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ASSOCIATION MONDIALE DES GRANDES MÉTROPOLES**

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The Marketing & Branding of Airport Areas / Aerotropolis

Metropolis Initiative 2015 - 2017

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Photo Credit Cover: Metropolis Secretariat general, April 2017

FOREWORD

This study is a contribution to the Metropolis Initiative 2015 – 2017 on Sustainable Airport Areas. The main report "*Sustainable Airport Areas. Guidelines for Decision Makers*" will be published before the end of 2017.

Summary

Introduction

Airport Areas / Aerotropolis have becomed key drivers of economic development because they offer a high concentration of amenities very useful for businesses engaged in the Global Economy. The DNA of the Airport Area is the connectivity created by an unique combination of infrastructures and Public / Private Services. This connectivity is a key asset for a large number of companies and also for a lange range of activities such as tourism, MICE, medical facilities or hospitality. This asset of connectivity is crucial to better understand the reasons why some companies have decided to set-up facilities in Airport Areas generating a diversification of the local economy.

But, the « attractiveness of Airport Areas is not an automatic process ». Economic actors and public authorities have to work hard to get some success. There are four main reasons:

- The first one is linked to the subject of governance. Airport Areas are located on several administrative bodies (The airport itself and its stakeholders; local authorities, State bodies, etc.). Each administrative part of the Airport Area want to attract the economic activities in his "garden"! So they market themselves as the unique destination of the Airport Area and they compete at local level;
- The second reason is the global competition. The Airport Areas are in competition at regional level (Europe, Americas, Asia, Africa and Pacific). New competitors are emerging in every regional area. Each airport area has to find its "Unique Selling Proposition" to attract and retain businesses. In some cases, the public stakeholders are not always aware of that huge competition;
- Many people, including business managers, are not fully aware of the positive advantages an Airport Area can bring in terms of employment opportunities, attracting new businesses, improving competitiveness of companies, etc.
- Last but not least, the businesses (the Clients) are increasingly difficult to satisfy and permanently connected to Internet and social Medias. Airport Areas managers have to engage social conversation with them.

Because of these reasons, the managers of Airports Areas and elected people have to use marketing and branding strategies to find their place on the market in order to attract and retain businesses and talents, events, etc. In this chapter of the guide, we'll give you the keys to succeed in marketing your Airport Area.

1. Marketing & Branding: a Review of the Literature

Marketing and branding are more and more employed by cities, regions and airport areas to reinforce their competitiveness. The concepts and methodology of marketing are not so simple to understand. We will therefore begin by describing them quickly.

The conventional marketing literature was largely written for companies. Progressively, a literature focus on territorial entities has emerged in the United States of America and then in Europe. Quickly, this discipline has spread throughout the world and adopted local particularities. Nowadays, academics and practitioners are still creating a tool box for territorial marketers and policy-makers.

Let's start by two short definitions. What is marketing? What is branding? How do they differ? Why do we have to integrate Branding and Marketing in one strategic plan?

1.1 Marketing

According to Lindsay Reul "Marketing occurs where ideas and values, which typically come in the form of goods and services, are exchanged between different members of society. All marketing actions and ideas involve the exchange of something – products, services, knowledge or money".

It's the same for cities and places. Territorial marketing (or Place marketing) is a discipline uniting activities aimed at branding a place and enhancing the potential for concretes results (attraction of new businesses, tourists, real-estate investors, talents, etc.). .). Marketing is both a function for economic developers and also a "philosophy" because, at strategic level, policy makers must understand what clients want, need and value.

At strategic level, a territorial marketing strategy goes after seven main objectives:

- Mobilize the key local economic and political players in the construction and implementation of the marketing strategy;
- Build a relevant diagnosis of the competitive position of the place;
- Define the target markets, objectives and strategic positioning of the territory;
- Strengthen the reputation of the territory through a branding policy;
- Increase results through actions focused on targeted audiences;
- Reinforce the territorial pride of belonging and mobilize the living forces of the territory in the logics of ambassadors;
- Measure and evaluate the marketing strategy and its key actions.

A complete understanding of the competitive arena is key to understand the value-added of the marketing. The competitive arena can be illustrated as followed:

The competitive arena is influenced by five main components:

- The **Supply** : the nature of the competitive advantages of the Airport Area;
- The **Demand** : the needs and aspirations of the targeted clients;

- The **Competitors**: the number and the competitive advantages of the competitors;
- The **Environment**: the external factors in a business' market and the broader economy that can influence a business. Marketers can divide the environment into the microeconomic environment, which affects business decision making - such as individual actions of firms and consumers - and the macroeconomic environment, which affects an entire economy and all of its participants;
- The **Intermediation**: the physical or digital marketplaces where the Airport Areas could meet the Businesses (for example a trade show).
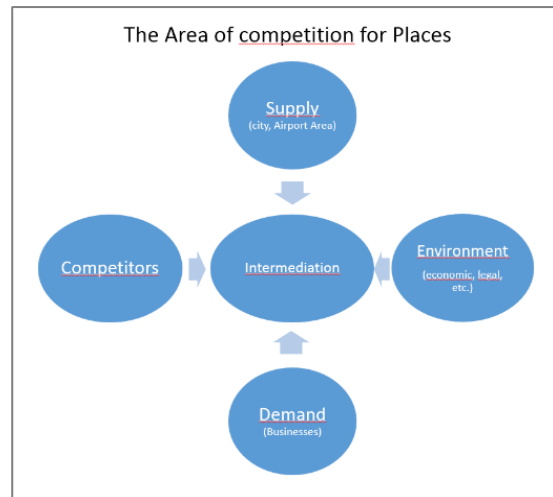
Within the competitive arena, marketing will seek to act on each on these 5 previous components by: i) designing and branding the Supply (territorial offer), fueling the needs and aspirations of clients, iii) creating differentiation in regards of the competitors, iv) taking account of environmental factors and v) conducting commercial activities in the market places.

