

Brand Audit and Marketing Plan

Prepared for



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Background/Situation

- Significant traffic increase/trial following 9/11.
- Operations peaked at 138,000 in 2004; overall decline in subsequent years.
- Now handling approximately 100,000 operations annually.
- New terminal built in 1992; currently not utilized to capacity (majority of first floor houses the aviation museum).
- Customs was reestablished (designated hours) about three years ago.
- New runway extension allows aircraft to take on more fuel for longer flights and provides additional safety, especially in inclement conditions.
- Low recognition of the Airport as part of the DC market.
- Market perception split between current customers who see it as a convenient, cost-effective alternative to Dulles, and others who view it as second-rate to Dulles.

Industry Trends

- Increased use of business aircraft among top management (22% vs. 14% ten years ago); however, majority of passengers continue to be mid-level managers (50% vs. 63% in prior study).
- The majority of companies (75%) operate only one turbine-powered aircraft.
- Both heavy and light jets each represent 25% of GA traffic (totaling 50%); however, turboprops account for the highest percentage (28%).
- The use of GA airports has grown to approximately 47% of all business aircraft flights.

Source: NBAA/Harris Study

Goals

Primary: Increase annual operations and based aircraft

Secondary: Property development

Supporting Goals:

- Create a strong brand identity that positively differentiates the Airport from Dulles and its other regional competitors.
- Increase awareness of the Airport among key target audiences.
- Reinforce the Airport's benefits, services and amenities to its existing and prospective customer base.
- Develop a marketing communications program to support retention of existing clients and new business development.

Brand Audit

Methodology

- A. Communications Scan – Review Manassas’ communications and those of its competitors.
- B. Qualitative Research Scan – Conduct in-depth interviews of clients, referral sources, industry professionals and non-users.
- C. Brand Position – Create a differentiating brand position for Manassas based on information collected from Communications and Qualitative scans.
- D. Marketing Plan – Develop a comprehensive marketing plan to communicate the brand position to the identified target audiences.

A. Communications Scan

We reviewed Manassas’ and identified competitors’ marketing communications:

- Unaided naming of airports gathered in qualitative research
- Website branding
- Digital marketing efforts
- Social media

Competitors

As a regional airport, Manassas has a limited number of competitors based on location and services. The primary competitors emerge as:

- Dulles International (based on sheer number of GA operations, proximity to DC/Reagan National and its position as a large airport). In conjunction with Reagan National, they are co-branded as “Metropolitan Washington Airports.” Dulles is currently using a 50th Anniversary icon.
- Reagan National’s location makes it the preferred airport for DC travel; however, its restricted airspace makes it unavailable to the majority of GA traffic, and planes must go through a designated gateway airport in order to land there.
- Leesburg Executive Airport (based on its proximity to DC, its designation as a reliever airport for Dulles and its reputation). Like Manassas, its website is part of the town’s site. The airport itself does not appear to have an official logo. The airport does publish a consistent monthly newsletter, which is fairly well produced.
- Other airports that also offer smaller amounts of competition include Stafford Regional Airport and Winchester Regional Airport. Stafford’s brand image is solid, incorporating the DC skyline in their logo and reinforces that in their tag line: “A New Approach to the Washington D.C. Metropolitan Area.” Winchester has no visibly established brand.

Our scan indicates that airports as a category do not generally advertise. More often it is the FBO that advertises, and as such may be seen as the face, or brand, of the airport.

From our research, it is clear that the most opportunity lies in increasing your market share by stealing share from Dulles. As your primary competitor, Dulles benefits from the following strengths:

- High awareness as *the* Washington airport.
- High utilization/established routines. (existing comfort level)
- Upscale reputation. (appeals to corporate ego)
- Designated gateway to National.
- Access road.

B. Qualitative Scan

We conducted (19) in-depth interviews between 6/20/12 – 7/6/12

- (9) tenants
 - (4) FBO sources
 - (3) Charter company representatives
 - (1) Flight school
 - (1) Aircraft sales
- (4) Pilots
 - (2) customers
 - (2) non-customers
- (3) Corporate flight departments (all non-customers)
- (2) Economic development executives
- (1) Association executive

Research Findings/Key Issues

1. Location
2. Convenience
3. Ground transportation
4. Awareness
5. Reputation
6. Fragmented Decision-making

Following are actual quotes from interview sources that led us to determine these six key issues.

