

Redmond Municipal Airport Marketing Assets Report

Winter 2015 • Business

Elizabeth Hjelm • Senior Instructor • Lundquist College of Business

Acknowledgements

This report was made possible with the immense support, feedback, and direction from the following City of Redmond staff:

Heather Richards, Community Development Director, City of Redmond

Heather Cassaro, Communications Manager, City of Redmond

Zachary Bass, Business Manager, City of Redmond Municipal Airport

Nettice Honn, Aviation Program Manager, City of Redmond Municipal Airport

About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

SCI Directors and Staff

Marc Schlossberg, SCI Co-Director, and Associate Professor of Planning, Public Policy, and Management, University of Oregon

Nico Larco, SCI Co-Director, and Associate Professor of Architecture, University of Oregon

Megan Banks, SCYP Program Manager, University of Oregon



About Redmond, Oregon

Redmond, located in Deschutes County on the eastern side of Oregon's Cascade Range, has a population of 27,427 and is one of Oregon's fastest growing cities. The City's administration consists of an elected mayor and city council who appoint a City Manager. A number of Citizen Advisory Groups advise the City Manager, mayor, and city council.

From its inception, Redmond has had its eyes set firmly on the future. Redmond was initially founded in 1905 in anticipation of a canal irrigation project and proposed railway line. Redmond is on the western side of the High Desert Plateau and on the eastern edge of the Cascade mountain range. Redmond lies in the geographic heart of Oregon. Redmond focuses on its natural beauty, reveling in the outdoor recreational opportunities (camping, hiking, skiing) offered by the Cascade mountain range, four seasons climate, and 300+ days of sunshine annually.

Redmond has been focused on innovative, sustainable growth and revitalization while preserving the city's unique history and culture. In 1995, the City of Redmond began to make critical investments in revitalizing its downtown core. The initial phase of renovations strove to balance growth, livability and historic preservation by rerouting Oregon State Highway 97, improving critical infrastructure, and improving the facades of over 100 buildings in the historic center. The City of Redmond has worked with local businesses to revitalize retail, job creation and housing. To facilitate private sector buy-in, Redmond offers innovative incentive programs such as the Façade Rehabilitation and Reimbursement Grant and the "Downtown Jumpstart" loan competition, as well as Design Assistance.

Often referred to as "The Hub" of Central Oregon, Redmond is situated at the crossroads of US Highway 97 and US Highway 126. It is served by the Burlington Northern Santa Fe Railway, Cascades East Transit Regional Public Transportation Service, as well as a state of the art regional airport served by multiple commercial airlines and FedEx and UPS. In addition to its geographic location, Redmond is viewed as central to business growth in the region. In 2014, Central Oregon Community College opened a 34,300 square foot Technology Education Center to recruit new businesses and expand existing businesses in Central Oregon. Above all, Redmond prides itself on being a family-friendly city which was the motivation for the work presented in this report.



Course Participants

Beth Hjelm, Senior Instructor

Lian Bossert, Undergraduate Business Administration

Shannon Emmerson, Undergraduate Accounting

Mike Holland, Undergraduate Business Administration

Emily Martin, Undergraduate Business Administration

Katie Wight, Undergraduate Business Administration



Roberts Field Municipal Airport
Redmond, Oregon

Media Kit 2016

Why Roberts Field?

Roberts Field functions as the Municipal Airport for Redmond, OR, servicing the residents of Central Oregon. Roberts Field benefits from high tourism year-round in Central Oregon. Central Oregon includes Crook, Deschutes, and Jefferson Counties. Deschutes County was the **7th fastest growing county** in the U.S. in 2015 and the city of Bend grew 47% between 2000 - 2010

Roberts Field services **47,227 passengers monthly** with 14 flights operating out of the airport daily. Currently, RDM has four air carriers: Alaska, American, Delta, and United. RDM also serves air cargo and general aviation traffic, including corporate and business travel using charter planes.



Traveler Demographics & Statistics

236K

Enplanements Annually

(2015)

1

Reason for travel

Tourism

60%

Tri-County Population

Ages 18 - 64

79%

Tri-County Race

White



Airline Destinations and Cities

15 Daily Flights



4

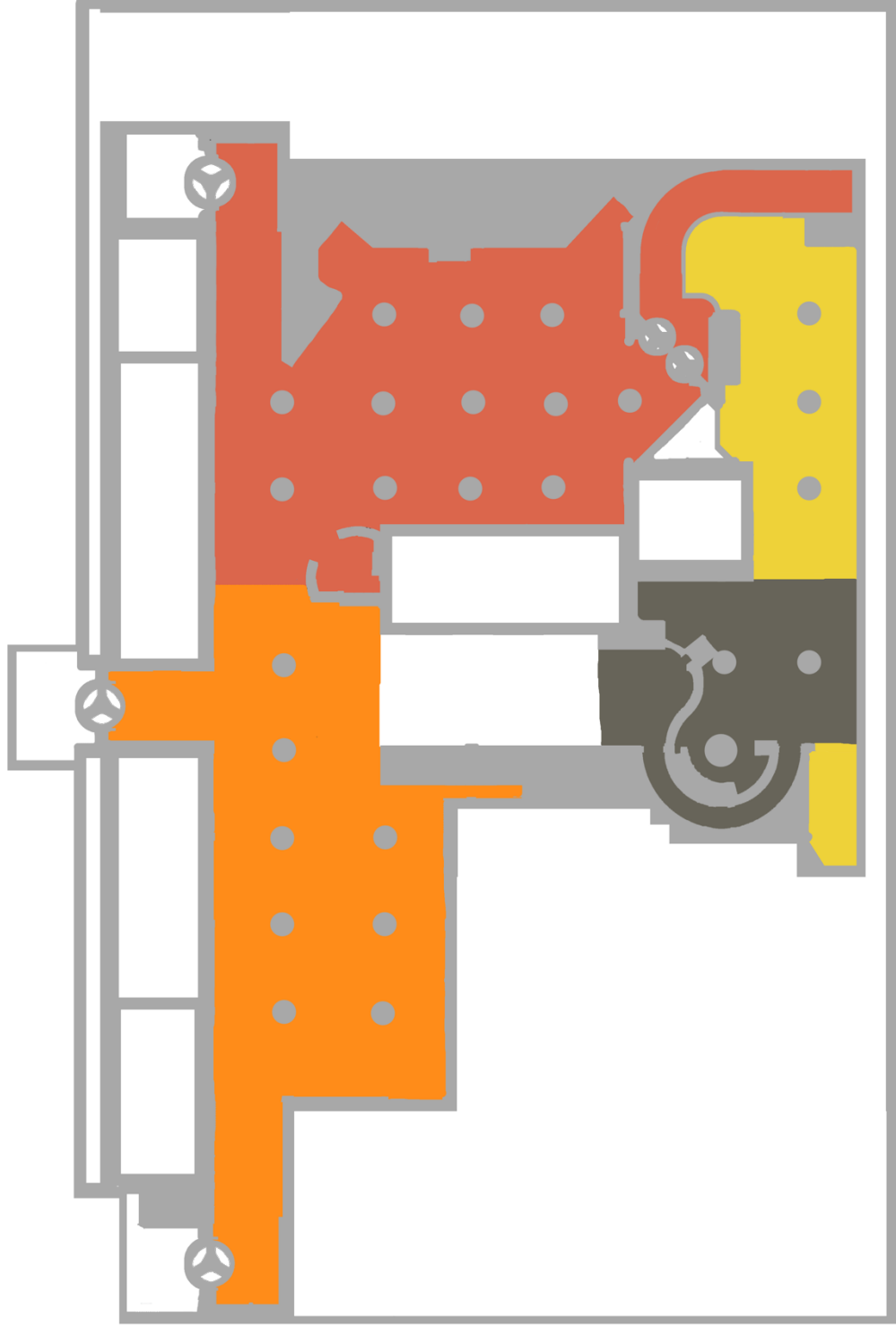
Air Carriers



6 Major Cities



Map of Roberts Field Municipal Airport



- Zone A
- Zone B
- Zone C
- Zone D
- Zone E

Zone A Zone B Zone C Zone D Zone E

Backlit Signage

A backlit sign is a great way to capture traveler's attention and increase awareness for your company with a guarantee to be read by the travelers waiting for their luggage.

Zone E

Large Backlit Signage – 24" x 46" (14 Available)



Digital Displays

As people pass the entry area of the airport, a loop of advertisements will captivate travelers attention as they look around. A 10 second loop of several advertisements give advertisers a variety of options to engage travelers.

Zone E

Digital Display – 36” Platform TVs (16 Available)



Wall Space

Roberts Field Municipal Airport has a variety of wall space throughout the airport where advertisers could capture traveler's attention. Be creative!

Zone B

Wall Space – 60" x 80"
(4 available)

Zone C

Wall Space
Above Security – 60" x 80"
(1 available)
Above Gate E – 80" x 80"
(1 available)
Above Gate A – D – 36" x
80" (1 available)

Stair Case Area – Ask for details

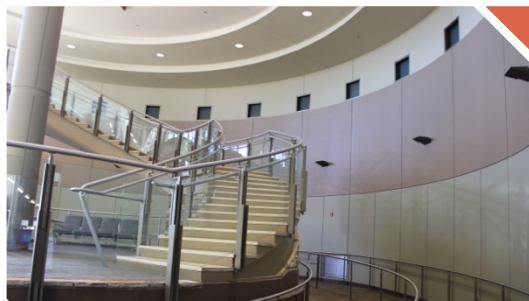
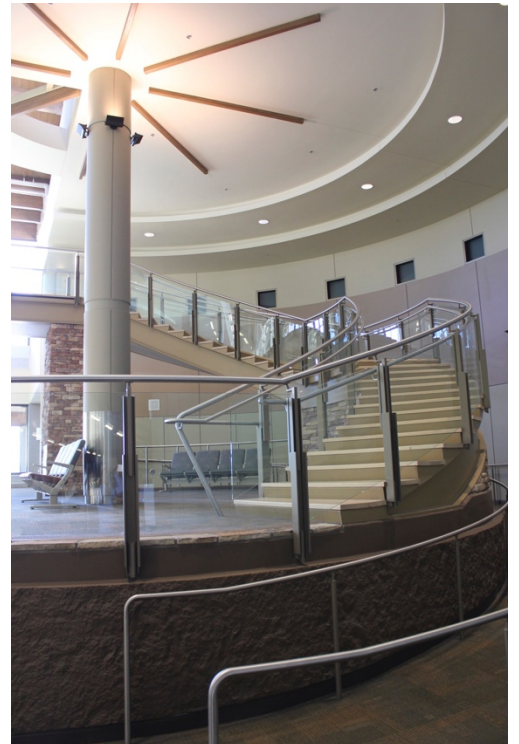
Zone D

Wall Space – 12" x 36"
(5 available)

Zone E

Walkway Wall Space – Ask
for details





Free Standing Displays & Pole Cover/Wraps

Free Standing Displays and Pole Covers are a great way to capture the attention of passengers when walking through the airport, with various locations to choose from.

Zone B, C, D, E

Main Pole – Ask for details (1 available in Zone C)

Free Standing – 24" x 96" (6 available in Zone C, D, E)

Pole – Ask for details

(8 available in Zone B, 3 in Zone D, 12 in Zone E)



Additional Advertising Opportunities

Other than the opportunities above, these are unusual places where passengers will look twice when they are looking around.

Zone A

Pole Banner (12 available)
16" x 60"



Zone E

Walkway Wall Space
Ask about size, and possibilities

Contact Us

Any questions about advertising in the Roberts Field Municipal Airport please contact Zach Bass.

Zach Bass

Airport Director

541-504-3499

RDM@flyrdm.com

Tammy Rohach

Office Assistant

541-504-3497



Roberts Field: Advertising & Asset Mix

L. Bossert, S. Emmerson, M. Holland, E. Martin, K. Wight
BA 453H | University of Oregon | Winter 2016



Overview

- Project Objectives and Approach
 - Roberts Field at a Glance
 - Current Advertising Assets & Utilization
 - Comparable Airports & Industry Analysis
 - Suggestions for Asset Use
 - Rate Card
 - Action Plan



GOAL: Increase annual advertising revenue



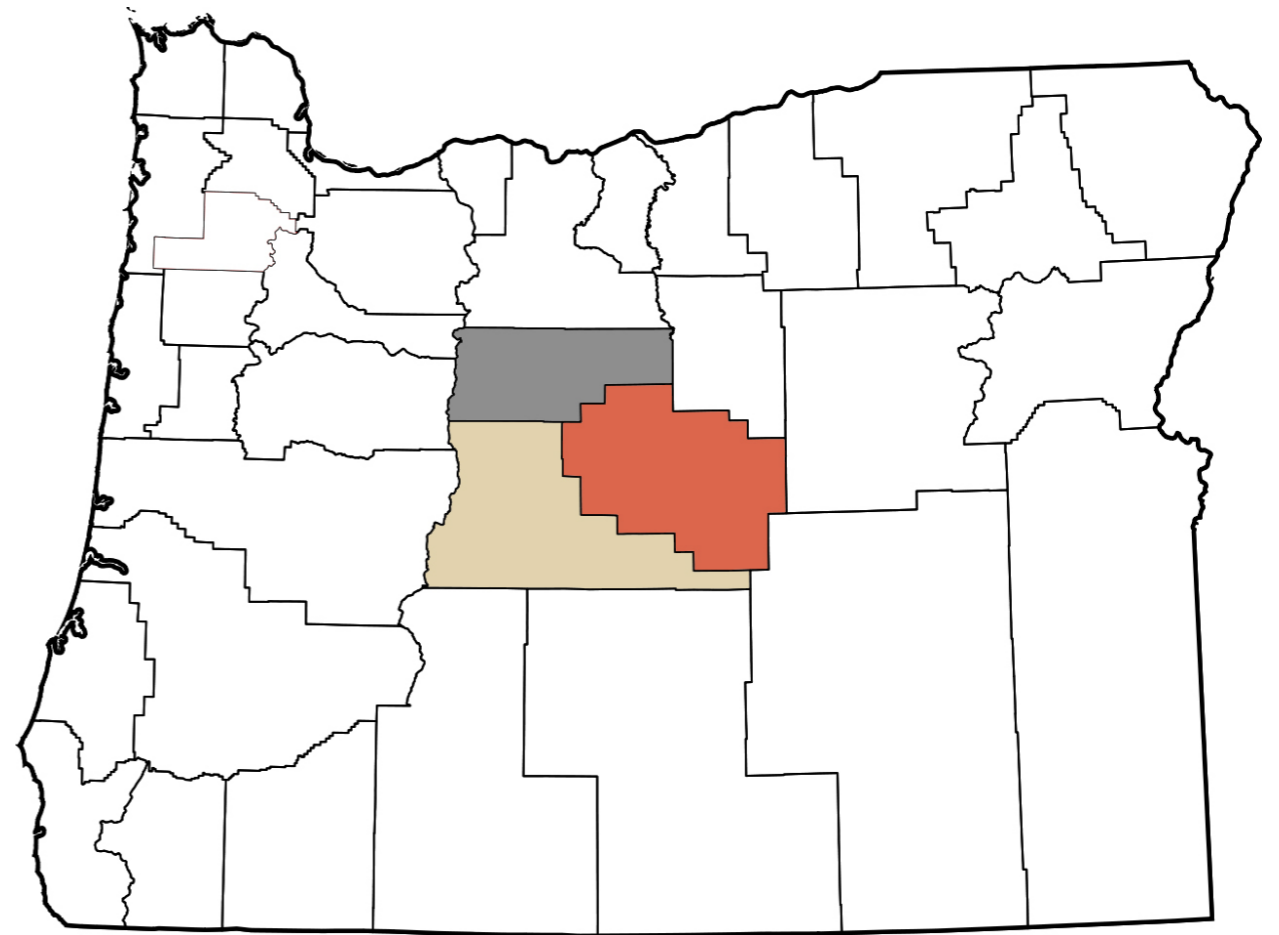
Project Objectives & Approach

- New ad methods, new signage
new sponsorship tactics



Project Objectives & Approach

- New ad methods, new signage
new sponsorship tactics
- Passenger demographic
assumptions



