A FOCUSED MARKETING PLAN FOR GENERAL AVIATION AIRPORTS

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PRESENTED IN FULFILLMENT OF THE MANAGEMENT PAPER REQUIREMENT

of the

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

02/06
CONTENTS

Introduction 1

Overview 1

Conducting an Inventory and Market Study 3
Developing the Marketing Plan 3
Using Airport Web Site and Internet Marketing 28
Developing Synergy and Alliances 30
Improving Public Relations as a Marketing Strategy 32
Conclusion 33
Notes 35
Bibliography 37
Appendix 1
Appendix 2
Introduction

Overview

As an intended result of the liability-limiting federal legislation enacted in the mid 1990s, general aviation (GA) in the United States has experienced significant growth. The General Aviation Revitalization Act (GARA) placed an 18-year limit on product liability exposure. Before the passage of GARA, the general aviation manufacturing industry shed over 50 percent of its work force, along with the three supporting jobs, according to U.S. Department of Labor estimates. General aviation manufacturers were facing an unsustainable cost of litigation even in cases where the National Transportation Safety Board made no finding of aircraft design defects as the cause of accidents. The Cessna Aircraft Company, the largest general aviation aircraft manufacturer in the world, had ceased production of single engine piston aircraft; Piper Aircraft Company was in bankruptcy, and Beech Aircraft has all but shut down most of its piston production. ¹

As GARA has enabled the general aviation aircraft manufacturing industry to grow, innovate, and create jobs in what had been a declining industry, GA-only airports, especially GA airports that are not part of a larger airport authority or system, face increasing pressures to reduce or completely eliminate the tax burden they represent to their governmental sponsors. In order to both exploit the increase in GA traffic and generate increased revenue, many GA airports can benefit from a focused marketing plan. Marketing a GA or “community” airport is distinctly
different from using the more pervasive marketing techniques that apply to commercial-service airports. Whereas commercial-service marketing consists generally of attracting more and diverse scheduled airline service to an airport, and/or marketing the fares and service available at the commercial-service airport, marketing an airport to the general-aviation community requires recognition of the many facets that constitute the broad category of GA and development of multiple marketing programs to appeal to these diverse segments. In practice, it will be necessary to appeal to the very level of the individual consumer, be it corporate or recreational pilot, dispatcher or flight department head, or potential student pilot, to name a few. It is necessary for individuals concerned with marketing the GA airport to identify the airport’s position and capabilities relative to the many distinct categories of general aviation. As with the traditional commercial-service airports, the GA airport can fit into any number of roles such as origin-and-destination, reliever, or regional airport. Some GA airports may find themselves fulfilling unique functions that will radically dictate the way in which they market their airport. Examples of these niches might be GA airports that serve as a base for sightseeing flights to the Grand Canyon or Hawaii, or airports located in major convention destinations, such as Las Vegas or Orlando, and highly seasonal vacation destinations in the Rocky Mountain states. General aviation marketing is also applicable to airports that are primarily commercial-service airports that experience significant GA traffic, either through a management desire to be GA friendly, or simply by market demand. Given the “turbulence” in the U.S. airline industry in the beginning years of this new century, commercial-service airports that ignore compatible GA activity are declining an
excellent opportunity for additional revenue, market diversity, and service to their community.

Another marked difference between GA and commercial-service marketing is the ample opportunity, and practical necessity, to involve individual airport businesses and businesses off the airport that will directly benefit from increased visitors entering into the community through GA aircraft. While the sheer diversity of general aviation will require many unique and innovative methods in order to develop an effective marketing plan, most of the traditional marketing fundamentals will play a significant role in its development. The first step in developing such a plan, as with many other types of plans, is to complete a thorough inventory of current capabilities and assets.

CONDUCTING AN INVENTORY AND MARKET STUDY

Conducting an analysis and taking an inventory of the airport’s current capabilities, along with the resources available from current airport businesses, will enable the airport staff involved in marketing to determine what specific categories of general aviation traffic to target. Basic categories of traffic and their corresponding airport businesses are listed in Table 1 below.

Table 1

<table>
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<tr>
<th>Transient Traffic</th>
<th>Fixed-Base Operators</th>
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Transient traffic will need to be broken down further in more defining categories, such as corporate/fractional aircraft, recreational, origin/destination, etc., in order to determine whether or not the existing FBOs have adequate facilities and amenities appropriate to the nature of traffic. Similarly, flight schools need to be further defined on the basis of their typical students, such as professional pilot track, local individuals obtaining a private pilot license and additional ratings, or aircraft-specific ratings such as vintage, amphibian/float plane, or unique aircraft.

Once an inventory of existing traffic and corresponding facilities is completed, an analysis of potential un-served or underserved markets can be completed. The analysis will need to answer a basic question: Why would a specific GA customer
fly into your area? That question will need to be applied across the spectrum of the various assets in the community. At this point, the assistance of area economic development, tourism development, and convention entities is invaluable. These entities will most likely have at least completed detailed studies as to who their current and potential users are, and plans may be under way to take the steps necessary to maintain and attract additional customers. This portion of the analysis would apply to the transient traffic categories of corporate and recreational users. In the process of identifying and working with these outside agencies to obtain market data, it may become apparent that the key people in these agencies might not be aware of the tremendous benefit a GA airport can bring to their efforts, with adequate capabilities relative to the type of traveler. If this is the case, opportunities exist for joint marketing and awareness campaigns that can reap unexpected benefits for all interests involved. For example, a family arriving in an area for recreation, flying on the most modest private aircraft, will almost always represent a much higher profile for discretionary income than those arriving by auto or commercial aircraft. The following demographic information of members of the Aircraft Owners and Pilots Association, one of the primary GA membership organizations in the United States, illustrates this point.  

- Average household net worth-$1,088,000
- Average household income-$189,000
- Median household income-$109,000
- The average value of primary home is $361,000
- 29% own a second home, with 12% located at a “fly-in” community
- Median age—54
Studies show that most companies using corporate or other forms of general aviation are significantly more efficient and, therefore, more profitable than those companies that do not take advantage of GA aircraft. According to a study conducted by the National Business Aviation Association to examine the use of aircraft by Fortune 500 companies, those that operated corporate aircraft were 141 percent more profitable than companies that did not use corporate aircraft. The major benefits of aviation, cited by the companies using corporate aircraft, included the following:

1) Identifying and executing new relationships and alliances
2) Ability to attend critical meetings to close transactions
3) Explore and develop new markets
4) Provide high levels of service to existing customers.