1. Location

“Manassas is not an option. Dulles is easier and closer to our passengers’ final destination.”
-Corporate Flight Dept.

“Proximity to DC is its (Manassas’) greatest benefit.”
-Economic Development Executive

2. Convenience

“The biggest advantage to using Manassas is there’s no commercial traffic.”
-Tenant

“(At Manassas) they don’t line you up like at Dulles and there are not delays like Baltimore.”
-Pilot

“A good reason to choose Manassas over Dulles that people usually don’t take into consideration is that it’s hardly ever backed up at Manassas, but usually very backed up at Dulles.”
-Pilot

“Most corporate travelers prefer to have a car meet them at the ramp, so they never or very rarely enter into the FBO.”
-Pilot

“If flying into DC, fly into Manassas Regional Airport—it’s easier.”
-Pilot

“It’s (Manassas) easier getting in and out.”
-Tenant

“There are fewer air traffic delays (at Manassas).”
-Charter Company Executive

3. Ground Transportation

"For passengers going downtown DC (from Manassas), traffic is an issue."

-FBO

"We try to educate clients on what times to travel from Manassas to DC. That's the main challenge in getting people to use the Airport."

-Tenant

"I think a lot of pilots go into Dulles because of the access road. People have these planes because their time is valuable and sometimes using Manassas can take more time because 66 is a horrible road."

-Pilot

"If the passenger is going downtown, you definitely don't want to fly them into Manassas."

-Pilot

"Sometimes the passenger is just there to attend a meeting and leave immediately after, so saving time and making sure they arrive to the meeting on time is very important. I might consider Manassas if the trip were longer."

-Corporate Flight Dept.

"I think increasing education on how long a plane has to sit on the ground at IAD vs. the commute from Manassas to DC would help. Traffic on 66 is so bad, but in the long run they're not saving any time at IAD."

-Tenant

4. Awareness

"We live in the shadows of the District, Fairfax County and Arlington. I don't think Manassas is well-known at all."

-Economic Development Executive

"Historically Manassas is not well-known at all as being near DC."

-Tenant

"Manassas is never promoted. We just don't hear about it."

-Charter Company Executive

"Maybe Manassas isn't the right name; they might consider including Washington in the name."

-Tenant

"Part of the airport's challenge is its name – it sounds small town and most people would not connect it to the DC area."

-Economic Development Executive

"They don't do any marketing – we don't see any messages from the airport."

-Charter Company Executive

"One issue is that the FBOs do nothing to entice people to Manassas – they just fight with each other. They do nothing to help promote the airport." - Tenant

5. Reputation

"Manassas' FBOs are not as nice as other airports'."

-Corporate Pilot

"It takes intestinal fortitude to suggest to a passenger that they try Manassas over Dulles."

-Association Executive

"Manassas (City) does not have the greatest reputation within the business community." It's considered redneck and backwards."

-Economic Development Executive

"We thought Leesburg was more upscale, but it didn't have the space we needed. We were hesitant about Manassas because it had the reputation for being a "good ol' boy network," but Juan was very professional and changed our minds."

-Tenant

"One reason it's difficult to attract business from Dulles is that corporate CEOs want to fly to a big-boy airport like Dulles, not a Podunk little airport like Manassas."

-Tenant

"The reputation of the town in general is not very upscale."

-Tenant

"Flying into Dulles has prestige."

-Tenant

"The addition of US Customs helps establish Manassas as a bonafide airport."

-Tenant

6. **Fragmented Decision-making**

"Pilots are usually not willing to recommend a new airport because to convince their customers to move from a bigger airport is a risk to their own reputation."

-Tenant

"I find that the decision-maker is the pilot for smaller operations, dispatchers for larger."

