ACI EUROPE
AIRPORTS COUNCIL INTERNATIONAL

ROLE AND USAGE OF TRADEMARKS BY THE WORLD'S BEST PRACTICE AIRPORTS



FOREWORD

by Olivier Jankovec, Director General, ACI EUROPE

In a time of unprecedented transformation, our sector is rising to new challenges with future-facing strategies which enhance the passenger and partner experience. This report, which turns the spotlight onto the power of strong airport branding, illustrates that vision and creativity are being harnessed to deliver sound business strategies in airports across the globe. These strategies and the importance of airport branding - while tailor-made for each airport - systematically reflect the fact that the airport industry of the 21st century has definitely moved from B2B to being also B2C.

The four best-practice examples analysed in the following pages have one underlying factor in common: they start from the recognition that an airport is an ecosystem serving multiple stakeholders whose interests are intertwined. Passengers, airlines, suppliers and employees who recognise a strong brand with consistent values respond in ways which make commercial sense.

Yet the success story goes beyond this. Customers who view an airport as a destination in its own right, business partners and suppliers who are proud to cite the commercial relationship, and employees who are part of an aspirational workplace – all have tangible outcomes which firmly establish the airport as a beneficial stakeholder in its community.

As ever, ACI EUROPE is delighted to represent an industry which is embracing change with vision and passion. I hope you find inspiration in the pages which follow; there is much to admire and many take-outs to build upon. Our thanks go in particular to all our colleagues in Moscow Domodedovo, Munich, Dubai International and Singapore Changi airports for their participation in this study.

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EXECUTIVE SUMMARY

01



SINGAPORE CHANGI AIRPORT / SIN

THE IMPORTANCE OF THE BRAND

- The objective of this study is to investigate the importance of an airport brand and its positioning in the market for airport customers, suppliers and employees.
- The airport brand needs to be innovative, transparent and flexible and communicable with all stakeholders, both internal and external, customers, B2B, employees and the wider airport community.
- There are many advantages in developing a cohesive, leading and consistent brand which are illustrated in this study by best practice airports such as Dubai International (DXB), Singapore Changi Airport (SIN), Munich International Airport (MUC) and Moscow Domodedovo Airport (DME).
- Brands are inevitable in the aviation market. They are the interface between customers (passengers and airlines), suppliers and employees. If the brand concept is successful, it also helps to develop loyalty to the airport. Airports with established branding are often the first choice for passengers to travel and transfer, and for suppliers to do business with.
- Brand loyalty brings any airport many benefits, including but not limited to the following:

    1. Customers make the choice of airport primarily based on the lowest price of the flight ticket, but also from the convenience perspective and the position of the airport as well as its attractiveness as a destination.
    2. Suppliers offer better conditions for the airport because of its unique brand positioning and global role.
    3. HR departments are able to recruit faster and at lower cost as airports with a strong brand are very attractive to professionals.

STEP CHANGE OF THE AIRPORT BUSINESS

- Over the past 10 years there has been a step change in the way airports want to be perceived.
- Airports are no longer satisfied to be a facilitation point for passengers, leading airports are now striving to be much more.
- Airports are brand entities and destinations in their own right.
- The brand of an airport is complex and is made up of many elements including the proposition, the messaging, visual language and the logo itself.
- What passengers and stakeholders see and experience is the total brand experience of the physical environment. This is what passengers will take away.
- Some examples are state-of-the-art shopping and F&B facilities, SPA & beauty salons, hotels, medical centres, fitness clubs, lounges, events and exhibitions.
- Airports are continuously becoming destinations where customers spend quality time, meet with business partners and friends.
- Brands are especially important for competitive hub airports such as MUC and FRA, DXB and DOH, DME and SVO, MEL and SYD as well as for O&D (origin and destination) gateways.



KEY BENEFITS OF AIRPORT BRAND

STRATEGIC OBJECTIVES OF AIRPORTS	BENEFITS OF AIRPORT BRAND	KEY OUTCOMES
To Become The Preferred Airport For Passengers	Sustained Passenger Growth Seamless Travel Experience	Higher Passenger Growth High ASQ Scores
To Be A Strong Hub (Regional/Transit)	Aeronautical Business Growth Smooth Transit Facilities Enhanced Profitability	Aeronautical Business Contribution New Routes/New Airlines
To Become The Preferred Employer	Enhanced Employee Motivation Higher Performance Lower Hiring Costs	High Employee Engagement Scores Low Attrition % High ASQ Scores
To Become The Preferred Airport For Stakeholders (Suppliers, Business Partners)	Better Conditions for Airport Long-Term Relationship	High Stakeholder Satisfaction Scores High ASQ Scores

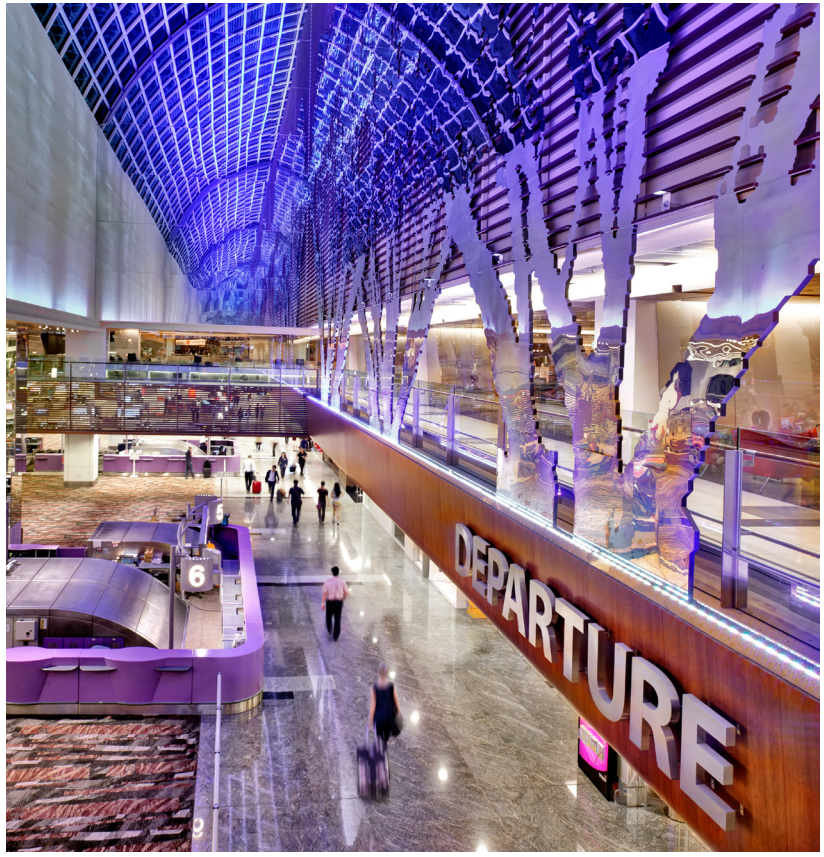
OBJECTIVES



DUBAI INTERNATIONAL AIRPORT / DXB

OBJECTIVE & APPROACH OF THE STUDY

- The Consultant has analysed in detail 4 of the world's best practice airports - Munich Airport, Moscow Domodedovo Airport, Singapore Changi Airport and Dubai International which together cover the most significant and fast-growing regions of the world - Europe, Asia, Russia and Middle East. These airports have a proven track record of successful brand development history and attractiveness of the trademarks from the perspective of the airport customers, suppliers and employees.
- The main areas of the analysis include but are not limited to the following areas:
    1. The practice of using trademarks by the best practice airports
    2. Monetisation opportunities of trademarks
    3. Analysis of the trademark's influence on the airport business in terms of attractiveness for customers (airlines and passengers)
    4. Analysis of the trademark's influence on airport suppliers in terms of commercial attractiveness and increase of economic efficiency of purchases
    5. Analysis of the trademark's influence on the labour market in terms of attractiveness of the airport as an employer for highly qualified staff
- The study is based on the research and deep dive analysis of the best practice airports, face-to-face interviews with selected airport brand and marketing managers, and expert interviews with key industry stakeholders.



