

Organization: Mineta San José International Airport
Period: 2010
Date: February 4, 2010

Marketing Objective: Effectively take advantage of the unique opportunity presented by the completion of the New Airport to bring more flights to San José by strengthening industry and public awareness of The New Airport for Silicon Valley, increasing community and business direct engagement to support air service development, and assisting customers during construction and transition to new facilities.



Marketing & Communications Plan Overview

Overarching Marketing Strategy:

With the completion of the first modern airport built in and for the 21st Century, San José and Silicon Valley have a once-in-a-lifetime opportunity to create and burnish the reputation of the City, the region, and the Airport for innovation, technology, efficiency, and customer service. Mineta San José International Airport (SJC) is now a proud and beautiful global gateway to the world's center of technology innovation, and we must use this unique opportunity to communicate local, national, and industry audiences about the competitive advantages of increasing air service at SJC.

Target Audiences:

- Airlines (current and potential). Executives and route planning management. See Attachment E and Attachment F for additional information regarding airline audiences.
- Silicon Valley business organizations, corporate leaders, corporate travel managers who can help make the business case to airlines for adding air service to SJC and have an interest in the economic development benefits of the Airport.
- Silicon Valley travel, meeting, and hospitality industry. These include hotels, attractions, travel agencies, etc., that have a common interest in supporting travel in this region.
- SJC passengers, including business and leisure travelers, who are familiar with travel and the Airport.
- Silicon Valley residents and businesses who might be interested in traveling and the economic development impact from the Airport.

- Aviation and airport industries, which include a wide range of subsets such as business development, concessions management, security, planning and construction, operations, general aviation, and policy matters.

How Will You Reach Your Target Audiences?

A flexible combination of news media relations, direct email distribution, web presence, potential use of social media and word of mouth, local advertising, community engagement, in-reach meetings, and face-to-face outreach will carry coordinated messages about the advantages of flying from SJC as a result of the completion of The New Airport for Silicon Valley.

Challenges

Although the upcoming period is a critically important opportunity for telling the Airport's story and attracting more air service and passengers that are essential to the long-term financial outlook of the Airport, the Airport itself is seriously constrained by current reductions in resources and staff that limit its ability to carry out a full range of marketing and communications activities.

Overall Goals of Your Marketing Efforts: (include metrics)

- 1) Minimize customer questions, concerns, and complaints during the final construction and facility activation phases of the modernization project.
 - Complaint logs in Airport Customer Services Unit track customer issues and trends.
 - Monitoring of social media, travel, and customer blogs regarding the Airport.
- 2) Establish new reputation for the Airport as an efficient, convenient, and competitive airport for carriers and for Silicon Valley businesses and residents.
 - The City's community survey report in January provides a public opinion benchmark to chart future trends.
- 3) Engage Silicon Valley community and business leadership and organizations to actively support Airport efforts to obtain more air service for San José.
 - Retention of current carriers and flights, and new flights and frequencies added in coming two years.
- 4) Support airline launches of new service at SJC through collaborative marketing and the Airport incentive program.
 - Successful new flights that have load factors and yield (seats sold and net revenue) that will lead to retention and expansion of service.

Core Strategies, Target Audiences, Tactics & Performance Measures

In addition to overview provided above, please provide additional details on your core strategies, including the specific sub-audiences targeted, tactics being employed and quantifiable benchmarks used to measure success

Core Strategy #1: Ensure that the customer experience at SJC is positive as new features are opened during the final stages of construction because of better facilities and amenities and through proactive communications in concert with airline partners.