The benefits cited are all typical of the type of business activity that leads to retaining customers, developing new customers, and thus generating greater revenue. Indeed, another study documented the fact that it is not only members of the upper echelon of individual company management that fly on corporate aircraft but also teams and specialists from throughout the company that represent a high percentage of aircraft utilization. This indicates that real gains in individual productivity in a company are achieved through the use of corporate aircraft. The ease, efficiency, and security of travel by corporate aircraft are a factor in key employee retention, helping to eliminate excessive time on the road as a cause of costly turnover in critical positions.
Once the decision-makers in the economic development and tourism/convention agencies are made aware of the capabilities and benefits of the local GA airport, they can take steps to enhance its appeal to these customers and bring increased traffic of targeted users to the airport. Many of these agencies have funding programs or grants for advertising that an airport or even airport businesses can use to advertise the airport’s location and capabilities to a specific segment of the GA community. Proactive airport businesses will then be able to design their individual marketing efforts to take advantage of the general area and to ensure that airport marketing efforts take place.
DEVELOPING THE MARKETING PLAN

What is a marketing plan and what is its significance? A marketing plan is a formal document whose purpose is to facilitate the gathering of relevant information in order to make decisions on business objectives. A marketing plan provides a framework for budgeting and implementation of the decisions reached to achieve the specified goals. A detailed marketing plan is also necessary in order to concentrate the efforts of the various entities involved in marketing efforts, such as the marketing consultant staff, convention and visitors’ bureau, etc., to establish an effective program. The parts of a focused GA marketing plan follow.

a. Preparing airport description and inventory

b. Setting strategic focus
   1. Mission/vision
   2. Goals

c. Identifying core competencies and sustainable competitive advantages
d. Conducting situation analysis
   1. Customer analysis
   2. SWOT analysis
   3. Competitor analysis
e. Analyzing capabilities/market focus
   1. Identifying objectives
   2. Targeting markets
f. Creating the marketing program

1. Promotions
2. Funding

g. Executing the plan

The reader may find, in the course of researching his or her own marketing plan, different variations and formats for marketing plans. This is because each marketing plan becomes unique to the industry and to the objectives of various industries and companies. Readers who pursue developing a marketing plan for their own airport will also notice in the marketing plan discussed here the deliberate exclusion of the “Four P’s” found in almost all traditional references to marketing plans. This is due to the nature of GA airport marketing. The phrase “Four P’s” stands for product, price, promotion, and places (distribution). The “Four P’s” relate directly to marketing a product on the wholesale or retail level. The GA airport’s “product” is the sum of its capabilities, such as infrastructure and possibly location. For this reason, the “Four P’s” are not easily applicable to a GA-airport marketing plan. The purpose of this paper is to introduce the concept of marketing the GA airport to GA aircraft operators. The airport’s marketing efforts can function as an “umbrella” under which individual airport businesses can tailor their marketing efforts to the goals to be achieved by the airport plan. Airports that perform the Fixed-Base Operator (FBO) function, providing fueling and other services directly to airport users, should develop their marketing activities more along the lines of traditional product marketing. While the marketing plan is neatly outlined above, the process is not necessarily linear. Many components of the
marketing plan will grow out of information and feedback generated by accomplishment of other components of the marketing plan. This is indicative of the nature of marketing: It is a constant, continual process.

Preparing Airport Description and Inventory

The basic process in preparing an airport description and inventory will be described in section 3 of this paper. A detailed inventory should also consider the level of marketing efforts of current airport businesses, and the willingness of individual business to participate or at least complement a general airport marking program. Identification of the airport’s core markets is the key to further development of the marketing plan. In many cases, airport staff and the airport’s governing board will need to determine a specific “target market” on which to focus the main efforts of the marketing plan. For our purposes, the target market can be defined as the market segment that has been identified as having the best potential for increased airport revenues or economic impact to the community. This step of defining the target market is a key to ensuring that what are probably the limited resources available at the beginning of the marketing program can produce tangible, positive results in order to allow the program to continue and gain momentum. In the process of identifying the core markets, airport staff and governing bodies may encounter individual airport business owners who will try to influence the process, mostly through political means, to ensure their particular segment of the market is identified as the “target market” and will benefit most from the airport’s marketing efforts. The services of a professional marketing and public relations consultant
should be considered at this point to provide an independent, data-based decision process to determine the target market. While focus on the best potential market may be the true best way to ensure positive results, recognition and limited funding of secondary markets may be necessary to “keep the peace” and ensure acceptance of the marketing concept by all stakeholders. Often inexpensive advertisements on an occasional basis in niche publications or Web sites will yield noticeably increased customers from the secondary market on a very cost-effective basis. Many airports may identify several different markets that can be targeted on a seasonal basis that will be effective across several markets.

Setting Strategic Focus

The “Strategic Focus” section of the marketing plan is where the mission or vision of the marketing effort is developed, and then tangible goals can be established to achieve that vision. The term “strategic focus” can probably have as many definitions as individuals attempting to define “strategic focus.” For the purpose of this paper, “strategic focus” is defined as the direction set for the marketing plan and by which the performance of individual marketing efforts will be judged for effectiveness. More simply put, the strategic focus is what you want your marketing plan to accomplish.

Mission/vision statement—

The mission/vision statement is simply the articulation of the strategic focus in a tangible statement of the marketing program’s intent. For example, if airport
stakeholders determine that attracting more vacation charter aircraft into a resort area is their target market, then a mission/vision statement for that “strategic focus” might read this way: “Ensure potential visitors and charter providers are aware of the proximity of XYZ airport to the resort area and our outstanding capabilities to support the largest charter jet aircraft.” It is important that a mission/vision statement be clear and concise enough that anyone at any level of the organization, or associates (consultants, allied entities, etc.), can understand how their function directly relates to attaining the vision.  

Goals—

Goals are the measurable results expected upon implementing the marketing plan. Airport management functions that do not directly provide airport services, such as FBO services, may find it difficult to develop goals that measure marketing success. One measurement airport management might find usable would be to project a percentage or quantity increase in expected aviation fuel sales as a result in marketing. This measurement may be broken down further to a specific type of fuel used by aircraft in the designated target market. For example, if an increase in corporate jet traffic is desired, then the measurement of sales for Jet A type of fuel used by turbine and turboprop aircraft should accurately track this type of aircraft. Another direct measurement might be to actually secure an informal traffic count of aircraft indicative of the type of aircraft in the target market. Since many FBO owners might view this data as proprietary information and thus be reluctant to participate in such measurement, it may be possible to enlist the aid of the air traffic
control manager and individual controllers if the airport is served by an air traffic control
tower. Parameters such as counting “King Air aircraft or better” aircraft as an
indicator of corporate aircraft can be set. Controllers could simply separate the flight
strips of these target aircraft and, once the ATC traffic count is completed, the flight
strips can be given to administrative employees of airport management to develop a
database. This data-base can become an invaluable source of marketing information
if an FAA database or other means is used to determine the aircraft owner’s
information by the aircraft registration or “tail number.” Using this information, it
may be possible to identify entities that are potential users not currently utilizing the
airport. For example, if a Lowes home improvement company aircraft, but not one of
Home Depot’s, is using the airport and if there are branches of both of these
companies in the immediate area, a marketing opportunity to the Home Depot flight
department has just presented itself.