Project Objectives & Approach

- New ad methods, new signage
new sponsorship tactics
- Passenger demographic
assumptions
- Primary & secondary research



Project Objectives & Approach

- New ad methods, new signage
new sponsorship tactics
- Passenger demographic
assumptions
- Primary & secondary research
- Rate card



Roberts Field at a Glance




DISABLED
PICK UP & DROP OFF
ONLY
Absolutely
NO Waiting
NO Unattended
Vehicles
\$50.00 Fine
Tow Away Zone

Roberts Field at a Glance

- 236,000 annual enplanements (~47,200 monthly)
- 15 daily flights
- Low wait time



Annual Increase in Passenger Traffic

2013-14

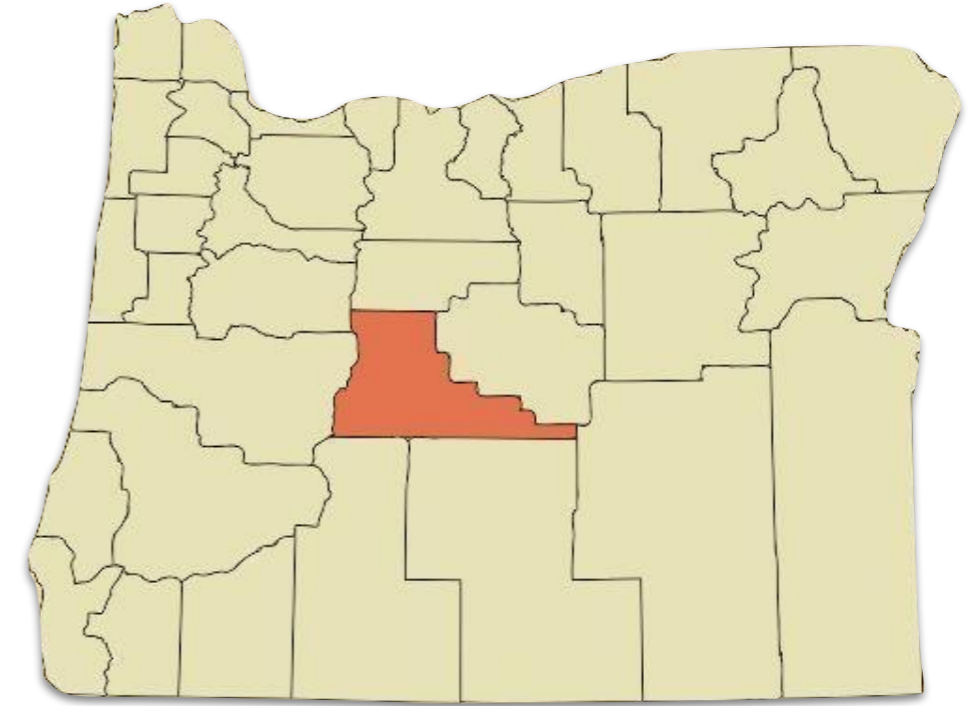
- 6.87% increase in passenger traffic
- Record number passengers served (524,338)

More flights & passengers...
Opportunity for more revenue!



Growth of Deschutes County

- 35% in 2000-2010
- projected 24% in 2010-2020
- projected 23% in 2020-2030



Current Advertising Assets & Utilization



Current Advertising Assets & Utilization

Three types of advertising options:

1. Backlit displays / rotating television advertisements
2. Dioramas
3. Sponsored brochure racks



Current Advertising Assets & Utilization

Backlit displays / rotating television advertisements

- Transitioning to 100% TV ads
- Significant interest from advertisers
- Easy to add, change, and discontinue ads



Current Advertising Assets & Utilization

Dioramas

- Largest revenue source
- Seemingly out-of-place in baggage area
- Underpriced given traffic and size of installation



Current Advertising Assets & Utilization

Sponsored Brochure Racks

- Many customers, little revenue



Current Advertising Assets & Utilization

Restrained pricing structure...

Revenue from each ad type is limited

\$\$\$\$\$\$ \$



Weaknesses & Opportunitites



- Underutilized space



Weaknesses & Opportunitites

- Underutilized space
- Aesthetic and theme of airport



Weaknesses of Current Strategies

- Ineffective pricing structure



Weaknesses of Current Strategies

- Ineffective pricing structure
- No use of agency representation for advertising



Weaknesses of Current Strategies

- Lack of human resources



Weaknesses of Current Strategies

- Lack of human resources
- City Council approval process



Analysis of Current Advertising



Current Advertising at the Roberts Field

Strengths

1. Growth and expansion opportunities available
2. Airport has experienced significant expansion and increases in passenger traffic
3. Ongoing transition from backlit displays to rotating television advertisements

Weaknesses

1. Underutilized space
2. Currently offer only three types of advertising
3. No flexible pricing structure
4. Lack of human resources to maintain current and potential advertising contracts



Comparable Airports



Comparable Airports



Augusta, GA



Grand Junction, CO



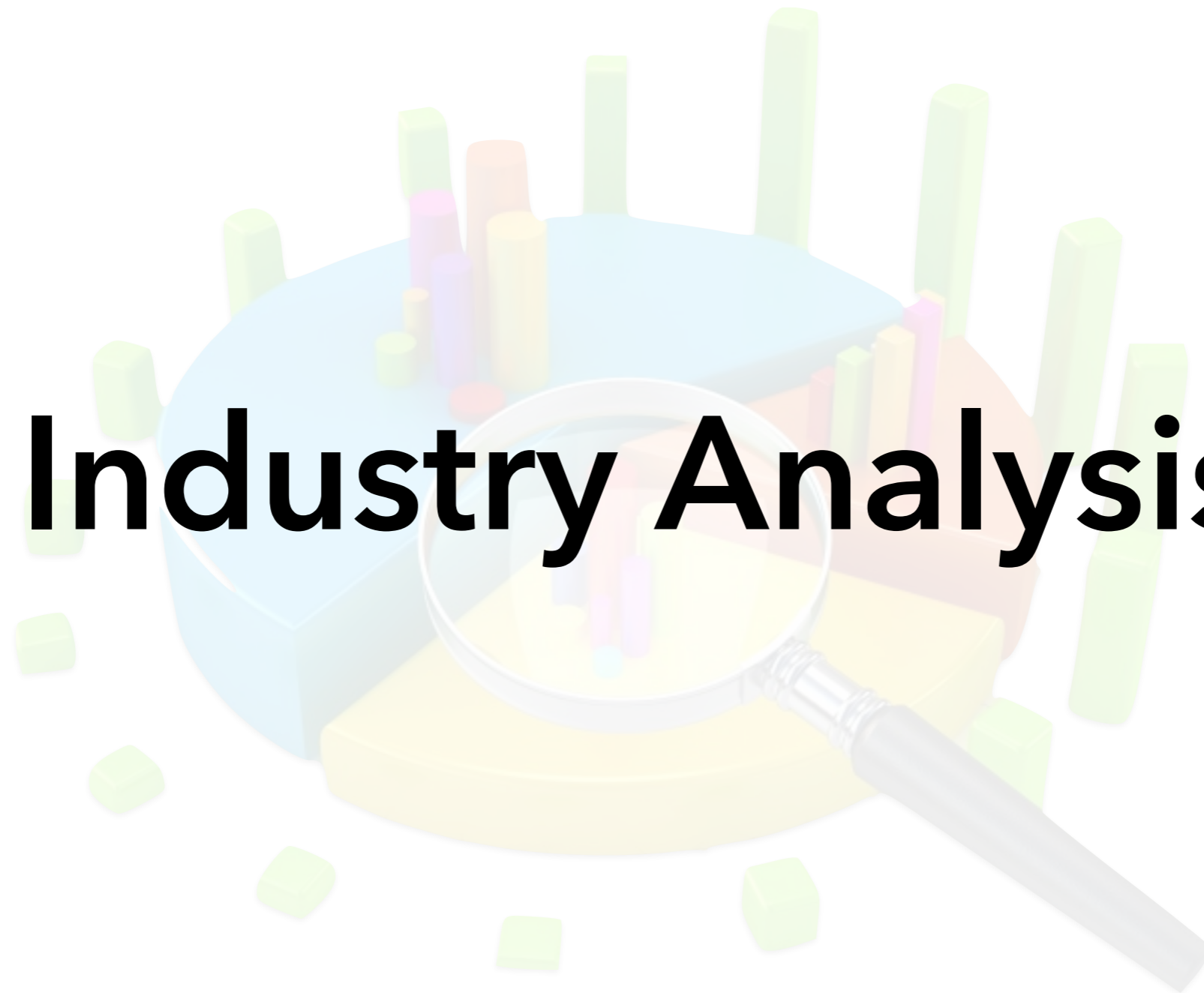
Chattanooga, TN



Rapid City, IA



Industry Analysis



Economic

- Disposable income has increased



Economic

- Disposable income has increased
- Tourism to U.S. has increased



Sociocultural & Demographics

- 23% of Gen X and Baby Boomers signed up for frequent flyer programs

Southwest[®]
Rapid Rewards[®]

American Airlines
AAAdvantage 

 **DELTA**
SKYMILES[®] 



Sociocultural & Demographics

- 23% of Gen X and Baby Boomers signed up for frequent flyer programs
- Advent of Internet --> increased price sensitivity and price transparency



Environmental

- Land planning around airports increasingly focused on sustainability and environmental quality



Suggestions for Asset Use



Outdoor Asset Inclusion

- Reaches both travelers AND transportation providers
- Partnership with numerous outdoor-oriented businesses and activities in Central OR
- Example partnership:
Deschutes County Fair & Rodeo



Indoor Asset Inclusion

- Low-cost, high-impact opportunity to market to all travelers entering the airport and going through security
- Example campaign: Zappos in airport security bins
- Roberts Field application



Sponsored Advertising Opportunities

- Example: Ford Fusion @ Budapest Int'l
- Potential partnerships: Subaru of Bend, Les Schwab



Sponsored Advertising Opportunities



Sponsored Advertising Opportunities

OSU-Cascades
Bend, OR

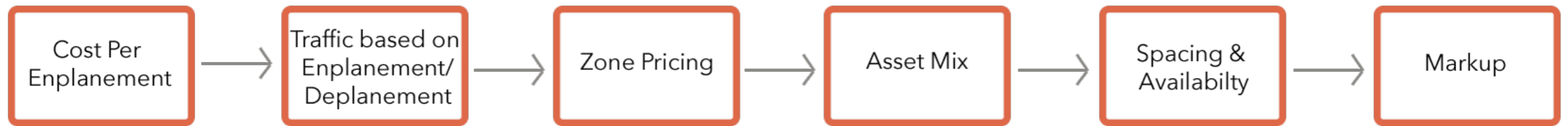
CASCADES HALL



Rate Card



Flexible Rate Card Overview



Creation of the Rate Card

KEY METRICS					
Revenue Per Enplanement	FY 14/15	FY 15/16	Benchmark	Goal	November 2015
	\$ 15.36	\$ 15.03	\$ 12.41	> \$15.00	\$ 15.05
Airline Cost Per Enplanement (CPE)	FY 14/15	FY 15/16	Benchmark	Goal	
	\$ 5.78	\$ 6.16	\$ 6.24	< \$6.00	\$ 5.65
Operating Efficiency	FY 14/15	FY 15/16	Benchmark	Goal	
	\$ 20.36	\$ 21.51	\$ 15.29	< \$20.00	\$ 13.42

Cost Per
Enplanement



Creation of the Rate Card



Roberts Field - Redmond Municipal Airport Airport Performance Metrics Report

NOVEMBER

<i>Passengers</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>Variance (+/-)</i>	<i>% Var</i>
July	23,819	24,812	24,320	26,448	28,710	2,262	8.6%
August	23,986	24,210	23,877	27,374	29,276	1,902	6.9%
September	20,702	19,686	21,797	23,466	24,896	1,430	6.1%
October	19,456	18,943	21,207	21,796	24,496	2,700	12.4%
November	18,945	18,192	20,075	20,405	23,974	3,569	17.5%
December	20,051	18,885	22,806	19,988			-100.0%
January	18,578	18,194	20,550	21,225			-100.0%
February	17,039	16,469	17,502	19,357			-100.0%
March	19,860	18,926	21,067	22,469			-100.0%
April	17,533	17,561	19,479	20,986			-100.0%
May	18,944	18,398	21,165	21,901			-100.0%
June	22,374	21,024	24,074	26,148			-100.0%
Enplanements	241,287	235,300	257,919	271,563	131,352		
Deplanements	241,200	234,961	258,048	267,211	129,252		
Total Passengers	482,487	470,261	515,967	538,774	260,604		

Cost Per
Enplanement



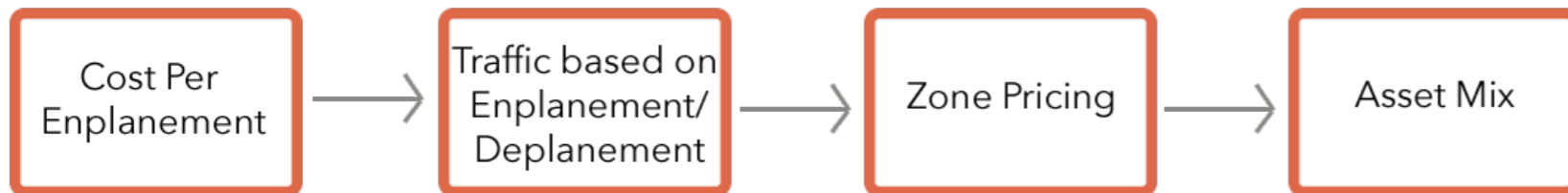
Traffic based on
Enplanement/
Deplanement



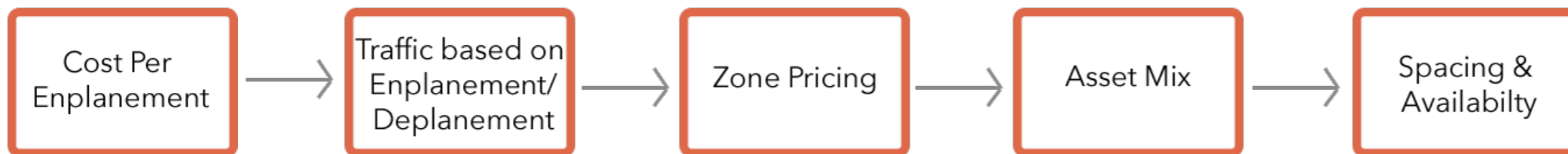
Map of Roberts Field Advertising Zones



Map of Roberts Field Advertising Zones

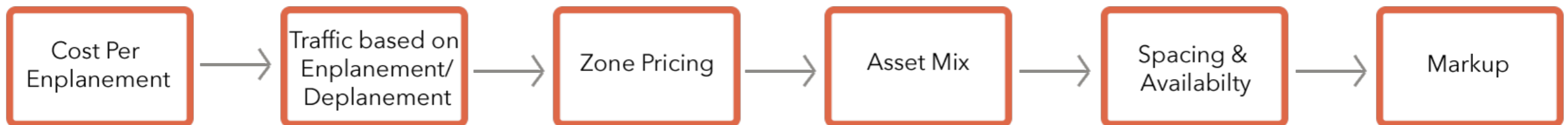


Map of Roberts Field Advertising Zones



Creation of the Rate Card

	Mark-up
Zone A	
Pole Banner	100%
Zone B	
Wall Space	220%
Poles	125%
Zone C	
Wall Space	
Above Security	200%
Above Gate E	400%
Above Gate A-D	300%
Stair Case Area	500%
Main Pole	200%
Free Standing Display	400%
Zone D *	
Wall Space	175%
Poles	100%
Free Standing Display	125%
Zone E	
Walkway Wall Space	300%
Backlit Display	250%
Digital Display **	200%
Poles	125%
Free Standing Displays	250%
Brochures	Fixed Price



Flexibility of Rate Card

The rate card can be changed each year these factors:

1. Last year's numbers for enplanement/deplanement
2. Benchmark cost per enplanement for the year
3. Mark-ups (only factor that requires approval from City Council)



Rate Card ROI

Conservative estimated revenue growth:

172%



Rate Card Key Performance Indicators

- Advertising sales
- Asset utilization and minimum number of advertisements under contract in each zone
- Contract length and customer mix
- Number of sponsorships and revenue from sponsorships

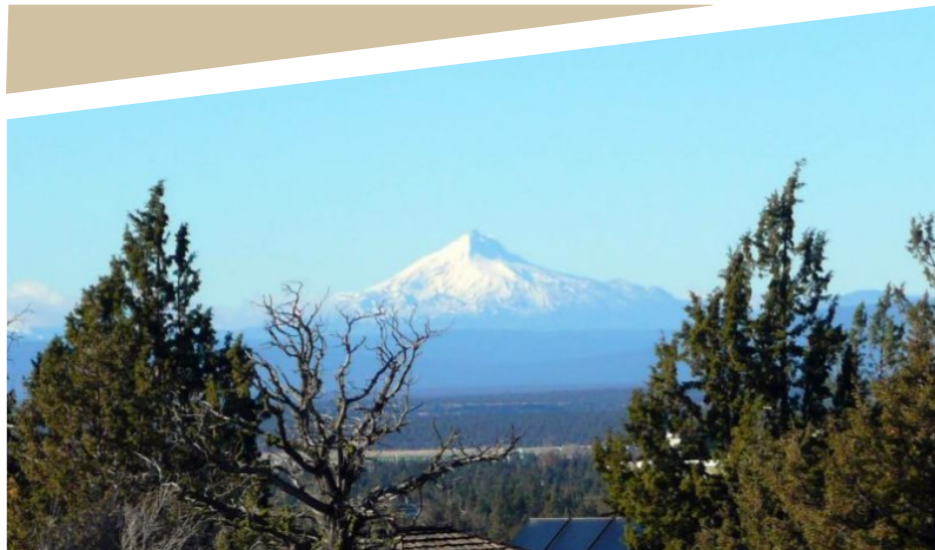


Media Kit

Why Roberts Field?

