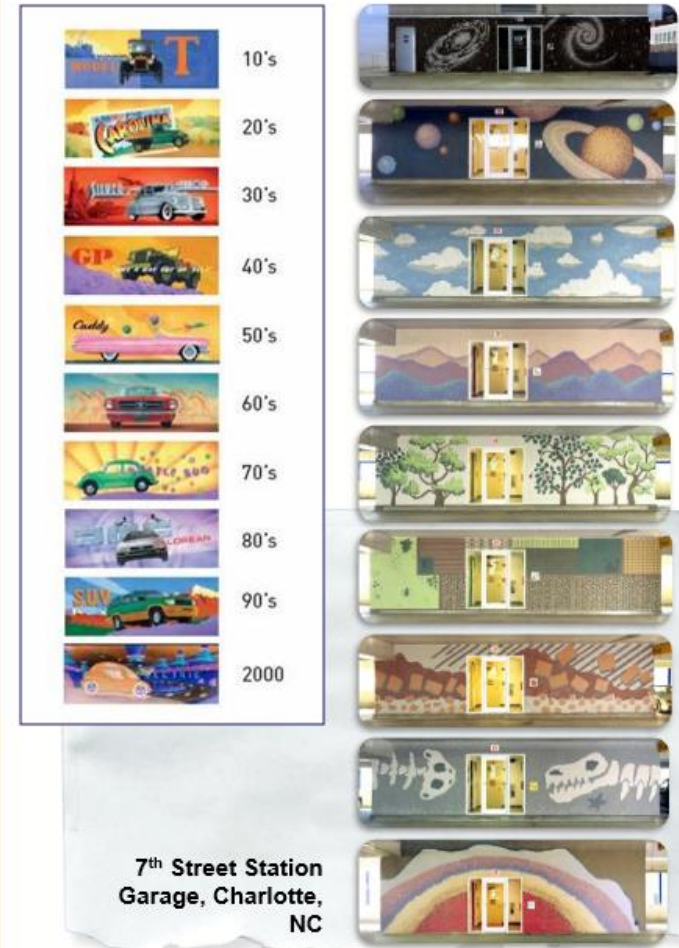
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# Parking Garages as a Canvas for Creativity

- Level theming & wayfinding are important functional elements of parking, but they can also be an opportunity to engage local artists and change the perception of your facilities.

## Engaging Local Artists

Charlotte, NC (and Bank of America in particular) has been a leader in investing in creative level theming and wayfinding as well as well as engaging local artists.



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# Dramatic Lighting

- The creative use of lighting can be both a dramatic and cost effective tool for “setting the stage” in your facilities!

ex.



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# In Summary

**Parking is uniquely positioned to provide competitive advantage to the businesses and communities we support.**

- Parking as pre- and post-show to help maximize the customer experience.
- Script a performance that is tailored to your audience.
- Know your audience(s).
- Use the tools of theatre – sets, props, costumes, and performers.



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Questions?

**THANK YOU!**



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# IDA 61<sup>st</sup> Annual Conference & Tradeshow

## BRIDGE THE GAP



INNOVATION | INCLUSION | INSPIRATION