-Tenant

"In my experience, pilots do what's best for them, not necessarily what's best for their client, so I think the plane owner/passenger should be the primary target."

-Charter Company Executive

"Some may offer Manassas as an alternative to Dulles, but others don't want to do that for fear of losing the business."

-Tenant (flight instructor)

"The pilot first talks with their passenger to get preferences."

-Association Executive

"We don't use Manassas simply because it is not a gateway to National, which is where our passengers want to fly into since it's closest to their meeting."

-Corporate Flight Dept.

"The final call made on an airport is the pilot."

-Association Executive

"Our customers tell us where they want to go."

-Charter Company Executive

"Director of Flight Operations is the ultimate decision maker in choosing airport. Other influencers are Executive traveling, pilots and dispatchers."

-Corporate Flight Dept.

"Within a flight department with scheduler/dispatchers, it is a collaborative effort. Scheduler gets input from Senior Passenger regarding location and preferences (hotels, restaurants, facilities) and the pilot can be an influencer in this process."

-Association Executive

"Schedulers/Dispatchers are the primary decision makers. Work with pilot as a collaborative process."

-Association Executive

"I find that the decision-maker is the pilot for smaller operations, dispatchers for larger."

-Tenant

For corporate flights the decision makers are the "rich guy," chief pilot and/or dispatchers."

-Tenant

7. Other area of impact:

FBOs were very clear that they believe having no landing fees is a great benefit to using Manassas, and perhaps many people were unaware of the cost savings: Some things they said:

“Need to educate corporate pilots that IAD is more costly.”

“It costs much more to fly in and out of Dulles.”

“One huge benefit of Manassas is that we don’t charge landing fees.”

C. Brand Position

Your differentiating Brand Position emerges from melding what we learned from the Communications Scan and the findings of the Qualitative Scan to build on the Airport’s perceived strengths and what the market tells us is important in choosing an airport. The combination of the following characteristics rises to the top of what Manassas can claim:

Strengths

- Location – 2nd closest general aviation Airport to DC
- Convenience – no waiting in line behind commercial flights, pick up on ramp
- Cost – lower cost (landing, fuel and rental space)
- Busiest GA airport in VA.
- Longest runway (GA airport) in Northern Virginia.

Conversely, following are areas that are challenges to Manassas’ expanding its customer base:

Weaknesses

- Low awareness
- Negative reputation issues (real and perceived)
- Drive time to DC
- Many decision makers/target audiences

In order to create positive brand recognition, we must utilize the Airport’s strengths, and minimize its weaknesses, in such a way that resonates with its customer base. A brand has many layers. It is much more than an image, logo or tag line. It is more than the people in the branded company or the services offered. At its core, an established brand represents an emotional connection between the user and the provider. In the case of Manassas Regional Airport, the goal is to persuade people to want to be associated with the Airport because of the way it makes them feel and because it enhances their self-image. The brand value chart displayed below provides insight into how the brand-value builds as it progresses through each cycle to full development.

Brand Value

Self Expression
(What it says about me)



- ◆ Smart
- ◆ Professional
- ◆ Got it together
- ◆ Headed for success
- ◆ Taking care of business

Emotional Connection
(How it makes me feel)

- ◆ Comfortable (I like them)
- ◆ Good business person
- ◆ Competent

Purpose
(What features provide me)

- ◆ Land/take off
- ◆ Compliance
- ◆ Safety
- ◆ Convenience
- ◆ Savings

Process
(Features)

- ◆ Location
- ◆ Runway
- ◆ Hangars
- ◆ Fuel
- ◆ Low Cost
- ◆ MRO
- ◆ US Customs
- ◆ Tower
- ◆ ILS

Brand Positioning Statement

The key to establishing Manassas as the preferred airport for general aviation traffic to DC is to position the Airport as the choice for smart, in-the-know passengers – and thus their pilot and flight department personnel.

The position line must communicate the Airport's primary strengths (location and convenience), while at the same time appealing to the customer's sense of belief in that they are smart, well-informed, and have the freedom to choose with whom and where they do business (with Manassas being the best choice).

