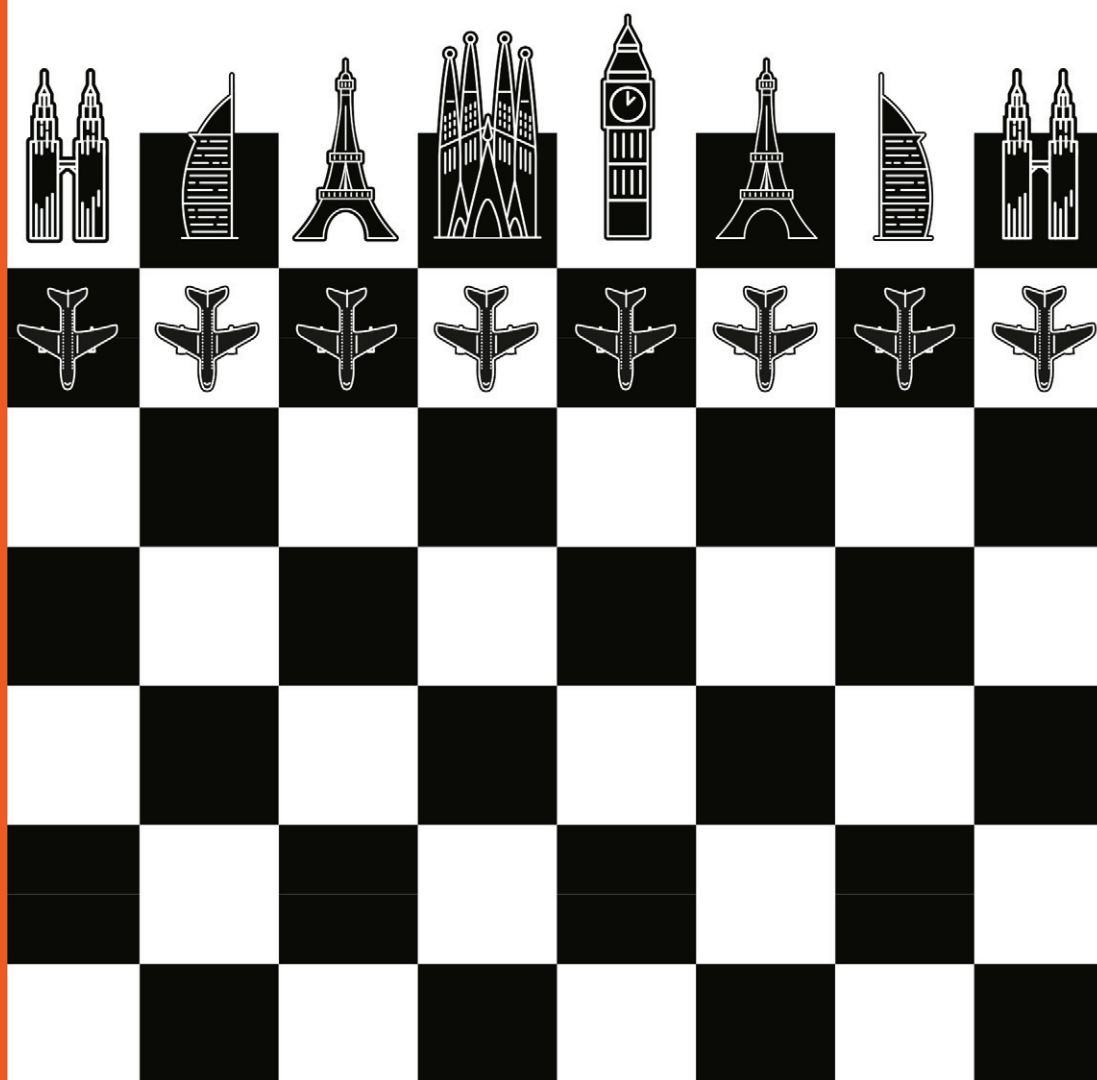


AIRPORT MARKETING STRATEGIES

AVIATION AND TOURISM PERSPECTIVES

Lázaro Florido-Benítez



Airport Marketing Strategies

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Airport Marketing Strategies: Aviation and Tourism Perspectives