Roberts Field functions as the Municipal Airport for Redmond, OR, servicing the residents of Central Oregon. Roberts Field benefits from high tourism year-round in Central Oregon. Central Oregon includes Crook, Deschutes, and Jefferson Counties. Deschutes County was the **7th fastest growing county** in the U.S. in 2015 and the city of Bend grew 47% between 2000 - 2010

Roberts Field services **47,227 passengers monthly** with 14 flights operating out of the airport daily. Currently, RDM has four air carriers: Alaska, American, Delta, and United. RDM also serves air cargo and general aviation traffic, including corporate and business travel using charter planes.



Wall Space

Roberts Field Municipal Airport has a variety of wall space throughout the airport where advertisers could capture traveler's attention. Be creative!

Zone B

Wall Space – 60" x 80"
(4 available)

Zone D

Wall Space – 12" x 36"
(5 available)

Zone C

Wall Space
Above Security – 60" x 80"
(1 available)
Above Gate E – 80" x 80"
(1 available)
Above Gate A – D – 36" x 80"
(1 available)

Zone E

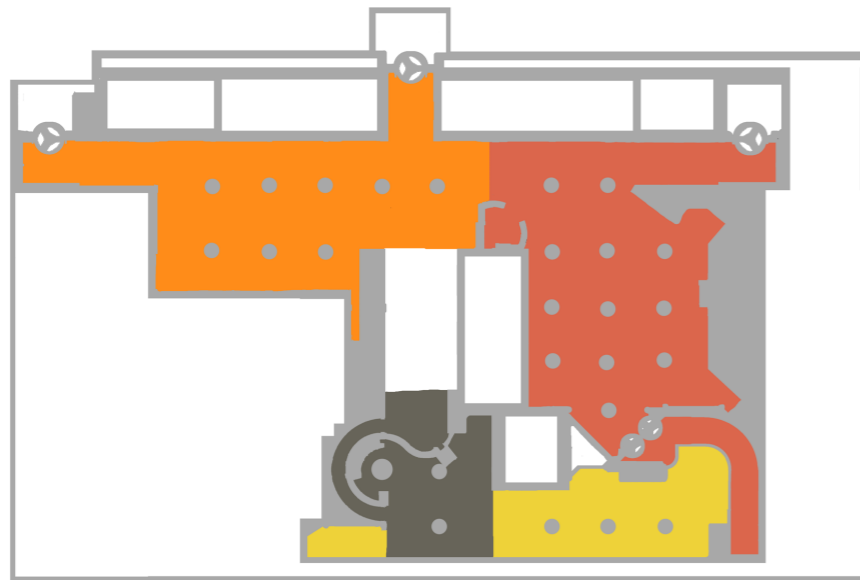
Walkway Wall Space – Ask for details

Stair Case Area – Ask for details



Media Kit

Map of Roberts Field Municipal Airport



- Zone A
- Zone B
- Zone C
- Zone D
- Zone E

Rate Card 2016-2017

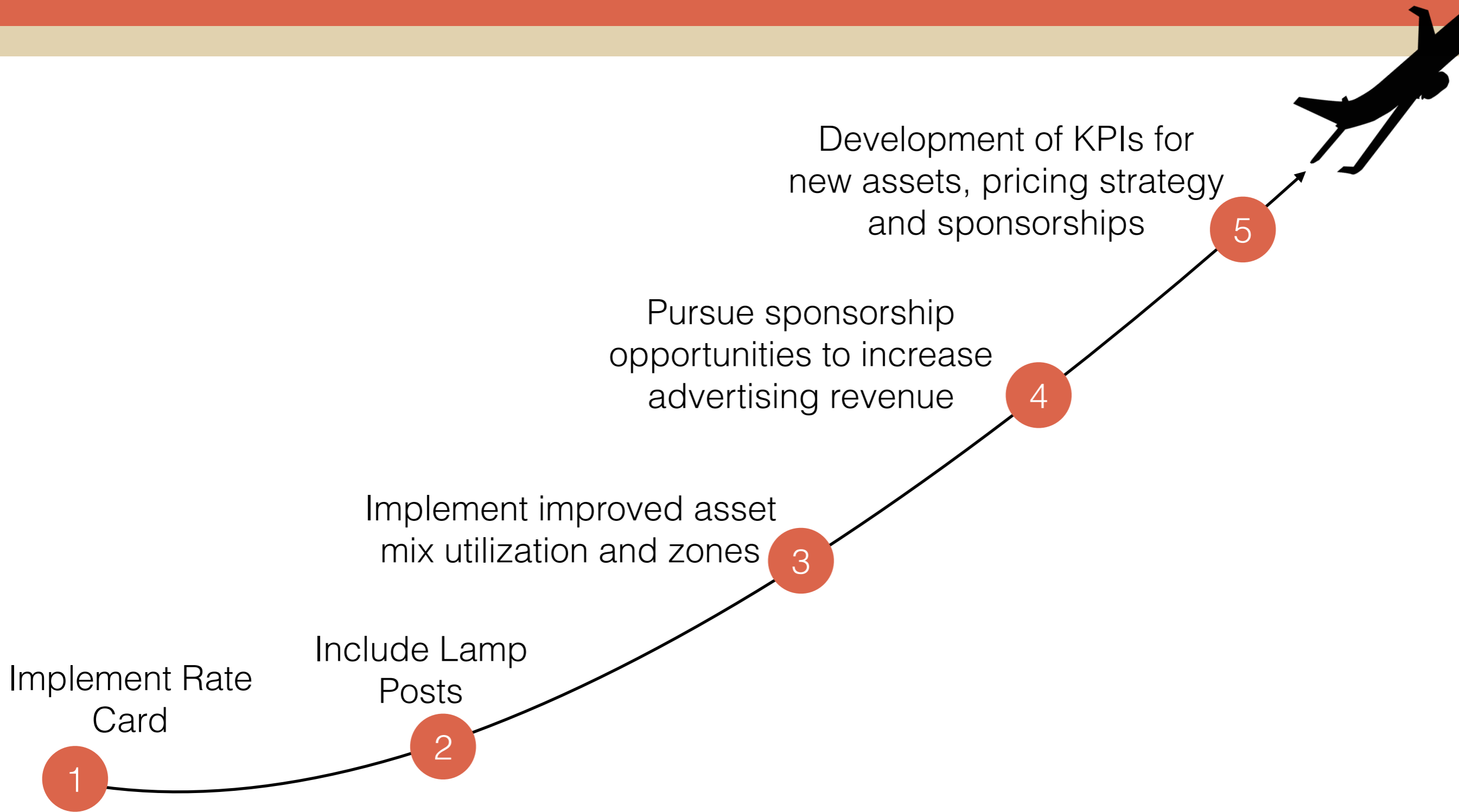
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept	Oct.	Nov.	Dec	Annual
Zone A													
Pole Banner	249	240	280	262	276	325	364	358	307	302	295	325	\$3,046
Zone B													
Wall Space	547	528	615	576	607	716	801	788	675	665	649	716	\$6,701
Poles	311	300	350	327	345	407	455	448	383	378	369	407	\$3,807
Zone C													
Wall Space													
Above	265	242	280	262	273	326	358	365	311	306	299	316	\$3,063
Above Gate E	530	483	561	524	547	653	717	731	621	611	598	631	\$6,126
Above A-D	397	362	421	393	410	489	537	548	466	459	449	473	\$4,594
Staircase Area	662	604	701	655	683	816	896	913	777	764	748	789	\$7,657
Main Pole	265	242	280	262	273	326	358	365	311	306	299	316	\$3,063
Free Standing	530	483	561	524	547	653	717	731	621	611	598	631	\$6,126
Zone D													
Wall Space	232	211	245	229	239	286	314	320	272	267	262	276	\$2,680
Pole	132	121	140	131	137	163	179	183	155	153	150	158	\$1,531
Free Standing	166	151	175	164	171	204	224	228	194	191	187	197	\$1,914
Zone E													
Walkway Wall	349	358	419	393	418	486	555	526	454	449	486	503	\$4,543
Backlit Display	291	298	349	327	348	405	463	439	378	374	363	419	\$3,786
Digital Display	233	239	279	262	278	324	370	351	303	299	290	335	\$3,029
Poles	145	149	174	164	174	203	231	219	189	187	182	210	\$1,893
Free Standing	291	298	349	327	348	405	463	439	378	374	363	419	\$3,786
Brochures	50	50	50	50	50	50	50	50	50	50	50	50	\$510



Action Plan



Action Plan



Action Plan cont'd.

Hiring of additional Airport Staff



Questions?





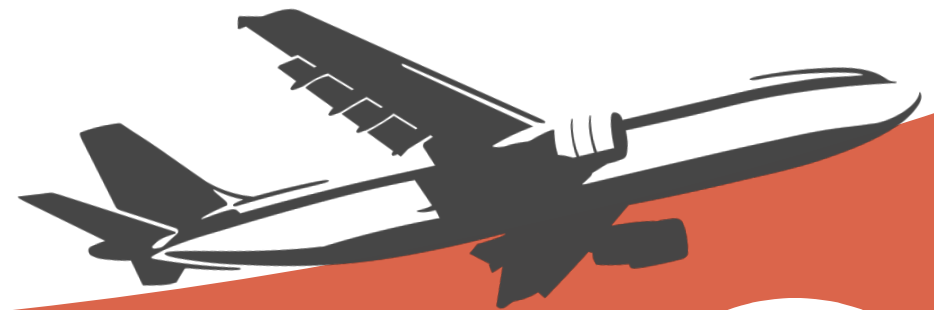
Lian Bossert

Shannon Emmerson

Mike Holland

Emily Martin

Katie Wight



March 13, 2016

O

✈️ **Executive Summary**2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

Industry Analysis32

Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



Objectives

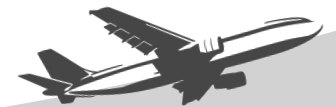
Roberts Field is seeking to increase advertising revenue, while promoting its authentic Central Oregon atmosphere. This project analyzed Roberts Field's current asset mix use and potential opportunities for increased advertising and creative campaigns. We recommended the creation of a media kit with a flexible advertising rate card, providing advertisers with standardized pricing information and details of the assets available. The flexible rate card will allow Roberts Field to maximize advertising revenue based on demand, and increase efficiency by only requiring a one-time approval from council, allowing the airport to maintain greater autonomy over its advertising operations.

Findings

Our team conducted primary research at Roberts Field; specifically we interviewed the Director of Airport Business, Zachary Bass, and toured the space. From this research we were able to determine the airport's current organization and execution of advertising efforts, assess and zone the airport's assets based on estimated impressions, and identify underutilized or potential new assets for inclusion in the overall asset mix. Overall Roberts Field has experienced significant expansion and increases in passenger traffic, which provide additional advertising opportunities as well as potential increases in advertising revenue.

Secondary research of regional airports nationwide identified comparable airports based on enplanements, number of airlines and number of daily flights. Four regional airports with similar profiles who also were popular recreational destinations that matched the profile of Roberts Field. Through analysis of advertising methods and pricing of comparable airports, we gained a better understanding of how to maximize revenue while minimizing clutter. We also recommend the increased use of sponsored advertisements that provide functional benefits for travelers while maintaining or improving the airport experience. Examples of these include Hydro Flask sponsored water refill stations and an OSU Cascades sponsored charging station.

Trends that affect airport marketing as well as successful marketing campaigns implemented at other airports also demonstrate the opportunities for partnerships with potential advertisers or sponsors that align with Roberts Fields' profile and aesthetic.



Findings

The airports we found that were similar in size and maintained similar travel purposes had inconsistencies of advertising prices. We tried to use cost per impression (CPM) of comparable airports to find consistencies however they yielded a wide range of prices. Therefore even though some factors were comparable, the inconsistencies made it so that the comparable airports could not be utilized or applied in this project for rate card research purposes.

Recommendation

A new advertising plan, comprised of consistently priced zones based on traveler impressions, as well as improvements to the airport's current asset mix use are all included in this project. Potential sponsorship or partnership opportunities that Roberts Field should pursue to increase its advertising revenue also exist and should be a priority for management. Throughout its execution Roberts Field should focus on providing a quality experience for its travelers by selecting advertisements that align with the airport's aesthetic and traveler preferences. We furthermore recommend the use of a flexible rate card, which would allow Roberts Field to bypass the process of multiple council meetings to receive approval for individual fee changes, and maintain greater autonomy over its pricing.

Additionally, we recommend minor infrastructure changes including the transformation of outdoor lamp posts into viable assets to include into the advertising mix. Finally, due to the lack of human resources available, we created a detailed action plan recommend Roberts Field hire a dedicated advertising personnel. A cost estimate based on similar positions researched from advertising agencies and other small regional airports is included in the report.



Executive Summary2

✈️ Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

Industry Analysis32

Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



The overall objective for the project is to increase the annual advertising revenue Roberts Field generates through the development of new methods, signage, and sponsorship tactics. While maximizing the value of the assets, it is essential to maintain the Central-Oregon aesthetic of the airport and its core positioning. In addition, Roberts Field requested the creation of an advertising rate card to ensure the accurate pricing of the asset mix.

Passenger Demographics Assumption

In order to accurately analyze Roberts Field's passengers and complete our project, it was necessary to make a key assumption about the target audience. Currently, RDM does not collect any demographic or psychographic information on passengers, and thus we used the demographics of Central Oregon to represent those of the airport. Since the demographics of typical passengers affects potential advertisements that would target these groups, any future information about passengers may require adjustments to our recommendations.

Primary Research

To better understand the current advertising situation at Roberts Field, our team began by conducting primary research at the airport. We toured the airport and viewed current advertisements, available assets, and potential opportunities for future advertisements. In addition, we also wanted to understand the outdoor-themed brand image that the airport portrays and wants to sustain. We also interviewed Airport Director, Zachary Bass to gain additional insight into the operations of the airport, to better understand its objectives, and to gain an understanding of previous advertising ideas and current advertising strategies.



Secondary Research

Once we gained a better understanding of RDM's practices and objectives, our team began conducting research about the airport industry, potential advertising techniques, and other small municipal or regional airports. We completed a macro environmental scan to examine key trends in the external environment affecting the airport industry.