Position: *Manassas Regional Airport is the most convenient way for savvy travelers to get to Washington, DC.*

Proposed Tag Line:

Capitol Convenience

D. Marketing Plan

1. Our Approach

Your brand encompasses all the things clients and prospective clients identify with your product and service. A successful marketing plan must take a fused approach so that all of your brand attributes and marketing work together to inform, communicate and compel your target audiences. Our process fuses together all aspects of your brand attributes and marketing strategies. We will blend together your creative brand image with digital efforts, advertising, public relations, sponsorship opportunities, and all the components the campaign requires to positively influence your target market. Following our assimilation of the information learned from the “outside-in” perspective of the Brand Audit, we first create strategies based on the big picture, and then fine-tune the tactical approach to create a completely fused brand experience for your target audience. We will identify the creative messages and mediums that emotionally connect with your target markets, resulting in brand preference and ultimately brand ambassadors.

2. Touch point Process

“Touch points” exist any time or place your brand converges with the target audience, creating a connection if it resonates, or, conversely, a disconnect if the message is not relevant or meaningful. Audiences are now more in control of their own customized network of touch points through which they selectively engage or connect with a brand, so it is critically important that key messaging is consistently applied across all touch points.

By fusing various touch points –moments people interact with your brand, from initial awareness to evangelism – you build awareness and preference that achieve your goals. Key touch points may include:

- Personal, One-on-one – how you answer the phone, elevator speech, etc.
- Broadcast – features in television news stories, radio advertising, etc.
- Print – editorials in newspapers, advertising in publications, etc.
- Episodic – tradeshow, events, sponsorships, airport advertising, etc.
- Affinity Association – sports teams, non-profits, etc.
- Digital – website, social media, blogging, mobile, etc.
- Collateral – location information, brochure, business cards, etc.
- Direct Marketing – personal sales efforts, targeted direct mail and e-blasts, phone calls, etc.

3. Marketing Goals

Based on information collected, we identified the following goals where marketing can influence desired outcomes:

- Brand Manassas as the D.C. centric airport for business, charter and leisure flights.
- Elevate the perception of Manassas’ unique attributes and characteristics; including location, convenience/services and economies.
- Promote the brand to generate increased transient and based traffic.

4. Target Audience

We have defined three specific target audiences with whom Manassas must communicate in order to maximize brand recognition. Secondly, the target market may be further refined within specific industries/scopes of work and concentrated geographic areas.

- Senior Passenger/C-level Executive
 - White
 - Predominantly male
 - 35-64
 - High net worth
- Corporate Flight Department
 - Schedulers/Dispatchers: predominately female
 - Department Managers, VPs and Pilots
- Pilot
 - Corporate
 - Charter
 - Independent
 - Predominately white males

Each group considers themselves to be a decision-maker with regard to what airport to use. However, it is also clear that neither pilots nor schedulers/dispatchers are willing to risk utilizing a new airport without solid rationale and confidence. While the passenger is the ultimate decision-maker, they often do not know enough to request Manassas, so it is up to the other two audience segments to recommend the location.

Furthermore, MRI research also reveals insight into the media usage habits of much of the target audience (Senior Passenger/Pilots)– white, older, affluent men – suggests they are a particularly difficult audience to reach and influence. For example, while they have a high propensity to listen to radio, they are more likely to listen at work, streaming from the internet, and typically choose News/Talk and NPR formatted stations. Conversely, they are below average television viewers, except for selective television programming such as sporting events, local news and all-news channels. They are more likely to download programs online or watch Video on Demand programming, cutting out traditional commercial messages. They are mobile savvy and have a smartphone, which they use to e-mail, text, receive alerts, download or stream programs and videos, respond to an ad or make a purchase and redeem mobile offers. Only 47% read any daily newspaper, however, they are more likely to get news online and via business publications related to their industry.