THE AIRPORT BRANDING POSITIONING & ITS IMPACT ON AIRPORT BUSINESS



MUNICH INTERNATIONAL AIRPORT / MUC

WHAT DOES SUCCESSFUL AIRPORT BRANDING MEAN?

- An airport brand must be strategic and unique.
- It should be defined and managed by the airport operator in collaboration with key stakeholders, business partners and airport employees.
- The brand represents a consistent airport promise to all customers and stakeholders.
- It could be an idea or image of a specific product or service that customers, suppliers and employees connect with, by identifying the name, logo, slogan, or design of the airport company
- Branding is successful when that idea or image is marketed so well that it is recognisable to a diverse range of airport customers, and identified with a certain service or product where there are other airports offering the same product or service.
- Branding is important not only to build corporate brand recognition, but also to build reputation and a set of standards which an airport strives to deliver.
- Branding allows airports to build their reputations as well expand beyond the original product and service being offered.



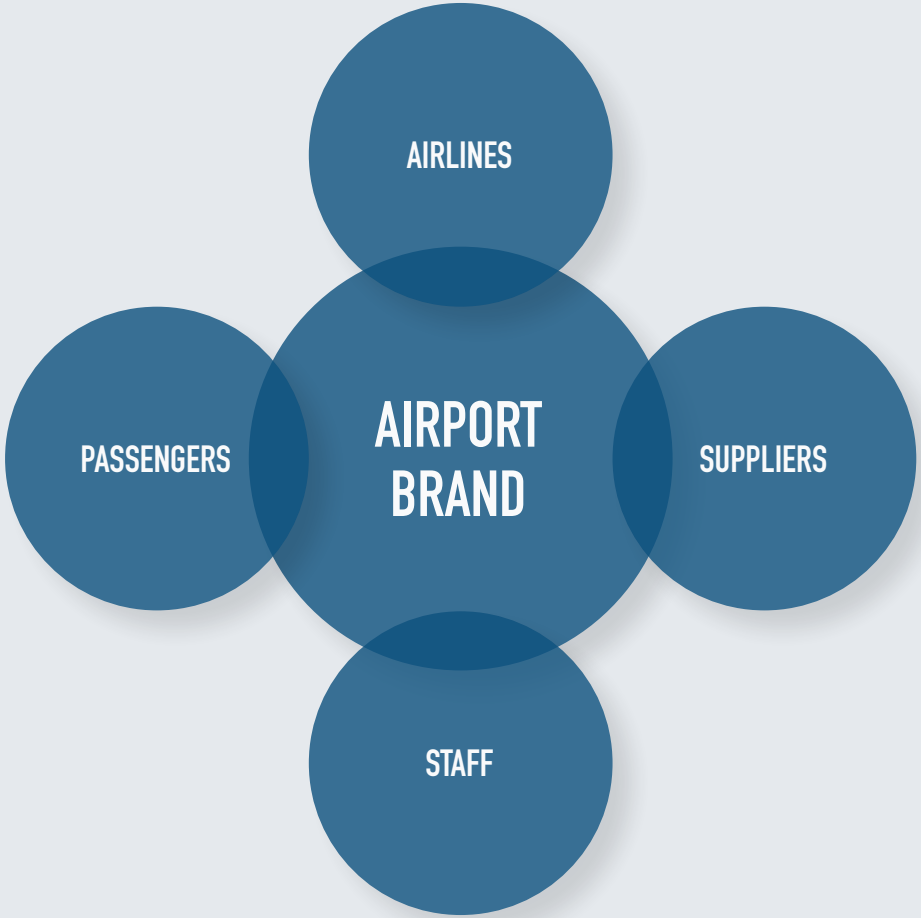
KEY CHARACTERISTICS OF SUCCESSFUL AIRPORT BRANDS

STAFF	RELEVANCE	TECHNOLOGY & SOCIAL MEDIA	REPUTATION	MEANINGFULLY DIFFERENT	PERSONALITY	GLOBALLY LOCAL OR LOCALLY GLOBAL	A GREAT BRANDED EXPERIENCE
Dubai and Amsterdam Schiphol are good examples where passengers perceive the shopping experience at these airports to be of great value.	Changi Airport continuously builds its brand around delivering the best passenger experience, using branding in all aspects of operation and marketing.	While technology is usually associated with operational efficiency, it is becoming more relevant for brand building. E.g. Wi-Fi in combination with social media at London Heathrow Airport.	Airport branding is an intangible concept. However, an airport with a good reputation can benefit in a multitude of ways including consumer preference. Therefore, brand strength is a valuable component of a good reputation.	Customers will stay loyal to brands that meet their needs. Airports are usually competing for the same catchment area and being a "meaningfully different" brand can provide an advantage.	A distinctive brand character is more likely to generate customer passion and create brand advocates. A brand personality is something to which the customer can relate.	Airports are gateways of globalisation serving on a daily basis a mosaic of travellers. Whereas every airport has a different passenger profile, all passengers expect that their specific needs will be met.	A brand is only as good as its last experience. Recommendation and word-of-mouth are powerful forces that can make or break a brand even faster in this connected world.