<p>Specific Target Audience(s):</p>	<ul style="list-style-type: none"> ▪ Current airline passengers ▪ Community and business organizations and leadership ▪ Travel and hospitality industry ▪ Future business travelers ▪ Future leisure passengers
<p>Key Tactics & Deliverables:</p>	<ul style="list-style-type: none"> ▪ Airline “e-fliers” keyed to service transitions and project milestones. ▪ Airport email distribution of Construction Updates to mailing list (approx 5000 representing traveling public, neighbors, news media, officials, and interested individuals) ▪ News media releases to community, regional, and national and trade media as appropriate. ▪ Website information and postings. ▪ Airport signage for customers. ▪ Print and on-line advertising, approximately monthly placements through to the opening of Terminal B in June, mostly in SJMN. ▪ Monitor travel blogs and social media postings by passengers, Google Alerts, Yelp, Airliners.net, etc. for customer reactions and to shape additional informational approaches.
<p>Performance Measures:</p>	<ul style="list-style-type: none"> ▪ Continue current low level of customer complaints and questions regarding construction, transitions, and interim arrangements

Core Strategy #2: Use the unique opportunity of the ahead-of-schedule and under-budget completion of comprehensive \$1.3 billion modernization program to generate positive news attention; enhance airline, customer, community, and industry awareness; and lever business and community attention to foster demand for additional air service.

<p>Specific Target Audience(s):</p>	<ul style="list-style-type: none"> ▪ Community and business organizations ▪ Travel and hospitality industry ▪ General community ▪ Aviation industry
<p>Key Tactics & Deliverables:</p>	<ul style="list-style-type: none"> ▪ News media stories and trade press features regarding construction progress, achievements, innovations, such as technology use, Green accomplishments. ▪ Encourage contractor and vendor marketing-communications resources to create successful product and project case histories that are distributed or placed by contractors and vendors in trade press, marketing communications, and trade events. ▪ Develop series of Grand Opening celebrations in June targeted at general community, business and community leadership, aviation industry, and carriers. ▪ Host series of “business in-reach” meetings for local business and travel organizations prior to project completion to provide face-to-face familiarity with the new airport and its advantages. ▪ Seek opportunities to apply for design and project awards programs. ▪ Print and on-line advertising (referenced in Core Strategy #1). ▪ Mercury News advertising supplement keyed to Grand Opening that will be distributed as part of the Community Open House.
<p>Performance Measures:</p>	<ul style="list-style-type: none"> ▪ Trade and general news media pick-up ▪ Meeting feedback

Core Strategy #3: Collaborate with airlines launching new service to lever resources that help to achieve market success for new flights.

<p>Specific Target Audience(s):</p>	<ul style="list-style-type: none"> ▪ Passengers (current and potential) ▪ Carriers
<p>Key Tactics & Deliverables:</p>	<ul style="list-style-type: none"> ▪ Launch events as appropriate (e.g., Horizon’s Mammoth Mountain launch in December, Alaska’s Maui/Kona launch in March, jetBlue Boston launch in May). ▪ Collaborative advertising led by carriers. Airport will commit approx \$30,000 for supplemental advertising resources for new destination launch. ▪ News media relations for community, aviation, and travel media. ▪ Additional tactics appropriate for specific destinations in cooperation with carriers.
<p>Performance Measures:</p>	<ul style="list-style-type: none"> ▪ New flights to existing destinations ▪ New destinations from current carriers ▪ New carriers coming to SJC ▪ Sustainable load factors for new flights (how many seats are sold)

Attachment A

TAIP Customer Service Communications Milestones

Specific advertising and other communications methods will be centered on these upcoming milestones to help passengers with the transitions to new Airport facilities and construction impacts during the final months leading up to the opening of Terminal B in June.

2009

November	Terminal A Checkpoint Opens Thanksgiving Holiday Advisory
December	Carrier Relocations (from Terminal C to Terminal A) Holiday Travel Advisory

2010

February	Terminal B Baggage Claim Opens for Terminal C Carriers Demolition of Terminal C Baggage Claim Building Begins
March	Roadwork by Terminal C Begins (series of lane shifts) Relocation of Frontier Airlines from Terminal C to Terminal A
April	Continuing Terminal C Roadwork Interim Skyport Connector Removed from Service More New Terminal A Concessions Open
May	Completion of Roadwork
June	Consolidated Rental Car Center Opens Terminal B Grand Opening Celebration Week Ribbon Cutting and Community Open House (June 26-27) Carrier Moves (From Terminal C to either Terminal B or Terminal A) Terminal B First Day of Service (June 30)
July/August	Demolition of Terminal C
Fall/Winter	Construction of surface parking for Terminal B
2011	Completion of Terminal Area Improvement Plan

Attachment B

Airport “Business In-Reach” Meetings

From now through the opening of Terminal B in June, the Airport will be hosting a series of business meetings at the Airport. The purpose of these meetings is to introduce the New Airport to these organizations, provide participants with a tour of the opened facilities, present an overview of the opportunities and challenges facing the Airport, and seek support in community efforts to obtain new air service. These events are taking advantage of the regular meeting schedules for the various groups. Additional meetings may be scheduled as opportunities are identified and schedule and staffing resources are available.