More precisely, the marketers want to influence, directly or indirectly, the decision process of the businesses (the demand). That means that marketers want to influence the perceived value of clients (demand) in order to i) stimulate needs and aspirations, ii) cause a favorable decision to the Airport Area. The audience of Airport Areas has a perceived value of each Airport Area. The objective of a marketing strategy for an Airport Area is to increase its perceived value in the mind of the targeted clients / businesses.

> According to accepted definitions, a perceived value is the customer's opinion of a product's value to him or her. It may have little or nothing to do with the product's market price, and depends on the product's ability to satisfy his or her needs or requirements.

1.2 Strategic and Operational Marketing

Marketing exists at the strategic level and also at operational (or tactical) level.

Airport Areas use strategic marketing to identify client needs and to create a marketing plan to achieve client satisfaction, improve company performance and increase attractiveness. Typically, an Airport Area organization will create a written strategic marketing plan that dictates what type of marketing programs it will use during a given time frame and how those programs will be implemented.

In this second case, operational Marketing is actively promoting the supply of the Airport Area: the products such as real estate, talents, local amenities, etc. and also the services provided by the organization or alliance of actors. Operational marketing is mainly a push tactic.

A push tactic needs a pull tactic too. That's the objective of Branding.

1.3 Airport Areas' Branding:

For Kotler, Armstrong, Wong, Saunders (2008): *"Brands are viewed as the major enduring asset of a place, outlasting the place's specific product and services"*. That means that brands are more than just names and logos. They are promises of value. They also are a key element in the place's relationships with prospects and clients. Brands represents clients' perceptions and feeling about an Airport Area; everything that the "product" or service means to prospects and clients. Brand exist in their mind.

Branding is a key component of marketing. Marketers need to position the brand of Airport Area in target prospects' and clients' minds. The primary task of place branding is to foster the legibility of an Airport Area. Branding is pull. A pull strategy involves motivating clients and ambassadors to seek out the brand in an active process. Marketers are used to say: "Getting the customer to come to you". Branding is the expression of the essential truth, identity or value of your Airport Area. It is communication of characteristics, values, and attributes that clarify what this particular brand is and is not. Branding is creating something more distinct, appealing & immediately identifiable. That's why a good place branding is based on an efficient storytelling. Examples of pull tactics: advertising and mass media promotion, word of mouth referrals, brand events, etc. Place branding builds brand equity.

A brand with a strong reputation will help encourage businesses to be interested in your Airport Area, or Airport Cluster. A good branding directly supports whatever sales or marketing activities are in play, but the brand does not explicitly say "choose me." Instead, it says "This is what I am. This is why I exist. If you agree, if you like me, you can come, support me, and recommend me to your peers." The brand is ultimately what determines if you will become a loyal client or not. To illustrate, Memphis claims its right to the title "North America's Logistics Center".

Many people may not be fully aware of the positive advantages an airport area can bring in terms of employment opportunities, attracting businesses, improving competitiveness, etc. Therefore, branding better on all the positive things that are going on in an airport area is a major challenge.

Last but not least, in the context of fragmented governance of airport areas, developing a brand, and more precisely a shared Brand, is useful to unite the local economic players under a neutral umbrella.

2. Branding and marketing Strategy: an overview of the 3 stages

Every Airport Area needs a marketing and branding strategy. This means that the strategy is a plan that aims to give the Airport Area a competitive advantage over rivals. In this context, the marketing and branding strategy answers the following question: "Why should your clients choose your destination and not those of your competitors?"

Before acting, governance and stakeholder alignment are among the greatest challenges to successful Airport Area Marketing and Branding Strategy. That's why, before engaging the process of creation of the Marketing and Branding Strategy, territorial marketers have to reinforce the strong partnership between all the actors engaged in the attractiveness. Finding approaches and solutions to this complex challenge is strategic.

After bringing together the stakeholders, the process of developing the territorial marketing strategy is divided into the 3 following stages:

- Marketing diagnostics such as market research and competitor analysis;

- Definition of strategic choice;

- Operational marketing.

The 3 stages of a marketing strategy

2.1 Stage 1: the Market diagnostics and definition of the strategic choices

The marketing setting has undergone dramatic change in the past decade. Globalization, increasing competition between Global Cities, lifestyles, digitalization or development of mobility have compelled territorial marketers to rethink their marketing strategies and processes. That's why, before defining the marketing and branding strategy, it's essential to conduct studies to better understand the markets and their environment.