IMPACT OF STRONG BRAND ON AIRPORT BUSINESS – OVERVIEW

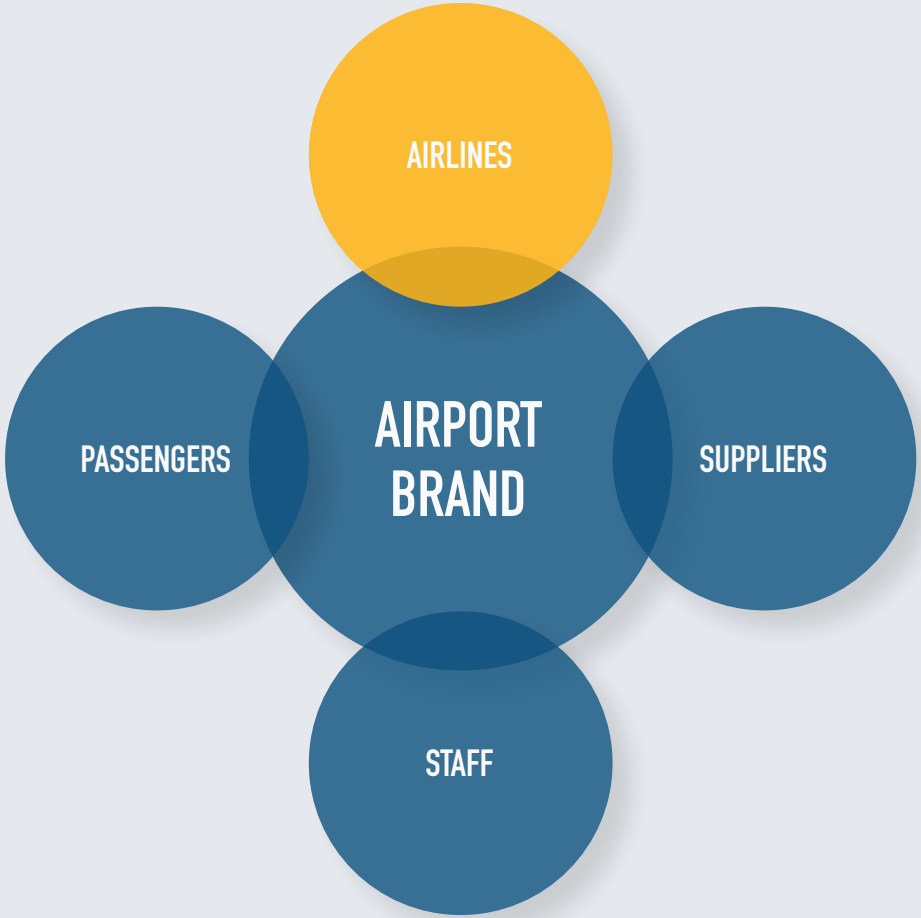
- Airports are multipoint service-provider firms.
- The services and products are provided to a broad group of target customers such as passengers, airlines, suppliers and staff.
- Strong airport branding has a direct impact on airport business for all stakeholders – airlines, passengers, suppliers and employees.
- There are a number of benefits from strong airport branding which apply to all airport customers and stakeholders:

    1. Loyalty and Trust: Customers want to come back, suppliers and staff do not want to look for alternatives
    2. Forgiveness: If there is a problem, the reaction would be not to blame the airport but rather to think "It can't be their mistake"
    3. Recommendation: Stakeholders would recommend an airport with a strong brand to others (family, friends, colleagues, business partners, etc.)



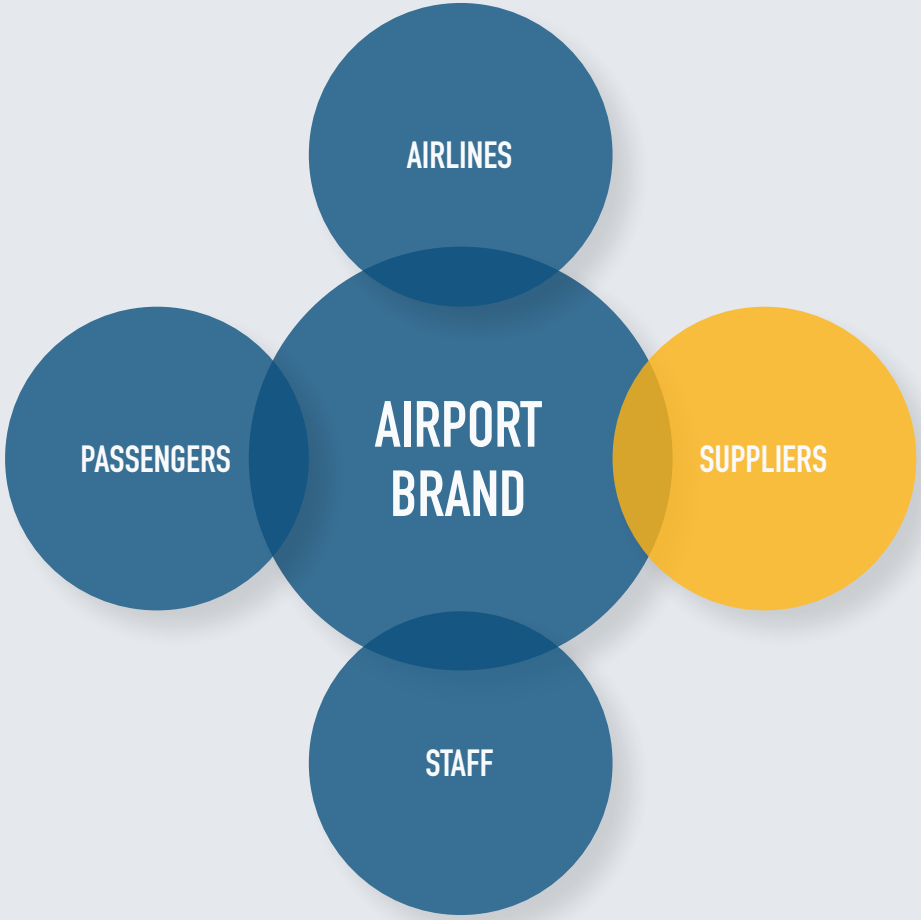
IMPACT OF STRONG BRAND ON AIRPORT BUSINESS – AIRLINES

- Airlines are becoming more and more demanding and primarily interested in the best commercial deal they are able to negotiate with airports.
- However, airports with strong brands offer airlines additional benefits which contributes to the final decision making.
- Knowing that the airline customers (passengers) get a good transfer product (e.g. Changi Airport) as well as a differentiated offering for shopping, F&B and entertainment during their waiting time will significantly increase the value of the airport against competitors who have just a basic product and a limited commercial offer.
- The strong brand also helps to build a strong hub positioning (regional/transit) and develop new routes as well as attract new airlines.
- Aeronautical business contribution will be increased with a strong brand.