Identifying Core Competencies and Sustainable Competitive Advantages

This step is used to identify the strengths of your organization and measure these
strengths against your nearest competitors to determine whether you have a
competitive advantage over your competitor. While this is a necessary step in any
marketing plan, in GA marketing, this step can also serve to identify capabilities
that need to be enhanced or developed or vulnerabilities that need to be addressed
in order to better serve the target market. These vulnerabilities can be cumulatively
identified as “competitive weaknesses.” One of the strongest examples of this
situation is the identified need for capital to develop suitable infrastructure.
Executive terminals, departure capacity, a control tower, and precision approach capability are key elements that corporate and fractional flight departments look for when selecting a destination airport.9

Conducting Situation Analysis

Customer Analysis—

As posed earlier, the basic questions to be answered in the marketing process is this: Why would a GA user choose to fly into the geographic area served by this airport? While this specific question applies to only the type of transient traffic that would mainly benefit an FBO operations, the question serves as an example to illustrate the very basic need to identify why a specific GA user would be attracted to an airport.

The Customer Analysis applied to the GA market does not easily fit the traditional marketing approach. Therefore, it is necessary to at least tentatively identify the target market early on in the process. A GA airport is a multi-faceted product that has the potential to appeal to a number of different customers for a variety of different uses. The closest parallel to a GA airport marketing situation I have been able to identify in my research is a retail shopping mall, but admittedly this analogy falls short in many areas. Customers can be attracted to a mall for the general purpose of “shopping.” In addition to specific stores, there are some common factors that mall customers may consider in deciding to go to a specific mall. These common factors might consist of location, ease of access, appearance
and amenities, as well as security and safety. Provided there is a specific store that will meet the customer’s needs, these factors will dictate a customer’s decision on what occasions a particular mall will be selected. Ultimately, the customer is going to a collection of specific set of stores in a particular mall, but general factors also contribute to that decision. Thus a mall will tend to advertise its location, capabilities, and variety of stores. Applying this same situation to airport marketing, the same common factors listed above for malls could be the basis of advertising to GA users. Customer analysis must be applied to each specific GA user (transient, flight school, etc.). In marketing terminology, these distinct categories of users are called market segments.

Once these segments are identified and a determination is made to include a particular segment into the marketing focus, can truly begin. Traditional marketing surveys can be conducted by using the current customer mix. The data from these surveys can be used to develop strategies to expand airport use by the targeted category or segment of users.

SWOT Analysis—

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a traditional marketing tool used to identify characteristics to capitalize and improve upon. The purpose of the SWOT analysis is to examine the internal and external factors that affect your marketing efforts. Given this purpose, the SWOT analysis lends itself to an open discussion by all stakeholders.
Strengths and weaknesses concern the internal factors relating to capabilities, infrastructure, resources, etc. Opportunities and threats are external relating to your ability to improve your market position and the problems you face directly from your competitors.\(^{10}\) Once you have developed a list of various strengths, weaknesses, opportunities, and threats, you can prioritize the elements according to the various market segments previously identified. For GA airports, the SWOT analysis will invariably involve infrastructure such as runway capabilities (length and weight bearing), airfield and airspace capacity, amenities, ease of landside access, operational constraints, etc. Stakeholders can then separately analyze their own operations and facilities in light of the airport’s SWOT analysis.

SWOT analysis can reveal a logical direction for capital improvements and other initiatives to enhance the airport’s appeal to the target market. The “Customer Survey” in Appendix 1 provided the subject airport with the most critical issues relevant to the target market users. A subsequent SWOT analysis was used to evaluate the airport’s assets to the items identified in the survey. This SWOT analysis both enabled the subject airport to refocus its advertising according to its favorable assets and to develop a list of infrastructure needs and other capabilities to improve upon. Two initiatives were begun as a result of the survey. First, the airport requested the Federal Aviation Administration to expand the tower’s hours of operation. While the FAA did not expand the operation to 24 hours per day, its internal study justified an additional three hours of operation. Immediate implementation was limited to an additional two hours. The study also provides
base-line data for future studies. Second, the airport began a political effort to convince U.S. Customs to begin providing service. SWOT analysis also facilitates the next step in a focused marketing plan: competitor analysis.

Competitor Analysis—

Competitor analysis is simply the process of comparing your airport’s attributes to those of competing airports, relative to the target market. Most GA airports do not compete in the strictest sense, as in Coke vs. Pepsi or MacDonald’s vs. Burger King. In many cases, competition comes for traffic attracted to an overlapping geographical area. In this case, it is the ancillary capabilities that come into play in the customer’s decision as to which airport to use. Again, the purpose of this and all other analysis steps is to identify attributes to exploit and capabilities to enhance or attain, always with the target market in focus.

Analyzing Capabilities/Market Focus

Identifying Objectives—

Objectives are the actions/results, as identified by analysis, needed to enable or enhance the airport to desired users. Once analysis reveals the capabilities and weaknesses of the airport, objectives towards marketing to the target population can be established. For example, suppose insufficient runway length has been identified as a detriment to attracting additional categories of corporate jet aircraft, an identified target market. The practicality and cost benefit of adding additional
runway length must be examined. Are there any physical barriers that make additional runway length impractical? Can political/social barriers and resistance be anticipated? If barriers are identified, are there any technical solutions available to seemingly insurmountable barriers? If additional runway length is deemed practical, then it becomes an objective to be pursued.

As cited previously, various stakeholders stand to gain potentially significant benefit to their business if capabilities that enhance their appeal to their target market are identified through the airport marketing process. This implies that other stakeholders may be left out, and contention and political intrigue may result. To mitigate or possibly avoid the negative consequences of identifying the most prominent target market on which to focus, it may be prudent to initially develop a multi-faceted or multi-year program that includes as many stakeholders as practicable. In the development of objectives to achieve the market focus, it is advisable to describe the benefits of achieving an objective relevant across the spectrum of stakeholders' operations. In the runway extension described above, other airport stakeholders may not directly benefit, and it would be prudent for airport staff to look for opportunities to provide secondary benefit to these stakeholders. For example, a flight school may not directly benefit from additional runway length. An additional taxiway directly off the runway, included in the runway expansion project, might eliminate some ground taxi time and facilitate intersection departures for flight training aircraft. This would result in lower operating costs and increased utilization of aircraft, a direct benefit to the flight
school. Thus one of the objectives of the prominent target market of corporate jet aircraft could also become an objective important to a secondary market.

Targeting Markets—

Identification of target markets and the establishment of objectives to enhance capabilities relevant to the target market results in attaining a market focus. At this point, it is necessary to emphasize that the development of the market focus, including development of objectives and the target market, should be open not only to airport business stakeholders but also to all other entities involved with all facets of airport operations. Some agencies that might be overlooked include air traffic control, fire department, police and security, and local government planning agencies. While inclusion of these agencies may make for an inefficient and lengthy process, the benefits should outweigh the negative factors. An open process should be less vulnerable to criticism. The secondary agencies, especially air traffic control, may be able to highlight additional benefits or difficulties of one proposed action versus another. Actions can quickly receive a cursory evaluation by diverse agencies for potential “show stoppers,” such as environmental or bureaucratic barriers to achievement. Finally, including these other agencies allows them to adjust or revise their plans according to the outcome of the actions determined and identified in establishing target markets. It is worthy of consideration to take the additional step of making a presentation of preliminary objectives and target market actions, in an informal or “workshop” setting, to the political body that sponsors the
airport. This action is similar to the process used by airports to prepare the airport master plan.