2009

December 3 Silicon Valley Leadership Group Working Council

2010

January 14 Silicon Valley Business Travel Association

January 28 Commonwealth Business Travel Group (national association of major independent travel agencies)

February 2 San José/Silicon Valley Chamber of Commerce Ambassadors

February 12 San José Downtown Association Board of Directors

February 24 San José/Silicon Valley Chamber of Commerce
“Today’s Young Professionals”

March 18 Zero-One 2010 Launch Reception

March 25 San José/Silicon Valley Chamber of Commerce Board of Directors

March 3 Joint Reception: American Society of Travel Agents (Northern California), Skål San José, Pacific American Travel Association, San José Travel Professionals, Monterey Bay Travellerians

April (TBD) San José Convention and Visitor Bureau/
Team San José Board of Directors

June 4 San José Vision Committee

June 8 US Green Building Council Northern California

Attachment C

Terminal B Grand Opening Celebrations

The goals of the Grand Opening events are:

- Celebrate the on-time, on-budget completion of a major, complex public works construction program that benefits the region.
- Ensure that the community is welcomed to enjoy the results of a successful construction program and a revitalized community asset.
- Strengthen the reputation of the City, the Airport, and its contractors for innovation, quality, customer service, and efficiency that have delivered the new airport as promised.
- Generate opportunities to effectively market San José and the new airport to the public, airlines, and passengers that can lead to new service and flights.
- Develop partnerships, sponsorships and resources that minimize the public costs of Grand Opening events.

June 23 Airport, City, and Contractor Staff Celebration

Wednesday Informal luncheon to celebrate staff and contractor contribution to the project would include a program and a sit-down lunch.

June 24 VIP Reception for Community and Business Leaders

Thursday Invitation-only event with a program, entertainment, and meal. Costs will be underwritten through business sponsorships.

June 25 San Jose Business Journal Annual “Structures” Luncheon

Friday Sponsored by the Business Journal, this would be held in the new facilities and feature a business-oriented program

June 26-27 Public Ribbon Cutting and Community Open House

A two-day Community Open House will open with formal ribbon-cutting ceremony Saturday morning. Airport restaurants and shops will be open for business and encouraged offer samples. Airport is working with TSA to make arrangements for the public to go through security screening.

June 30 First Day of Service

Wednesday The actual first day of operations would be marked with activities involving news media, first passengers, and celebrations.

July-Dec Post-Opening Activities and Opportunities

Develop other opportunities for community, news media, or business occasions to celebrate the opening or to promote the Airport after the opening. These would be contingent on schedule and resource constraints.

Attachment D

New Air Service Launch Support

Alaska Airlines and Horizon Air are initiating service to new destinations in the coming months. Under the terms of the City/Airport air service incentive program, the Airport will work with carriers to develop and support collaborative marketing and launch events for new routes to unserved and underserved cities.

Airport marketing support activities include providing supplemental resources for airlines' collaborative advertising, coordinating "earned" news media opportunities with launch events, and assisting carriers with customer and business outreach.

Currently announced new flights in the next several months now include:

- Horizon Air:** SJC to Mammoth Mountain (seasonal): First Flight December 17, 2009
(seasonal until April 11)
SJC to Spokane: First flight March 26
SJC to Sacramento: Second daily flight March 26
- Alaska Airlines:** SJC to Maui: First Flight March 11
SJC to Kona: First Flight March 12
SJC to Austin: Second daily flight March 14
- JetBlue:** SJC to Boston: First Flight May 13

Attachment E

SJC Airline Relationships

SJC has multiple relationships with airlines. These include:

- **Station management.** Day-to-day operational relationship at the airport itself for managing facilities and security, passengers and baggage, gates and counters, and local schedules. Airline station managers are a critical element for customer service at the Airport.

