

X. APPENDIX

Marketing Program Research Findings

ITEM	MEDIUM/ SMALL AIRPORTS	LEADING AIRPORTS	GENERAL SURVEY COMMENTS AND REMARKS
Collateral Materials			
Airport brochure	1 of 10	X	While larger airports typically have some type of marketing brochure (which is sometimes developed at considerable cost/investment), for smaller airports, using the “in house” communication services of the airport sponsor can yield low cost (e.g., tri-fold) brochures that can be used for special mailings and/or distribution within the local community.
Signage/entryways (graphic standards, maintenance)	9 of 10	X	While not often considered “marketing”, properly maintained entryways and associated informational and/or directional signage is important. Periodic “drive by” assessments will reveal areas requiring improvement, enhancement, or maintenance.
Tenant directory	0 of 10	X	Typically not required if the airport has a good web site that lists all tenants
Joint (co-op) marketing campaigns with tenants	3 of 10	X	Excellent idea with the airport and FBOs/SASOs/suppliers sharing the costs.
Local telephone listings (Blue Pages)	9 of 10	X	Good, but need to review periodically to ensure accuracy and current information.
Newsletter – mailed	3 of 10	X	Typically not required if the airport has a good web site that is current (updated regularly).
Newsletter - sent by e-mail	0 of 10	X	Innovative idea for larger airports having a quality “contact” database.
Promotional gifts (toys, rulers, pens, mouse pads, etc.)	0 of 10	X	Rarely used (a novelty at most airports).
Direct Mail			
Target mailing (tenants, aircraft owners, etc)	0 of 10	X	While not commonly used, several leading airports have designed campaigns the target specific market segments (e.g., business/corporate aviation).

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Advertising			
Local listing in Yellow Pages (and/or display ads)	0 of 10	X	While not commonly used, most airports encourage (and monitor) yellow page advertising by the businesses (tenants) located at the airport.
Print advertising (ProPilot, AIN, local)	0 of 10	X	While few airports advertise, targeted campaigns are sometimes used by larger airports (e.g., Republic Airport featuring the idea of "Long Island's Executive Airport").
Broadcast media-radio and TV	0 of 10	X	Not typically used except for special events and "hot issues".
Trade Show and Conventions			
NBAA Annual Convention (attend and/or exhibit)	1 of 10	X	Most leading airports acknowledge that NBAA is an important factor in marketing to the business/corporate aviation segment of the market. Associate Membership is only \$250 for airports under \$10 million of gross revenue.
NBAA Annual Schedulers & Dispatchers Conference (attend and/or exhibit)	0 of 10	X	See above
Public Relations			
Adopt a family (food bank)	0 of 10	X	Only used at the largest airports when staffing is available to implement this type of program.
Adopt a school	0 of 10	X	Again, only used at the largest airports when staffing is available.
Air show/airport open house	5 of 10	X	Typically a high priority. Well-planned and regular annual events draw large crowds in most communities. This type of event builds understanding and good will on the part of airport users, businesses, and the general public (including families).
Airport Advisory Committee	0 of 10	X	Mixed comments about Advisory Committees from "do nothing" to "trying to run the airport". Investing time to identify and enlist the help of the right people (appointees) and working with committee leadership can maximize the benefit to the airport.
Airport or airport issues video (groups and special events)	0 of 10	X	Only used at the largest airports when dedicated staff (or sponsor resources) is available to implement this type of program.