To complete this first stage, the territorial marketers have to follow the 6 following steps:

- Step 1: collect useful data and relevant information to your Airport Area

- Step 2: study the markets by making market research. For example, Paris CDG Airport Area made several Market Research to better understand its competitive position for attracting HQ, World-class universities or training institutes.
- Step 3: study the environmental forces (demography, economy, environmental issues, politics, etc.) that affect an Airport Area competitiveness.
- Step 4: evaluate competitive positions of your Airport Area by making comparisons between your Strengths & Opportunities regarding your competitors
- Step 5: study the returns of the existing marketing operations of the Airport Area (trade shows, prospecting, road-show, etc.)
- Step 6: Synthesize previous analyzes, draw conclusions and recommendations for Stage 2.

2.2 Stage 2: the definition of the strategic choices

Strategy is at the heart of the stage 2. After the diagnostics, marketers have all the data and information to take the right decisions by defining the key options of the marketing approach. To succeed, the following steps can be followed:

1. Create a common ground for collective work. For example, marketers can organize meetings where the local players can collectively identify and openly discuss key marketing options to the Airport Area. In 2015, the regional council of the Paris Region organized, with the help of two planning and development agencies (IAU Ile-de-France and EPA Plaine de France), workshops with local key actors to identify key economic and attractiveness issues of the Airport Area.

2. Build a shared vision of what the Airport Area should look like in the mid-to-long term and define together the main marketing and branding objectives that have to be reached in order to implement this vision. KwaZulu-Natal Aerotropolis Strategy (South Africa) is a good example of this kind. The development of an aerotropolis is one of the catalytic projects that have been retained en 2015 by the Provincial Growth and Development Strategy (PGDS).

Source: Durban Aerotropolis, Presentation to eThekwini Planning Commission, 2015

3. Define the objectives of the marketing strategy: changing the image and reputation of the Airport Area, retention of existing clients of the Airport Area (travelers or employees in companies for examples); intensification of the economic impact of existing clients (stimulate new investments by existing companies, increase the level of expenses for each tourist);

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attract new clients to the Airport Area (location, field of business, profile of clients, etc.), mobilization of local ambassadors or influencing the influential people.

4. It is a good practice to develop both long-term (two to three years) and short term (one-year) marketing objectives. The exercise of writing long-term marketing objectives force the marketers to focus on the future and consider the long-term implications of short-term marketing objectives, strategies, tools and actions. For example, exhibition at one congress, such as *Airport Cities conferences*, to promote its airport must be measured in the long term in order to benefit from the positive effects on reputation.

Source: http://2016.globalairportcities.com

2.3 The operational marketing

This third stage is focus on the operational field of the marketing and branding strategy. To help marketers to elaborate their marketing plan, they can use the TRACER Model.

2.3.1 Six steps to succeed your operational marketing

According to Wikipedia, the AIDA model is widely used in marketing and advertising to describe the steps or stages that occur from the time when a consumer first becomes aware of a product or brand through to when the consumer trials a product or makes a purchase decision. AIDA is an acronym that stands for Awareness (The consumer becomes aware of a category, product or brand (usually through advertising), Interest (The consumer becomes interested by learning about brand benefits & how the brand fits with lifestyle), Desire (The consumer develops a favorable disposition towards the brand) and Action (The consumer forms a purchase intention, shops around, engages in trial or makes a purchase). This method was created by E. St. Elmo Lewis, an American advertising and sales pioneer.

To help marketers to create their branding and marketing strategy in the field of territorial marketing, we recommend them to use the TRACER Model derived from AIDA to be adapted to the situation of place marketing. Created in 2016 by V. Gollain, TRACER is also an acronym. Each word covers a group of actions that you have to put in place to succeed. The first one, "**T**ogether", is an enabler. The 5 others are the drivers of the operational marketing strategy: **R**eputation; **A**ffinities; **C**onversion; **E**ngagement and **R**etention. Two of them represent a pull strategy and three of them a push strategy (see the following chart).
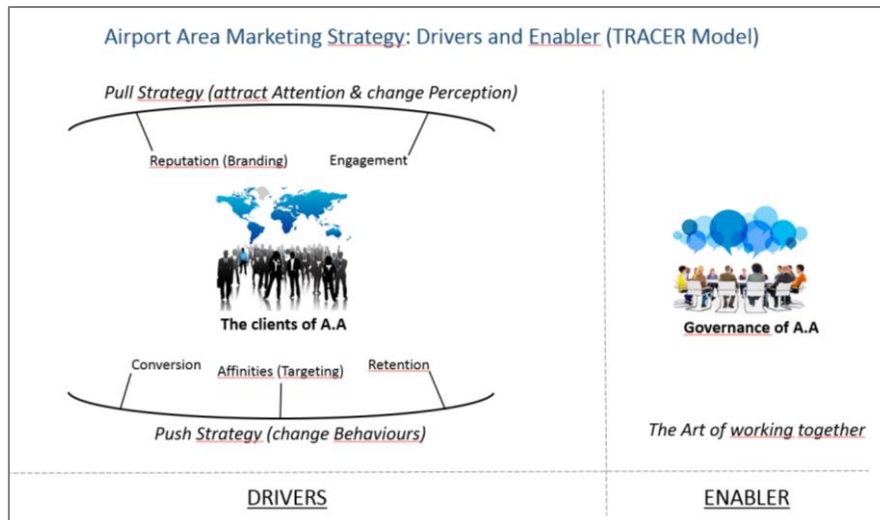
Source: Vincent Gollain, TRACER Model, 2016

2.3.2 Descriptions of operational marketing strategies of Airport Areas with the TRACER Model

Marketers are directly in contact with targeted clients through different ways such as: commercial team, Trade shows, showrooms, face to face meetings, Point of promotion, etc. The objective is quite clear: pushing out the offer of the Airport Area to the Clients to get attractiveness results. Examples of messages: "Set-up in our Airport Area because it's better than the others." (Or because it's efficient, or because this global company likes it, etc.).