Keeping these characteristics in mind, we have developed marketing strategies that will effectively reach the target audiences within mediums and content that supports Manassas' brand. Additional consideration was given to marketing suggestions by interviewees:

- "Pilots all blog, so that would be a good way to reach them."
- "One thing they could look at is AirNav – I see ads for other airports there."
- "Maybe Manassas isn't the right name; they might consider including Washington in the name."
- "I think increasing education on how long a plane has to sit on the ground at IAD vs. the commute from Manassas would help."
- "I think the airport should sponsor an event that would attract politicians. We've got to get people out of DC to Manassas. The clientele you want to bring here is not attracted by air shows."
- "We can pull the owner information for every plane that's flown into Manassas or Dulles using Flight Aware."
- "I think a Google campaign makes sense."
- "You should look into Acukwik Airport Directory."
- "I know a lot of pilots use Fltplan.com – I would advertise there."
- "I think a good place for them to exhibit is the NBAA show."
- "One issue is the airport signage. It's been difficult for some people to find the airport. We need new entrance signs and also a sign on 28."
- "The airport signage is terrible and the other entrance is really bad."
- "I think the airport would benefit from some meeting space."
- "Start by reaching out to the businesses in the DC suburbs, e.g., NRA headquarters and General Dynamics."

5. Strategies

Strategy 1: Build and improve current database.

Tactics:

- Segment entries by title, job duties, plane size and geographic.
- Gain opt-ins from 3rd party lists and targeted publications' e-blast sponsorships.
- Sponsor selected industry e-newsletters to gain opt-ins.

Recommendations:

- a. Utilize the segmented database of ACC Aviation. These 2,500 contacts are generated from a database of corporations that own aircraft. The list can be filtered by region, country, city, aircraft type, engine type, seat capacity, department and title/personnel function. These contacts are built from ACC Aviation's personal relationship their charter department has built working with executive aircrafts on a daily basis for business and incentive travel.

ACC Aviation serves clients across the globe, in all aspects of aircraft charter, leasing, flight management, consulting, sales and re-marketing.

We recommend sending e-blasts to this list bi-monthly during the year.

- b. Employ sponsorship of BJT Waypoints, a weekly e-newsletter produced by the publishers of *Business Jet Traveler* magazine. It has 17,000 opt-in subscribers with an open rate of almost 30%. Its subscribers are primarily private passengers, but also include private pilots and corporate travel department personnel. It goes out to this audience every Tuesday and Thursday and is sold on a monthly basis. The number of ad spaces is restricted so availability is limited. The ad size is a horizontal (650 x 90) banner that is linked to your website.

We recommend consistent sponsorship during the year with sponsorship every other month. The sponsorship will be weekly, but only one time each week.

- c. Sponsor AIN Alerts, a twice-weekly e-newsletter produced by the publishers of *Aviation International News* magazine. It has 40,000 opt-in subscribers with an open rate of almost 30%. Its subscribers are primarily schedulers, dispatchers and other personnel related to corporate travel and flight departments. It goes out to this audience every Tuesday and Thursday and is sold on a monthly basis. The number of ad spaces is restricted so availability is limited. The ad size can be either a horizontal (495 x 120) or vertical (165 x 375) banner that is linked to your website.

We recommend sponsorship for two months of the year. Since AIN Alerts is pushed 8-times each month, we will obtain effective frequency each month of the sponsorship.

Budget Implications:

| | <u># times</u> | <u>media cost</u> | <u>creative services</u> | <u>total</u> |
|---------------|----------------|-------------------|--------------------------|-----------------|
| ACC Aviation | 6-times | \$3,200 | \$9,000 | \$12,200 |
| BTJ Waypoints | 6 months (24x) | \$6,000 | \$4,800 | \$10,800 |
| AIN Alerts | 2 months (16x) | \$25,600 | \$6,400 | <u>\$32,000</u> |
| | | | | \$55,000 |

Strategy 2: Create and sustain top-of-mind awareness by increasing the frequency of e-mail communications from Manassas.

Tactics:

- Develop single-message E-blasts to specific database segment(s).
- Send shorter e-newsletters more often and at regular intervals.
- Analyze report data to determine what types of message generates the best response (open rate).