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Career days participation	0 of 10	X	Only used at the largest airports when staffing is available to implement this type of program.
Club sponsorship (Boy/Cub Scouts, CAP)	1 of 10	X	While providing good public service, these activities can be time consuming and tend to have less impact than other marketing and/or promotional programs.
Communication database (phone, e-mail, fax, mailing address) for community and business leaders, important neighbors, airport tenants, repetitive customers, NBAA, and other sources	0 of 10	X	Typically a high priority. Creating and maintaining an accurate database is the key to being able to target and communicate effectively with customers. In addition to using existing county resources, affinity organizations (e.g., Chamber of Commerce, Business Council, Economic Development, etc.) can provide an excellent foundation for the "contact" database.
High school scholarships	0 of 10	X	Only used at the largest airports when staffing is available to implement this type of program.
Host business organization at airport ("after hours")	2 of 10	X	Some airports use this low cost approach to entice business and community leaders to visit the airport, review new improvements, check out new aircraft, hear a short presentation, and network.
Hosting of airport industry conferences and workshops	0 of 10	X	Many larger airports do host such events. Planning, organization, and execution can be time consuming. Time and energy may be better spent implementing other programs that reach important target markets.
Involvement in local Chamber of Commerce and/or Business Councils	3 of 10		High Priority. Many airports maintain memberships in several local Chambers and/or Business Council and are active in leadership and/or committee assignments. Many also take advantage of speaking opportunities.
Involvement in local Economic Development organizations	3 of 10	X	High Priority. This typically entails positioning the airport as an "economic engine" in the community and increasing the awareness and recognition of the airport as an important factor in business development and/or location decisions.
Non aviation community events (charity walks, auto events)	1 of 10	X	Only used at the largest airports when staffing is available to implement this type of program.

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Press releases	1 of 10	X	Used extensively by more progressive airports as a free source of publicity. Press releases can generate a surprising amount of free media with little staff time/effort. One successful airport manager says that 1 hour a month is typically sufficient.
School tours	4 of 10	X	Many airports offer tours that are well staffed (often with volunteers) and organized. The tours are typically marketed to the schools to maximize participation. Guidelines need to be set including establishing the ratio of students to chaperones.
Speaker or speakers bureau for service clubs	3 of 10	X	Many airport managers (and staff) proactively seek speaking opportunities before service clubs and other interested organizations. Most reach out, solicit, and book such engagements as opposed to waiting "for the phone to ring".
Tenant meetings	2 of 10	X	Relatively common. Requires that attention be given to the agenda (to keep in fresh) and that tenants be motivated and encouraged to attend (to maximize participation and value). Many airport managers dread tenant meetings and they tend to get less interesting and more infrequent with time.
Tenant task force (special airport issues/needs)	0 of 9	X	Relatively common. These are special purpose events that seek to address and/or find solutions to specific issues/problems.
Website¹			
Most of the leading airports felt that the web site was one of the most important "marketing" tools for reaching all target audiences (i.e., community, tenants, based customers, and transient customers).			
Advisory Committee agenda/minutes	0 of 10	X	Few airports post this information.

¹ The web site can be an excellent tool to provide (and disseminate) information to the community and customers (both based and transient). Refer to the St. Joseph Rosecrans Airport web site

<http://www.ci.st-joseph.mo.us/rosecran.html>

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Airport business (tenants) products, services, and facilities	6 of 10	X	High Priority with current web sites being the most popular vehicle to convey this information.
Airport history	3 of 10	X	Most keep this short and focus on the more interesting aspects of the airport history.
Airport/area map	0 of 10	X	Useful and low cost (can utilize ALP and links to Mapquest and other sites).
Airport staff (and contact information)	3 of 10	X	High priority. This allows people to easily and rapidly communicate with airport staff. If a general incoming mailbox is used, it must be read frequently to avoid backlash/frustration with unread messages.
Aviation associations logos (NBAA, AAAE)	0 of 10	X	Only a few airports used this excellent means of showing the airport's participation in recognized aviation industry organizations.
Calendar of events	1 of 10	X	High priority, but must be kept current (by deleting expired events).
Current events - what's happening (Air Fair/Show, important notices)	2 of 10	X	High priority, but must be kept current (by deleting old news).
Current time and weather (Weather Channel)	0 of 10	X	This is an easy feature to incorporate (often at the top of the web page). It provides useful information and creates a sense of timeliness.
Cyber airport - education for young people	0 of 10	X	Only used at the largest airports when staffing is available to implement this type of program
Documents (Rates & Charges, Minimum Standards, Rules)	1 of 10	X	Only used at the largest airports when staffing is available to implement this type of program
Economic impact	0 of 10	X	Only used at the largest airports that have such data available. If available, by disseminating this information, airport management can demonstrate the overall importance of the airport (to the community).
Educational tours information and booking contact	1 of 10		See above comments on School Tours. Some use the web site to explain the details of the program while gaining exposure for the airport.
Employment opportunities at the airport	0 of 10	X	Only used at the largest airports.