In the following pages, each step of the TRACER model will be explained and illustrated by operational actions and marketing tools implemented by Airport Areas.

Together: reinforce the partnership between local actors for the marketing and branding

Governance and stakeholder alignment are among the greatest challenges to successful airport city and aerotropolis development. First of all, marketers have to create a strong partnership between the Airport Authority and the future Airport Area (or Aerotropolis Alliance). Find approaches and solutions to this complex challenge is strategic.

According to our focus groups with experts and practioners, the following actions can be implemented:

1. Create an alliance of key public and private partners. The governance of the alliance must be adapted to the local situation. In our survey, we have observed 3 categories of alliances:

    a. A global brand with local Alliance. This is the model created by FedEx for Memphis and Paris. They would like to develop this brand in Asia.

b. A local Brand such as Budapest Airport Region Cluster, Detroit region Aerotropolis, Orly Paris or Amsterdam Airport Area. In these cases, the brand is the identity of the Airport Area and also of the alliance of the different organizations engaged in. The alliance is in charge to manage the brand and to put in place the marketing plan under the "umbrella" of the brand.

c. An Alliance of local brands such as Paris with Hubstart Paris Region (created in 2009); Aerotropolis Atlanta (created in 2014) and Pudong Airport Area in Shanghai. In this case, the manager of these brands and their alliance have decided to reinforce their international competitiveness by creating an alliance of their brands. For Paris, Atlanta and Shanghai, these three brands have signed a partnership and work together to foster the international attractivity of these 3 airport areas.

We have also observed that more and more Airport Areas Brands are connected, or integrated, to the regional / City brand.

Hubstart Paris Region®, a sub-brand of the regional Brand

2. Put in place a co-construction process to work collectively on the largest possible range of topics related to the development of the Airport Area such as in Vantaa, Finland.

3. Write together the collective marketing plan of the Airport Area such as in Amsterdam or Atlanta.

<u>R</u>eputation: brand the Airport Area

Reputation (or Awareness) is key. If a territory doesn't exist in the mind of people or has a bad reputation, it's impossible to be attractive. The famous brand **I ❤ NY** illustrates the strong potential of a brand for the marketing of a city / destination. It's the same for Airport Areas. The branding is strategic to reinforce the reputation of an Airport Area.


First, marketers have to keep in mind that a logo and the wording of tag lines are not branding.

Airport Area Branding is a strategic approach. First, A.A managers need to evaluate the reputation and attributes among the competitors. For a large number of business executives, an Airport Area is a place with a strong density of infrastructures but not a strong business area. It's a gate between the city and the rest of the world. So, the first challenge of Airport Areas' managers is to change this perception by using branding. By implementing a branding strategy, the objective will be to improve the perceived image and long term reputation of the Airport Area.

At the start, the place-branding strategy was only the management of the image of an Airport Area by making a powerful storytelling.

Nowadays, Branding is more complex. Its objective is to manage the brand to reinforce the long-term value of the reputation of the Airport Area. To do this, marketers have to define and manage:

  i)   the strategy for the brand: mission and vision, values, concept, positioning, brand personality, etc.;
  ii)   the brand identity: logo & baselines, storytelling, commitment, Key messages, Communication tools, etc.;
  iii) the brand architecture: Name, type of brand, sub-brand, etc.;
  iv)   the brand development program: media, events, advertisement.
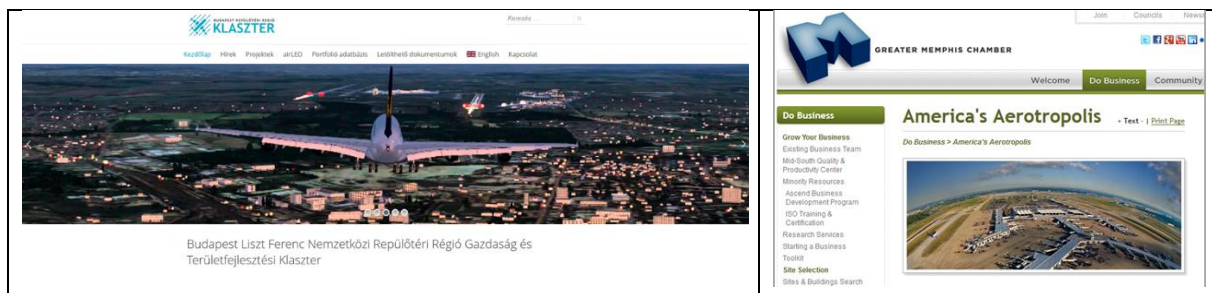
To gather the previous elements, marketers elaborate a Brand Book which summarize the Brand propositions. For *Paradux Media Group*, "a Brand Book is an integral element to a well-functioning brand. It's about articulating the elements of your brand in a concise and consistent manner. It is written for two audiences, internal stakeholders, and marketing partners. The Brand Book has some beneficial outcomes for businesses that use them"[1]. The example of Sao Paulo illustrates a well-designed Brand Book for a City-Region[2].