We researched successful advertising techniques that involved guerrilla marketing at other airports. This enabled us to develop potential advertising options for RDM that we believed would be most successful and best use its assets.

We researched small regional airports that are similar in number of enplanements to RDM. Originally we focused on twelve airports, but narrowed this to four in order to examine airports that more closely matched RDM in terms of the number of airlines, number of flights, and purpose of travel. We focused on the following airports: Rapid City Regional Airport (South Dakota), Augusta Regional Airport (Georgia), Chattanooga Metropolitan Airport (Tennessee), and Grand Junction Regional Airport (Colorado).




Rate Card

In order to optimize revenue from Redmond's asset mix, we created a flexible rate card that priced each advertising asset individually. In order to determine a basis for the pricing structure, we used the cost per enplanement (CPE) as well as amount of passenger traffic around the area where the ad would be placed.

Price was provided by month to ensure Roberts Field maximized revenue during its busier seasons.

A markup was applied to the advertisements to determine the ending price.

All elements of the card can be easily updated by airport management as it gains experience and market feedback.




Redmond Municipal Airport
Rate Card 2016

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Zone A												
Pole Banner	249	240	280	262	276	325	364	358	307	302	295	325
Zone B												
Wall Space	547	528	615	576	607	716	801	788	675	665	649	716
Poles	311	300	350	327	345	407	455	448	383	378	369	407
Zone C												
Wall Space												
Above Security	265	242	280	262	273	326	358	365	311	306	299	316
Above Gate E	530	483	561	524	547	653	717	731	621	611	598	631
Above Gate A-D	397	362	421	393	410	489	537	548	466	459	449	473
Stair Case Area	662	604	701	655	683	816	896	913	777	764	748	789
Main Pole	265	242	280	262	273	326	358	365	311	306	299	316
Free Standing Display	530	483	561	524	547	653	717	731	621	611	598	631
Zone D *												
Wall Space	232	211	245	229	239	286	314	320	272	267	262	276
Poles	132	121	140	131	137	163	179	183	155	153	150	158
Free Standing Display	166	151	175	164	171	204	224	228	194	191	187	197
Zone E												
Walkway Wall Space	349	358	419	393	418	486	555	526	454	449	436	503
Backlit Display	291	298	349	327	348	405	463	439	378	374	363	419
Digital Display **	233	239	279	262	278	324	370	351	303	299	290	335
Poles	145	149	174	164	174	203	231	219	189	187	182	210
Free Standing Displays	291	298	349	327	348	405	463	439	378	374	363	419
Brochures	50	50	50	50	50	50	50	50	50	50	50	50

*Includes the upstairs areas above the terminal

**For 10 seconds in a loop




Executive Summary2

Project Objectives and Approach5

✈ Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

Industry Analysis32

Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



General Information

Roberts Field functions as the municipal airport for Redmond, Oregon, servicing the residents of Central Oregon. Roberts Field is geographically attractive to the regions as alternative airports require long drives over mountain passes. Roberts Field located in Deschutes County, benefits from high tourism year-round in Central Oregon. The total air service catchment area encompasses a population of approximately 240,000 (RDM - United Airlines Meeting Presentation).

The airport was originally built in 1922 for use as a military airfield, and still houses a WWII bomber hangar. In 2009, Roberts Field underwent a large scale terminal expansion, increasing its facility area by 600% (RDM - Market Rent Study). This most recent renovation created additional passenger terminal areas, concessions and additional passenger amenities.



Flight Information

Among other regional airports studied, Roberts Field is on the medium-lower end in terms of its current flight services. Roberts Field services 47,227 passengers monthly, totaling 236,000 annual enplanements in 2015, with 14 daily flights (RDM - Airport Website).

Currently, RDM is serviced by four air carriers: Alaska, American, Delta, and United.

RDM also serves air cargo and general aviation traffic, including corporate and business travel using charter planes.

By comparison Roberts Field's highest retention rates within the top 25 domestic markets include: Seattle, San Francisco, Portland, Orange County, and Ontario, each with retention rates greater than 85% (RDM - United Airlines Meeting Presentation).



Physical Plant Growth and Route Expansion

Roberts Field has undergone rapid growth over the past several years and is currently working on two major expansion and development projects. At present, the airport is in the second phase of a runway rehabilitation project involving reconstructing and upgrading the runways. Furthermore, the airport just received a \$500,000 federal grant to expand commercial air service to Phoenix Sky Harbor International (RDM - Website).

Passenger Growth

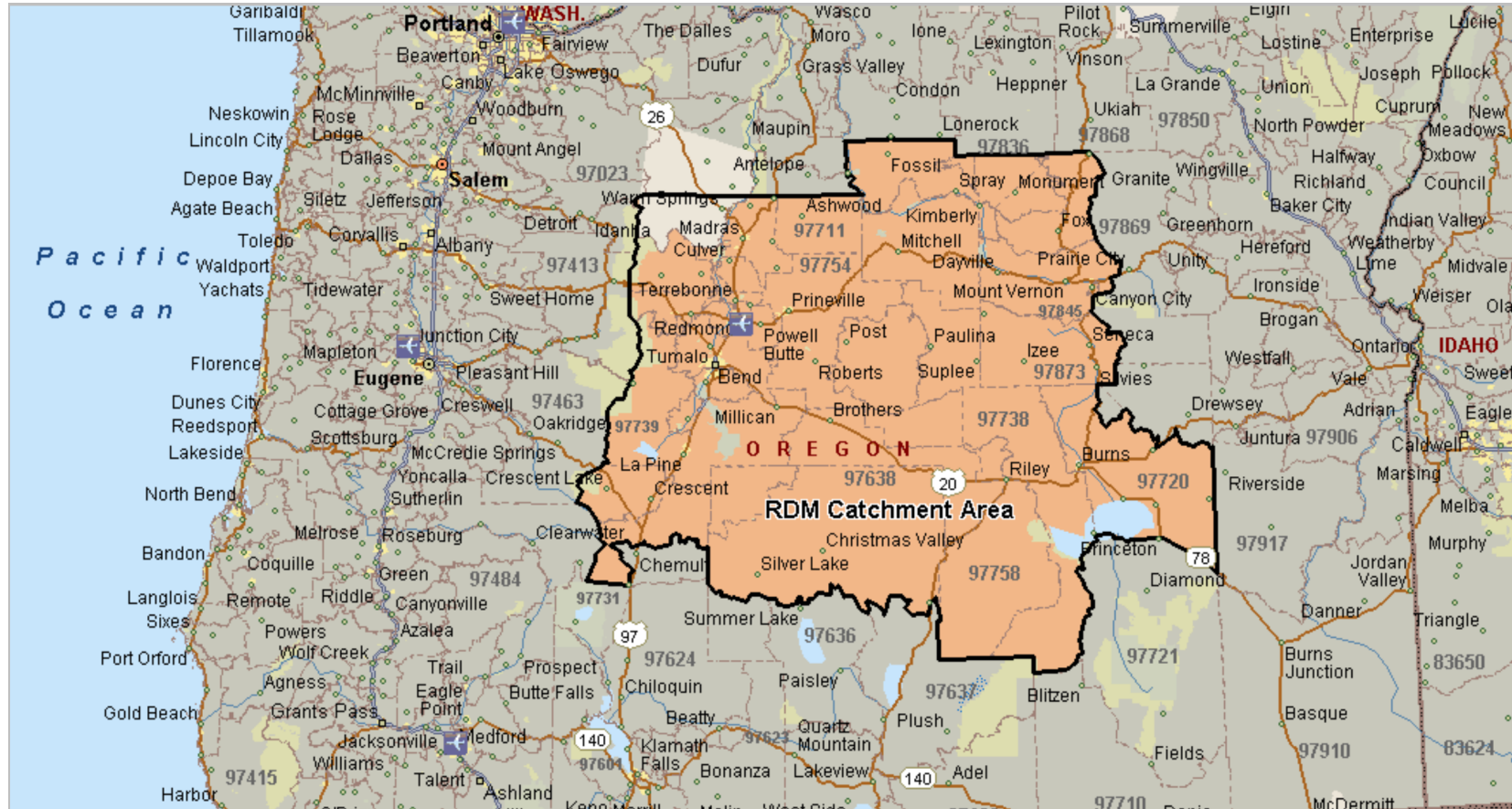
Roberts Field is also experiencing increases in passenger traffic each year as evidenced by a growing market and a record number of enplanements. From 2013 to 2014, the airport experienced a 6.87% increase in passenger traffic and served a record number of 524,338 passengers (RDM - Website). This trend is continuing to increase in 2015 as shown by an 8.6% increase in total passenger traffic from July 2014 to July 2015 (RDM - Website). To accommodate the increasing number of passengers, airlines such as Alaska Airlines have begun to add new routes.

With more flights and increased passengers, Roberts Field should be able to generate more advertising opportunities and increase its advertising revenue by taking advantage of this growth.

Low Wait Time

The airport is extremely efficient, as it takes a very short amount of time to check in and go through security. Additionally, because Roberts Field is not a hub for connecting flights and layovers, passengers do not spend much time waiting for their plane. Due to this low wait time, people might not see or pay attention to advertisements. However, even though there is a low wait time, everyone has to enter through the security area, which contains a lot of unutilized space in which Roberts Field can display unique guerilla marketing advertisements that attract and capture the attention of passengers.



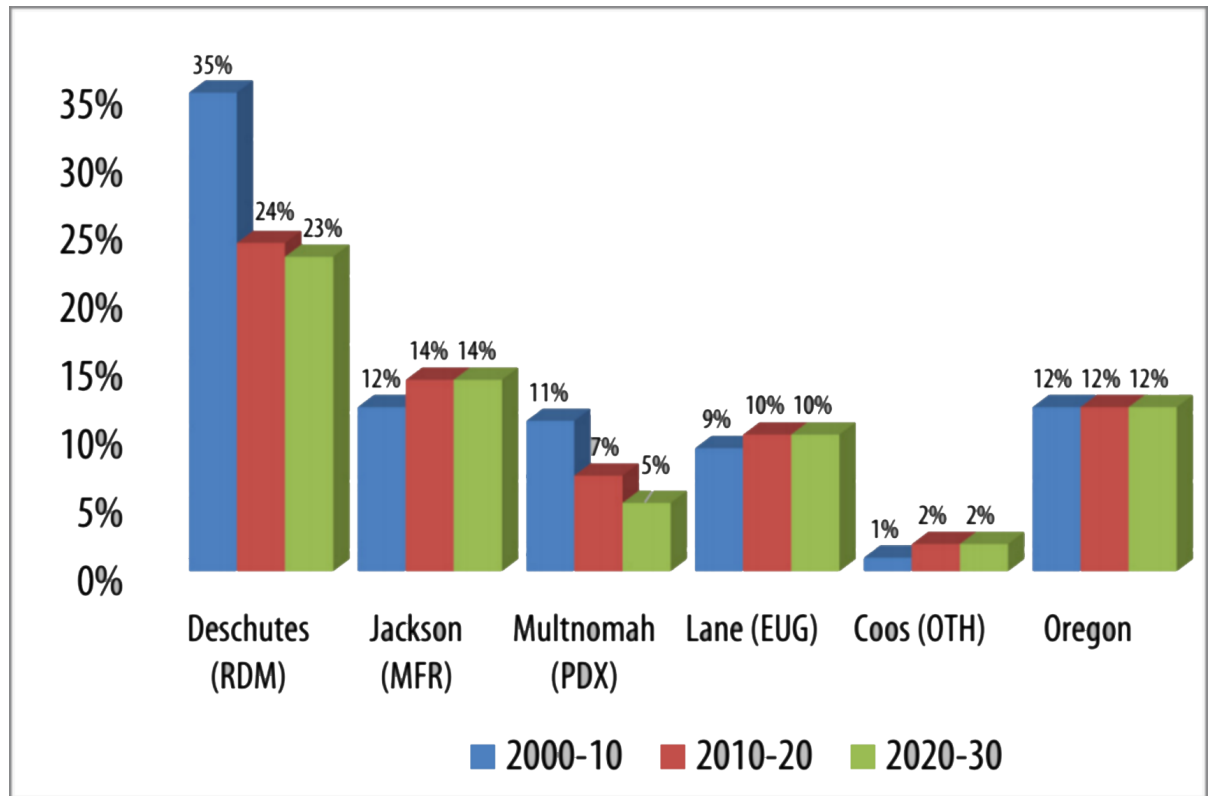


Roberts Field (RDM) Catchment Area



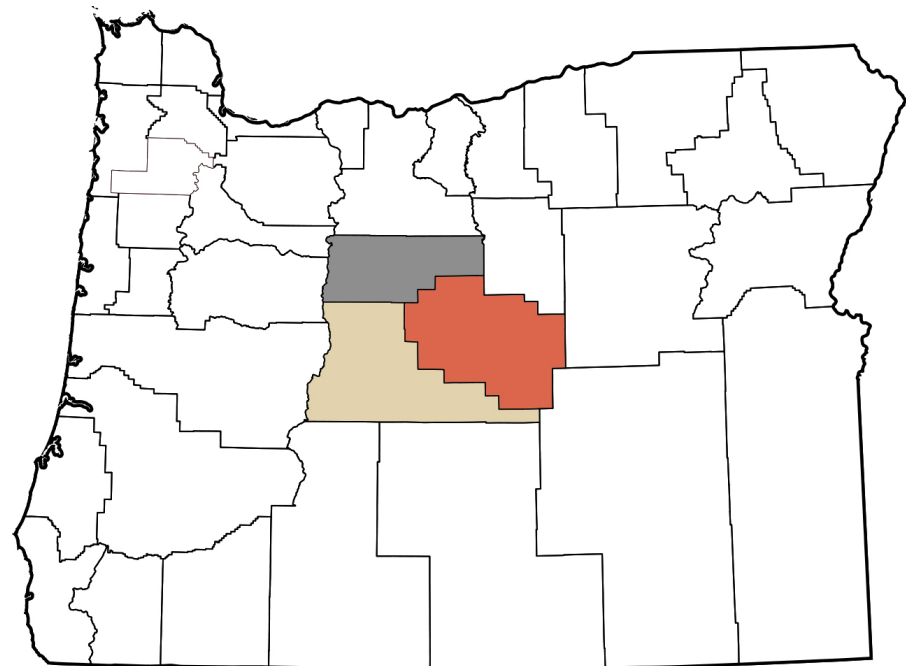
Deschutes County is Oregon’s fastest growing county and was the seventh fastest growing county in the United States in 2015; the County has experienced significant population growth over the past 10 years and is expected to continue growing. Between 2000 and 2010 population grew 35%, and population is expected to continue growing in the next two decades (2010-2020 and 2020-2030) by 24% and 23% respectively (RDM - United Airlines Meeting).

A majority of people migrating to Deschutes County are from Portland, Seattle, Los Angeles, San Francisco, and Phoenix (RDM - United Airlines Meeting). Interestingly, all of these cities currently have direct flights to and from Roberts Field, except Phoenix which is currently in development. As population continues to grow, more people can and will begin to fly through RDM. As a result, the airport will be able to increase ad impressions and generate more advertising opportunities and revenue.



Central Oregon offers a friendly small town feel environment for its residents and provides year-round recreation options. Central Oregon includes Crook, Deschutes and Jefferson Counties. Deschutes County was the 7th fastest growing county in the United States in 2015, and the city of Bend grew by 47% between 2000-2010 (EDCO 2015).

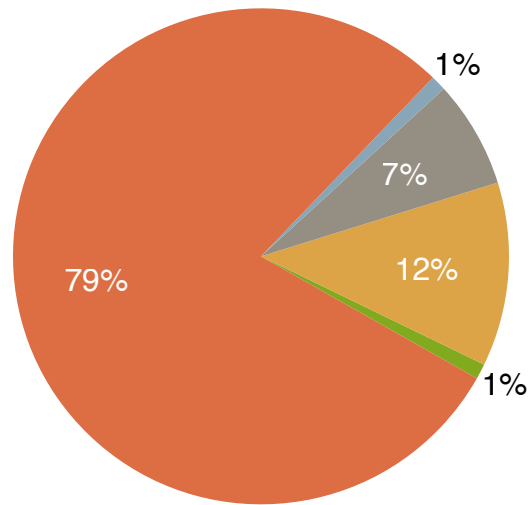
Crook County	Deschutes County	Jefferson County
<ul style="list-style-type: none">• Prineville• Unincorporated	<ul style="list-style-type: none">• Bend• La Pine• Redmond• Sisters• Unincorporated	<ul style="list-style-type: none">• Culver• Madras• Metolius• Unincorporated



The average traveler in the Tri-Country area is white and between the ages of 18-64. This is important to advertisers when creating its advertisements. It indicates who are primary travelers are walking through the Robert Field airport.