Recommendations:

- a. Communicate via e-mail at least once a month to total database (which will build over time per the first strategy).
- b. Push relevant e-mail content to a specific segment (corporate flight department personnel, pilots, etc.) of the database monthly.
- c. Utilize content curation tool in order to provide timely, relevant content on a consistent basis.

Budget Implications: TBD

Strategy 3: Leverage existing assets: database, existing tenants, Airport Commission Board, employees

Tactics/Recommendations:

- Share logo / tag line files with all constituencies for consistency of message.
- Sell ads/sponsorships in E-newsletter.
- Feature stories/editorial on tenants and other clientele as newsletter content.
- Develop 'elevator speech' and communicate it to all stakeholders.

Budget Implications:

E-newsletter template design: \$4,000
Write elevator speech: \$1,200

Strategy 4: Change negative perception of being “Podunk” and reinforce those who already appreciate what Manassas stands for.

Tactics:

- Create and leverage public relations opportunities.
- Encourage trial among “lost” customers and non-users.
- Elevate Manassas’ reputation through event sponsorships.
- Coordinate efforts with the City’s Economic Development team and become known as one of the Manassas’ greatest assets.

Recommendations:

- a. Ensure City of Manassas PR efforts include contact with and distribution to both local news and national trade media outlets (print, television, radio, online).
- b. Consistently distribute news releases/media alerts that regularly reinforce the Airport’s position.
- c. Identify and win industry awards/designations/recognition that can be promoted via public relations.
- d. Develop professional looking and eye-catching trade show display to increase booth traffic at NBAA Annual Schedulers and Dispatchers conference.
- e. Sponsor GWBAA golf tournament, with the goal of eventually holding the annual tournament at Manassas’ Robert Trent Jones course every other year.
- f. Offer and promote the Terminal’s conference room for business meetings for local businesses as well as those flying into HEF (thus eliminating the potential drive to DC for shorter meetings).
- g. Promote trial by extending special offers for first-time or lapsed users. One time only incentives make include free overnight hangar/tie-down, complimentary transportation to DC, a special discount on fuel, round of golf, etc. Ensure FBOs are informed and on-board so communications are consistent with customers.
- h. Produce a brochure and provide copies to all tenants for display in their buildings/aircraft, as well as to City and State Economic Development personnel for inclusion in bid packages and other communications.
- i. Ensure the Airport is included in all City Economic Development communications/advertising.

Budget Implications:

| | |
|------------------------------|--------------------------|
| Trade Show Display: | \$3,000 |
| Golf Tournament Sponsorship: | \$250 - \$15,000 |
| Brochure: | \$3,500 (+ Printing TBD) |
| Incentives: | TBD |

Strategy 5: Create “pull-through” with Senior Passenger

Tactics:

- Advertise in other busy, well-regarded General Aviation Airport FBOs.
- Advertise in print vehicles that reach this elusive target audience.

Recommendations:

- a. Utilize Jet Set Media digital display screens within identified key FBOs along the east coast. Each digital display can rotate a maximum of eight different advertisers’ messages equally every day, with messages 30-seconds in length. Advertising is committed for a 30-day period, and multiple messages can rotate throughout the month. We recommend a “flighted” schedule, with 30-day flights every other month. Each FBO has final approval or rejection of the advertiser and message; pending approval, preliminary selected airports/FBOs are as follows:
 - Teterboro / Jet Aviation / NJ / 8,190 monthly passengers
 - Fairfield/ Air Bound / NJ / 15,008 monthly passengers
 - Jacksonville/ Craig Air Center / FL / 12,713 monthly passengers
 - Atlanta / Hill Aircraft / GA / 12,600 monthly passengers

b. *Business Jet Traveler Magazine*

Business Jet Traveler is published for Aviation International News and written for C-level executives and global opinion leaders who manage companies with average annual revenues of more than \$780 million. Their readers are the end-users/senior passengers of business aircraft looking to maximize their investment in private air travel. It is published bi-monthly with a circulation of 36,000 copies (estimated total readership of 90,000, all mailed directly to subscribers.