BY

Dr. Lázaro Florido-Benítez

University of Málaga, Spain



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INVESTOR IN PEOPLE

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



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

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List of Abbreviations

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

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

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

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About the Author

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

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Preface

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

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

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

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

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

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

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

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

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

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

Dr Lázaro Florido-Benítez

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I would like to thank Emerald's editors and reviewers for giving me this opportunity to edit this refereed book as part of the Emerald Editorial. I also thank in particular Sheena Reghunath and Thomas Felix Creighton for their helpful and constructive comments in the editorial process.

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Chapter 1

Introduction

Abstract

This chapter introduces the evolution of airports from the Airlines Deregulation Act of 1978 in the United States to the present day. Starting with a description of airports and their surroundings, the tourists' perceptions concerning airports, and how airports and airlines have become the cornerstones of the tourism and aviation industries, especially in the period of pandemic for later retrieval. During the 1980s and 1990s, airport operators worked under an established monopoly, and they did not consider marketing strategies to increase and maximise business revenue. Since then, airport operators have been constantly looking for new business models to increase aeronautical and commercial revenues. This chapter ends with a description of how digitalisation represents not only a world full of opportunities in the airport and marketing relationship but also a great challenge to operators and marketers in terms investment and innovation.

1.1 When Airport Operators Were Reluctant to Implement Marketing Tools

The perception of airports by tourists and companies has improved over the last 25 years, thanks to marketing strategies and promotion campaigns developed by airport operators with the aim of establishing their real place inside and outside of the transportation, tourism and logistics sectors. But not always has the airport been considered the cornerstone for transporting passengers and goods; in 1995, most tourists and companies kept seeing airports as a simple transport infrastructure where they got on a plane to take a vacation, do business or go home. As stated by [Gretzel et al. \(2008\)](#), the emergence of travel as a significant economic activity began after World War II, as travel became widely accessible to the general population.

Airport operators soon understood that passengers and airlines were not just their primary source of income or aeronautical revenue; they too could get more income from non-aeronautical activities like retail services, shopping, personalised

2 Airport Marketing Strategies

products and services, sales databases to attract new customers or customer segmentation, very important person (VIP) services, duty-free shops, quality of services as an added value, sporting, leisure and gastronomy activities, collaboration with partners to increase the number of customers and revenue, logistics and business platforms for e-commerce companies (i.e. Amazon, Zara, eBay, or Nike), among many others.

Before the introduction of the Airlines Deregulation Act of 1978 in the United States, most airport operators were focused on aeronautical revenue from air carriers through aircraft landing fees, handling charges and passenger service charges (Doganis, 2019; Graham, 2013). Airport operators worked under a monopoly established based on the legal regulations of governments, and they were not interested in commercial revenues and much less in marketing strategies. The traditional belief was that airport operators could not influence passenger demand and air traffic. A study carried out by the International Air Transport Association (IATA) and Deloitte (2017) revealed that from the 1980s and 1990s, governments' central responsibility was to ensure the best interests of passengers, cargo customers and the continued development of the regional economy. After 1990, everything changed substantially in cost, revenue and benefit terms for airports and airlines, and since then, Choo (2014) indicates that the aviation industry has become very competitive, and air fares have come down considerably, leading to lower profit margins. Operators have increasingly concentrated on revenue from passengers rather than airlines (Puls & Lentz, 2018).