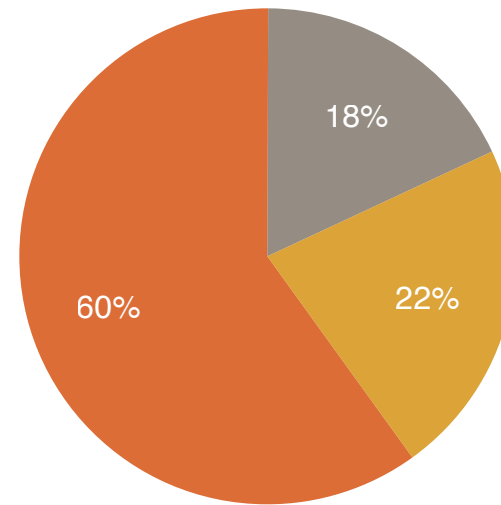
Tri-County Demographic Breakdown (Source: EDCO 2015)

Population by Race



- White
- Asian
- American Indian and Alaskan Native
- Hispanic/Latino
- Black or African American
- Native Hawaiian/Other Pacific Islander

Population by Age

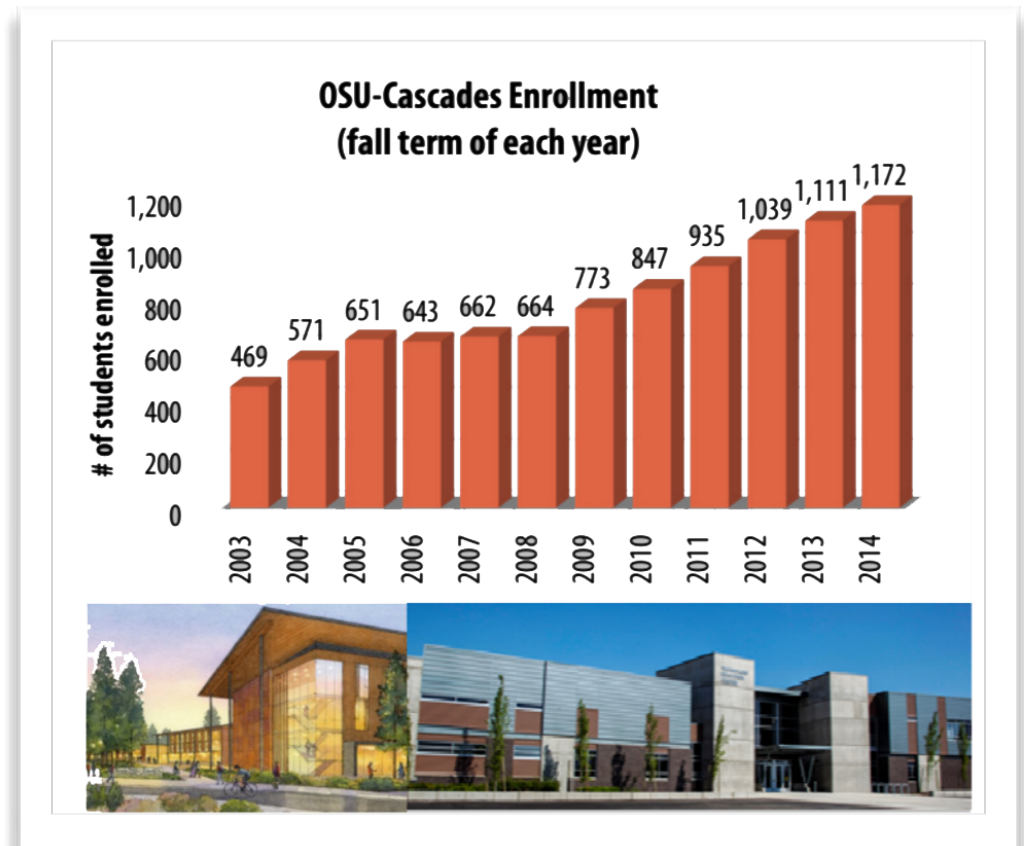


- Ages 0-17
- Ages 18-64
- Ages 65+



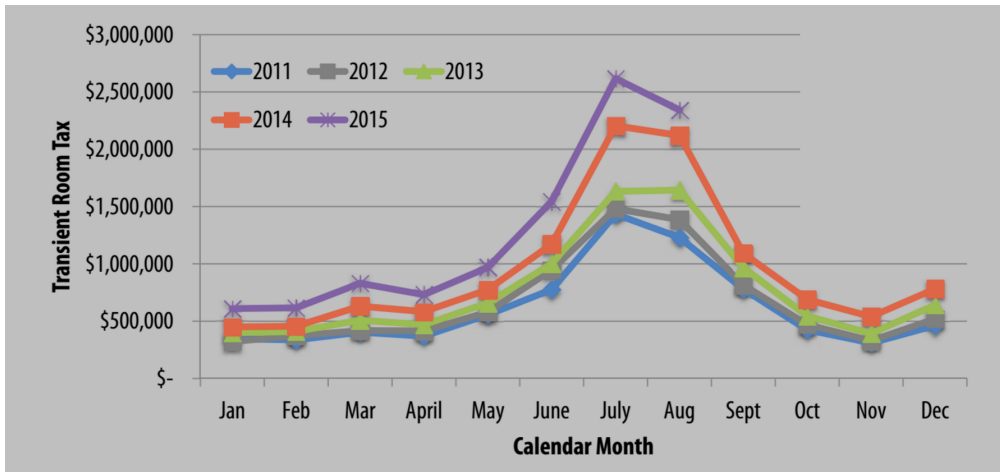
In 2001, Oregon State University established a satellite campus in Bend, Oregon. This campus has grown by 150% from 2003 to 2014; the student population grew from 469 to 1,172 students (RDM - United Airlines Meeting). As OSU's goal is to make Cascades its largest satellite campus, it is currently in the first phase of constructing a \$111M campus (RDM - United Airlines Meeting).

Roberts Field is capitalized on the opportunity presented by this rapidly growing campus by establishing an advertising relationship with the university, OSU Cascades' ads are displayed across three televisions located directly outside of the baggage area. However, this opportunity can be further exploited. As OSU Cascades grows, students could use Roberts Field as their primary airport, helping bolster a stronger relationship with and creating additional advertising opportunities for the satellite campus.

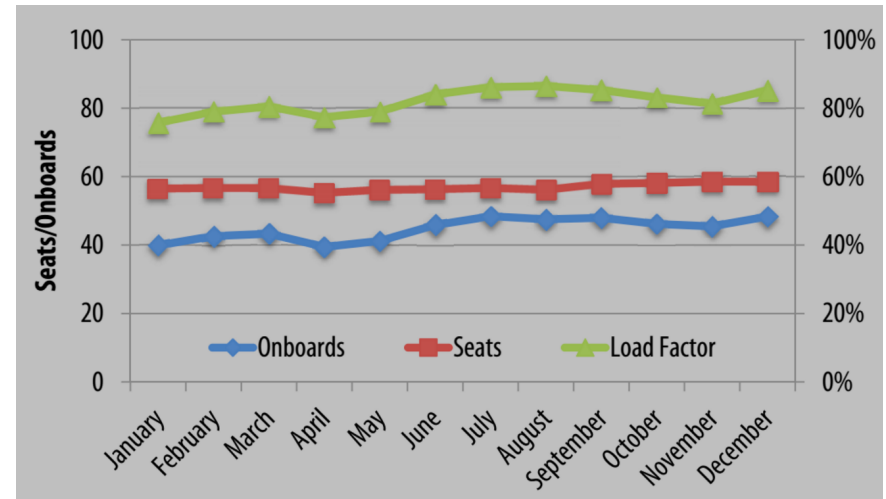


More than 3.8 million overnight visitors travel to the Central Oregon region annually. Tourism is an \$884 million year round industry in Central Oregon. The visitor travel peaks occur between June and September with a significant spike in July and August (RDM - United Airlines Meeting). The airport also experiences spikes in the summer, but the seasonality is lower than that of visitor travel. Because visitor travel is seasonal, advertising rates should reflect this seasonality. Furthermore, the airport should focus on targeting tourists in order to further increase passengers during the summer months.

Visitor Seasonality to Central Oregon



Visitor Seasonality to RDM



Executive Summary2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

✈️ Current Assets, Strategies & Infrastructure19

Industry Analysis32

Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



Roberts Field currently offers three types of advertising options for potential clients:

1. Backlit displays and rotating television advertisements;
2. Dioramas
3. Sponsored brochure racks

However, since Roberts Field has no pricing structure for advertising, revenue from each of these types of advertising are limited.

Overall, the airport's Central Oregon location results in working with clients whose advertising is focused on the appeal of tourism in the area. RDM's current assortment of advertising options, themes of advertisements, utilization of space, and pricing sets the stage for future recommendations.



Company Name	Company Base	Industry
AHM Brands	Eugene Oregon	Advertising Company
Bank of the Cascades Headquarters	Central Oregon	Banking
Becky Breeze & Company	Bend Oregon	Real Estate
Bend Factory Outlets	Bend Oregon	Retail
Bend Towncars of CO	Bend Oregon	Transportation
Best Western Rama Inn	Redmond Oregon	Tourism
Black Butte Ranch	Central Oregon	Tourism
BusinessAir	Redmond Oregon	Transportation
Captive Media Solutions	Redmond Oregon	Advertising Company
Cascade Sotheby's International	Oregon/SW Washington	Real Estate
Central Oregon Visitor Guide	Central Oregon	Tourism
Central Oregon Visitors Association	Central Oregon	Tourism
Central Oregonian-Crook County Visitors Guide	Central Oregon	Tourism
Century 21 Gold Country	Central Oregon	Real Estate
Checker Cab	Bend Oregon	Transportation
Coldwell Banker - Prineville Real guide	Prineville Oregon	Real Estate
Comfort Suites Airport	Redmond Oregon	Tourism
Deschutes Brewery	Bend/Portland Oregon	Tourism
Deschutes County Historical Society	Central Oregon	Tourism
First Church of Christ Scientist Reading Room	Central Oregon	Religious
Greater Redmond Historical Society	Redmond Oregon	Tourism
High Desert Museum	Bend Oregon	Tourism
Holiday Inn Express Hotel & Suites	Redmond Oregon	Tourism
Indian Head Casino/Catalyst Marketing Co	Central Oregon	Tourism
Jefferson County Historical Society	Central Oregon	Tourism
John L. Scott	OR/WA/ID	Real Estate
Juniper Golf Course	Redmond Oregon	Tourism

Advertiser Breakdown	% of Business
Advertising Company	3%
Banking	2%
Corporate	3%
Lottery	2%
Real Estate	17%
Religious	2%
Retail	3%
Tourism	60%
Transportation	10%



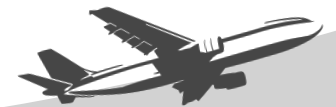
Company Name	Company Base	Industry
La Pine Visitor Guide	Central Oregon	Tourism
Lorenzo Ghiglieri	Redmond Oregon	Retail
Lost Tracks Golf Course	Bend Oregon	Tourism
Marriott Fairfield Inn & Suites	Redmond Oregon	Tourism
Mesa Convention & Visitors Bureau	Arizona	Tourism
Mid Oregon Personnel	Bend Oregon	Corporate
Motel 6 Location # 4076	Redmond Oregon	Tourism
Northwest Mortgage Advisors	Redmond Oregon	Real Estate
Ochoco Inn (Econolodge)	Prineville Oregon	Tourism
Old Mill District	Bend Oregon	Tourism
Oregon Resort Acquisition Partners / Brasada	Bend Oregon	Corporate
Oregon State Lottery Commission	Oregon	Lottery
Outlaw Cab	Sisters Oregon	Transportation
Oxford Hotel, The	Bend Oregon	Tourism
Ponderosa Properties	Sisters Oregon	Real Estate
Pronghorn Golf, LLC	Bend Oregon	Tourism
Re/Max Key Properties	Bend Oregon	Real Estate
Real Estate Book of Central Oregon	Bend Oregon	Real Estate
Redmond Chamber/ Visitor and Business Guide	Redmond Oregon	Toursim
Redmond Inn	Redmond Oregon	Tourism
Redmond Taxi	Redmond Oregon	Transportation
Sisters Oregon Guide	Sisters Oregon	Toursim
Sleep Inn & Suites	Redmond Oregon	Tourism
Sunriver Magazines	Bend Oregon	Tourism
Sunriver Resort	Bend Oregon	Tourism

Advertiser Breakdown	% of Business
Advertising Company	3%
Banking	2%
Corporate	3%
Lottery	2%
Real Estate	17%
Religious	2%
Retail	3%
Tourism	60%
Transportation	10%



Company Name	Company Base	Industry
Super 8 Redmond	Redmond Oregon	Tourism
Taxis of Bend	Bend Oregon	Transportation
Tetherow Golf Club	Bend Oregon	Tourism
Visit Bend	Bend Oregon	Tourism
Warm Springs Museum	Central Oregon	Tourism
Where to Eat Guide	Oregon	Tourism

Advertiser Breakdown	% of Business
Advertising Company	3%
Banking	2%
Corporate	3%
Lottery	2%
Real Estate	17%
Religious	2%
Retail	3%
Tourism	60%
Transportation	10%



Backlit displays cover the walls surrounding the airport's baggage claim area. Many of the advertisements currently displayed are old - their contract has already expired - and some companies are thus receiving free advertising. However, one of the main reasons for this is RDM's current transition from backlit displays to rotating television advertisements (Bass). Thus, RDM is replacing the backlit displays with televisions that will rotate 10-second company advertisements.

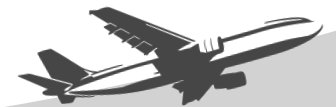
Attractive Medium

These television advertising slots have already garnered significant interest from companies and will eventually become the main form of advertising at RDM. The digital nature of these ads make them especially valuable to companies. Specifically, it is much easier for companies to create seasonal ads or change their ad to reflect events or special offers. This interchangeability also enables RDM to discontinue ads after the contract expires, which is currently difficult to execute quickly.

Missing Revenue Opportunity

Currently, a flat rate is applied to every back-lit display and rotating television ad, despite seasonal fluctuations in passenger traffic and differing numbers of impressions based on location within the airport. Both back-lit displays and a single 10 second rotating spot on a television are \$300 per month (RDM - Fee Schedule).

To better leverage assets and extract maximum revenue, RDM needs a flexible rate card to take full advantage of the changes in the value of available advertising space (recommended rate card is presented later in this report).



Major Revenue Source

The largest ad revenue source for Roberts Field, dioramas are currently present only in the baggage claim area representing lodges in the region. The companies buying diorama space are responsible for installing the structure and pay \$300 per month plus installation costs (RDM - Diorama Advertising Contract).

Underpriced Asset

Although dioramas are located in one of the most heavily trafficked areas of the airport, they are not priced accordingly. Furthermore, the pricing does not take into account differences in available diorama size - thus two companies could be paying the same amount for dioramas drastically different in size.

Pricing issues aside, many of the diorama displays are not aesthetically pleasing and seem out of place in the baggage claim area. For example both pictures shown to the right, have very different themes and are selling very different products to the same consumer.



Promoting Businesses

Because Roberts Field is focused on creating an outdoorsy, log-cabin image, it is important for it to maintain this identity and attract advertisers who promote tourism. A common method of promotion is offering sponsored brochure racks, located in the baggage claim area.

Lots of Customers, Little Revenue

Only a small portion of RDM's advertising revenue comes from sponsored brochure racks due to their low cost. However, according to RDM's Advertising List, the number of companies that advertise by sponsoring a brochure rack is quite high. However, because the rental rate is low, the proportion of revenue from sponsored brochure racks is significantly lower than the proportion who advertise in this way (RDM - Advertising List).