Key messages: Local efficiency, cost savings, productivity, customer service, partnership.

Key channels: Airport internal and operations communications; project coordination; customer service bulletins.

- **Sales and marketing.** Depending on the level of activity and interest among individual airlines, the Airport works with their respective corporate sales teams to plan and coordinate launch activities as well as collaborative marketing when called for under the Airport's air service incentive programs.

Key messages: Silicon Valley economy and demographics, market advantages, marketing opportunities.

Key channels: Launch events, collaborative advertising, business travel organizations, Silicon Valley business outreach and in-reach; industry trade press.

- **Corporate properties management.** This represents the principal business relationship between airlines and the Airport. Through the Airline-Airport Affairs Committee (AAAC), properties managers review the Airport's budgets, capital planning and projects, rates and charges, and lease agreements. This group does not handle decisions about routes.

Key messages: Competitiveness with other airports, efficiency, cost savings, partnership.

Key channels: Airport internal and administrative communications and coordination; AAAC meetings; industry trade press.

Attachment E: SJC Airline Relationships

- **Corporate route planners.** Airlines are continuously analyzing and evaluating routes and markets, and they make decisions on routes based on many factors. These include customer markets; competition and market share; availability of aircraft; route “yields” based on fares, loads, and costs; and costs at specific airports.

Key messages: Silicon Valley economy, demographics, market advantages and marketing opportunities, business travel, customer base.

Key channels: Direct Airport communications and visits; community and business direct communications; industry trade press.

- **Airline corporate executives.** Corporate strategy about product and position are determined at airline headquarters. The Airport’s relationship with the top-level executives varies with carriers. This is where Silicon Valley business leadership can be effective to voice their desire for more air service.

Key messages: Silicon Valley economy, demographics, market advantages and marketing opportunities, business travel, customer base.

Key channels: Direct Airport communications and visits; community and business leadership direct communications; industry trade press.

Attachment F

Matrix of Airlines and Desired Domestic Routes for SJC

<u>Desired Routes</u>	<u>Target Airlines</u>
Atlanta	Delta
Baltimore	Southwest
Boston	jetBlue
Chicago	American, United, Southwest
Dallas	American
Houston	Continental
Minneapolis	Delta
New York (JFK)	jetBlue, American, Delta, United
New York (EWR)	Continental
Washington, D.C.	United

<u>Target Airlines</u>	<u>Routes Wish List</u>
American	Chicago, Dallas, New York (JFK)
Continental	Houston, New York (EWR)
Delta	Atlanta, Minneapolis, New York (JFK)
jetBlue	Boston, New York (JFK)
Southwest	Chicago
United	New York (JFK), Washington, D.C.

Contacts:

American Airlines: Randy Essell, Managing Director Capacity Planning. randy.essell@aa.com
Recent meetings focused on more flights to Dallas and Chicago and new flights to New York. (JFK).

Continental Airlines: Jim Ferea, Director Domestic Planning/Scheduling. jferea@coair.com
Recent meetings focused on more Houston flights and restoration of New York (EWR).

Southwest Airlines: Brook Sorem, Director Capacity Planning. brook.sorem@wnco.com
Recent meetings focused on more flights to Chicago and nonstops to Baltimore and Nashville.

United Airlines: Mathew Friebe, Managing Director – North America Planning. mathew.friebe@united.com
Recent meetings focused on resumption of flights to Chicago and Washington Dulles.

Alaska/Horizon Airlines: Ben Munson, Sr. Analyst Network Planning. ben.munson@alaskaair.com
Recent meetings focused on Vancouver, Cabo San Luca, Puerto Vallarta, Tucson, and Palm Springs.

Delta Airlines: Karen Taylor, Director Domestic Network Planning. karen.r.zachary@delta.com
Recent meetings focus on added flights to Atlanta and Minneapolis, also SJC-JFK.

JetBlue Airways: Matthew Urbanek, Sr. Analyst, Network Planning. matthew.urbanek@jetblue.com
Recent meetings focused on more flights to New York (JFK) and Boston.