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Foreign Trade Zone	1 of 10	X	Commonly used at the larger airports with adjacent or integrated FTZ facilities
Photography and graphics	7 of 10	X	High priority. The better web sites have excellent graphic design features that make the site easy to read and navigate.
Graphic special effects (rotating photos, movement)	2 of 10	X	High priority. The better sites tend to feature contemporary and attractive graphics and special effects.
Guest log	0 of 10	X	Not recommended. Very few people ever register.
Links (local services including car rental, accommodation, as well as regional, and national information)	5 of 10	X	High Priority. Most have "brainstormed" to develop extensive lists and menus of sites that could be useful to all customers.
Location and directions	2 of 10	X	High Priority, with most using web sites for this purpose.
Maintain web page (timely, accurate)	8 of 10	X	High Priority. Some web sites suffer from inattention and create a negative impression of the airport as a result. A staff member needs to be assigned responsibility for monitoring and updating the web site.
Master Plan/Airport Layout Plan	0 of 10	X	Some airports provide this information although this could be considered "information overkill".
Municipal codes	1 of 10	X	Some airports provide this information although this could also be considered "information overkill".
Nearby industrial park and/or commercial developments	2 of 10	X	The better airports create a tie-in or link to other sites/information that is of interest to business organizations seeking to expand and/or relocate.
Newsletter (current and archive)	0 of 10	X	Some airports provide this service. The obligation of creating an ongoing newsletter with interesting new topics can become overwhelming over time.
Noise program or noise management	0 of 10	X	Typically only used at the larger airports where noise is a problem.
Operating statistics	0 of 10	X	Some of the larger airports provide this information although it may be of limited general interest.
Photo album/gallery/Hall of Fame	2 of 10	X	Used primarily at the larger airports. However, if good local photography of a historical and current interest exists, having such a gallery could be an attractive and attention-getting addition to a site

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Pilot information	6 of 10	X	High Priority to provide this information. For smaller airports, opportunities exist to link this to other sites that already have this information (e.g., AIRNAV)
U.S. Customs	0 of 10	X	Typically only available at the larger airports
Web page "hit" register		X	Not recommended as the results are generally "light" and can create the wrong impression as a result. Most airport web sites are visited sparingly but with high quality hits.

Definitions

Fixed Base Operation (FBO)

From a practical standpoint, the term “FBO” is defined within the context of the marketplace. Accordingly, Aviation Management Consulting Group utilizes the following definition for an FBO:

An FBO is an airport-based aircraft service organization which operates under a lease, use, or operating agreement with an airport owner or operator for the specific purpose of providing aircraft **fueling services** (jet fuel and/or Avgas) and engaging in a minimum of **one** of **four** primary service areas.ⁱ

The four primary service areas are described as follows: (1) location based services, (2) technical services, (3) flight services, and (4) aircraft sales. Within these primary categories, the products and services provided by FBOs cover a wide spectrum. It is important to note that the products and services provided by FBOs are not limited to the general aviation segment of the market (products and services are provided to air carriers and the government as well).

Specialized Aircraft Service Operator (SASO)

While FBOs are more rigidly defined (i.e., FBOs operate under a lease, use, or operating agreement with an airport owner or operator, provide fueling services and engage in a minimum of one of four primary service categories), a specialized aircraft service operator (SASO) typically provides products and/or services in only one of the four primary service categories and frequently the products and/or services provided fall within one or two sub-categories. Accordingly, SASOs provide products and services within a very narrow segment of the marketplace.

In addition, SASOs do not necessarily operate under a lease with an airport owner or operator and in many cases, SASOs are subtenants of an FBO or may even be located off-airport. Most importantly, however, SASOs do not provide fueling services (SASOs do not have the right/are not authorized to sell fuel).