Companies have the option to sponsor either a 4" x 9" or 9" x 11" brochure rack, each costing \$50 per month (RDM - Brochure Rack Advertising Contract).



Underutilized Space

Roberts Field is 132,000 square feet and has 8 gates (RDM - United Airlines Meeting). Amidst this, there are several open spaces and blank walls, providing an untapped opportunity. RDM can use blank spaces to advertise in unique and creative ways that highlight the region and support its brand image. The unutilized space, particularly near gates, is attractive to potential advertising clients and is an important asset when convincing companies to advertise at the airport. RDM has a variety of options, including varying numbers of impressions and differing square footage amounts, which allows partners to tailor how it advertises.



Aesthetic and Theme of the Airport

Currently, Roberts Field wants to promote an outdoor image centered around a log cabin feel. The airport wants advertisements to be in line with this image, which may limit the appeal of the airport to an even larger and growing number of businesses in Central Oregon. For example, entrepreneurship and new business are thriving in Central Oregon, but may be deterred by a perceived focus on tourism and hospitality. It is important for RDM to consider other businesses that do not fall into the outdoor market when pursuing potential advertising clients to ensure that they do not limit potential clients and advertising revenue. These business could advertise in unique and creative ways that are still in line with RDM's aesthetic.



Ineffective Pricing Structure

The airport currently does not have an effective pricing structure or rate card for advertising. Rates do not reflect the differential value of an asset, nor that value during different times of the year. As previously noted, Roberts Field only offer companies three potential ways to advertise at the airport - backlit displays / rotating television advertisements, dioramas, and sponsored brochure racks. These restrictions limit and disincentivize potential advertising clients in the type of advertisements that they can display. Companies also have no concept of how much these ads will cost, further disincentivizing them. Therefore, RDM is not able to effectively communicate the value of assets and advertising space to potential clients.

No Use of Agency Representation for Advertising

Roberts Field does not use an advertising agency, such as Clear Channel or Lamar, to provide advertising management and custom exhibits for the airport. This gives Roberts Field more control over its advertising, the potential relationships it pursues, and the type of advertising that is displayed. However, the lack of an agency challenges RDM's desire to maximize asset use and optimize revenues. Ad agencies have established relationships with more potential advertising clients and also provide the option of destination advertising, which involves advertising a specific city. The potential for incremental revenue from a broader range of customers, must be balanced against the costs of these firms.



Lack of Human Resources in Airport for Advertising

Roberts Field does not have a marketing staff sufficient to keep track of advertising, analyze airport demographics, contact potential advertisers, create a rate card for advertisements, and maintain contracts. An increase in the number of human resources would allow RDM to take advantage of new advertising opportunities and increase revenue.

Currently, many companies directly contact and want to advertise with RDM. However, the current human resources make it difficult to pursue new advertising contracts. Thus, we believe it is critical to hire a new person who specializes in marketing in order to maximize potential revenue from advertising.

City Council Approval Process

As Roberts Field is publicly owned by the city of Redmond, the Redmond City Council and the Airport Commission must approve the airport's budget and any additional funding that it requires. Similarly both would need to approve the proposed rate cards. This approval process can take two to three months and can lead to a loss of opportunities and potential advertisers (Bass). In order to bypass this inefficient process, the airport should incorporate a flexible rate card that would only need to be approved by Council once. This would make the approval process much more efficient and would enable the airport to take advantage of unique and time-sensitive opportunities, which would lead to an increase in advertising revenue.



Analysis of the Current Advertising at the Redmond Municipal Airport	
Strengths	Weaknesses
<ol style="list-style-type: none">1. Growth and expansion opportunities available2. Airport has experienced significant expansion and increases in passenger traffic3. Advertising is consistent with the outdoor image of the airport4. Ongoing transition from backlit displays to rotating television advertisements5. Strong relationship with the community leading to advertising contracts	<ol style="list-style-type: none">1. Unutilized space2. No pricing structure3. Loss of potential advertising clients4. Currently only three types of advertising5. Seasonality of visitors to the airport - peak travel occurs in the summer months6. Not receiving revenue from the current backlit displays being replaced (unintended free advertising)7. Lack of human resources to maintain current advertising contracts8. Dioramas are not aesthetically pleasing9. No existing relationships with national companies who could generate more revenue through larger contracts



Executive Summary2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

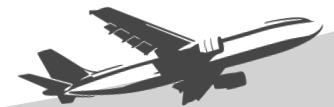
✈️ **Industry Analysis****32**

Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



There are several macro environment trends that are affecting the industry, below is the analysis of the political, economic, sociocultural, technological changes that are affecting the airline travel industry. These trends could potentially be affecting the value and provide opportunities for advertisers.

Political

Although the airline industry is highly regulated through several government agencies, the US government have recently begun an investigation of the airline industry about antitrust conduct. Over the past year, the Department of Justice has been investigating anticompetitive, anti-consumer conduct and misuse of market power. "Consumers are paying sky-high fares and are trapped in an uncompetitive market with a history of collusive behavior" (Benton). These allegations, coupled with other cost-saving indicators such as fees, put pressure on the airline industry and will likely change the operational structure of the airlines. To the extent that fare changes result, traffic into and out of RDM could be affected.

Economic

The health of the economy and the amount of consumers' disposable income can highly impact the airline industry based on frequency of travel. Currently, demand for domestic and international travel is projected to increase over the next five years (Haider).

Another economic factor is the price of crude oil. The price has been declining over the past year (2015) but could be volatile in the future. If oil prices rise in the future, it will potentially hurt the airlines margins and the added cost of oil could be translated on to the airline ticket prices which will decrease the incentive to take a plane instead of other forms of transportation. Conversely, if prices continue to drop, audiences may begin to pass some of these savings to passengers, thus stimulating travel.

Lastly, tourism to the US from other countries has increased. International tourism can help the U.S. economy (and airline industry specifically) by increasing the number of domestic travellers in and around the United States. Accordingly, the demand for flights will increase (Haider).



Sociocultural - Demographics

As Baby Boomers enter retirement, their demand for vacation and leisure travel will increase, thus pushing demand up for air travel as well. According to a national consumer study, at least 23% of both Generation X and the Baby Boomers are signed up for frequent flyer miles. 30% of travelers overall said they book their travel arrangements online. (Advertising Age). The increase in Internet usage simplifies booking and facilitates searching in a way that addresses passengers' price sensitivity. This then promote an increase in inter-airline competition.

Sociocultural - Psychological

In 2014, people spent on average disposed of around 37% of their income. In fact, from 2009 to 2014 consumer spending increased in general by 23%. With more disposable income, consumers are able to vacation more often, thus taking more flights (Euromonitor International - Income and Expenditure: USA). The more consumers are spending their income rather than saving, it will influence how much they travel and take flights. If consumers are willing to spend more they will be less price sensitive to airline's ticket prices and willing to purchase from high-end airlines to have comfortable flight.

Technological

The traffic control system used by airports is changing from the current ground-based system to a satellite-based one. This new technology in the industry will save time and fuel, shorten airline routes and reduce traffic delays. A more precise traffic control system will enhance safety concerns (Haider).

As noted above, flight prices readily available online to consumers and competitors fosters greater price competition between the major airlines. At the same time we are seeing an increase in the amount of add-on fees imposed on the consumers (Szopinski and Nowacki).



Environmental

Across the country, local planning officials have begun implementing policy to use the land around the airport to improve sustainability and overall environmental quality (Dillingham). Due to noise and environmental zoning restrictions, local officials are trying to convert the surrounding space for farming or recreational purposes. A great example at Alliance Airport in Texas: the land around the airport has been leased for cattle “walking routes” as well as a golf course.

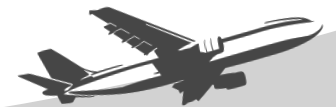
Legal

The airport operations industry is highly regulated, as private ownership of airports is prohibited by law. The Department of Transportation (DOT) and Federal Aviation Administration (FAA) classify airports on the basis of their annual traffic. No changes in regulations have been made recently, although legislation in 2010 requiring an evaluation of blast-resistant containers was implemented (Haider).



With a baseline understanding of macro trends affecting airports overall, as well as marketing and advertising specific trends, it was important to see what lessons could be learned from airports around the country.

Initially, we identified twelve as comparable airports to Roberts Field based on the number of enplanements in 2015. After a preliminary review the initial twelve airports were focused down to four or five that more closely matched Roberts Field in terms of the number of airlines, number of flights, and purpose of travel. The profiles and advertising strategies of these four provided a comparative model for recommendations to Redmond. A thorough analysis below identifies the main facts, airlines, and advertising information of the four most comparable U.S. airports.



Fast Facts

- Number of annual enplanements: 279,526
- Number of flights a day: 21

Airlines

- Delta
- American Airlines

Cities for Daily Flights

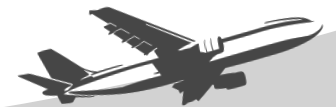
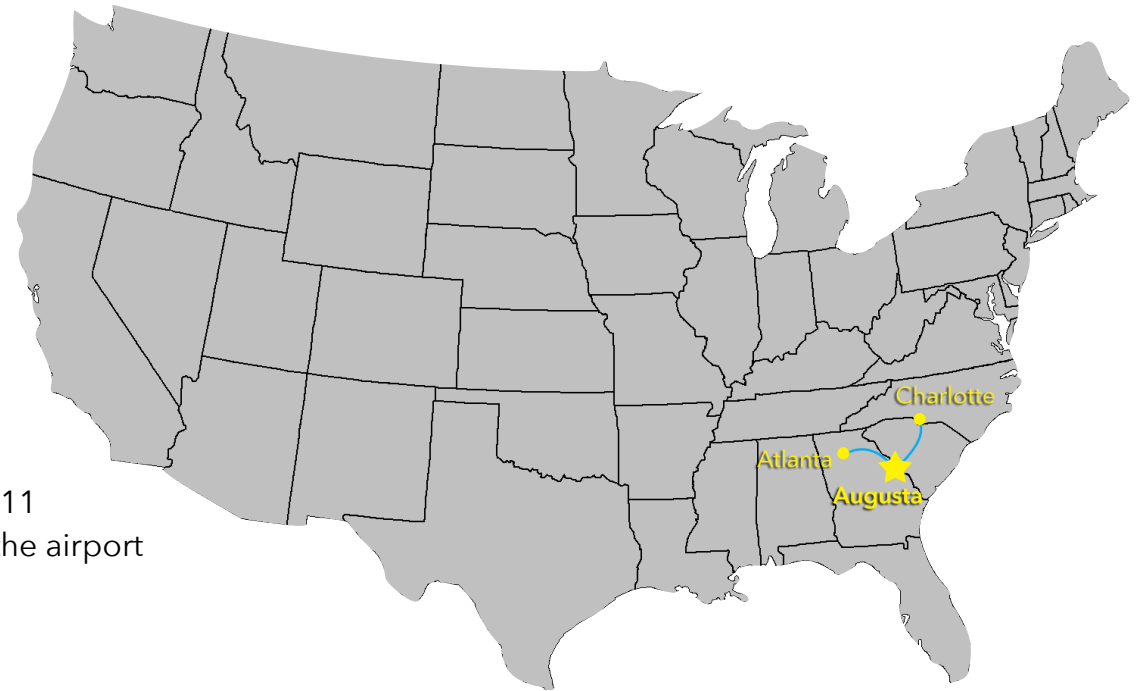
- Atlanta (Delta)
- Charlotte (American Airlines)

Advertising Management

Departure Media handles advertising at the Augusta Regional Airport. It specializes in airport advertising at 11 different airports on the East Coast. All the displays in the airport monitored by Departure (Departure Media - AGS).

Other Information

Airport first established as a flight training school for the U.S. military
Became a significant travel hub for the Central Savannah River Area
Peak number of flights and passengers during The Masters (professional golf tournament in April)



Fast Facts

- Number of annual enplanements: 292,830
- Number of flights a day: 20

Airlines

- Allegiant
- American
- American Eagle
- Delta

Cities for Daily Flights

- Atlanta
- Charlotte
- Chicago-O'Hare
- Dallas/Fort Worth
- Detroit
- Orlando
- Tampa
- Washington-Dulles

Advertising Rate Card

Chattanooga Metropolitan manages its own advertising. The airport offers various media where companies and businesses can advertise to particular target markets. Blake Poole is the contact for the advertisements in the airport.

Other information

- Notary service
- The Gig entertainment lounge, equipped with iPads, an XBOX, big-screen HD TVs, and a recharging table where you can plug in and recharge.



Fast Facts

- Number of annual enplanements (minus charters): 218,338
- Number of flights a day: 9

Airlines

- Allegiant
- American
- Delta
- United
- US Airways

Cities for Daily Flights

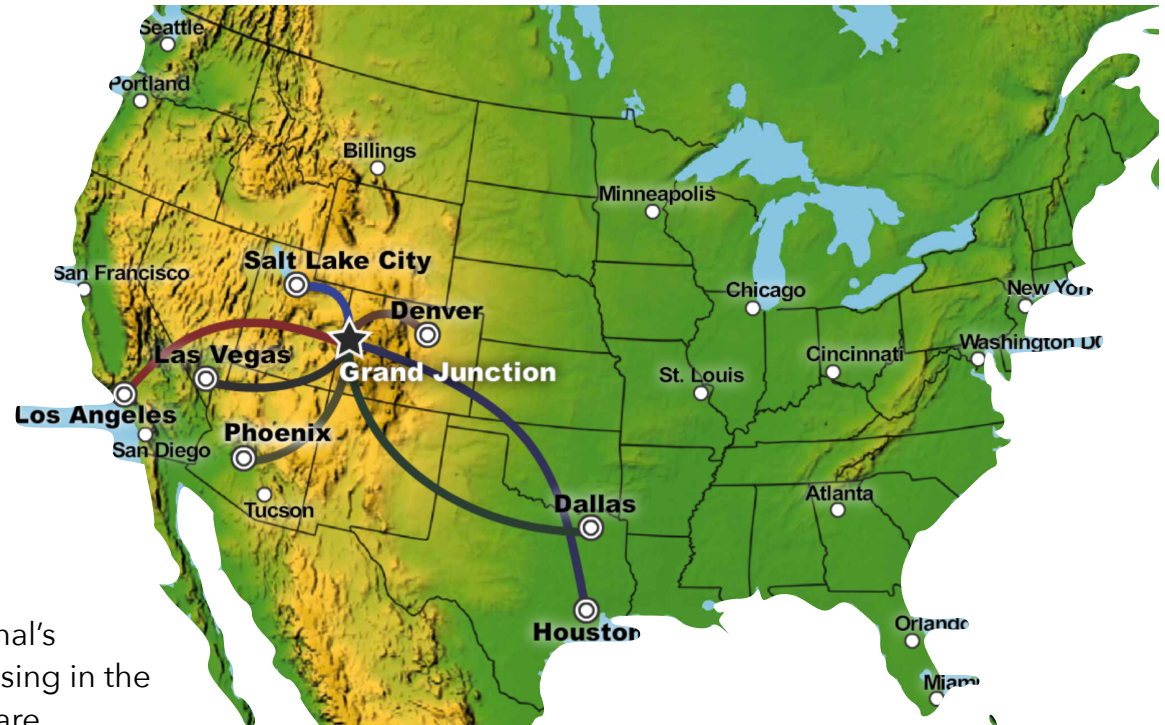
- Dallas/Fort Worth
- Denver
- Houston-Bush
- Las Vegas
- Phoenix
- Salt Lake City

Advertising Rate Card

Lamar Advertising manages Grand Junction Regional's advertising. It specializes in outdoor/indoor advertising in the Grand Junction area. All the displays in the airport are monitored by Lamar.