Creating the Marketing Program

Promotion—

The promotion program can consist of the typical methods of promoting any business function, including trade shows and media advertising. Since the airport is not “selling” a specific product directly to a consumer, airport advertising should focus on its competitive advantages, such as capabilities and location.

Trade Shows

Trade shows offer excellent opportunities for airports and their businesses to market directly to their target customers in an atmosphere designed for personal interaction. Trade shows are the third largest segment in business-to-business marketing.\(^\text{11}\) Selection of trade show venues is an important step, especially considering the cost of organization membership, exhibitor registration fees, travel and lodging expenses, and capital investment in display hardware and promotional items.

The first step in selecting a specific trade show venue is to match a trade organization to the airport’s identified target market. For example, an airport seeking greater corporate aircraft traffic should consider the National Business Aviation Association (NBAA). NBAA’s members consist of corporate flight
department operators, fractional aircraft management companies, and numerous businesses associated with this industry. A list of aviation trade organizations and their constituents is in Table 2.

Table 2

<table>
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<tr>
<th>Trade Organization</th>
<th>Target Market</th>
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<tr>
<td>National Business Aviation Association</td>
<td>Corporate and fractional management</td>
</tr>
<tr>
<td>Aircraft Owners and Pilots Association</td>
<td>Individual Recreational and Business</td>
</tr>
<tr>
<td>General Aviation Manufacturers Association</td>
<td>Aircraft manufacturers</td>
</tr>
<tr>
<td>National Aviation Trades Association</td>
<td>Fixed Base Operators</td>
</tr>
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</table>

Many of these organizations offer reduced cost “associate memberships” to organizations that do not directly qualify as members but have a vested interest in the economic health and expansion of the association’s core members. Given this offer, airports almost always qualify for associate memberships in these organizations. At the same time, these organizations gain from additional membership revenue and the potential for greater political support on key issues affecting the industry represented by the organizations. In return for membership, airports can receive discounted exhibitor registration fees at trade shows, important data on industry activities and trends, and greater access to target customers and
opportunities to advertise to members through the association’s media, such as
association publications or Web site. These are all outstanding benefits to an airport
seeking to advertise to that market. Opportunities for sponsorship of association
events and activities may also be cost-effective advertising venues. One sure way of
determining if a particular trade show is a viable venue is to establish whether any
competing airports, or airports that are trying to attract the same customers, are
already exhibiting at the show. If an airport already exhibiting at a specific trade
show venue is not a competing airport, the airport staff may be a valuable source of
relevant information and ideas.12

In addition to specific aviation trade organizations, airports should explore other
types of associations to reach potential customers. For instance, if an airport is
located in a ski resort area and wishes to support and increase traffic associated with
that use, then marketing through a ski association is a natural fit. With this type of
trade show marketing, it is vitally important to ensure that the association’s
members do indeed consist of potential airport customers. It may be advisable to
work with local tourism entities and marketing people from area resorts and hotels
to determine the suitability of the specific trade show. Establishing contact with
these local industry representatives early on can foster opportunities for mutual
benefits in joint marketing. One of the simplest ideas is to exchange marketing
materials, such as brochures and promotional items (commonly referred to as
“tschotkes”). This exchange allows the airport and local business to concurrently
market each other in the course of individual marketing efforts. Further, this
exchange can be taken to an even greater level in the form of jointly participating in advertising campaigns and trade shows. I know of one GA airport that uses authorized (and highly identifiable) images from Disney, Seaworld, and the regional convention center in its promotional items and trade show displays. This element of synergy is discussed in further detail in another section of this paper. An airport’s participation in a non-aviation industry’s specific trade show can be an excellent introduction for airport marketing employees to the trade show environment, especially if taken “under the wing” of a seasoned marketing professional in an allied business. As discussed earlier, making potential marketing partners aware of the level of service that your airport can provide, as well as the typically high level of discretionary income of the majority of aircraft owners, is a key selling point in your efforts to develop joint marketing.

What are the requirements for active trade show participation? To effectively participate at a trade show, the airport needs to make a minimum investment in basic marketing materials. A good place to start is to have a professionally produced brochure or “Jep” card. The “Jep” card is a single loose-leaf “tabbed” card that can replace the standard card for the airport in Jeppeson flight publications, carried by most professional pilots. The “Jep” card should clearly depict all the standard aeronautical information contained in the regular Jeppeson card and provide promotional information as well. Promotional information can consist of FBO listings, local hotels and attractions, etc. While the graphics for brochures and other print materials maybe done by an in-house graphics
department or a professional agency, it is always advisable to ensure the material produced appears as professional as possible. Consulting with local convention and tourist bureaus and marketing partners will probably yield a wealth of proven, cost-effective production sources and invaluable expertise. The tone and appearance of the brochure set the theme for the many other components needed for effective trade show participation and advertising, so investing adequate time and resources to produce a top quality product in this basic element will achieve cost savings in the development of other elements. All graphics should have an objective-driven design, that is, the graphics should easily communicate a “word picture” of the marketing message you are trying to get across to your target market.

The next component needed for trade show participation is promotional items to be given away at trade shows. The industry slang for these items are “give aways” or tschotkes. These items must be selected with your marketing goals in mind. The items must be designed to achieve one or more of the following objectives: increase recognition of your airport, communicate your marketing message, or motivate an action. The purpose of tschotkes is to give potential customers a unique or practical item that carries your name/logo and one or two pieces of contact data, such as phone number and internet address. The need for a purposefully designed marketing Web site, to be discussed in a later chapter, is critical to the success of tschotkes’ delivering your marketing message. All of your marketing materials should drive interested contact to the Web site, where they can “pass through” the airport’s marketing umbrella to the airport business that can provide the services
they desire. Therefore, all your promotional items should prominently display your Web site address. I personally divide tschotkes into two broad categories: items people will take home to their children and items people will keep for everyday use. Examples of the former are toy airplanes, flying disks, super balls, etc. Examples of the latter are lint brushes, highlighters, etc. As with most marketing materials, the sky is the limit in terms of the variety and cost of tschotkes. As with brochures, it is best to emphasis good quality over cost, whenever possible. One exception to this rule would be purchasing inexpensive items for distribution at local government or community events, as a part of enhancing public relations. Many marketers keep a limited stock of high-end tschotkes, such as clocks, executive toys, etc., to be given to special customers and potentially valuable new ones.

Trade Show Displays

A good introduction to the trade show environment might be to attend as a delegate or participant with an established marketing partner. This experience can be used for practical research for the design and configuration of trade show displays for your airport. Once a decision to fully participate in a recurring trade show is made, the airport must invest a substantial amount of money in a trade show table-top display or booth. A very simple table-top display costs several hundreds dollars. A respectable ten-by-ten booth can run into the tens of thousands of dollars at a minimum, and there is no limit on how elaborate, or expensive, a display can be created. A high end two-story trade-show display used by an aircraft manufacturer or engine designer makes can approach one million dollars. The main focus of the
display is the graphics chosen to convey your message. There is no limit to the creativity that can be used in developing the display, but be careful not to obscure your main message with overwhelming images. A simple yet elegant and high-impact visual message would be most effective. To the greatest extent possible, the main image theme should be able to show potential customers, at one glance, what you are selling and what level of service you intend to perform. From this main theme, limited auxiliary images/messages can be displayed to relay specific aspects or details. For smaller trade shows and community events, a table-top display can be used. As the name implies, a display of this type will rest on a table, usually provided as a part of the space purchased for the trade show. You will make a better presentation at larger shows if you possess a standard ten-foot-by-ten-foot or larger booth. The booth consists of a collapsible metal frame that is covered by panels of graphics. These booths will cost in the $20 – 30 thousand-dollar range for graphics and hardware, if you have already completed the “creative“ design and production of the graphic images for your brochure and chosen to use these images.