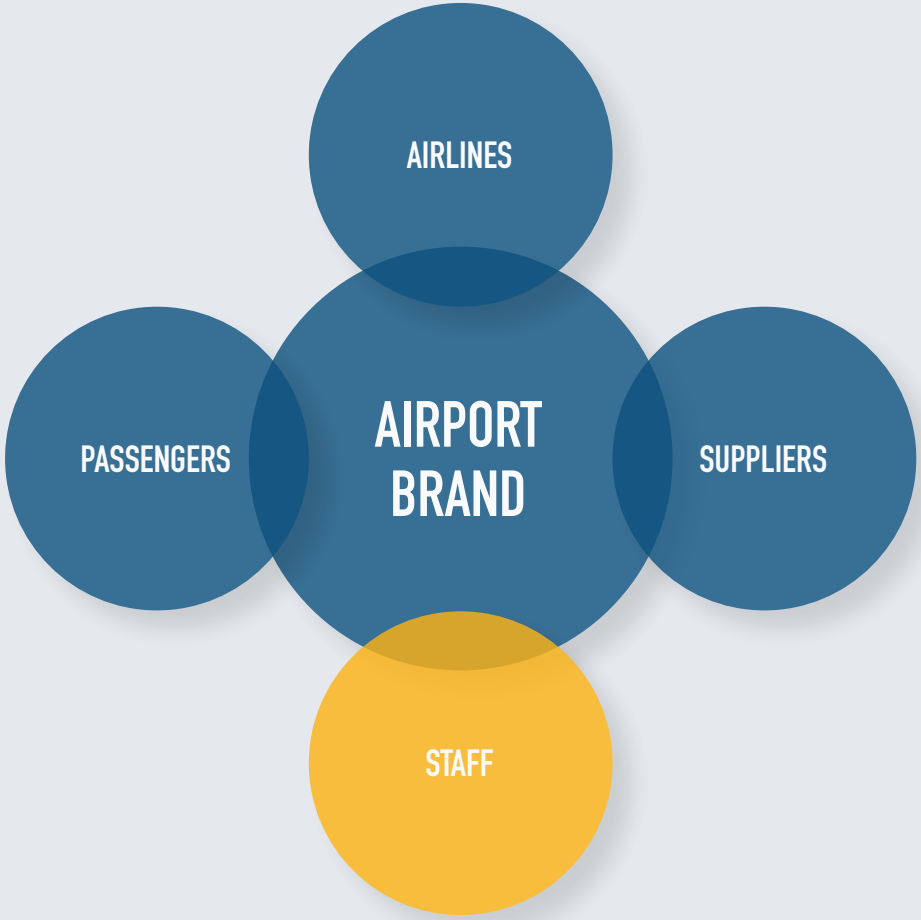
IMPACT OF STRONG BRAND ON AIRPORT BUSINESS – SUPPLIERS

- Successful airport branding has a huge impact on the development of the relationship with airport business partners.
- Suppliers are often looking for long-term relationships and are ready to offer better conditions to airports with strong brands and high recognition in the industry.
- Suppliers hope to secure new contracts with other business partners using the existing references and promoting their cooperation with airports such as MUC or DXB.
- Once a contract with an airport with a strong brand is secured, it would be much easier for suppliers to get contracts with new business partners, using those business relationships as references.
- For this reason, suppliers would often offer better conditions to airports with an excellent reputation and an established brand.



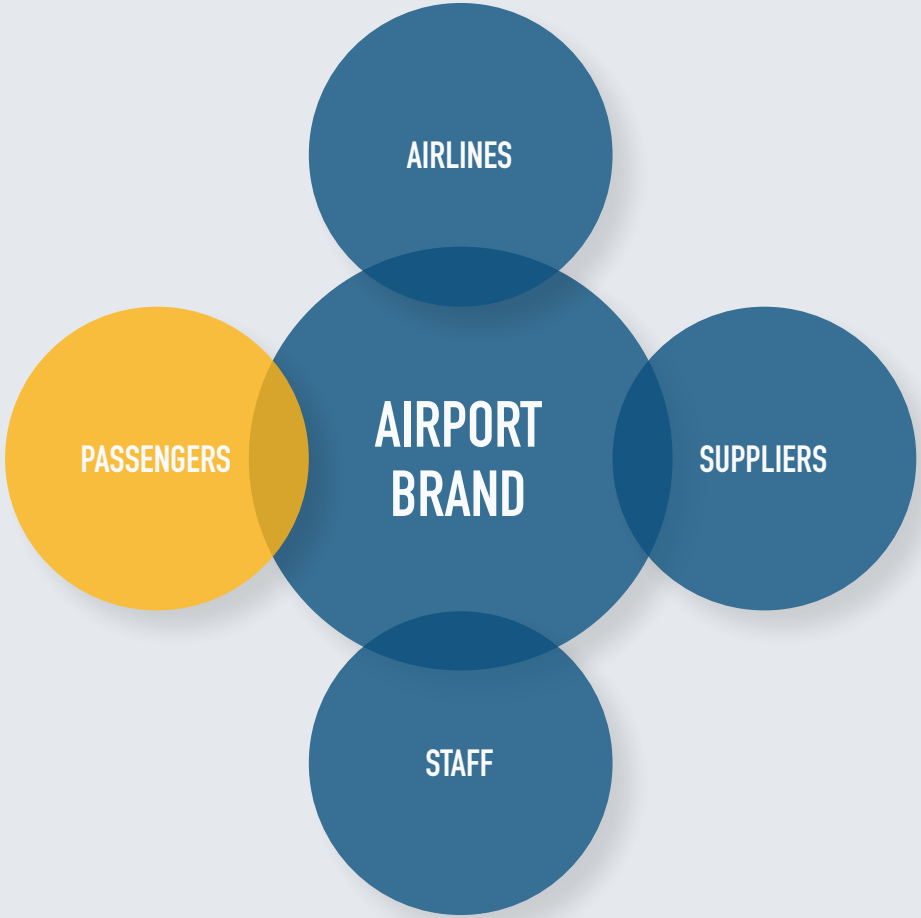
IMPACT OF STRONG BRAND ON AIRPORT BUSINESS – STAFF

- Recruitment of highly experienced and professional employees has always been a significant task and requiring a lot of time, efforts and investment.
- Airports with successful brand concepts such as AMS, LHR, SYD, MUC, DXB, SIN and many others have shown a reduction of costs per hire and an increase of retention rate. This is measured by the number of employees who are still employed at the airport at the end of the period compared to the total number of employees at start of the period.
- Staff recruitment would become significantly easier once airports have achieved brand recognition worldwide.
- The airport would then become the most attractive employer among other players in the market.



IMPACT OF STRONG BRAND ON AIRPORT BUSINESS – PASSENGERS

- Because of the growing competition among airports, airport managers realise the need to invest in innovative and differentiation strategies such as airport branding.
- Passengers nowadays are getting more and more exigent and airports must focus more on their needs and wants in order to develop a unique and unforgettable passenger experience.
- The passenger experience and strong airport brand are highly dependent on each other (see Page 19).
- Passengers' values and perceptions towards an airport brand are much more than just the logo.
- An airport that focuses on the physical environment and services within the airport will enjoy greater levels of positive brand recognition.
- Passengers would choose an airport with a strong brand over and above other airports in the region as they trust they get excellent service, a unique experience and special offers during their journey.



AIRPORT BRANDING AND AIRPORT CUSTOMER EXPERIENCE

- There is a high correlation between airport branding and airport customer experience.
- The key features of both are definition and implementation of innovative services and experiences that will exceed customer expectations.
- Customer satisfaction is an outcome of the understanding of the airport customers by different means.
- Performance is driven by non-aeronautical revenues and efficiency.
- Customer service is measured by process improvement, launching of improvement projects and defining service standards.
- Experience Management needs governance with clear assignment of responsibilities.
- Customer insights and positioning are based on engagement of all airport stakeholders.