Reader Profile:

- 57% - C-level executive
- 33% - Managing Director, VP, Senior Mgr.
- 16% - others allied to the field
- Avg. net worth of \$18 million
- Avg. HHI of \$1 million+

Based upon the tabloid size of this magazine, we recommend a ½ page 4-color ad in all 6 annual issues.

Budget Implications:

| | <u># times</u> | <u>media cost</u> | <u>creative services</u> | <u>total</u> |
|---------------------------|----------------|-------------------|--------------------------|-----------------|
| Jet Set Displays 6 months | | \$20,970 | \$1,800 | \$22,770 |
| BTJ Mag | 6-times | \$52,950 | \$8,000 | <u>\$60,950</u> |
| | | | | \$83,720 |

Strategy 6: Build/Gain confidence among Flight Departments

Tactic:

- o Leverage NBAA membership opportunities
- o Send solo and sponsored e-blasts

Recommendations:

- a. Continue exhibiting at NBAA’s annual Schedulers & Dispatchers trade show.
- b. Consider exhibition at regional NBAA shows.
- c. Participate in NBAA Air Mail forums and List Serv.
- d. Advertise in AIN Alerts (as previously described).

Budget Implications:

| | |
|------------------------|--------------------------|
| Annual NBAA Show: | \$2,500 |
| Regional Shows: | \$2,100 - \$2,500/show |
| HEF Targeted E-blasts: | (included in Strategy 2) |
| AIN Alerts: | (included in Strategy 1) |

Strategy 7: Build/Gain confidence among Pilots

Recommendations:

- a. Request FBOs include logo and/or tag line in online planning and flight tools they currently or plan to advertise on (fltplan.com, airnav.com, etc.)
- b. E-blasts to HEF’s segmented database
- c. Advertise in *Business & Commercial Aviation* (BCA) magazine. Publishes monthly and reaches a qualified business aviation audience with operational intelligence for the industry with circulation of 48,219. 75% of subscribers are licensed pilots. 33% are Chief Pilots, Aviation Department Heads and Corporate Officials.

We recommend a full page 4-color ad to run every other month for 6 total insertions.

Budget Implications:

| | <u># times</u> | <u>media cost</u> | <u>creative services</u> | <u>total</u> |
|--------------|----------------|-------------------|--------------------------|--------------|
| BCA Magazine | 6-times | \$49,770 | \$8,000 | \$57,770 |

Strategy 8: Deliver on the Brand Promise

Tactics:

- Consistently deliver the experience and service the brand promises when they use Manassas Regional Airport.
- Give customers a reason to enter Terminal when their plans do not require them to immediately leave the airport.

Recommendations:

- a. Replace old Airport entrance signage with signs that are consistent with the brand image and are useful (readable). Add a sign at the exits that again reinforce the brand, e.g., “Thanks for flying Manassas Regional Airport, the Intelligent Connection to Washington, DC”
- b. Ensure all guests experience the facilities and service they expect, regardless of which FBO they use.
 - Require FBOs to maintain a certain level of appearance with exterior signage and interior up-fits.
 - Encourage participation through monthly awards or prizes.
- c. Redesign first level of the terminal to create a useful space that customers need/want to enter. Consider:
 - Restaurant, or some food vendor
 - Meeting space
 - Concierge
 - Upscale lounge/coffee bar
 - Airport Director’s reception

Budget Implications:

| | |
|-------------------|--------------|
| Signage | Complete/TBD |
| Awards/Prizes | TBD |
| Terminal redesign | TBD |

6. Budget Summary

| | |
|-------------------------------------|---------------------------|
| Strategy 1 | \$55,000 |
| Build & Improve Database | |
| Strategy 2 | TBD |
| Top-of-Mind Awareness via frequency | |
| Strategy 3 | \$5,200 |
| Leverage Existing Assets | |
| Strategy 4 | \$6,750 - \$21,500 |
| Change Perception | |
| Strategy 5 | \$83,720 |
| Target Senior Passengers | |
| Strategy 6 | \$5,000+ |
| Target Flight Depts. | |
| Strategy 7 | \$57,770 |
| Target Pilots | |
| Strategy 8 | TBD |
| Deliver Brand Promise | |