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[1] https://paraduxmedia.com/
[2] https://issuu.com/spturis/docs/brandbook_2015_eng_issu

Source: Sao Paulo Tourism, 2015

Affinities: sell the Airport Area to targeted prospects

Because of their amenities, Airport Areas can attract a large scope of aeronautical or non-aeronautical activities, tourists, new residents, etc. Because of this diversity of potential segments of market and the level of competition, it's very important for marketers of an Airport Area to identify and select target markets. By doing this targeting, they can concentrate their human and financial marketing resources to the targeted segments of market and better satisfy the needs and wants of people. By focusing, Airport Areas managers can also create the best environment for publics that they have targeted. Last but not least, they can specify their assets and attributes for targeted clients. For example, they can define, for each targeted segment of market, the value proposition of the Airport Area. For example, the Aero Centre (Yorkshire, UK) is home to Doncaster Sheffield Airport promoted as "*the UK's fastest growing airport outside of London*"[3].

In Airport Areas, we observe that marketers want to attract in fields that:

- They are already strong in;

- They have a reputation for excellence in;

- They have assets to facilitate the development of these publics.

The following pages will illustrate marketing targeting strategies from affinities.

As indicated in the following chart, <u>Airport Areas are concentrated a large diversity of businesses</u>: Business to Consumer activities, Business to Business activities, Business to Administration activities or Administration to Administration activities. An important component is not just focusing on the "big fish", but also looking at small to medium-sized enterprises (SMEs), so that there is an ongoing flow of

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[3] http://wearedoncaster.co.uk/developments/aero-centre-yorkshire/

attracting businesses, retaining businesses and expanding businesses within the region. As many experts said: "It is the smaller companies that have a substantial impact when you add them up".

In China, for example, the airport area facilitate the attraction of new businesses and the diversification of the economy. In Pudong, the strategy is also very clear for the Free Trade Zone dedicated to foreign investors. According to Jiewei JIANG the priority sectors for the zone are: international cargo transit, procurement and distribution, international express transit, repair and test, financing leasing, warehousing, export processing, commodity exhibition and its supporting business finance insurance and agency.

"Pudong International Airport is the air gateway to Shanghai. It is one of the 3 largest airports in China. The Pudong Airport free trade zone with a surface of 3.59km² (1.81km² inside and 1.78km² outside the airport) was established in 2009. Priority sectors for the zone are: international cargo transit, procurement and distribution, international express transit, repair and test, financing leasing, warehousing, export processing, commodity exhibition and its supporting business finance insurance and agency".
Jiewei Jiang, Deputy Director, Shanghai Free Trade Zones Administration, 2013

Manchester (Manchester Enterprise Zone, UK) and Incheon (Incheon Free Zone - Yeongjong) market their free zone with financial incentives to attract companies in different fields of activities. Manchester is targeting Advanced Manufacturing/Engineering; Aerospace; Business Services; Industrial Biotechnology and Pharmaceuticals & Healthcare in Manchester. Yeongjong, which is the

area of the IFZ along the international airport, is targeting tourism by creating a city with a Korean Family complex resort and maritime leisure facilities; international cargo; aviation industry companies with related education institutions and manufacturing laboratory facilities.

In Paris CDG Airport Area, the Hubstart Paris Region Alliance aims to attract companies to reinforce existing clusters such as executive aviation, airport services or air cargo. The alliance is also targeting business functions such as showroom, training Centres, Innovation Centres, etc.

In Memphis, FedEx, the Chamber of Commerce and the City are marketing this destination as a global logistic hub. Thanks of its infrastructures and FedEx, the city has become a magnet for businesses that thrive on time-critical transportation. From Memphis, FedEx can deliver to any North American location within 24 hours and to most major global cities within 48 hours.

In Canada, Edmonton International Leduc (EIA) Partnership have decided to attract and to market private and government investments for specific target compatible and complementary economic sectors including energy, aerospace, logistics, agri-business, perishables…

In Amsterdam, the regional marketing Agency in charge of the brand I'amsterdam promotes the region including the Amsterdam Airport Area as a destination for business activities. To help companies to set-up, they have an economic map showing the real estate opportunities (offices, business parks, logistic parks, etc.).

Source: Iamsterdam, website, January 2017

Last but not least, when completed, the Dublin Aiport City aims to be recognized as a world class economic zone for international business headquarters, targeting next generation of foreign direct investment into Ireland.

Airport Areas are also targeting Tourism activities. In general, Tourism development strategy can be built on the existing strength of the airport area in terms of already existing infrastructures. The airport is well connected to the greater region and the idea is to develop entertainment-driven tourism gateway at the airport area.

Hong Kong International Airport is an interesting example of entertainment-driven tourism development on an airport area. A wide spectrum of attractions are located around the airport: large scale entertainment center, cable car, Po Lin Monastery and Bronze Buddha statue, nature experiences, Disneyland etc.