INTRODUCTION TO THE SELECTED BEST PRACTICE AIRPORTS: DXB, MUC, SIN, DME

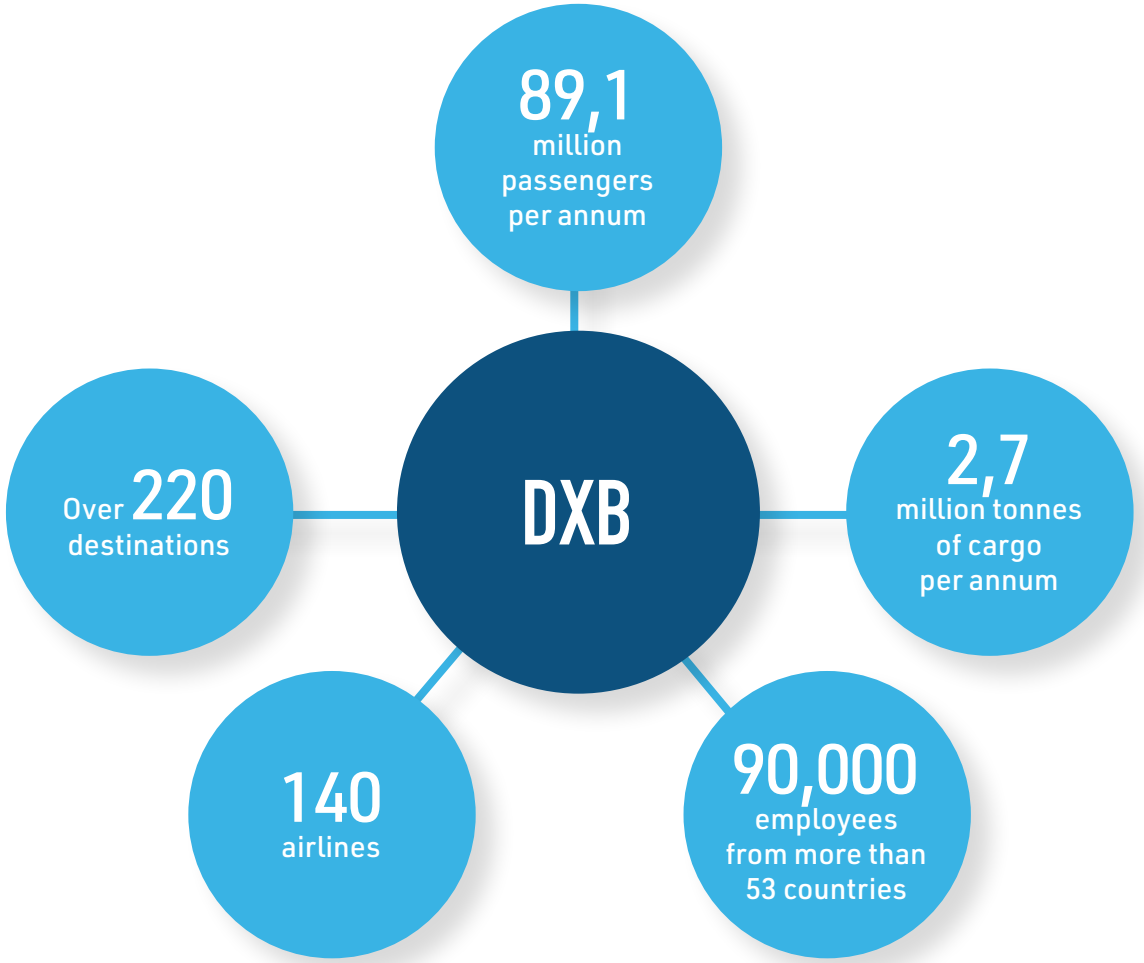


DUBAI INTERNATIONAL AIRPORT / DXB

INTRODUCTION TO DUBAI INTERNATIONAL AIRPORT

CREATE A GREAT CUSTOMER EXPERIENCE BY RUNNING A GREAT BUSINESS

- The world's number one airport for international passengers and second for international freight
- Concourse A – the world's first and largest purpose-built A380 facility
- Green energy strategy – solar panels, more efficient lights and electric cars
- Dubai Duty Free is the world's number one travel retailer at a single location with sales USD 2 billion in 2018

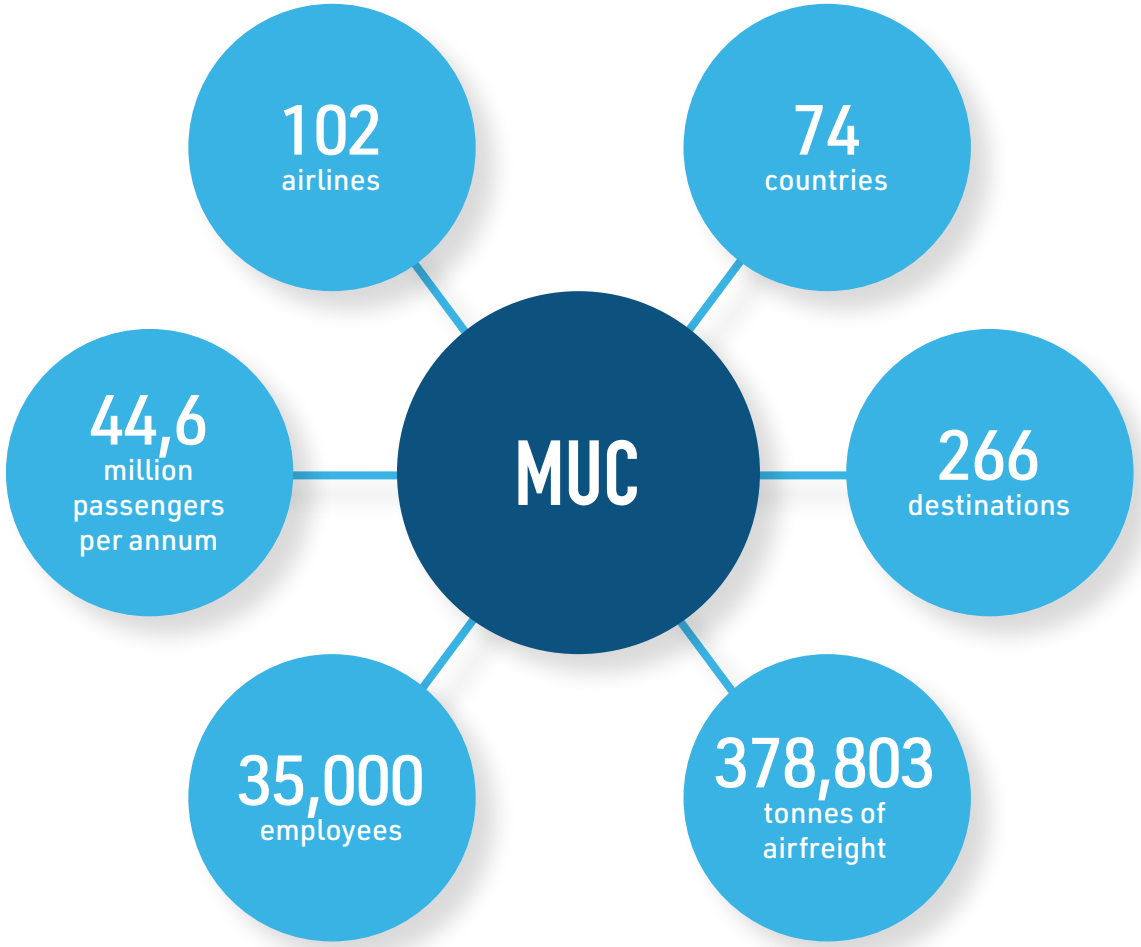


Source: Annual Report Dubai Airport 2018

INTRODUCTION TO MUNICH AIRPORT

LIVING IDEAS – CONNECTING LIVES

- Europe's best airport
- First five-star airport in Europe
- Carbon-neutral operations by 2030
- Best employer in the transport and logistics centre