Primary Service Categories

Location Based Services

“Location based services” includes aircraft ground handling, parking, and storage and passenger and crew services. Aircraft ground handling includes aircraft marshalling, towing, staging, and ancillary ground support functions including de-icing, pre-heating, ground power, air conditioning, aircraft cleaning, lavatory service, etc. Aircraft parking and storage encompasses tiedown and hangar (which includes T-Hangar, executive hangar, corporate hangar, and community hangar storage).ⁱⁱ Passenger and crew services include baggage handling, ground transportation, catering, and concierge services.

Technical Services

“Technical services” include aircraft maintenance and repair, parts sales, modifications and refurbishment, and the installation, repair, and overhaul of avionics, instruments, accessories, and propellers. Aircraft maintenance encompasses airframe and power plant inspection, repair, and overhaul. Modifications include the design, development, and installation of components for which a Supplement Type Certificate (STC) has been obtained. Refurbishment includes paint and interior services. Avionics includes the installation and repair of aircraft electrical systems that provide communication capabilities, navigation information, and aircraft performance data. Accessories include the installation, repair, and overhaul of generators, pressurization valves, inverters, lighting accessories, etc. Propeller installation, repair, and overhaul services include plating and balancing. These services can be provided by an FBO/SASO as an FAA approved repair station or by a certified (individually licensed) airframe and power plant (A & P) mechanic.

Flight Services

“Flight services” include flight instruction, aircraft rental, charter, management, and leasing. Flight instruction encompasses both flight and ground training from *ab initio* through advanced ratings. Aircraft rental involves the rental of aircraft to certified airmen (including student pilots) for personal, business, or training purposes. Aircraft charter services are provided in accordance with FAR Part 135, 121, 125, 127, 133, 137 (FAA regulations pertaining to revenue producing “charter” operations). Aircraft management services (i.e., the FBO/SASO operates an aircraft on behalf of the owner on a contract basis) are provided in accordance with FAR Part 91 (FAA regulations pertaining to “proprietary” transport or non-revenue producing operations). Aircraft leasing involves the leasing of aircraft on either a short or long term basis for personal, business, or training uses.ⁱⁱⁱ

Aircraft Sales

“Aircraft sales” include the sale of new and/or pre-owned aircraft. This category can range from the independent brokerage or consignment of pre-owned aircraft to activities associated with the marketing and sale of new aircraft.

It is significant to note that FBOs who provide fueling services and engage in all four primary service areas are commonly known as “full service” FBOs. FBOs who provide fueling and location based services only are known as “limited” FBOs.

