

# **Airport Marketing Strategies**

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# **Airport Marketing Strategies: Aviation and Tourism Perspectives**

BY

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INVESTOR IN PEOPLE

*I dedicate this book to my mother Manuela, my two daughters Alba and Nerea and my wife Dolores for their continuous support. Finally, I would like to make a special dedication to my dog named Maddie; she is my faithful travel companion. For over 7 years, she has been accompanying me while I worked in my research projects and this special book. My wife and two daughters are happily aware of that.*



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*The better I get to know men, the more I find myself loving dogs (Charles De Gaulle).*

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## List of Abbreviations

3R	Restart, Rebuild and Redesign
4Cs	Customer, Cost, Communication, Convenience
4Ps	Product, Price, Promotion, Place
7Ps	Product, Price, Promotion, Place, Physical Evidence, Processes, People
ACI	Airports Council International
ACRP	Airport Cooperative Research Programme
AENA	Spanish Airport and Air Navigation
AI	Artificial Intelligence
AIF	Airport Improvement Fee
AMA	American Marketing Association
APP	Application
AR	Augmented Reality
ARFF	Aircraft Rescue and Firefighting
ASQ	Airports Service Quality
ATAG	Air Transport Action Group
B2B	Business-to-Business
B2C	Business-to-Consumer
BTME	Business Traveller Middle East Awards
CAA	Civil Aeronautics Administration
CAA	Civil Aviation Authority
CAG	Changi Airport Group
CAPEX	Capital Expenditures
CCCI	Creative Connections & Commons Inc.
CEO	Chief Executive Officer
COO	Chief Operating Officer
CTK	Global Cargo Ton-Kilometre
CWA	Clean Water Act
DDoS	Distributed Denial-of-Service

DEA	Data Envelopment Analysis
DMO	Destination Marketing Organization
DMUs	Denominated Decision-Making Units
DoS	Denial-of-Service Attacks
EASA	European Union Aviation Safety Agency
EC	European Commission
ENISA	European Union Agency for Network and Information Security
ESG	Environment Social and Governance
EU	European Union
EWOM	Electronic Word of Mouth
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
GDP	Gross Domestic Product
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
ID	Identification Document
IMF	International Monetary Fund
INE	National Statistical Institute
IoT	Internet of Things
ITA	International Trade Administration
KPI	Key Performance Indicator
LCC	Low-Cost Carrier
NAVAID	Navigation Aid
OAG	Official Airline Guide
OECD	Organization for Economic Co-operation and Development
OPEX	Operating Expenses
OTA	Online Travel Agency
PFC	Passenger Facility Charge
PKF	Passenger Kilometres Performed
PMR	Passenger with Reduced Mobility
PPE	Personal Protective Equipment
QR	Quick Response



ROI	Return on Investment
ROIC	Return On Invested Capital
RT PCR	Reverse Transcription Polymerase Chain Reaction
SAFs	Sustainable Aviation Fuels
SITA	Société Internationale de Télécommunications Aéronautiques
SuM4All	Sustainable Mobility for All
SWOT	Strengths, Weaknesses, Opportunities and Threats
UK	United Kingdom
UNTWO	United Nations World Tourism Organization
US	United States of America
VIP	Very Important Person
VR	Virtual Reality
WHO	World Health Organization
WTO	World Trade Organization
WTTC	World Travel & Tourism Council
YoY	Year-over-Year

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## About the Author

**Lázaro Florido-Benítez** holds a PhD in Tourism and Marketing from the University of Malaga, Spain, and a Master's in Management of Airports–Aeronautics from the European Business School. He is a Lecturer and a Researcher in the Economics and Business Administration Department. His main research interests include tourism, digital marketing, airport marketing and air transport connectivity. In the area of tourism, he has investigated the promotion of tourist destinations, how airports and destinations promote marketing strategies through digital marketing, mobile marketing, the impact of mobile marketing at airports and the impact of airports and airlines on the tourist destination, among many others. He has published in many peer-reviewed journals on topics such as tourism, airports, marketing and cybersecurity.

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# Preface

This book provides an updated global vision of airport marketing strategies in the context of the aviation and tourism sectors. There are many books and articles on marketing and airport marketing, but there is not one yet that speaks directly to airport marketing strategies. This book will substantiate the academic literature regarding the role of airports and their marketing strategies in the aviation and tourism industries. One of the purposes of this book is to understand and document the nature of the airport's management and business through marketing strategies, the distinct challenges that airport and airline operators and Destination Marketing Organizations (DMOs) currently face during these difficult times of economic, social and pandemic periods and how airport operators should try to cope with a global crisis through in coherent, well-planned, coordinated and comprehensive manner. Alone or together? Can airport and airline operators work and address this pronounced fall in passenger and freight volumes for 5 or 6 years more? What are the marketing strategies used in aviation and tourism activities? These are some of the questions we can ask ourselves, and there are probably many more that we could think of in this book.