Other Information

- Charter air services (Colorado Flight Center, and Denver Air Connection to Centennial/RMMA Airports)



Fast Facts

- Number of annual enplanements: 284,126
- Number of Flights a Day - 12 (both number of departures & arrivals)

Airlines

- Allegiant
- American
- Delta
- United

Cities for Daily Flights

- Atlanta
- Chicago-O'Hare
- Dallas/Ft. Worth
- Denver
- Houston-Bush
- Las Vegas
- Phoenix-Sky Harbor
- Minneapolis/St. Paul
- Salt Lake City

Advertising Rate Card

Indoor Skydoor Studios manages the indoor advertisements for the Rapid City (70% of total), while Lamar Advertising controls the outdoor ads (30%).

Other Information

- Strong regional reputation for safety
- Number one funding source is enterprise funds (63% of total funding)



Executive Summary2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

Industry Analysis32

✈ Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



We utilized our research above to recommend a new asset mix and the creation of a flexible rate card to improve the advertising at RDM. The goals we will achieve through the recommendation are stated below.

Goals

- Increase asset mix at the Roberts Field
- Improve pricing structure for advertisers by the use of a flexible rate card
- Better utilization of the current assets
- Estimate impression and create a zoning structure
- Increasing advertising revenue

Demographics of Central Oregon



Airport Management

Through the increase in advertising and the time management required to maintain the advertising in Roberts Field, we highly recommend the implementation of dedicated advertising personnel to maintain and seek out advertisers/sponsors in the airport. We created a detailed action plan of the process to hire an advertising personnel, which is included in this section.



The outdoor lampposts scattered throughout the parking areas are not currently a part of Roberts Fields' asset mix, yet have the potential to serve as an attractive and steady source of revenue for the airport. With the 2009 expansion, the parking lot now has the capacity for over 1,000 cars (RDM - Market Rent Study). As an outdoor asset, the ability to reach not only customers flying through the airport, but also friends and family transporting them to the airport makes this an extremely attractive asset.

A potential partnership opportunity exists for RDM to promote events at the Deschutes County Fairgrounds & Expo Center, such as outdoor trade shows, concerts and car shows. These events are major entertainment attractions for the residents of Central Oregon as well as visitors. For example, the Deschutes County Fair & Rodeo attracted 262,000 attendees for the four day long event (Oregon Fairs Association) in 2015, and is a highlight event for Central Oregon residents. Such large events could benefit from using outdoor signage to market upcoming events to travelers, or local businesses could advertise for lodging or other guest services.

The opportunities are limitless. Another potential use could be to promote groups of businesses around a common theme, such as golf, rock climbing or skiing. For community spirit, banner promoting key community events could also be displayed. As new routes are added such as the new new route to Phoenix, these banners serve as prime advertising space for the airlines themselves to promote.



Example Campaign: Zappos Airport Security Bins Ads

Zappos sponsored advertisements in several airports in the security bins used at TSA security checkpoints. The various advertisements captured the attention of travelers as they placed their shoes in the bins and saw the advertisement for the shoe retailer. (Garrett Specialties)

Zappos' decision to sponsor the creative ad placement also provided TSA behind the scenes benefits that many travelers may not have realized. By sponsoring the bins, Zappos absorbed the cost of purchasing the branded tables, bins and maintenance fees (Magness). The reduced costs were intended to allow TSA to spend the savings on increased hiring and training of more agents to improve efficiency for travelers.

Roberts Field Application

RDM could reach out to local shoe retailers or other potential sponsors to achieve the same mutually beneficial partnership by displaying ads in the bottom of security bins. Shoe stores are an obvious target, but RDM could also pitch this to a variety of other local businesses



Assumptions of Brand Recommendations

Roberts Field is currently in the process of gathering demographics information and conducting primary research through a survey to better understand its customers. As a result, the recommendations made for potential sponsorship opportunities and brand partnerships to pursue are based on general assumptions of the Central Oregon lifestyle and deductions based on the types of brands and companies currently advertising at Roberts Field. Airport staff can assess and alter the suggestions in this proposal as this information is developed.



Example 1 - Water Stations

Hydro Flask, a successful company native to Bend, Oregon produces insulated water bottles, and has extended its reach to become an internationally recognized brand. Because of the Hydro Flask brand's alignment with outdoor enthusiasts, a potential partnership opportunity exists for RDM to pursue: Hydro Flask sponsored water refill stations throughout the airport.

The water stations would be branded with the Hydro Flask logo and could potentially be outfitted in the shape of an actual Hydro Flask. This sponsorship aligns RDM's brand image with that of Hydro Flask, all while appealing to the current Central Oregon demographic and visitors to the area.



Example 2 - Baggage Claim

Ford recently sponsored an advertisement at the Budapest Airport that could be applied to Redmond. Ford's creative advertisement displayed a Fusion's open hatch as the opening of the baggage claim carousel. The advertisement was perceived as fun and humorous, and captured the attention of travelers waiting to claim their bags (SOURCE: 1 Outdoor Advertising).

This ad lays a foundation for a potential partnership at Roberts Field. Subaru of Bend is a popular dealership in Bend servicing the needs of the greater Central Oregon area. Subaru emphasizes its vehicle safety, dedication to protecting the environment, and the company has numerous positive customer testimonials (SOURCE: Subaru of Bend). Additionally, Subaru's brand as an adventurers vehicle of choice fits nicely with that of RDM and Central Oregon.

RDM has not previously experimented with large scale wall ads, and this could potentially serve as a creative partnership opportunity between the airport and Subaru of Bend. An advertisement could be timed to align with new model launches, or seasonal promotions to drive traffic to Subaru of Bend. Additional opportunities exist to partner with other automotive businesses, such as Les Schwab which is headquartered in nearby Prineville, Oregon.



Example 3 - OSU Cascades

OSU Cascades is Oregon State University's satellite campus in Bend, Oregon, offering upper-division and graduate courses through its partnership with Central Oregon Community College. OSU-Cascades is in the first phase of a \$111 million investment in its Bend campus, with the goal to accommodate up to 5,000 full-time students. (SOURCE: EDCO 2015)

OSU Cascades currently sponsors digital advertisements on displays in RDM. This partnership could be expanded to include sponsored charging stations within the airports terminals. Charging stations for travelers' devices are popular at airports of all sizes, and would be a positive value-add for RDM's passengers. Sponsored charging stations provides RDM the benefit of increasing airport amenities for travelers, while having a sponsor such as OSU Cascades absorb the additional costs.

Similar partnerships can be seen throughout major airports, including charging stations sponsored by the University of Oregon MBA Program in Portland International Airport's terminal. The University of Oregon recently began offering its Executive MBA program locally in Bend, so it too could be a potential advertiser for RDM. (SOURCE: EDCO 2015)



Seven overall recent trends in the airport industry particularly when it comes to marketing could be relevant for RDM's consideration for its future campaign strategies:

1. Advocacy - Airports increasingly aim to create a unique experience for travelers so they become advocates using word of mouth. Specifically, the goal of such experiences is to increase happiness of the passengers so they recommend the airport to their friends and share their experiences online.
2. Social Care - Through social media, airports are connecting with passengers and addressing their issues in real time. This creates goodwill with the passenger.
3. Storytelling - Airports want to build deeper relationships with the passengers by telling stories about their employees, airport operations, and even travelers.
4. Crowdsourcing - Using crowdsourcing, airports can gain feedback and implement ideas about product innovations, development of communities and improving passenger experiences.
5. Red Carpet - In the face of more middle-class travelers from specific international communities, airports are using localized social networks, and more native languages to improve the passengers experience.
6. Virtual Shopping - Airports and retailers now extend their reach to gate seating areas and sell products through effective signage and technologies such as QR codes.
7. Innovative Air Service Development - Airports are investing in segmenting and targeting potential passenger markets to become more appealing to find more direct advertisers that would resonate with the passengers.

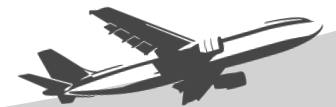
(Airport Business)



Roberts Field can incorporate these trends in making future advertising decisions and sponsorships it pursues.

For example, Roberts Field serves as the primary airport for Central Oregon and its residents, and has the unique opportunity to share its story with its tight knit community. Storytelling could apply to RDM as it highlights stories of travelers, employees, the history and changes that are taking place at the airport.

As Roberts Field continues to grow its marketing staff, there is the future possibility of integrating social media into its marketing operations. Airlines frequently interact with travelers through social media to quickly respond to real-time issues. RDM could establish official social media accounts, allowing airport customers to provide feedback, tag RDM in their travel stories and posts, and keep its customers updated on airport operations.



Executive Summary2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

Industry Analysis32

Recommendations: Use and Positioning of Assets41

✈️ Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

Bibliography.....64



Process & Rationale for the New Pricing

The competitor analysis presented information about how comparable airports classify and price their advertising assets. We compiled the rate cards data in order to compare all prices, and to determine if these could serve as a basis for RDM's pricing.

We calculated each rate based on cost per impression (CPM) to derive a consistent CPM metric used across the industry. This metric allowed us to understand the price per person at each airport – regardless of its size or number of enplanements.

For several of the airports in the competitor analysis, we weren't able to find the rate card because their advertising is contracted out. Accordingly, we had difficulty obtaining information from smaller airports. Overall, the CPM calculation below shows the range of CPM's for the airports analyzed and where Roberts Field stands in comparison.



Overall, ad pricing appears to be arbitrary and no constant CPM metric is used across airports. We concluded that intangible factors must thus shape the pricing of its advertisements. Accordingly, we began to look for other sources to establish a foundation for the advertising rate.

Comparison of Airport CPM Pricing

	Monroe Regional	Thunder Bay Int'l	Asheville Regional	Yeager Airport
Wall	\$21.8	-	-	\$21.0
Back-lit Diorama	34	7	7	22
Parking Lot Light Pole	21	2	-	21
Free Standing Display	39	6	-	11
Digital LED Display (10 sec)	24.0	-	3.1	13.5

CPM Pricing Comparison for Roberts Field, Industry Average, and the Range of Comparable Airports

	Roberts Field	Range of Comparable Airport	Average
Wall	\$13.3	\$21.8	\$21.8
Back-lit Diorama	13.4	7.1 - 34.	18
Parking Lot Light Pole	4.4	2.0 - 21.	11
Free Standing Display	4.4	6.3 - 39.	18
Digital LED Display (10 sec)	13.4	3.17 - 24.0	13.5



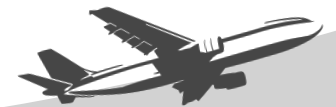
Since Redmond's asset values differ by visibility, traffic volumes, frequency and size, we identified a number of discrete zones for the rate card.

- **Zone A** - Exterior/Parking Lot (lamp posts for external flags)
- **Zone B** - Entrance area/hall ways (blank walls, smaller gift store)
- **Zone C** - Terminal space (atrium, large overhead blank wall)
- **Zone D** - Terminal space (blank walls, larger gift shop, small children's center, children's center w/breast pod, upstairs restaurant and blank space)
- **Zone E** - Tarmac entrance to baggage claim (walkway with open windows, staircase down to baggage claim, baggage claim, magazine rack, freestanding advertisements around columns/poles, children's center)

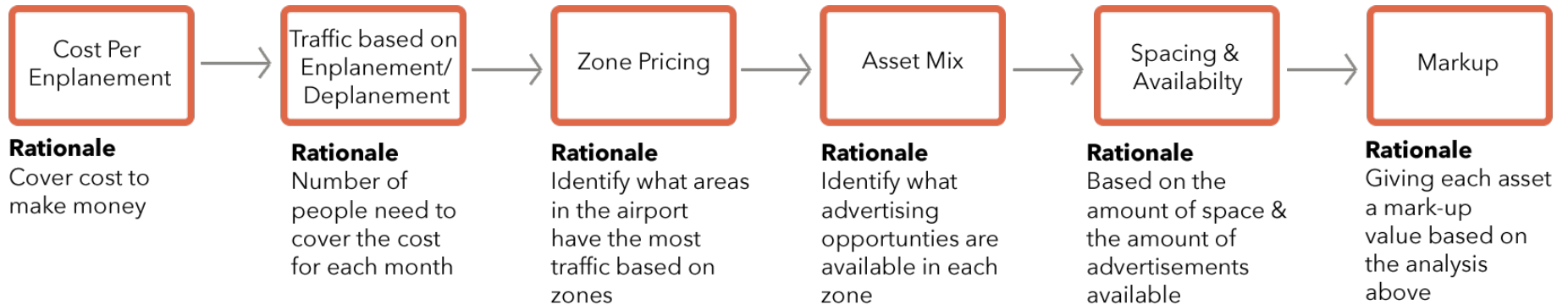


Based on the Roberts Field - Redmond Municipal Airport Airport Performance Metrics Report in January 2016, we determined the cost per enplanement (CPE) used as a basis for the rates. We assumed that if costs for each enplanement were covered through advertising, airport revenue would be maximized. The benchmark CPE was used in conjunction with the enplanement and deplanement counts on the website to determine the base rate for each month to cover the costs. Then, we took the benchmark CPE times the total number of passengers (amount of enplanement and deplanements) and divided it by 1,000 to find the base rate. This rate for each month was multiplied by the markup for each different asset we identified. Passengers from both enplanements and deplanements will pass through Zones A and B, therefore garnering the most traffic and impressions. Accordingly, we used the total rates times the markup to find the price for the assets. For Zones C and D, we only used the enplanement rates, whereas for Zone E we used only deplanement rates.

From the base rates we decided the markup based on the level of exposure the space has, and how fertile the space is for advertisement creation. The more space and the longer time spent by passengers in each Zone, the greater the markup. While the mark-ups will be the one rate card component needing Council's approval, the other factors in the rate card (number of enplanement/deplanements and benchmark CPE) will change yet not need approval. This illustrates the flexibility of our rate card, as it can be changed based on the data available.



The chart below shows the thought process of how we came up with the prices and the rationale for the recommended rate card.



Assumptions

- Benchmark cost per enplanement is the cost for each passenger in the airport.
- The number of passengers in each zone, the level of exposure in the zone, the amount of space available, the available asset defines the value of assets per zone and thus drive a markup per zone.
- Generally, the more traffic or more time a passenger/customer spends in the zone, the greater the markup
- Some zones only use enplanements (C & D), while others only use deplanements (E). Zones A & B use both enplanements and deplanements.

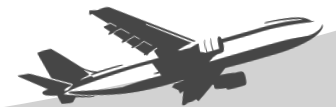
Flexibility of Rate Card

The rate card can be changed each year these factors:

- Last years numbers for enplanement/deplanement
- Benchmark cost per enplanement for the year
- Mark-ups (only factor that requires approval from City Council)



In order to determine the revenue implications of the recommended rate card, we compared the current revenue generated from the assets in use to the projected revenue gained from the new pricing and mix of the assets. Currently, Redmond only has three assets in use. However, with our suggestions, Redmond could potentially gain revenue from eighteen different assets. Based on the current year's rates, we conservatively projected the amount of advertising opportunities to estimate the amount of revenue that could be gained over the next year. Next, we created a projection on the number of months we expect the assets to be sold based on the number of assets available and the expected demand for those assets. In total, our recommendations will increase advertising revenue to \$195,232, a 172% increase.



In order to illustrate the potential value of our suggestions, we maximized asset utilization using annual rates. The table below shows the number of possible impressions, the maximum amount of revenue that can be gained from each asset and the number of assets available in each zone.