Given the unique nature of marketing a GA airport, the effect of your participation in a specific trade show may be difficult to measure. At the very least, your efforts will not only educate some members of your target market to the existence and capabilities of your airport but also spur interest for these potential customers to investigate the individual businesses at your airport. To better your chances of an effective trade show, it is essential to promote your airport to the target audience expected at the show before, during, and after the show. Ideally,
you will develop a list of projected show attendees that you want to reach. Use direct mail, sent specifically to the representatives of these companies, to reach these individuals a month before the show. Your intent is to encourage them to come by your display booth on the show floor. During the show, it may be possible to sponsor an event to receive recognition or to hold a press conference at the show if you have newsworthy activity at your airport. Examples of activity would be to announce major infrastructure development, or new tenants. After the show, quickly respond to any inquiries or requests you may have received during the show and send along a simple acknowledgement to individuals you came in contact with during the show that have the potential for a future beneficial relationship.

Advertising

This portion of the marketing program can follow the “traditional” methods of marketing.

Advertising can consist of print and Internet advertising, direct mailing, and other classic methods. Once again, focus on a target market must be established and maintained to be effective. Print advertising decisions should be driven by the demographics of your target market. This is an area where professional assistance can be very cost effective. Print publications will have the demographical statistics of their readership readily available to potential buyers of advertising. Analysis of the statistics by a marketing professional who is aware of your target audience will help to establish the best publications in which to place your advertisements. If you have been involved in the field of aviation for any length of time, you are probably
aware of the wide variety of magazines dedicated to the numerous facets of aviation. These publications are highly specialized and cover the various segments of the general aviation market quite well. A public relations and marketing consultant will be able to obtain readership data form the various publications selected as representing the target market. The consultant can probably purchase the advertising space at a lower or “agency” rate by virtue of his or her total representation of clients that advertise in the individual magazine’s parent publisher. If airport staff is going to select and place advertisements, then you have to establish contact with individual sales representatives of selected publications. As with most business transactions, the higher the volume, the more room for negotiating discounts, usually in the form of “free” insertions. An overview of various types of advertising media and their characteristics is depicted in Table 3 below. 14

Table 3

Advertising, Media

<table>
<thead>
<tr>
<th>Medium</th>
<th>Targeted Uses</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspapers</td>
<td>Flight schools, charter, sightseeing</td>
<td>Local Market, flexible, cost effective</td>
<td>Short duration, general audience</td>
</tr>
<tr>
<td>Magazines &amp; Trade</td>
<td>FBOs, Flight schools, specialties</td>
<td>National focus, high selectivity, multiple readers per issue, high quality &amp; frequency</td>
<td>Expensive, long lead time</td>
</tr>
<tr>
<td>Trade Publications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Mail</td>
<td>All</td>
<td>Selective, personal, inexpensive</td>
<td>Perceived as “junk mail”</td>
</tr>
<tr>
<td>Telephone/Business</td>
<td>Flight schools, charter, sightseeing</td>
<td>Comprehensive coverage, low cost</td>
<td>Long lead time, limited creativity</td>
</tr>
<tr>
<td>Directory</td>
<td></td>
<td></td>
<td>general audience</td>
</tr>
<tr>
<td>Internet</td>
<td>All</td>
<td>Selective, interactive</td>
<td>Competition, clutter</td>
</tr>
</tbody>
</table>
Appendix 2 contains a typical print and Web site advertising placement schedule. This schedule is targeted primarily at attracting corporate transient traffic with a secondary goal of advertising to a national Experimental Aviation Association (EAA) fly-in held in the region each year. This secondary market captures corporate traffic drawn to the event that desires an alternative to basing at the fly-in host airport, as well as application for additional recreational and individual business traffic at the FBOs and transient “warbird” and experimental traffic. Several internet advertisements are directed at competing airports and highlight advertising the subject airport’s competitive advantages in lower fuel prices and convenient location to several large convention and theme park venues in the region.

Funding—

Funding for the airport’s promotion strategy should be made part of the airport’s annual capital and operating budgets. Specific line items can include retainer fees for consultants, advertisement production, and actual placement of advertisements. Airport staff should seek out opportunities for advertising grants from entities such as convention & tourism agencies, hotel/motel associations, local Chamber of Commerce, etc. When grant funds are used, there are usually restrictions and requirements that airport staff must be aware of before committing funds to creation of advertising material. Typical of these requirements would be inclusion of the
granting agencies logo and specified information. Proposed funding could include a “sunset” provision whereby a marketing program is funded for a specific period of time in the hopes that the program will motivate airport businesses to enhance or begin their own marketing efforts.

Airport staff should encourage joint promotion activities, such as in advertising and in attending trade shows with airport businesses. If your airport businesses’ competitors are advertising, then your airport businesses should be taking a lead in the advertising effort.

Executing the plan

Implementation is probably the most critical task in the marketing plan. No matter how well the plan is researched, developed, and presented, failure to aggressively implement the plan will lead to little-to-no results to show for the effort and expenditure of capital and resources. For this reason, I would like to substitute the word “execution” for implementation. Because it is the most critical task in the process, execution is also the most difficult to achieve. “Execution takes longer than people expect. Political and organizational problems typically surface.”

One of the key factors in ensuring good execution of the marketing plan is to realize that “execution must be an ongoing process, not an action or a step.” Moreover, a necessary element in effective execution is to ensure that the execution receives as much support as possible for the highest level of the airport, the government, the local business community, and allied agencies. Having a “kick off” event, with
the attendance and participation of these leaders, is one method to ensure that everyone involved with the process understands the importance of your marketing activities to their organizational leadership. Do not, at least at first, delegate your marketing activities to your lower-level staff, and try to ensure that the leaders of other entities involved do not push the activities that benefit your marketing too far down into their organization.