In Memphis, the major tourist destination, with more than 600 000 visitors/year, Graceland, the home of Elvis Presley is situated only 1 mile away from Memphis International Airport. FedEx, the major company of the city, is very engaged in the marketing of this touristic destination.

The layover tourism is emerging in Airport Areas around the world. The idea is to convince the passengers to spend a night at the airport and the immediate airport area or to propose an interesting program for people spending several hours on the airport due to a long transfer. Seoul Incheon (ICN) and Narita airports are interesting examples of layover tourism, generating local employment.

Free Transit Guided Tours are offered to visit some of the most popular tourist destinations in Seoul. Several tour options are proposed, varying from 1 to 5 hours and booking is possible at any of the Transit Tour Desks located inside the airport. Each transit tour is accompanied by an English-speaking tour guide, so even those who do not speak Korean can enjoy the tours without any difficulties. Moreover, all tours are provided for free. However, tourist site admission fees and meals are excluded and must be paid individually.

Source: Visit Korea, 2017

In Los Angeles, the LA Tourism agency explains to visitors in January the "10 things to do near Los Angeles International Airport (LAX)"[4]. They propose very different subjects: to visit the Flight Path Learning Center, to discover a marina, to eat a famous hamburger, to shop not so far from the Airport, etc.


Source: Santa Monica Place Courtyard | Photo courtesy of Santa Monica Place Mall

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[4] http://www.discoverlosangeles.com/blog/10-things-do-near-los-angeles-international-airport-lax

More than 83.6 million passengers moved through Dubai International's three terminals during 2016, making it the busiest airport in the world. What's more, the yearly passenger figure is expected to hit 100 million by 2020, when the emirate is set to host the long-awaited World Expo. Since it opened in 1960, Dubai International Airport has evolved to become not just a vital airline hub, but also an experience in itself. Nowadays, even if passengers don't have time to get out and experience our city, the airport offers more than enough in the way of distraction, entertainment and indulgence to while away the hours between connecting flights. That's why the airport is promoting "five things to do"[5] during the transit of travelers:

- "Chill out in the Zen Gardens. Dubai International has its very own Zen Gardens, complete with fish ponds, trees and benches on which to settle down and pass the time with a good book or email catch-up. The gardens are the airport's very own little slice of nature, serving to up an oasis of tranquility and relaxation. The gardens are also home to a new children's area complete with play equipment, TVs screening popular children's programs, and baby changing rooms.
- Shop 'till you drop. With more than 26,000 square metres of retail space and a further 7,000 square metres to be added by the end of 2015, Dubai Duty Free is a shopping lover's paradise. Year after year it smashes records, with annual sales now totalling almost AED7 billion.
- The luxury of sleep. For those with time to kill and tiredness to alleviate, Terminal 1 has the ultimate answer: the Snoozecube. Available to rent by the hour, each of the ten Snoozecubes offers a comfortable bed, touchscreen TV, Wi-Fi, music and enough room to store carry-on luggage. And the best bit? They are completely soundproof.
- Live it up in the lounge. For those privileged (or lucky) enough to be flying first or business class, Dubai International's lounges are the only way to chill pre-flight. While the airport has its own premium areas for passengers not invited into individual airlines' lounges, for pure luxury and convenience it's impossible to beat the Emirates first- and business-class lounges, which offer direct access to the boarding gates through a private lift as well as wi-fi, showers, spa treatments, fine dining, snacks, drinks and all plenty of reading material.
- Five-star layover. Dubai International Airport even has its own five-star hotel. Without leaving the airport, check in and treat yourself to a swim, a session in the steam room or sauna, and sleep overnight in a luxuriously appointed guestroom".
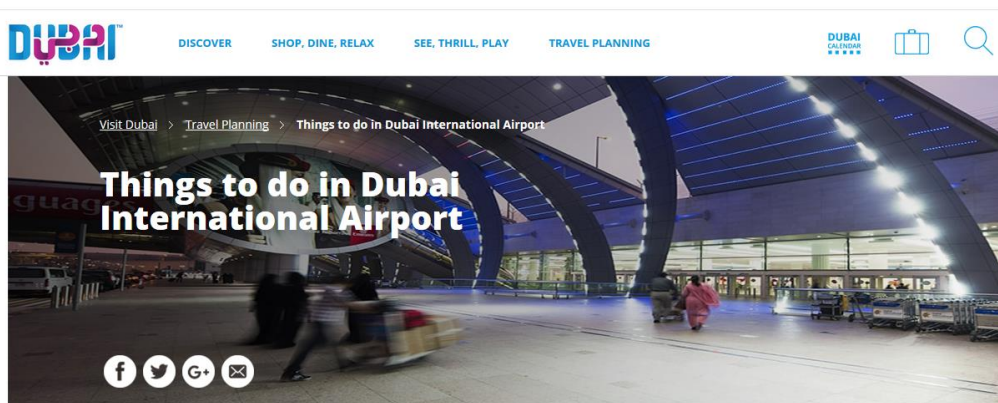
Source: Tourism Dubai, 2017

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[5] https://www.visitdubai.com/en/articles/things-to-do-in-dubai-airport