Indeed, due to the high competitiveness in the air transport sector and the continuous economic crisis, airline companies have experienced extreme difficulties continuing to operate, particularly low-cost carriers (LCCs) due to the low-cost model, and many of them have declared bankruptcy or ceasing operations, especially in the period of the COVID-19 pandemic (see Fig. 1). In May 2022, South African Mango airlines, a state-owned carrier, was rescued by the government with 225 million rands (~\$14 million) to continue operating in this

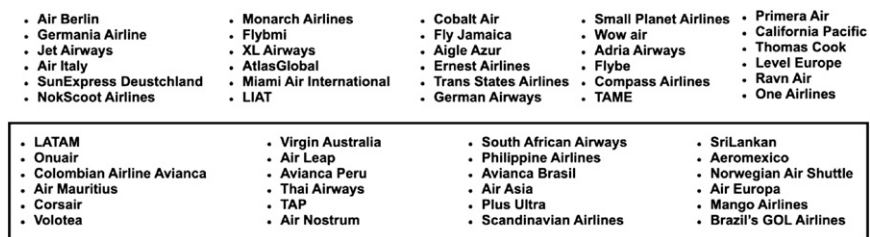


Fig. 1. Airlines Ceased Operations and Airlines That Continue to Operate Under File for Administration/Declared Bankruptcy to Avoid Going Bankrupt From 2015 to 2022. *Source:* Compiled by the author. *Note:* Black box shows airlines were operating under declared bankruptcy (Use Chapter 11 bankruptcy) or filed for administration to avoid going bankrupt between 2021 and 2022. The rest of the airlines have ceased operations due to liquidation, insolvency or bankruptcy. *Source:* Own elaboration.

region (Mahlaka, 2022). The Spanish government approved a €200 million (\$214 million) rescue loan to the privately owned Spanish airline Volotea to help it recover from the pandemic crisis (Reuters, 2022). As stated by Florido-Benitez (2021a), from 2015 to 2021, more than 40 airlines worldwide ceased operations for bankruptcy or insolvency, such as Monarch Airlines, Air Berlin, Thomas Cook and Cobalt Air, among many others, governments, airports, and airline operators need to rebuild the number of connections to pre-pandemic levels. The International Air Transport Association (IATA) (2021) and the World Bank (2022) reported that 1.8 billion passengers flew in 2020, a decrease of 60.2% compared to the 4.5 billion who flew in 2019; thus, this is the worst year on record in airline industry statistics (see Fig. 2).

After that, the World Health Organization (WHO) declared the coronavirus a global pandemic on 11 March 2020. From January 2022 on, many airlines reduced operating costs to obtain liquidity, according to the legally established criteria by governments. In addition, most low-cost and legacy carriers launched promotion campaigns for cheap flights to increase passenger demand throughout the year 2022. The big questions that now divide researchers and governments are the length of time of this pandemic, the airlines' survival, the high uncertainty in the tourism and aviation sectors and the pessimistic prospects in developed countries. The great challenge of the aviation industry, which had virtually closed over the last 2 years, is highlighted by there were 16% fewer seats in their pre-pandemic and an increase of 31% over 2021. For instance, the scale of recovery for some airlines like Ryanair or EasyJet has been truly amazing in 2022; both airlines have close passenger numbers and flight data to the year 2019, according to the Official Airline Guide (OAG, 2022), although in 2023, both airlines have recovered their traffic to pre-pandemic levels.

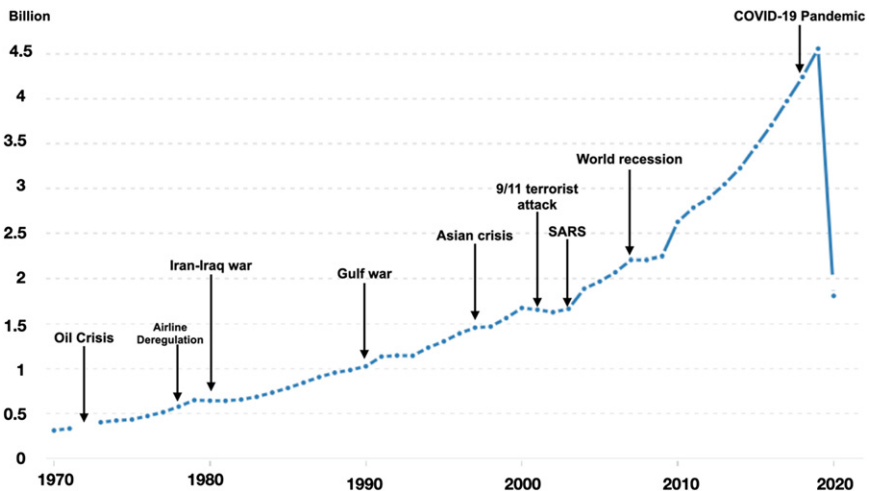


Fig. 2. Passengers Carried by Airlines From 1970 to 2020. *Source:* Adapted from The World Bank (2022).