Another pitfall to avoid is to put marketing activities, once begun, on the “back burner” when faced with some type of crisis. Many airport managers might agree that the first part of the decade has seen some very trying circumstances, such as the cumulative effects of the September 11th terrorist attacks, widespread airline bankruptcies, and the Gulf region’s hurricanes. One lesson that comes through all of these crises is that the traveling public always returns to make a high level of demand on the aviation transportation system almost as soon as the immediate crisis is over. If you can sustain your marketing efforts, despite the adverse circumstances our industry periodically faces, you will reap the rewards much faster when conditions become favorable once again. Like many things in life, it requires significantly less effort to maintain momentum than to lose the momentum and be forced to expend considerable time and resources to simply return to the point at which you halted your efforts. Marketing efforts can begin with smaller steps, so success can be demonstrated and mistakes identified. This will facilitate implementation in an orderly fashion.
Using Airport Web Site and Internet Marketing

An airport’s Web site, purposefully designed as a marketing tool, is an essential asset for the airport and airport businesses. Except in cases where the airport also functions as a Fixed-Base Operator (FBO) for fuel sales, airport marketing is not truly effective until a customer can select an airport business for services. Airport marketing can stimulate interest and generate a desire to use an airport in a specific location. Using an airport Web site for marketing purposes, with easy links to individual airport business Web sites, is one of the easiest ways to make the crucial connection of Customer (Aviation User) - Airport (location/capabilities) - Service Provider (airport business).

Since many GA-related preflight activates, such as obtaining weather data and flight plan filing, have migrated to internet-based applications, an airport or airport business without an attractive, well-configured, and logical Web site is at a disadvantage when trying to attract business. It is important for the airport to invest in a stand-alone Web site with a separate Internet domain name. Essentially the airport’s existing information technology (IT) provider can purchase the domain name license and maintain the site from the existing server, as well as provide the necessary technical expertise. While there may be some substantial in-house design talent in the IT department who can create the layout and appearance of the separate Web site, it may be worth the time and investment to have the Web site designed by a marketing consultant who is familiar with your marketing plan. The graphic
designs used in other promotional items can and should be employed as a basis for the appearance of the Web site.

Many corporate and fractional flight departments have specific airport requirements that must be met when choosing a landing field, and are almost always related to insurance issues. Some of the requirements include adequate runway length and weight-bearing capability, an air traffic control tower on the field, precision instrument approaches, and FBOs with an acceptable standard of facilities and capabilities, such as catering. The easier it is for a potential customer to determine if a location can meet his or her needs, the easier a customer can make a decision. For this reason, the layout of the Web site should be made from the perspective of the user. In most markets, the FBOs provide the majority of the economic activity at GA airports, and there should be a separate listing of FBOs accessible from the “home page” or first page of the site. On the homepage, it is important to place as much vital information in the limited space available. Important facts, such as exact location and proximity to major destinations, availability and types of aviation businesses at the airport, etc., should be concisely displayed on the home page. In addition to the obvious advantages of a Web site as a business tool, the airport Web site address can be added to promotional items and advertisements to lead traffic to the Web site for further information. This capability enhances the benefit of spending advertising funds on these items.

The marketing environment will determine the extent to which the Web site might need to be developed with optimization in mind. Optimization is the use of
key words, meta-tags and other technology-driven strategies for ensuring that your Web site is listed when a potential customer uses an Internet search engine to find information. If your airport is one of the relatively few airports in your geographical location, then a typical Internet search will probably list your Web site. For example, if your general geographical location is Metropolis City, USA and your airport is named Metropolis Municipal, a standard Internet search for “Metropolis airports” will probably list your airport in the first few sites. On the other hand, many GA airports do not share names related in any way to the primary geographical area. For example, the primary GA airports that serve the New York City area are actually located in the adjacent state of New Jersey. The prominent GA airports in the Phoenix, Arizona, area are located in Scottsdale and Glendale, Arizona. In these cases, the Web site must use key words and meta-tags to capture the attention of the search engine. In the case of the Glendale (Arizona) Airport, key words and phrases such as “largest GA airport in the west Phoenix metro area” can be used to identify Glendale as a Phoenix airport. Optimizing an Internet site can be very expensive and requires constant upgrading and reconfiguration to keep pace with the ever-changing cyberscape of the Internet environment. The amount you choose to spend on optimization should be in keeping with the competitiveness of the local airport market and the relative position of the airport in that market.

Developing Synergy and Alliances

“Synergy” has become one of the most commonly used “buzz words” of the opening years of this century. As often occurs with buzz words, the meaning of the
term often goes unexplained. “Synergy” can be defined as “any arrangement that adds value to the combination of individual entities and leverages complementary resources and skills.”

Developing synergy and alliances between entities that stand to benefit from increased target market traffic at the airport will multiply the effectiveness and cost benefit of airport marketing efforts and funds. FBOs provide the most effective means of increasing both traffic and revenue at airports, in part on the basis of the services they offer and their marketing programs. However, the airports themselves must market their facilities and services to attract businesses as well. Airports should also market companies in the local area since it was very apparent from a New Hampshire Aviation business and industry survey that general aviation airports are relatively unknown to the business community.

As discussed before, likely alliances include off-airport business that directly benefit from activities at the airport, the area chamber(s) of commerce, tourism, convention & visitors bureaus, and economic development councils. The first tier of local businesses of relevance to the airport would be hotels, restaurants, transportation providers, and entertainment venues in close proximity to the airport. In addition to supporting the direct marketing efforts of the airport, these business owners may be relied upon to provide donated services and products to be used in promotional prizes given away at trade shows. A relationship with the owners and managers of these types of businesses should be cultivated to continue viable joint marketing campaigns. An unintended benefit of these business relationships might
be timely support, should the airport come under political attack or attack from the community as a result of noise issues. While an airport may be a department of a city or county, involving the staff and elected officials of other government entities can not only help improve the business environment of your airport but also benefit the airport when multi-jurisdictional noise and planning issues develop. In short, these synergies lead to effective public relations for the airport.

**Improving Public Relations as a Marketing Strategy**

An important ancillary benefit of a successful GA marketing program can be a positive boost to the airport’s image in the host community. GA airports are often challenged to prove their worth and benefit to the non-aviation literate segment of the general public. The proactive approach of improving public relations with the community through marketing has become a necessary measure of self defense by GA airports. “Community relation and community issues management are not smoke and mirrors, nor are they rocket science. They’re part of a marketing process that unmasks an airport’s value to the community and speaks to the positive events that may go unnoticed.” The airport’s sponsoring community has, no doubt, invested anywhere from tens to hundreds of thousands, if not millions, of dollars into its airport, probably since the end of the Second World War. The community also incurred an obligation from the federal government to operate the airport for a certain number of years, and that obligation increased each time federal Airport Improvement Program grant funds were accepted. Political considerations aside, the community deserves the highest and best utilization of the assets at the airport.
This utilization can be achieved only through a proactive marketing approach that includes informing the community of future plans and impacts. By involving off-airport businesses in airport marketing activities, a “buzz” in the non-aviation business community can be created. Once this “buzz” develops, often the news media, civic organizations and local politicians will notice the airport in a new light. If the airport staff is poised to take advantage of the fleeting recognition given to the airport, continual beneficial public relations momentum can be maintained by periodic presentations and press releases.
Conclusion

Managers of General Aviation/Community Airports who choose to expend the effort to develop a minimal airport marketing program can realize benefits in revenue growth and enhanced relations with airport businesses, the local business community, and the host community in general. Airport “umbrella” marketing, combined with the marketing efforts of individual airport businesses and allied interests, can have a profound impact on airport traffic and revenue. The resulting relationships developed with airport business, the local business community, and government agencies can enhance public relations and possibly render assistance to the airport when difficult political issues arise. The key to developing an effective airport marketing program is to take a methodical, quantifiable approach to determining which markets should be the subject of enhanced marketing efforts to bring the greatest benefit to the airport and community. Airport managers can use the established traditional methods of marketing as a basis for their program and make the necessary changes to those marketing methods to reflect the unique aspects of marketing a general aviation airport. The use of a professional marketing and public relations firm can help deflect possible political influence brought to bear if certain categories of airport businesses are not specifically identified as target markets. The marketing consultant can also quickly and economically generate the market research, marketing plan, and implementation plan. Professional agencies can also assist with cost-effective development of advertising materials, Web site development, and advertisement placement. Implemented or
executed effectively, this multilayered and focused marketing plan will pay major dividends to GA airports in the long run.
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APPENDIX 1

Patterson Bach Communications Inc.