Airport Areas also target people (inhabitants, executives and employees) to increase the labor force. It's a key challenge[6] because some parts of the Airports are not places to live because of the noise and air pollution. In this context, Dallas Fort Worth International Airport Area is a key example of a successful strategy. Located at the heart of a booming Metroplex, the AA is also very dynamic. DFW's excellent connectivity has attracted many Fortune 500 headquarter offices (Exxon, ADP Marshal, Sabre etc.) in the Airport Area. Their high-qualified employees live in some of the highest income housing in the USA situated within the DFW airport area (Irving, Grapevine, Southlake…). Exxon and ADP are located in Las Colinas "edge city" in Irving. Las Colinas was a suburban business park until the recent construction of Dallas Area Regional Transit (DART) light rail which connected the DFW international airport to the CBD of Dallas as well as to Las Colinas, stimulating the urban development in the area. Las Colinas attracts thousands of people each day. The TOD (transit oriented development) brought more affordable, multi-family residential projects near the train station areas, appealing to young people, families and employees without cars.
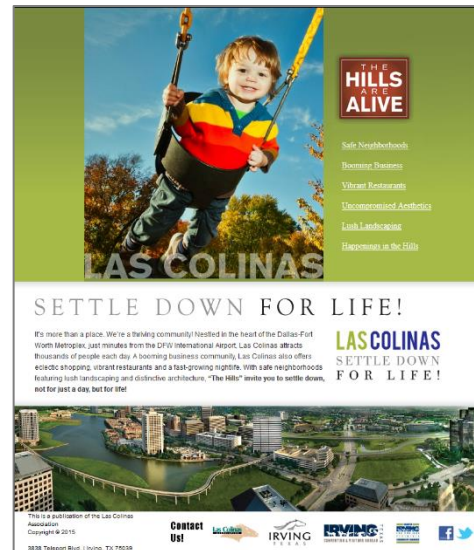
In Beijing, the Airport Area "Beijing New Aerotropolis" the total construction area for the Housing cluster represents over 1.2 million sqm on 144 hectares.

Source: Beijing New Aerotropolis, 2016

Close to Paris Charles de Gaulle Airport, the charming towns Louvres & Puiseux-en-France are developing a new eco-district for attracting new inhabitants in the Airport Area. This new destination for families and workers is promoted by Hubstart Paris Region.


The historical center of Louvres
© EPA Plaine de France

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[6] More : https://fr.slideshare.net/IAUIDF/key-factors-of-attractiveness-for-airport-areas-and-the-special-role-of-human-resources

For each market that an Airport Area has targeted, marketers have to find the offer that best meets the expectations of clients. The closer the offer is to the needs of the customers, the stronger the affinities will be. In this case, the clients become interested by learning about brand benefits & how the Airport Area fits with business lifestyle.

To convince new clients that an Airport Areas is close to their needs, local marketers create dedicated websites, marketing brochures, economic & touristic maps, flyers, etc. By doing this, they want to identify prospects.

An example of dedicated website: Manchester
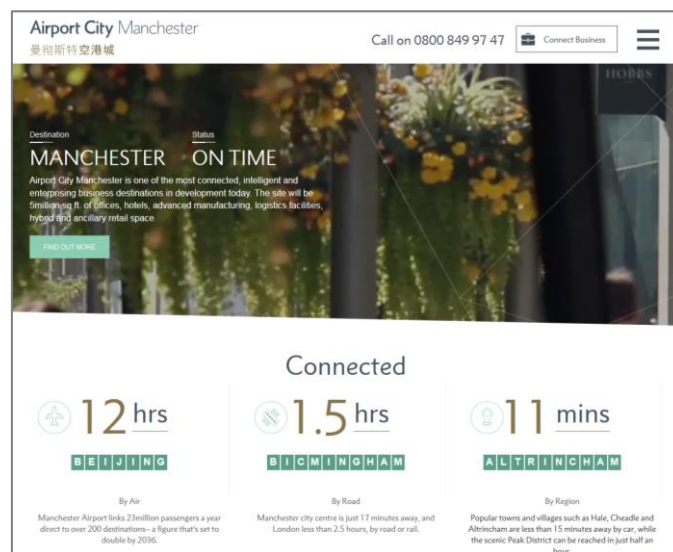
Source: Airport City Manchester, April 2017

Conversion: turn prospects into clients

A prospect develops a favorable disposition towards the Airport Area. Marketers have to convert prospects into Client. A Client is someone who has already done something good for you (set-up a company, buy a services, book a room in a hotel of the Airport Area, etc.).

Airport Areas have to create a commercial funnel of conversion to transform their prospects into new businesses / clients. To succeed, they need to invest in commercial activities such as:

- A dedicated team in charge to help companies to set-up by providing tailored services
- A territorial Show-room such as the Georgia Ressources Center, The Hubstart Center,
- A business Incubator such as the Agrivalue Processing Business Incubator (APBI) near Edmonton International Airport (Alberta, Canada),

- The use of collective booths in trade fairs
- Bootcamps such as Aviapolis City Bootcamp (Vantaa / Helsinki);
- Welcome packages
- Etc.