	Projected Impressions (Annual)	Projected Revenue (Maximized)	Projected Number of Assets Available
Zone A			
Pole Banner	574,233	\$36,549	12
Zone B - limit 6			
Wall Space	574,233	\$26,802	4
Poles	574,233	\$30,457	8
Zone C - limit 3			
<i>Wall Space</i>			
Above security	288,724	\$3,063	1
Above Gate E	288,724	\$6,126	1
Above Gate A-D	288,724	\$4,594	1
<i>Staircase Area</i>	288,724	\$7,657	1
<i>Main Pole</i>	288,724	\$3,063	1
<i>Free Standing Displays (large)</i>	288,724	\$12,251	2
Zone D			
Wall Space	288,724	\$13,400	5
Poles	288,724	\$4,594	3
Free Standing Displays (small)	288,724	\$3,828	2
*Includes upstairs area			
Zone E			
Walkway Wall Space	285,509	\$13,629	3
Backlit Display	285,509	\$53,002	14
Digital Displays (10 seconds)	285,509	\$48,459	16
Poles	285,509	\$22,715	12
Free Standing Displays	285,509	\$7,572	2
Brochures	285,509	\$15,300	30
Total		\$313,061	118



	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Zone A												
Pole Banner	249	240	280	262	276	325	364	358	307	302	295	325
Zone B												
Wall Space	547	528	615	576	607	716	801	788	675	665	649	716
Poles	311	300	350	327	345	407	455	448	383	378	369	407
Zone C												
Wall Space												
Above Security	265	242	280	262	273	326	358	365	311	306	299	316
Above Gate E	530	483	561	524	547	653	717	731	621	611	598	631
Above Gate A-D	397	362	421	393	410	489	537	548	466	459	449	473
Stair Case Area	662	604	701	655	683	816	896	913	777	764	748	789
Main Pole	265	242	280	262	273	326	358	365	311	306	299	316
Free Standing Display	530	483	561	524	547	653	717	731	621	611	598	631
Zone D *												
Wall Space	232	211	245	229	239	286	314	320	272	267	262	276
Poles	132	121	140	131	137	163	179	183	155	153	150	158
Free Standing Display	166	151	175	164	171	204	224	228	194	191	187	197
Zone E												
Walkway Wall Space	349	358	419	393	418	486	555	526	454	449	436	503
Backlit Display	291	298	349	327	348	405	463	439	378	374	363	419
Digital Display **	233	239	279	262	278	324	370	351	303	299	290	335
Poles	145	149	174	164	174	203	231	219	189	187	182	210
Free Standing Displays	291	298	349	327	348	405	463	439	378	374	363	419
Brochures	50	50	50	50	50	50	50	50	50	50	50	50



*Includes the upstairs areas above the terminal

**For 10 seconds in a loop



In order to ensure that the recommended zones, assets and pricing of advertising is successful for the Roberts Field Airport, management should focus on several key performance indicators:

Advertising sales

Through the increase in available assets and the guarantee of profit from every advertisement sold, the sales of advertisements will increase due to flexible ad pricing and the variety of different options available.

Asset Utilization and Minimum Number of Advertisements Under Contract in Each Zone

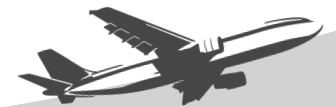
By ensuring at least three advertisements in each zone regardless of type of asset used, Roberts Field can ensure constant revenue generation from walls, poles, and floorspace in and around the airport. The constant presence of advertisements in each zone will also demonstrate increased demand for advertising at the airport. Measuring overall utilization of assets may indicate if pricing needs to be modified.

Contract Length and Customer Mix

Roberts Field should focus on selling advertisements in three-month minimum increments, selling the least expensive months to smaller business and the expensive months to the large businesses in the Central Oregon area.

Number of Sponsorships and Revenue from Sponsorships

Sponsorships will create long term contracts and revenue for the airport. One sponsorship in and outside the airport at all times will create assets that engage passengers and increase the aesthetic appeal of RDM.



Executive Summary2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

Industry Analysis32

Recommendations: Use and Positioning of Assets41

Recommendations: Pricing of Assets.....51

✈️ Summary of Action Plan and Next Steps61

Bibliography.....64



This table summarizes a prioritized set of activities for Roberts Field to begin implementing the recommendations made throughout our proposal.

Recommendation	Priority	Cost	Personnel Required	Outside Parties
Implementation of flexible rate card	High	N/A	Zach Bass, Airport Director	Communicate changes in rates/valuations, and updates to asset mix to current advertisers
Inclusion of parking lot lamp poles into asset mix	High	N/A	Airport Marketing/Business Personnel	Reach out to potential partners for upcoming events
Implementation of improved asset mix utilization and zoned sections	Medium/High	TBD	Airport Marketing/Business Personnel	N/A
Pursue sponsorship opportunities to increase advertising revenue	Medium/High	TBD	Airport Marketing/Business Personnel	Reach out to potential sponsors (OSU Cascades, Hydro Flask)
Development of KPIs for new assets, pricing strategy and sponsorships	Medium/High	TBD	Airport Marketing/Business Personnel	Work with respective parties involved (advertisers, council members) as needed to gain input on KPI standard



Roberts Field's currently does not utilize an agency like most of the researched comparable airports, based on the size of its current operations and preference to remain independent. Given the scale of RDM's assets and potential for growth, we recommend that a Airport Marketing position be created to implement the proposed recommendations and manage advertising accounts.

The creation of a part-time or full time position would benefit Roberts Field by creating a central authority to manage current advertiser relations, and to pursue new advertising accounts or partnerships to generate revenue.

Next Steps for Hiring

- Discuss and determine scope of responsibilities for new position with Airport Director, create official position and chain of reporting
- Determine funds available for potential position, and approach City Council as needed to approve increased spending
- Research average salaries for comparable positions, and adjust based on Central Oregon statistics
 - Utilize salary estimates for comparable positions at small regional airports, or agency positions with similar scope
- Write job posting and begin hiring process

Estimated Cost

Based on preliminary research for Account Executive or Sales Manager positions, the estimated costs for a potential position for Roberts Field are as follows:

- Annual salary for full time position for Account Executive: \$34,000 - \$58,000
- Hourly position for Marketing Sales Assistant: \$9.88 - \$13.37
 - Adjustment may be needed based on new Oregon minimum wage

(Source: Glassdoor)



Executive Summary2

Project Objectives and Approach5

Introduction: Redmond and Roberts Field Today9

Current Assets, Strategies & Infrastructure19

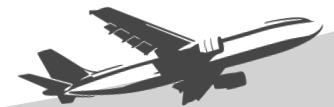
Industry Analysis32

Recommendations: Use and Positioning of Assets41

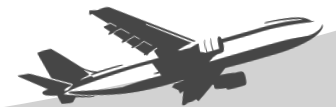
Recommendations: Pricing of Assets.....51

Summary of Action Plan and Next Steps61

✈ Bibliography.....64



- Advertising Age. "Consumers On The Go." Advertising Age. Crain Communications Inc., 28 Sept. 2015. Web. 10 Feb. 2016.
- Airport Business. "7 Airport Marketing Trends." Airport Business 27.6 (2013): 6. Business Source Complete. Web. 10 Feb. 2016.
- Augusta Regional Airport. "Augusta Regional Airport." N.p., 2016. Web. 18 Feb. 2016.
- Bass, Zachary. Personal Interview. 8 Jan. 2016.
- Benton. "Citing Unprecedented Consolidation Within Airline Industry, Blumenthal urges DOJ to Investigating Potential Anti-Competitive, Anti-Consumer Behavior, and Misuse of Market Power." U.S. Senate Document., 18 Jun. 2015. Web. 18 Feb. 2016.
- Brian. "Unwanted Advice: How to Improve Airports and Airplanes." Wandering Sasquatch. N.p., 28 Jan. 2014. Web. 18 Feb. 2016.
- Chattanooga Airport. "Main Site | Chattanooga Metropolitan Airport." Site. N.p., 2016. Web. 18 Feb. 2016.
- City of Rapid City. "Rapid City Regional Airport." Rapid City Regional Airport. N.p., 2015. Web. 18 Feb. 2016.
- Cowan, Jeremy L., Dana L. Bratton, and Bratton Appraisal Group LLC. Market Rent Study: Roberts Field - Redmond Municipal Airport. Bend: Bratton Appraisal Group, 2 June 2014. PDF.
- Departure Media. "Augusta Regional Airport (AGS) Departure Media|." Departure Media Augusta Regional Airport AGS. N.p., 2015. Web. 18 Feb. 2016.
- Deschutes County Fairgrounds. "Fair & Rodeo Home." Deschutes County Fair. N.p., n.d. Web. 18 Feb. 2016.
- Dillingham, Gerald L. "Airport Funding: Aviation Industry Changes Affect Airport Development Costs and Financing." Government Accountability Office Reports (2014): 1-23. Business Source Complete. Web. 10 Feb. 2016.
- Economic Development for Central Oregon. "2015 Central Oregon Profile." 2015 CENTRAL OREGON PROFILE (2015): n. pag. EDCO Info. EDCO, 2015. Web. 15 Feb. 2016. <<https://www.edcoinfo.com/wp-content/uploads/2015/05/Central-Oregon-Profile-2015.pdf>>.
- Elkay Drinking Solutions. "Drinking Solutions." Rapid Water Bottle Filling Stations. N.p., 2016. Web. 18 Feb. 2016.
- Euromonitor International. "Airlines in the US." Passport GMID. Euromonitor International, Sept. 2015. Web. 10 Feb. 2016.
- Euromonitor International. "Income and Expenditure: USA." Passport GMID. Euromonitor International, Mar. 2015. Web. 10 Feb. 2016.



- Fly Redmond. "Redmond Municipal Airport." City of Redmond, Oregon. N.p., 2016. Web. 18 Feb. 2016.
- Garrett Specialties. "May 22, 2009 - Promotional Products Blog Site: Specialties Blog Spot." Promotional Products Blog Site Specialties Blog Spot RSS. N.p., 22 May 2009. Web. 18 Feb. 2016.
- Glassdoor. "Clear Channel Salaries." Glassdoor. N.p., n.d. Web. 12 Mar. 2016.
- Grand Junction Regional Airport. "Grand Junction Regional Airport." Grand Junction Regional Airport. N.p., 2016. Web. 18 Feb. 2016.
- Haider, Zeeshan. "IBISWorld Industry Report 48811: Airport Operations in the US." IBISWorld. N.p., June 2015. Web. 10 Feb. 2016.
- Hydro Flask. "We Are Hydro Flask." Our Story. N.p., 2016. Web. 18 Feb. 2016.
- Leviton. "Recharging Electronic Devices at One of the Nation's Busiest Airports." Phoenix Sky Harbor International Airport Installs USB Receptacles. N.p., 2016. Web. 18 Feb. 2016.
- Magness, Aaron. "Why Does Zappos Advertise in Airport Security Bins?" Blogs.zappos.com. N.p., 11 Jan. 2011. Web. 18 Feb. 2016.
- Maxwell, Mary. Personal Interview. 30 Jan. 2016.
- Nudd, Tim. "Heineken Dares JFK Travelers to Ditch Their Plans, Press a Button and Board a Flight to Parts Unknown." AdWeek. N.p., 12 July 2013. Web. 18 Feb. 2016.
- Oregon Fairs Association. "Oregon Fairs Association - Information about Fairs in Oregon." Oregon Fairs Association - Information about Fairs in Oregon. N.p., 2015. Web. 18 Feb. 2016.
- Rapid City Regional Airport. "RAP Rates FY 2016." (2016): n. pag. Print.
- Redmond Municipal Airport. Advertising List. Redmond: Redmond Municipal Airport, 2015. XLS.
- Redmond Municipal Airport. City of Redmond Fee Schedule Effective February 1, 2016. Redmond: Redmond Municipal Airport, Jan. 2016. PDF.
- Redmond Municipal Airport. Redmond Municipal Airport United Airlines Meeting. Redmond: Redmond Municipal Airport, 16 Dec. 2015. PDF.



Redmond Municipal Airport. Roberts Field Redmond Municipal Airport: Airport Master Plan. Redmond: Redmond Municipal Airport, Apr. 2005. PDF.

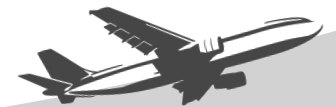
Roberts Field. Brochure Rack Advertising Contract and Conditions. Redmond: Roberts Field, 1 Dec. 2013. PDF.

Roberts Field. Diorama Advertising Contract and Conditions. Redmond: Roberts Field, 1 Dec. 2013. PDF.

Subaru of Bend. "Subaru Of Bend." N.p., 2016. Web. 18 Feb. 2016.

Szopinski, Tomasz Stanislaw, and Robert Nowacki. "The Influence of Purchase Date and Flight Duration over the Dispersion of Airline Ticket Prices." *Contemporary Economics* 9.3 (2015): 353-66. Business Source Complete. Web. 10 Feb. 2016.

1 Outdoor Advertising. "Out-of-Home Media . Outdoor Advertising Blog . Ambient Ads." Ford Fusion Creative Spin on Airport Advertising. N.p., 10 Oct. 2008. Web. 18 Feb. 2016.



Redmond Municipal Airport Rate Card 2016



Jan. Feb. Mar. Apr. May Jun. Jul. Aug. Sept. Oct. Nov. Dec.

Zone A

Pole Banner	249	240	280	262	276	325	364	358	307	302	295	325
-------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Zone B

Wall Space	547	528	615	576	607	716	801	788	675	665	649	716
------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Poles	311	300	350	327	345	407	455	448	383	378	369	407
-------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Zone C

Wall Space												
------------	--	--	--	--	--	--	--	--	--	--	--	--

Above Security	265	242	280	262	273	326	358	365	311	306	299	316
----------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Above Gate E	530	483	561	524	547	653	717	731	621	611	598	631
--------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Above Gate A-D	397	362	421	393	410	489	537	548	466	459	449	473
----------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Stair Case Area	662	604	701	655	683	816	896	913	777	764	748	789
-----------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Main Pole	265	242	280	262	273	326	358	365	311	306	299	316
-----------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Free Standing	530	483	561	524	547	653	717	731	621	611	598	631
---------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Display												
---------	--	--	--	--	--	--	--	--	--	--	--	--

Zone D *

Wall Space	232	211	245	229	239	286	314	320	272	267	262	276
------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Poles	132	121	140	131	137	163	179	183	155	153	150	158
-------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Free Standing	166	151	175	164	171	204	224	228	194	191	187	197
---------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Display												
---------	--	--	--	--	--	--	--	--	--	--	--	--

Zone E

Walkway Wall	349	358	419	393	418	486	555	526	454	449	436	503
--------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Space												
-------	--	--	--	--	--	--	--	--	--	--	--	--

Backlit Display	291	298	349	327	348	405	463	439	378	374	363	419
-----------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Digital Display **	233	239	279	262	278	324	370	351	303	299	290	335
--------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Poles	145	149	174	164	174	203	231	219	189	187	182	210
-------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Free Standing	291	298	349	327	348	405	463	439	378	374	363	419
---------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Displays												
----------	--	--	--	--	--	--	--	--	--	--	--	--

Brochures	50	50	50	50	50	50	50	50	50	50	50	50
-----------	----	----	----	----	----	----	----	----	----	----	----	----

*Includes the upstairs areas above the terminal

**For 10 seconds in a loop



Redmond Municipal Airport

Impressions, Annual Rates & Assumption



	Mark-up	Annual Rate
Zone A		
Pole Banner	100%	\$3,046
Zone B		
Wall Space	220%	\$6,701
Poles	125%	\$3,807
Zone C		
Wall Space		
Above Security	200%	\$3,063
Above Gate E	400%	\$6,126
Above Gate A-D	300%	\$4,594
Stair Case Area	500%	\$7,657
Main Pole	200%	\$3,063
Free Standing Display	400%	\$6,126
Zone D *		
Wall Space	175%	\$2,680
Poles	100%	\$1,531
Free Standing Display	125%	\$1,914
Zone E		
Walkway Wall Space	300%	\$4,543
Backlit Display	250%	\$3,786
Digital Display **	200%	\$3,029
Poles	125%	\$1,893
Free Standing Displays	250%	\$3,786
Brochures	Fixed Price	\$510

Months	Deplanement	Enplanement	Total
January	21,225	19,357	22,469
February	19,357	19,118	38,475
March	22,469	22,361	44,830
April	20,986	20,973	41,959
May	21,901	22,305	44,206
June	26,148	25,978	52,126
July	28,710	29,650	58,360
August	29,276	28,118	57,394
September	24,896	24,250	49,146
October	24,496	23,962	48,458
November	23,974	23,272	47,246
December	25,286	26,871	52,157

Flexibility of the Rate Card

- Change the Cost Per Enplanement each year based on the bench mark
- The number of enplanements on each month to find the new price for the next year
- The mark up based on demand

Assumption

- Use the cost per enplanement as a basis for the pricing
- Based on the number of enplanements – created an estimated mark-up from the number of impressions
- 15% Discount rate for annual

Impressions in Each Zone

- Zone A, B = Total (Enplanement & Deplanement)