4 Airport Marketing Strategies

Nevertheless, the Airlines Deregulation Act of 1978 allowed free entry into airports and routes for airlines, and it also encouraged millions of passengers to enjoy air travel around the world. Deregulation spurred the creation of dozens of new airlines and prompted many smaller airlines to expand, in fact, in this new commercial environment was born hub and spoke airports, and known LCCs, which established the concept of point-to-point services. For all these reasons and for some others that are examined in the next chapters, commercial or non-aeronautical revenues and marketing strategies are needed to ensure the profitability of airport operators. Previous studies claim that it is not easy to date the beginning of the implementation of marketing activities at airports because airport marketing budgets and activities are linked to other costs, sales or even costs of administration (see [Halpern & Graham, 2022](#); [Thelle et al., 2012](#)). The tourism development within a destination and airport provides a context where goals and economic interests overlap among Destination Marketing Organizations (DMOs), airports, airlines and stakeholders, and sometimes, it is very hard to advance a common set of interests ([Florido-Benítez, 2022a](#)).

The generation of revenue is a crucial output for airports and airlines, but in the case of airports, the airport's output value is related to the generation of aeronautical and non-aeronautical revenues. Airport revenues are those incomes generated from air traffic operations, aeronautical revenue and other passenger-dependent activities like retail concessions, retail businesses, catering, parking, advertising and rental cars; all of them are considered non-aeronautical revenue ([Doganis, 2019](#); [Senguttuvan, 2007](#)). Digital development, new technologies, cybersecurity and information technologies are speeding up the transformation of airports into new business models, where they must stratify their portfolio of businesses with the aim of providing diversified and replacement revenue streams and enabling them to increase non-aeronautical revenues. These great changes at airports have created a world full of opportunities between the aviation and marketing industries, where passengers and companies that are operating in and around the airport will be the main beneficiaries.

1.2 There Is a World Full of Opportunities Between the Aviation and Marketing Sectors

The evolution of airports and their business models has developed favourably from an economic and technological point of view. Airport operators are constantly looking for new business models to increase aeronautical and commercial revenues. In spite of that, the airport as an infrastructure for transport and an intermodal transport node does not make any sense nowadays. As stated by [Battal and Bakir \(2017\)](#), airports have undergone a structural transformation with liberalisation, commercialisation and globalisation; in fact, both the revenue sources and revenue types of the airports have increased in the last 20 years, especially in non-aeronautical revenues. This type of income is where marketing activities are more functional and productive in return on investment (ROI) terms than aeronautical revenues because airport marketing strategies are not limited by

stringent and complex environmental, health and safety standards that restrict passengers' access to airports.

Airports have a greater extent of operability in marketing activities, and they can lay out joint marketing strategies with other partners such as DMOs, airlines, tourist destinations, amusement and theme parks, museums, large online companies, logistics companies or even big international events like the Olympics, World Expo and the FIFA World Cup. Airport operators should also 'think big' to bring about positive changes and beneficial results. At the end, airport operators must implement marketing strategies if they want to increase their enplanements and bring on additional carriers. We all must understand the importance of airports and airlines for cities and their tourist attractions (e.g. Disney and Universal theme parks, the British Museum, the Metropolitan Museum or the National Museum of China) in terms of accessibility, connectivity and flight frequencies because these tourist attractions receive millions of visitors annually from around the world. In 2020, North American, Chinese, Japanese and Brazilian visitors made up three quarters of the total visits to the Louvre Museum, and probably most of them arrived in Paris by aeroplane (Florido-Benítez, 2023). For example, in May 2021, operators of Brussels airport invested in marketing campaigns through digital media to encourage consumers to book their travel in the summer after the Belgium government lifted the travel ban abroad. This marketing strategy focused basically on direct business-to-consumer (B2C) communication and diversification of marketing promotion campaigns between business-to-business (B2B) like own website promotions, advertising campaigns of new routes in radio, digital channels, TV, online travel agencies (OTAs) and influencers (Routes, 2021).