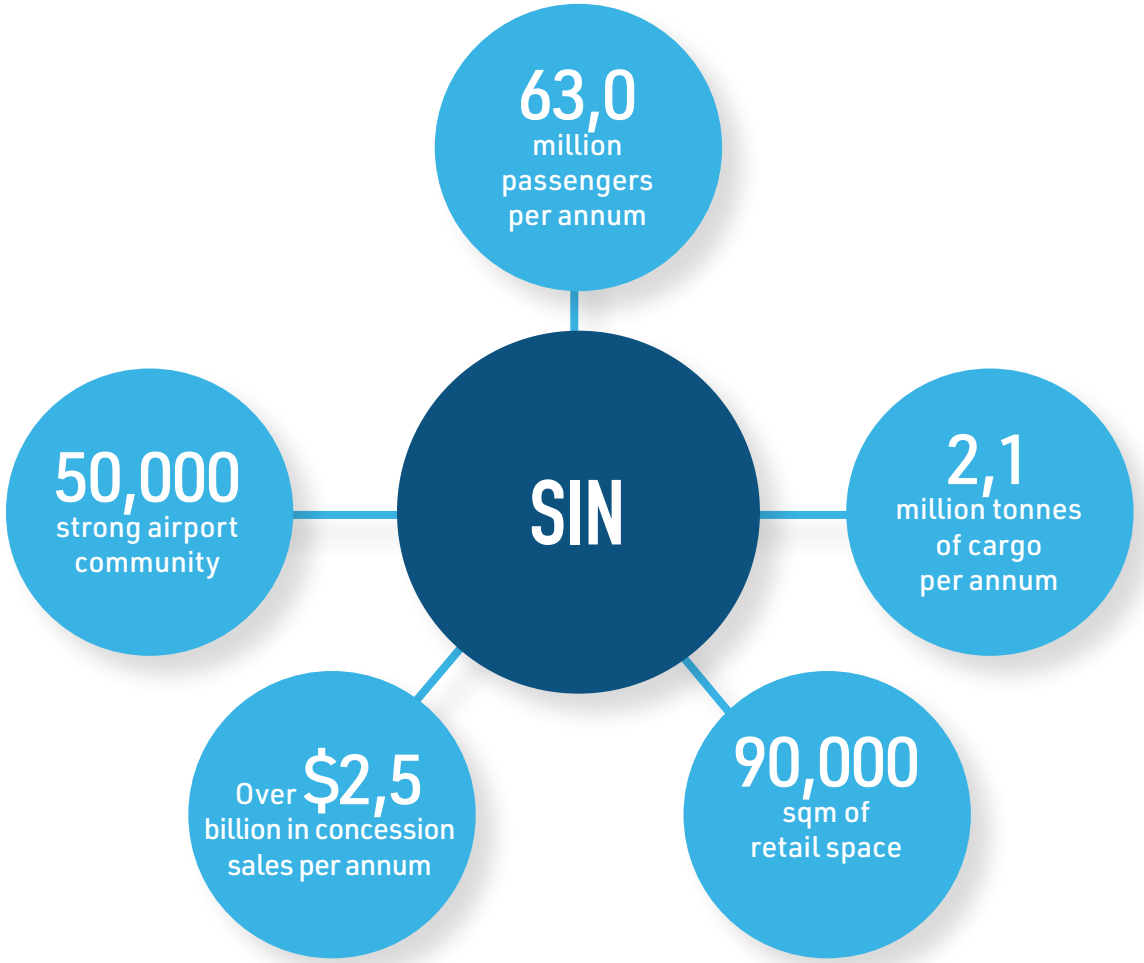


Source: Annual Report Munich Airport 2018

INTRODUCTION TO SINGAPORE CHANGI AIRPORT

EXCEPTIONAL PEOPLE, CONNECTING LIVES

- World's Best Airport according to Skytrax (sixth year in a row and the ninth year overall)
- Connecting Singapore to over 400 cities in about 100 countries and territories worldwide
- T4 is the first Changi terminal to offer end-to-end self-service travel options
- The new icon of Changi Airport: Jewel Terminal enhances the overall passenger experience with a range of lifestyle options

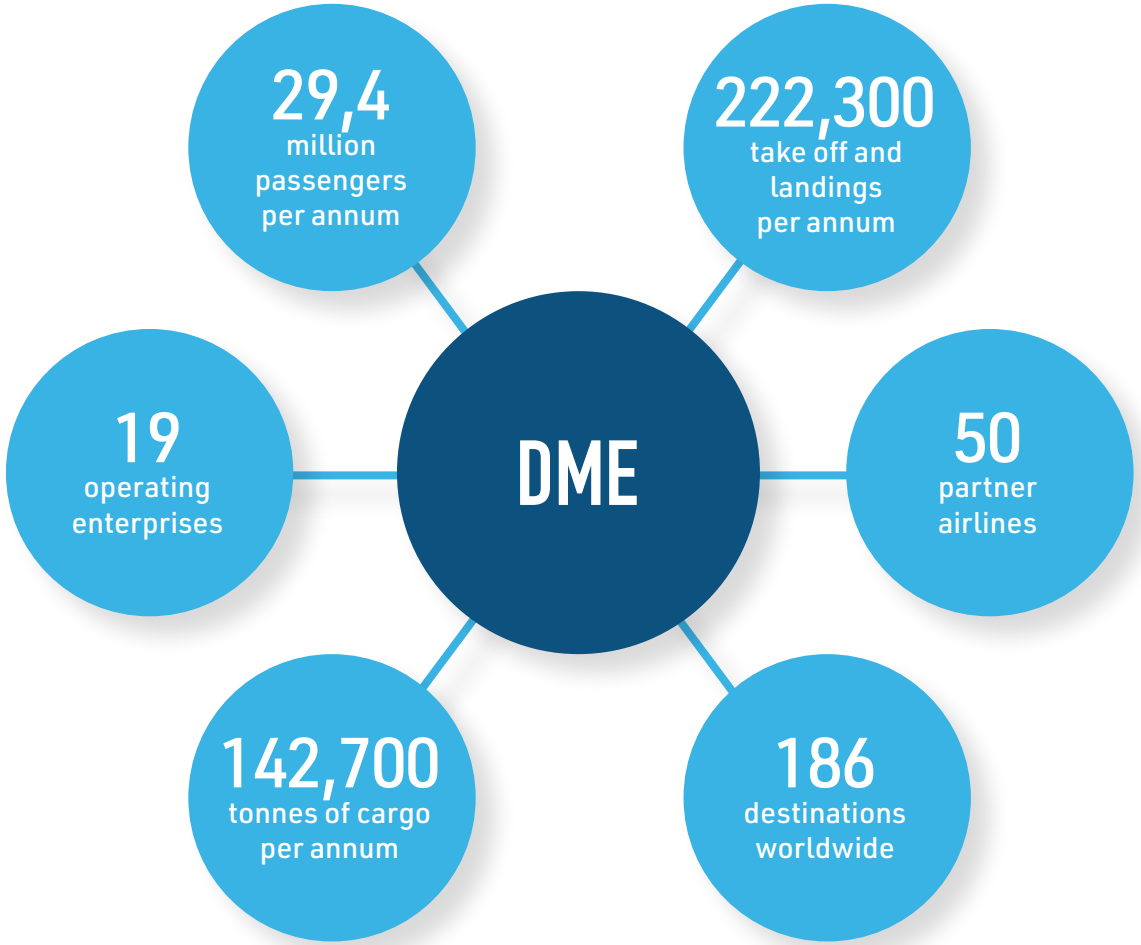


Source: Annual Report Singapore Changi Airport 2018

INTRODUCTION TO MOSCOW DOMODEDOVO AIRPORT

HAPPY LANDINGS

- One of the largest airports in Russia and Eastern Europe
- Russia's Best Airport according to the "Air Gates of Russia" and "Wings of Russia" awards in 2017
- One of the few airports in Russia that regularly serves A380, A350-900
- The largest customer base in Russia
- ONE ROOF concept