Footnotes

- i
- Avgas (Aviation Gasoline):** specifically blended gasolines which are utilized to power reciprocating (piston) aircraft engines. Aviation gasolines are referred to as “Avgas” followed by the grade designation (e.g., Avgas 100/130 which contains less than 4.0 ml/gal of tetraethyl lead and is colored “green” and Avgas 100LL which is “low lead” 100/130 contains less than 2.0 ml/gal of tetraethyl lead and is colored “blue”).
- Jet Fuel:** a group of various kerosene (or wide-cut) types of fuels which are utilized to power aircraft turbine (jet) engines.
- ii
- T-Hangar:** an individual hangar which typically has the capacity of storing only one aircraft (usually not larger than a cabin class multi-engine aircraft). The hangar derives its name from its shape (in the form of a “T”) which increases the efficiency of the design so as to accommodate the wing span and the tail section of an aircraft. T-Hangars may be individual (stand alone) structures or they may be combined and “nested” so that the tail sections of the “T” configuration interlock to form a single congruous structure.
- Executive hangar:** a square or rectangular-shaped hangar which may stand-alone or be connected to other structures (e.g., other executive hangars, lean-to structures, or FBO terminal buildings). Executive hangars, which are designed primarily to accommodate the “proprietary” aircraft operations of a single company or individual who may or may not service (and stage) their own aircraft. Executive hangars are typically larger than T-Hangars (range in size from 50 feet by 50 feet to upwards of 100 feet by 100 feet) but smaller than most corporate hangars. In many cases, office, shop, and/or storage space is located within the structure.
- Corporate hangar:** a square or rectangular-shaped hangar which is designed to accommodate the “proprietary” aircraft operations of a single company who typically services (and stages) its own aircraft. Corporate hangars, which typically stand alone, are usually larger than executive hangars (may span upwards of 200 feet by 200 feet) and in many cases, they have an attached lean-to structure which houses shop, office, and storage areas.
- Community (common) storage hangar:** a square or rectangular-shaped hangar which is typically connected to other facilities (primarily to lean-to structures and/or FBO terminal buildings). Community hangars, which typically range in size from 75 feet by 75 feet to upwards of 100,000 square feet per building, are typically the largest hangar located at an FBO. Community hangars are typically utilized to accommodate multiple aircraft of various sizes and configurations which are owned by more than one company or individual and are typically serviced by the FBO.
- iii
- Part 91:** General Operating and Flight Rules: This part prescribes rules governing the operation of aircraft (other than moored balloons, kites, unmanned rockets, and unmanned free balloons, which are governed by Part 101, and ultralight vehicles operated in accordance with Part 103) within the U.S., including the waters within 3 nautical miles of the U.S. coast.
- Part 121:** Certification and Operations (Domestic, Flag, and Supplemental Air Carriers and Commercial Operators of Large Aircraft): This part prescribes rules governing the certification and operations of the following: (1) Each air carrier engaging in interstate or overseas air transportation under a certificate of public convenience and necessity or other appropriate economic authority issued by the CAB; (2) Each air carrier engaging in foreign air transportation under a certificate of public convenience and necessity or other appropriate economic authority issued by the CAB; (3) Each air carrier identified in (1) and (2) when engaging in charter flights or other special service operations; (4) Each supplemental air carrier when it engages in the carriage of persons or property in air commerce for compensation or hire; (5) Each commercial operator when it engages in the carriage of persons or property in air commerce for compensation or hire (i) with large aircraft other than airplanes; or (ii) as a common carrier solely between places entirely within any state of the U.S.,

with airplanes having a seating capacity of more than 30 passengers or a maximum payload capacity of more than 7,500 pounds; and (6) Each air carrier when it engages in all-cargo air service under a certificate issued by the CAB under section 418 of the Federal Aviation Act of 1958.

Part 125: Certification and Operations (Airplanes having a seating capacity of 20 or more passengers or a maximum payload capacity of 6,000 pounds or more): This part prescribes rules governing the operations of U.S.-registered civil airplanes which have a seating configuration of 20 or more passengers, or a maximum payload capacity of 6,000 pounds or more when common carriage is not involved.

Part 127: Certification and Operations of Scheduled Air Carriers with Helicopters: This part prescribes rules governing each air carrier holding a certificate of public convenience and necessity issued by the Civil Aeronautics Board when that air carrier engages in scheduled interstate air transportation using helicopters within the 48 contiguous States and the District of Columbia.

Part 133: Rotorcraft External-Load Operations: This part prescribes airworthiness certification rules for rotorcraft used in; and operating and certification rules governing the conduct of rotorcraft external-load operations in the U.S. by any person.

Part 135: Air Taxi Operators and Commercial Operators: This part prescribes rules governing: (1) Air taxi operations conducted under the exemption authority of Part 298; (2) The transportation of mail by aircraft conducted under a postal service contract awarded under section 5402c of title 39, U.S.C.; (3) The carriage in air commerce of persons or property for compensation or hire as a commercial operator (not an air carrier) in aircraft having a maximum seating capacity of less than 20 passengers or a maximum payload capacity of less than 6,000 pounds, or the carriage in air commerce of persons or property in common carriage operations solely between points entirely within any state of the U.S. in aircraft having a maximum seating capacity of 30 seats or less or a maximum payload capacity of 7,500 pounds or less; and (4) each person who applies for provisional approval of an Advanced Qualification Program curriculum, curriculum segment, or portion of a curriculum segment under SFAR no. 58 and each person employed or used by an air carrier or commercial operator under this part to perform training, qualification, or evaluation functions under an advanced Qualification Program under SFAR No. 58; and (5) Each person who is on board an aircraft being operated under this part.

Part 137: Agricultural Aircraft Operations: This part prescribes rules governing: (1) Agricultural aircraft operations within the U.S.; and (2) the issue of commercial and private agricultural aircraft operator certificates for those operations.