Dispatcher & Scheduler Survey

Table of Contents

Background and Objectives
Procedure
Reliability of Survey Percentages
Results Summary
Demographics
Conclusions
Marketing Survey Responses

Background and Objectives

A research survey was created by Patterson/Bach Communications for Kissimmee Gateway Airport’s use at the 14th Annual NBAA Schedulers and Dispatchers Conference January 11-14, 2004.

Specific objectives of this survey included:

1) Determine the awareness of Kissimmee Gateway Airport (KGA) and its proximity to the Orlando/Central Florida area.
2) Learn what airport features and FBO features are important to schedulers and dispatchers when they are planning corporate flights.

3) Learn what media sources and industry tools are used routinely to help schedulers and dispatchers best perform their job duties.

4) Gain insights into the importance of an airport’s Web site.

Procedure

A marketing research survey was conducted at the 14th Annual NBAA Schedulers & Dispatchers Convention from January 11-14, 2004. A total sample of 123 surveys was completed as conference attendees visited the Kissimmee Gateway Airport booth. Schedulers and dispatchers were requested to fill out a survey so we could obtain their opinions. For their participation, they were offered a box of Hershey Kisses with information on the upcoming “Kiss ‘N Tell” giveaway (Grand Prize: complete vacation package to Kissimmee/St. Cloud, Orlando). A copy of the survey is included in this report.

Reliability of Survey Percentages

Results of any sample are subject to sampling variation. The main components of sampling variation are the number of surveys and the level of percentages expressing the results. Results of a probability sample are statistically measurable.
The table below shows the error factor that applies to percentage results reported in this study. Some error will always exist because we have not surveyed each individual in the population.

HOW TO READ THE FOLLOWING TABLE. If the reported percentage in a given table is 10%, and the number of respondents to that question is 300, then we can say that chances are 90 in 100 that the actual result does vary +/- 2.8 percentage points from 10%. As another example, if 200 respondents were asked a question, and the result is near 20% or 80%, then that reported percentage is reliable within +/- 4.7 percentage points.
Approximate Sampling Tolerances Applicable To Percentages at or Near These Levels

<table>
<thead>
<tr>
<th>Size of Sample</th>
<th>10% or 90%</th>
<th>20% or 80%</th>
<th>30% or 70%</th>
<th>40% or 60%</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>2.2%</td>
<td>3.0%</td>
<td>3.4%</td>
<td>3.6%</td>
</tr>
<tr>
<td>400</td>
<td>2.5%</td>
<td>3.3%</td>
<td>3.8%</td>
<td>4.0%</td>
</tr>
<tr>
<td>300</td>
<td>2.8%</td>
<td>3.8%</td>
<td>4.4%</td>
<td>4.7%</td>
</tr>
<tr>
<td>200</td>
<td>3.5%</td>
<td>4.7%</td>
<td>5.3%</td>
<td>5.7%</td>
</tr>
<tr>
<td>100</td>
<td>4.9%</td>
<td>6.6%</td>
<td>7.5%</td>
<td>8.1%</td>
</tr>
<tr>
<td>50</td>
<td>7.1%</td>
<td>9.4%</td>
<td>10.8%</td>
<td>11.4%</td>
</tr>
</tbody>
</table>

Sample sizes under 25 are not considered statistically reliable and are included for informational purposes only.
Results Summary

Respondents were asked to rate their familiarity of several airports in the Orlando, Florida area on a five-point scale, with one being “very familiar” and five being “not familiar.” It was found that 58.5% of respondents were “very familiar” or “familiar” with Orlando Executive, 66% were “very familiar” or “familiar” with Orlando International, 43% were “very familiar” or “familiar” with Kissimmee Gateway, and 28.5% were “very familiar” or “familiar” with Orlando Sanford. Approximately 32% of respondents were “not familiar” or “unfamiliar” with Kissimmee Gateway, as compared to 46% “not familiar” or “unfamiliar” with Orlando/Sanford, 22% “not familiar” or “unfamiliar” with Orlando Executive, and 13% “not familiar” or “unfamiliar” with Orlando International.

A second measure was used to ask respondents to rate the importance of a number of criteria on their selection of an arrival airport. This was asked on a five-point scale, with one being “very important” and five being “not important.” In this case, the reputation of an airport’s FBOs was the number one feature analyzed by schedulers and dispatchers when planning flights, with 85% rating this feature as “very important” or “important.” Secondary to the reputation of an airport’s FBOs is departure delays, rated by 82% as “very important” or “important,” followed by runway (80.5%) and distance to ground destination (80%) as “very important” or “important.”
Additionally, the survey was used for respondents to indicate the importance of a number of criteria on their selection of an FBO at the arrival airport. The question included a five-point scale, with one being “very important” and five being “not important.” Three features were ranked as “very important” or “important” by more than 80% of respondents, with fuel price and flight planning ranked by 85% as “very important” or “important;” 24-hour availability ranked by 83% as “very important” or “important;” and rental cars on ramp ranked as “very important” or “important” by 80%.

A third objective of the survey was to ask respondents what sources they routinely use in performing their tasks as a flight dispatcher/scheduler. The question was asked on a three-point scale, where respondents marked each source as “primary,” “secondary,” or “don’t use.” The clear-cut industry leader was AC-U-KWIK, used as the “primary” information source by 74% of respondents. Another 36.5% of respondents listed Jeppesen as a “primary” information source.

In addition, the survey asked respondents what magazines they read regularly, that is, three out of four issues. The question was asked on a yes or no scale. The highest ranked magazine was Professional Pilot, read by 60% of respondents. Second to Professional Pilot was Business & Commercial Aviation, which is read by 51% of respondents, and Aviation International News, read by 41.5% of respondents.
Finally, the survey was used to ask respondents to indicate the importance of an airport’s Web site in their dispatch/scheduling planning process. The question used a five-point scale, with one being “very important” and five being “not important.” Approximately 36% of respondents stated that an airport’s Web site is “very important” or “important,” while 23% responded that the Web site is “not important” or “unimportant.”

**Demographics**

Respondents were asked about their gender, age, and the number of years they have been a scheduler/dispatcher. The survey found that 68% of respondents were female, showing a gender trend in the scheduling and dispatching profession. In addition, the largest number of respondents (30%) fell into the 35-44 year age range, followed by 28.5% between the ages of 25 and 34, and 26% between 45 and 54. Of the respondents surveyed, 49% were in the profession for more than 5 years, and 15% were in the profession less than one year.