Source: Airport Management Company, www.dme.ru, July 2019

TRADEMARK OWNER & THE ROLE OF THE AIRPORT BRAND ON EXAMPLES OF THE SELECTED BEST PRACTICE AIRPORTS



MUNICH INTERNATIONAL AIRPORT / MUC

MUNICH AIRPORT BRANDING TRADEMARK OWNER AND THE ROLE OF MUC BRAND

- The owner of the brand "M" is the **"Flughafen Muenchen GmbH".**
- As a part of the company strategy the brand "M" is used by all subsidiary companies such as Allresto, AeroGround, Cargogate, Eurotrade, Medicare, etc.
- The strategy goes together with the overall motto of the airport **"One company, one culture, one brand".**
- Although the brand "M" has an intangible value, it is one of the key performance indicators for business strategy and control.
- Munich Airport is continuously working on the development of initiatives and strategies to increase the brand value.
- Destination marketing through close cooperation with local tourism agencies and authorities brings advantages to further increase the brand value of the airport and define new ways to make passengers happy and enhance their experience throughout the journey.



DUBAI AIRPORT BRANDING TRADEMARK OWNER AND THE ROLE OF DXB BRAND

- The owner of the newly launched brand, **Dubai International (DXB) is Dubai Airports.**
- The new brand will elevate the airport customer experience and signify Dubai Airport's transition from airport operator to a consumer-led company, following its ambition of "making the world's busiest airport, the world's best".
- It will transform DXB into a destination in itself by creating exciting, immersive virtual experiences that bring iconic Dubai landmarks into the airport as well as an array of music, art, dance and fashion exhibitions that showcase local culture and celebrate diversity.
- The DXB brand represents ways to connect the world, not only by physically facilitating access to over 220 destinations around the world, but by transporting customers through their experience of different cultures, food, music and art.
- The new brand also represents a new identity of Dubai Airports with a holistic airport experience which would unify airport processes, customer service and hospitality.
- The aspirational Dubai International brand has a clear strategy and mission to "Create a great customer experience by running a great business".



CHANGI AIRPORT BRANDING TRADEMARK OWNER AND THE ROLE OF SIN BRAND

- The owner of the **Changi Airport brand is Changi Airport Group,** who also manages and operates Changi Airport.
- Singapore Changi Airport has created the most lovable airport brand in the world by focusing on the upgrade of customer service and uplift of the service culture.
- To communicate Changi Airport's brand appeal and experience to its travelers, a brand campaign was created that embodied the brand promise of 'The Feeling is First Class' and captured joy, wonder and delight – emotions distilled from the brand.
- Following the airport's vision "Connecting lives" the branding strategy is about creating customer loyalty, uniting and engaging employees, accelerating teamwork, adding value to a product, and creating a sustainable competitive advantage.
- The brand promise expresses the idea that every individual and each journey is unique. This is further crystallised into an employee value proposition cascaded to all levels of operation and translated into service-quality initiatives for more than 30,000 of Changi's workers.



MOSCOW DOMODEDOVO AIRPORT BRANDING TRADEMARK OWNER AND THE ROLE OF DME BRAND

- The structure of the airport includes **19 operating enterprises** building a **unique integrated business model.**
- Each enterprise is responsible for a certain type of business such as commercial services, slot allocation, airfield facilities, passenger terminal, airport handling, cargo, fuel services, catering service, security, and non-aviation sales.
- All airport operating enterprises operate under **one single brand.**
- These companies include also a company that holds intangible assets.
- This company is incorporated in Cyprus and is a corporate investor in intangible assets, incl. trademarks owned by the DME Group.
- The creation of this company in the European Union allows DME to more effectively develop and promote a trademark in the international market, respond promptly to changes in the aviation industry in the international market, use global experience and innovation, and cooperate with leading global manufacturers.



THE IMPORTANCE OF SUCCESSFUL BRANDING & ITS INFLUENCE ON THE AIRPORT BUSINESS IN TERMS OF ATTRACTIVENESS FOR THE KEY STAKEHOLDERS



DUBAI INTERNATIONAL AIRPORT / DXB

MUC BRANDING ATTRACTIVENESS FOR CUSTOMERS – AIRLINES AND PASSENGERS

- Passengers today have the opportunity to choose at what airport they will transfer and what airport they use for O&D destinations.
- Although the choice of the departure airports is usually based on the cheapest price and the most convenient flight times, the role of an airport as a "destination" contributes to final decision making.
- "Destination" means creating a sense of place and connecting passengers with local airport values which are based on the brand awareness and brand attractiveness to airport customers.
- One of the key challenges for each airport is to make the step from an infrastructure provider to an experience platform to create emotions.
- The "M" differentiates it from other airports with its high-quality standards and premium customer service. Therefore, the passengers are more loyal and choose Munich Airport more often especially for transit as MUC offers many options for shopping, dining, relaxing, entertaining and working.
- The uniqueness of the airport's welcoming atmosphere, high quality local food and drinks known and recognised worldwide (such as regional restaurant "Airbräu" located at the landside and a huge outside event area at the Munich Airport Centre, connecting both terminals 1 and 2), makes it more attractive to customers. Thus, the airport becomes a destination in itself.



DXB BRANDING ATTRACTIVENESS FOR CUSTOMERS – AIRLINES AND PASSENGERS

- One of the main objectives of the DXB brand is to be a business of choice for customers.
- Passengers prefer to travel via DXB because of the ultimate experience and the ultimate engagement opportunity.
- From a passenger and B2B perspective, Dubai Airport is big, attractive and interesting.
- One example is the world's first airport resident DJ as part of its musicDXB platform which aims to create memorable moments for travellers and provide a unique entertainment experience.
- Although airlines are more business driven, they are still concerned about the experience at transit airports.
- Knowing the new DXB brand will bring a better experience for their passengers and provide products and services developed in collaboration with airlines and other business partners. They will consider DXB as an attractive business partner.
- In order to cater for a diverse customer base, DXB will also feature zones throughout the airport's concourses that group together retail, F&B and themed attractions.