Airport marketing strategies have evolved and gained importance in the aviation and tourism industries in the last years, thanks to new technologies, the growth and democratisation of air travel among citizens, the accessibility and connectivity provided by LCCs and legacy carriers and the notable evolution of airports in large cities worldwide. Fig. 3 displays the evolution of airports from

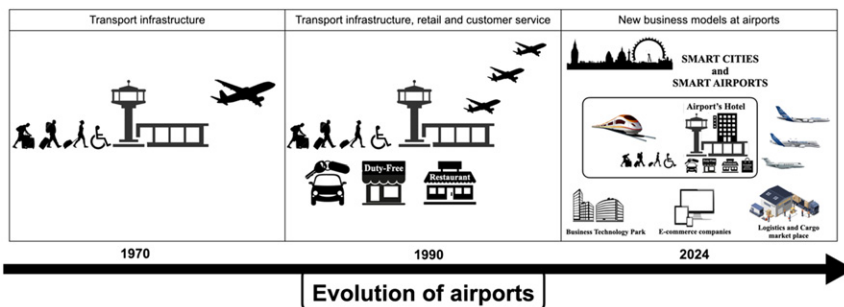


Fig. 3. Evolution of Airports in the Last 50 Years. *Source:* Own elaboration.

1970 to 2024. As we can see, in 1970, airports were seen as a simple transport infrastructure to support airlines. After the Airlines Deregulation Act of 1978, many airports began to implement a growth strategy in commercial revenues, which would include a wide range of activities like restaurants, rent cars, retail outlets and duty-free shops. Today’s airports are authentic shopping malls, and they have diversified and oriented their business model on those commercial activities associated with sustainable and lasting development in the long term. Airports have segmented much more volume and variability in their product and service lines, with the aim of adapting themselves to different customers and partners. Most airports have redesigned their terminals to minimise the transfer time of passengers, and they have more time to purchase and consume products and services within the airport’s terminal. Nowadays, many airports are becoming smart airports inside smart cities to provide more personalised service through robots or the Internet of Things (IoT).

For instance, the airport of Málaga Costa del Sol (IATA code is AGP) in Spain was a tourist airport focused principally on luxury and mass tourism, but since Technology Park of Andalusia, Amazon, DHL, Vodafone, Google, Oracle, Virus Total, Aertec Solutions, Fujitsu, Caterpillar, San Miguel, Mayoral, high-speed train, museums, logistics companies, agri-food businesses, e-commerce and technology companies were introduced in Málaga city. Today, this airport has been set up as a multifunctional and attractive infrastructure for big companies worldwide (see Fig. 4), and Málaga’s airport is one of the most important airports in Europe in accessibility and connectivity terms (Florido-Benítez, 2021b). All airports have a common denominator; they must improve their performance and competitiveness against their main competitors. Nowadays, airports are more proactive and innovative in their marketing strategies, and they have become more sophisticated in their segmentation of the market. Following the Federal Aviation Administration (FAA), Morrison and Maxim (2021) suggest