Hubstart Paris Region®, has thus created a dedicated facility to encourage new businesses to set-up in the Airport Area of Paris Charles de Gaulle: the Hubstart Center. The site, located in the heart of the Airport City, facilitates the reception of delegations by and for its partners, as well as hosting projects, entrepreneurs and companies in a dedicated building.
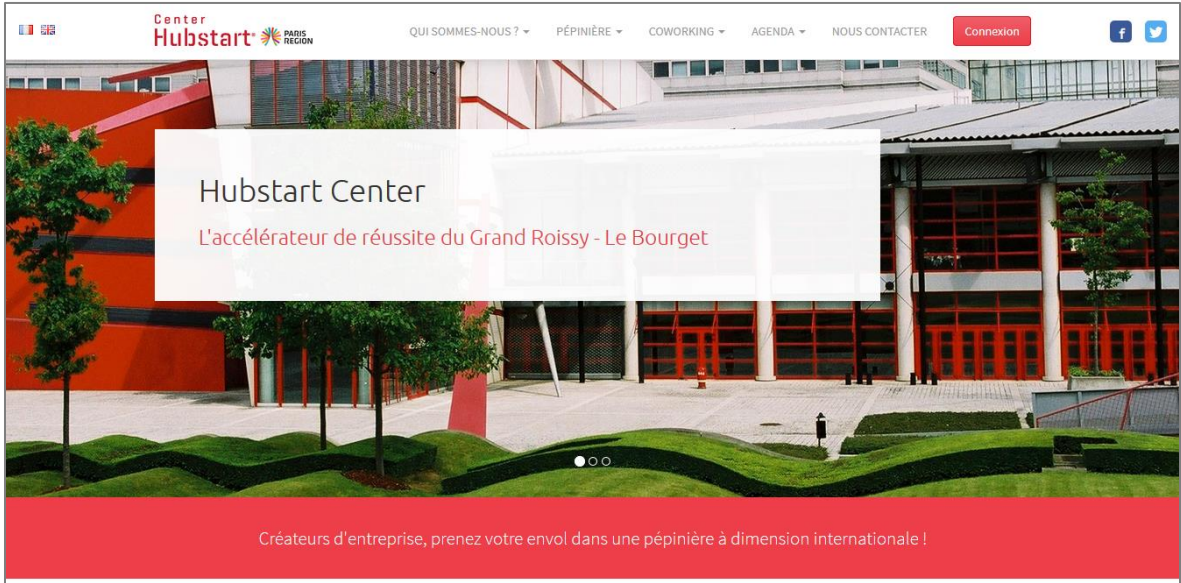
Engagement: mobilize the Community for your benefits

Airport Areas managers have to engage their communities and influencers in their strategy. More and more marketers are using the social medias to disseminate a positive image (word-of-mouth communication). Airport Areas marketers can also create a Club of Brand ambassadors. By providing information, data, pictures, etc. to these qualified people, they can disseminate a positive image of their Airport Area through a network of qualified and influenced professionals.

Sometimes, Airports try to involve local inhabitants and visitors too, such as in Vienna where the airport authority offers a view behind the scenes with its Visitor Terrace, in the VISITAIR Centre and on a tour of the apron, the VISITAIR Tour[7].

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[7] http://www.viennaairport.com/en/passengers/airport/visitair_centre_-_the_visitor_centre

Source: Vienna international Airport, website, 2017

Retention: Work to anchor and develop existing companies

Put in place a Business retention and Expansion strategy is also important especially during crisis. The Business Retention and Attraction Program is a multifaceted approach that has been designed to preserve and enhance the Airport Area's business environment. They appreciate the businesses as corporate residents with long-term investments.

Business retention and expansion is the activity that a selling organization of an Airport Area undertakes in order to reduce loss of private sector businesses. Successful business retention and expansion starts with the first contact an organization has with a private sector business and continues throughout the entire lifetime of a relationship. An Airport Area ability to attract and retain new businesses is not only related to its assets, but strongly related to the way it services its existing private sector businesses and the reputation it creates within and across the Airport Area"

Some examples:

- maintain and enhance the positive pro-business approach of Airport Areas staffs as they assist both current businesses and businesses seeking to relocate;
- enhance communication with the business community regarding areas of interest and concern to their ongoing operations. The creation of a club of local existing companies is a best Practice such as *Roissy Entreprises* in Paris CDG AA;
- use new technology to increase visitors' experience. The travel and tourism industry, over the past couple of years has made significant strides to adopt new and innovative technologies like NFC, QR codes, sensors (such as iBeacon technology) and Augmented Reality among many others. Such connected technologies are helping reshape visitor experiences at airports and in Airport Areas as well. For example, the beacon-enabled app at Miami International Airport is helping improve passenger experiences by providing passengers with personalized updates, directions and tips based on their location and needs at the airport. For Airport Areas, tourists can be alerted about information on the history of the area, transportation schedules, weather updates and public services in multiple languages, and at relevant times during the day.

Miami international Airport Source: ttoscandinavia.com	Nice Côte d'Azur international Airport	Hubstart App Source : hubstart Paris Region

- assist and encourage the relocation of strong positive new businesses and retain existing businesses;
- help companies of the Airport Area to hire people such as *Orly Paris* in France;
- assist businesses in efforts to influence legislation and other factors to make the Airport Area more attractive place to do business;
- strengthen the competitive economic environment by developing programs and providing financial assistance for new construction and rehabilitation of a range of housing opportunities in the Airport Area.

Source: Orly International, 2016

Source: Aviapolis, 2017

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