**Conclusions**

- Nearly half of the respondents (43%) were very familiar with Kissimmee Gateway Airport, and the only other Orlando-area GA airport that was better recognized was Orlando Executive, at 58.5%.

- The reputation of an airport’s FBOs was found to be the number one criteria reviewed by respondents when selecting an arrival airport (85%). Other important features included departure delays (82%), an airport’s runways (80.5%), and distance-to-ground destination (80%).
• The most important FBO features among respondents proved to be fuel price (85%). Secondary to that feature was 24-hour availability (83%), and rental cars (80%).

• AC-U-KWIK is clearly the number one industry tool used by respondents to locate an airport. 74% of respondents claimed AC-U-KWIK as their primary tool used to perform their duties. Only 5% said that they do not use AC-U-KWIK.

• *Professional Pilot* is the most widely read industry publication, regularly reviewed by 60% of respondents.

• An airport’s Web site proved to be “very important” or “important” to just over a third of schedulers and dispatchers surveyed (36%).

• A clear majority of schedulers and dispatchers surveyed (68%) were female, and many of the respondents (49%) have been in the profession for more than five years.

**Kissimmee Gateway Airport Marketing Survey Responses**

<table>
<thead>
<tr>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Very familiar with these Orlando airports</strong></td>
</tr>
<tr>
<td>Orlando Executive</td>
</tr>
<tr>
<td>Orlando International</td>
</tr>
<tr>
<td>Kissimmee Gateway</td>
</tr>
<tr>
<td>Orlando Sanford</td>
</tr>
<tr>
<td>(Total Number of Respondents) (123)</td>
</tr>
</tbody>
</table>
Very important criteria when selecting an airport

- Runway
- Control Tower
- Distance to Ground Destination
- Instrument Approach
- Precision Instrument Approach
- Reputation of FBO(s) 85
- Major Repair Facilities
- Airport Light Intensity
- Rental Car Availability
- Departure Delays
- Proximity to Shopping/Restaurants
- U.S. Customs
- 24-Hour Tower

(Total Number of Respondents) (122)

Percent of Respondents

Primary source used to perform tasks ___%___

AC-U-KWIK
FAA Airport Facilities Directory 6.5  
NAVTECH 1.6  
JetPlan 1  
EDS Phoenix 1  
AirNAV 11  
Universal UV Flight Planner 17  
Jeppesen  

Specific airport Web site 7  
(Total Number of Respondents) (117)  

Percent of Respondents  

Importance of an airport’s Web site ____%____  

Very important 36  
Not important 23  
(Total Number of Responses)  

Percent of Respondents  

Very important criteria on selection of FBO ____%____  

Full-service concierge on duty  
24-hour availability  
GPU and portable AC  
Hangar space availability  
Rental cars on ramp  
Major repair facilities
Crew facilities/amenities
Catering and lav services
Crew courtesy car
Computerized weather
Fuel price and flight planning

(Total Number of Responses)

<table>
<thead>
<tr>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excellent general perception of below FBOs</strong></td>
</tr>
<tr>
<td>Million Air</td>
</tr>
<tr>
<td>Signature</td>
</tr>
<tr>
<td>Raytheon</td>
</tr>
<tr>
<td>Jet Aviation</td>
</tr>
<tr>
<td>Galaxy</td>
</tr>
<tr>
<td>Piedmont Hawthorne</td>
</tr>
<tr>
<td>(Total Number of Responses)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Magazines read regularly (3 of 4 issues)</strong></td>
</tr>
<tr>
<td><em>AOPA Pilot</em></td>
</tr>
<tr>
<td><em>Aviation International News</em></td>
</tr>
<tr>
<td><em>Aviation Week &amp; Space Technology</em></td>
</tr>
<tr>
<td><em>Business &amp; Commercial Aviation</em></td>
</tr>
</tbody>
</table>
**Flight Training**

- Flying: 16

**Professional Pilot**

- Other: 3

(Total Number of Responses) 101

<table>
<thead>
<tr>
<th>Did you know that KGA is an Orlando airport?</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>74</td>
</tr>
<tr>
<td>NO</td>
<td>23</td>
</tr>
<tr>
<td>Did not answer question</td>
<td>3</td>
</tr>
</tbody>
</table>

(Total Number of Responses) 119

<table>
<thead>
<tr>
<th>Have you chosen KGA as a destination airport?</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>57</td>
</tr>
<tr>
<td>NO</td>
<td>35</td>
</tr>
<tr>
<td>Did Not Answer Question</td>
<td>8</td>
</tr>
</tbody>
</table>

(Total Number of Responses) 113
Did you know that KGA is closest to Convention Center?  

<table>
<thead>
<tr>
<th>Answer</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>41</td>
</tr>
<tr>
<td>NO</td>
<td>57</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>2</td>
</tr>
<tr>
<td>Total Responses</td>
<td>(120)</td>
</tr>
</tbody>
</table>

Percent of Respondents

Did you know that KGA is most convenient to attractions?  

<table>
<thead>
<tr>
<th>Answer</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>57</td>
</tr>
<tr>
<td>NO</td>
<td>41</td>
</tr>
<tr>
<td>Did Not Answer</td>
<td>2</td>
</tr>
<tr>
<td>Total Responses</td>
<td>(120)</td>
</tr>
</tbody>
</table>

Percent of Respondents

Been to KGA Web site?  

<table>
<thead>
<tr>
<th>Answer</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>23.5</td>
</tr>
<tr>
<td>NO</td>
<td>74</td>
</tr>
<tr>
<td>In future, would you choose KGA?</td>
<td>%</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>YES</td>
<td>85</td>
</tr>
<tr>
<td>NO</td>
<td>7</td>
</tr>
<tr>
<td>Did Not Answer Question</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How many years in profession?</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>15</td>
</tr>
<tr>
<td>1-5 years</td>
<td>25</td>
</tr>
<tr>
<td>Over 5 years</td>
<td>49</td>
</tr>
<tr>
<td>Did Not Answer Question</td>
<td>11</td>
</tr>
<tr>
<td>(Total Number of Responses)</td>
<td>(109)</td>
</tr>
</tbody>
</table>
Percent of Respondents

<table>
<thead>
<tr>
<th>What</th>
<th>age</th>
<th>category %</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>25-34</td>
<td></td>
<td>28.5</td>
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<tr>
<td>35-44</td>
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<td>30</td>
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<tr>
<td>45-54</td>
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<td>26</td>
</tr>
<tr>
<td>55-65</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>65 and over</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>No Answer</td>
<td></td>
<td>2.5</td>
</tr>
<tr>
<td>(Total Number of Respondents)</td>
<td>(120)</td>
<td></td>
</tr>
</tbody>
</table>

Percent of Respondents

Gender?

Male

Female
Did Not Answer

(Total Number of Respondents) (118)

*Compiled 2/12/04
APPENDIX 2

Advertising Schedule

See Attached File.
(Left Intentionally Blank)