Málaga multifunctional airport			
TERRITORY	OPERABILITY	PRESENT CARGO MARKET	ADDED VALUE
<ul style="list-style-type: none"> • Accessibility rate-time • Location • Local supply and customized • Origin-destination demand • Airport capacity • Andalusia Techo-Park • Intermodal airport • Good weather, beach , gastronomy 	<ul style="list-style-type: none"> • 24/7 all year • International connectivity • Physical and digital accessibility • International Business Network • 2 runways • Low costs • Multifunctional logistics • Digital transformation • Security Operations Centre (SOC) 	<ul style="list-style-type: none"> • Forwarders and Integrators • Wide body capacity • Consolidation • Multimodal transport means • Regulated agent • Full freighter capacity • Frequency commercial-cargo airlines • Less than 20 minutes warehouses from airport 	<ul style="list-style-type: none"> • Opportunities for Import/Export • Cooperation Airport-DMO- Logistic • Reputation • Cybersecurity measures • Marketing & Business development • Specialized supra-structure • Improved air cargo connectivity-distribution

Fig. 4. Factors That Have Transformed Málaga Airport in Multifunctional. *Source:* Adapted from Florido-Benítez (2021b).

that the effects of the pandemic on the tourism and aviation sectors require new challenges and future opportunities. Indeed, airports and commercial airlines are an essential part of smart tourist destinations (STDs), particularly if a tourist destination wants to be certified as an STD, and these want to provide excellent air accessibility and connectivity to residents and tourists (Florido-Benítez, 2024).

1.3 Airports in the Digital Innovation Era

The aviation and tourism industries are very sensitive to social, economic, market uncertainty, national security and economic crisis effects, which impact the nature of airports' operability and passengers' behaviour. These two industries mostly provide products and services related to the leisure and entertainment sectors, and they are not goods considered necessities by citizens. The COVID-19 pandemic is a living example of how airports, airlines and hotels have been affected by the effects of the pandemic, and many large operators worldwide have declared bankruptcy or been financially supported by governments. In 2021, global passenger traffic fell by 58.4% compared to the year 2019, although these data show an improvement compared to 2020 versus 2019, which fell by 65.8% (IATA, 2022). This is one of the major reasons why airports and airlines are going through a period of unprecedented change in economic, technological, innovation and marketing activities, and it is a dominant theme running through this book.

The 21st century is becoming known as the Digital Innovation Era, and all organisations want to be well positioned in digital media to get the consumer's attention, and they will provide their products and services. Airports are obviously not exempt of this disruptive digitalisation. On the contrary, according to a report by Airports Council International (ACI) in 2017, it claims that airport operators are constantly launching new digital initiatives, especially in safety and security, and marketing activities to make airport business and operations more efficient, safer and productive (see FAA, 2022; Florido-Benítez, 2021c; Halpern et al., 2021; Remencová & Sedláčková, 2021; Zaharia & Pietreanu, 2018). Digitalisation not only represents a world full of opportunities in the airport and marketing relationship but also a great challenge to operators and marketers in terms of investment and innovation.

Airports and airlines are highly dependent on the tourism industry. The growing demand for tourists' flow requires support in marketing actions through digital media and social-network marketing. As stated by Florido-Benítez (2022b), users who are familiar with digital media and their own smartphones move more efficiently and comfortably during the pandemic. Florido-Benítez (2022b) calls these users Human-Mobile-App (HuMobAp) humans move-mobile phone according to their needs and incentives that apps provide to them, such as flight apps (Delta Air Lines), travel apps or online travel agencies (Booking.com), review information apps (Tripadvisor), hotel reservation apps (Hilton Hotels), supermarket apps (Tesco) or even to track all departing and arriving flights and receive updates about gate changes, delays and airport updates through the airport's apps (Schiphol Amsterdam Airport).

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

Airport marketing strategies are shown in a business, marketing and technological context, with the aim of highlighting the importance of this tool in the internationalisation of airports. To increase airports' sales and online presence through digital channels is a priority for airport operators, not a choice to boost their benefits and remain competitive after the pandemic crisis. Moreover, this book provides updated information, is accessible and is an in-depth textbook that introduces readers to the principles and practice of marketing, marketing tools, airport marketing strategies, different marketing techniques as well as the major changes and future marketing challenges facing airports in the coming years. That is why we must start out defining marketing within an airport industry context in Chapter 2.

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