Many studies have been conducted to examine the direct effects of marketing on tourism, international markets and human behaviour areas. However, in spite of the growing interest on airports and marketing relationships by researchers, academics and practitioners alike, there is no specific literature on airport marketing strategies, where researchers and airport operators can obtain relevant information in which to project their investigations and joint marketing strategies with other partners. To fill this gap, the purpose of this groundbreaking book is to introduce students, researchers and practitioners to the new methods of airport marketing strategies in the digital innovation era, strategies that enhance commercial revenues, promotion campaigns, the effectiveness of marketing actions and the airport's brand image. Further, this book is intended to provide some awareness and understanding of the various interactions and interdependencies between airports, DMOs, airlines, marketing tools and stakeholders.

Indeed, this book shows real examples of airport marketing strategies around the world to help airport and airline operators, marketers and DMOs improve their marketing strategies in a competitive and environmentally sustainable market, as is the case with aviation and tourism activities. Opportunities to develop mutually beneficial relationships in cities between DMOs and airports are plentiful but often largely untapped by both parties due to miscommunication and the common interests of business operators. Strategy is the art of asking, 'Why?'

Establish and conduct a good strategy by the airport operator or company, which provides a road map for managers and indicates what must be done to survive, be profitable and grow as an organisation in an industry as competitive as the aviation sector. A good strategy must be based on clearly identified and framed challenges by airport operators. Strategy is science because it requires analytical skills, the ability to organise and analyse information and the ability to make well-informed decisions.

The marketing strategy of diversification is critical to reviving in times of economic downturn. Indeed, during the pandemic crisis, the use of digital channels to promote products and services is experimenting with an unprecedented boom in promotion and communication marketing campaigns. Airports such as Los Angeles (IATA code: LAX) in the United States, Orlando International (IATA: MCO) in the United States, Schiphol Amsterdam (IATA: AMS) in the Netherlands or Changi airport (IATA: SIN) in Singapore are pioneers and recognised experts in marketing communication and technical aspects of promotion campaigns.

The aviation industry has been a very restricted and rather endogamic sector for aeronautical engineers, operators and governments; they monopolised the aeronautical and safety activities from 1970 to 2000, and for them, the non-aeronautical and marketing operations were only residual income for airports. Fortunately, this trend is slowly changing thanks to tourism and marketing experts, who have provided a joint vision and a clearer picture of the interrelationship between the aviation and tourism industries to increase commercial revenue and passenger arrivals at airports worldwide. The management of marketing campaigns through digital channels by airport operators, marketing departments, airlines and DMOs has to be targeted with a clear, relevant and attractive message of products and services offered to users/passengers/tourists, to reach a high conversion rate and return on investment of marketing campaigns. This is one of the reasons why airport operators and the rest of their partners are turning to a range of evaluation measures for aviation and tourism promotion campaigns.

The concluding Chapter 9 tackles cybersecurity as a sociotechnical phenomenon in airport marketing activities. The cybersecurity issues at organisations marketing campaigns (e.g. phishing attacks, URL poisoning, man-in-the-middle, distributed denial of service or drone denial attacks) through digital channels are increasingly frequent and dangerous to companies and customers because of the digitisation of business (websites and apps) that has become in companies' main showcase. The European Aviation Safety Agency (EASA) estimated a monthly average of 1,000 airport cyberattacks in 2020. For instance, the Airbus Group is hit by up to 12 cyberattacks per year, mostly in the form of ransomware and hostile actions carried out by state-sponsored attackers.

Digital development, new technologies, cybersecurity and information technologies are speeding up the transformation of airports into new business models, where they must stratify their portfolio of businesses with the aim of providing diversified and replacement revenue streams and enabling them to increase non-aeronautical revenues. These great changes at airports have created a world

full of opportunities between the aviation and marketing industries, where passengers and companies operating in and around the airport will be the main beneficiaries.

The book maintains a thoroughly strategic perspective in the context and terms of marketing. Importantly, the author offers innovative perspectives on which airport marketing strategies and resulting examples and ideas might evolve in everyday practice at airports and airlines all around the world, as well as in academic research. As such, this book should be a must-read for everyone in the aviation and tourism industries.

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