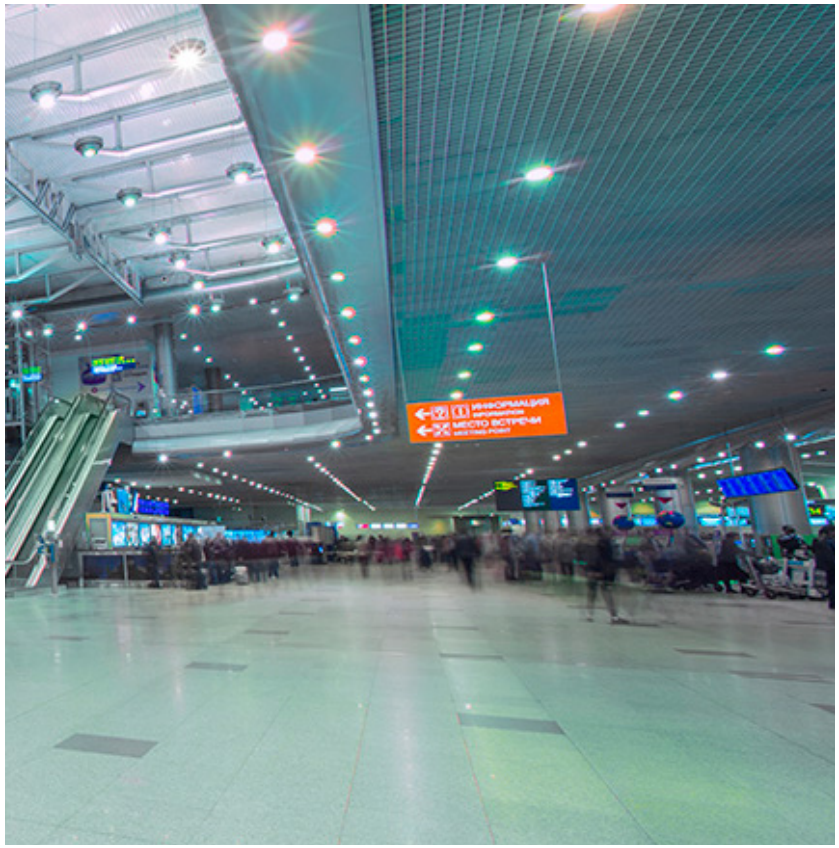
SIN BRANDING ATTRACTIVENESS FOR CUSTOMERS – AIRLINES AND PASSENGERS

- At Changi Airport Group success begins with strong partnerships.
- With over 100 airlines operating at Changi Airport, including those represented in major alliances such as oneworld, Star Alliance and SkyTeam, there are many opportunities for collaboration with other airlines partners at Changi.
- Changi Airport has built an unrivalled world-class experience, having won more than 500 prestigious awards and accolades for achievements in customer satisfaction, cost efficiency and service level.
- As passenger traffic grows, Changi Airport continues to expand the airport infrastructure and develop new, innovative services to provide the best experience for airlines and passengers.
- Having built the unique airport brand, Singapore airport as Asia Pacific's leading air hub is very attractive for customers – it is well placed to help airlines take advantage of the region's growing demand for air travel.
- Changi Airport offers various incentive schemes to drive passenger traffic and support airline's network and capacity.
- A dedicated team at Changi studies trends and aviation industry opportunities to identify growth and marketing opportunities for airline partners.



DME BRANDING ATTRACTIVENESS FOR CUSTOMERS – AIRLINES AND PASSENGERS

- Airlines, when making decisions about their base at an airport, evaluate the condition and suitability of the aerodrome to receive a particular type of aircraft.
- For example, Moscow Domodedovo Airport is one of the few airports in the country certified for receiving and servicing the Airbus 380.
- Both runways of the airport are certified in accordance with ICAO category IIIA
- Certification of this category allows for take-off and landing operations in adverse weather conditions, which is primarily due to the presence of modern lighting, meteorological and radio equipment.
- In accordance with the standards and recommended practices of ICAO, Moscow Domodedovo Airport carries out simultaneous independent flights from both existing runways.
- Moscow Domodedovo Airport brand is recognisable in many countries of the world, it is a guarantor of stability, security, high level of service and success.
- An extensive route network allows passengers to get to the city centre or transport hubs more comfortably and quickly.
- Implementation of the project of transfer, cargo and tourist transportation at the airport, together with leading Russian and international airlines, allows passengers to travel under the most favourable conditions.



MUNICH AIRPORT BRANDING: ATTRACTIVENESS OF MUC BRAND FOR SUPPLIERS

STRONG BRAND VALUE OF MUC	Many suppliers like to do business with MUC, sometimes to receive the reference and benefit from new project orders from other clients
INTERNAL EFFECTS	• Some suppliers are subordinated to their offers in such a way that they are registered with MUC as a supplier. • They sometimes offer slightly better prices to the airport in order to be listed as a long-term supplier.
EXTERNAL EFFECTS	• Being a successful brand has not only positive internal effects but also external effects. • The success story of MUC as a brand also attracts other successful brands such as Adidas, which are willing to cooperate and explore new opportunities • It is much easier to convince and win other brands as partners.

DUBAI AIRPORT BRANDING: ATTRACTIVENESS OF DXB BRAND FOR SUPPLIERS

- Dubai Airport is attractive to suppliers because of its size, image, and hub positioning.
- Some suppliers are interested in using DXB as a laboratory to test and showcase their products and solutions, sometimes even without any charge – just to take advantage of the scale, dynamic and great reputation of the airport.
- Once the product for DXB customers is accepted, it could be more easily transferred to other markets by applying the results of the successful business case.
- The brand positioning towards suppliers is a game changer: DXB aims to be a lifestyle destination, a fashion brand, an entertainment brand, a hospitality brand, a funky brand and a community brand.
- It is also a door opener for new partners and business ideas in terms of monetisation of the DXB brand and offering new massive opportunities such as Dubai International Hotel.
- Brand is absolutely crucial on B2B level and makes it easier to find new suppliers and negotiate long-term agreements, as working with one of the best airport brands opens business opportunities in the aviation industry worldwide.



MOSCOW DOMODEDOVO AIRPORT BRANDING: ATTRACTIVENESS OF DME BRAND FOR SUPPLIERS

- Recognition of Moscow Domodedovo Airport brand results includes but is not limited to the following attractive conditions for suppliers:

    1. Enterprises of the group receive more favourable prices for purchased goods, works, services, thereby reducing the cost of services

    2. Suppliers are able to use business relations with the airport as a recommendation as a reliable partner and counterparty

    3. The implemented system of selecting counterparties makes sure any cooperation will be established and further developed only with the best and competitive manufacturers, services providers and/or any other suppliers of goods and services required by the airport.



CHANGI AIRPORT BRANDING: EMPLOYER BRANDING FOR AIRPORT BUSINESS

- Singapore leads the way in airport branding by reimaging the airport experience and focusing on employees.
- The employer brand defines the Changi Airport as a successful company which represents a promise to the employees and future hires.
- In the conceptualisation of the overall employer branding strategy the key focus was on two key principles – brand authenticity and having an integrated approach for internal and external branding.
- The key aspects of the Employee Value Proposition are summarised below:

    1. Changi Airport Group (CAG) is a service company
    2. The employees have a passion for service and are committed to teamwork, integrity and excellence
    3. CAG offers a unique work environment
    4. With a set-up of multiple businesses the airport presents challenging work and diverse opportunities for the employees
    5. The airport provides a platform for employees to develop and see through their ideas and contributions, having an impact on the organisation and related communities.



CHANGI AIRPORT BRANDING: THE EMPLOYER BRAND STRATEGY – BRANDING INITIATIVES

- Changi Airport is the most attractive employer according to the Randstad Employer Brand Awards (award winning in 2016 and 2018), which is recognised by Singapore's most attractive employers.
- The brand strategy is built on the premise that companies with a successful employment brand attract and retain top performers. In order to create a strong brand, the airport focuses on building and promoting the brand through two different groups of stakeholders – internal stakeholders as well as external ones.

INTERNAL BRANDING INITIATIVES	EXTERNAL BRANDING INITIATIVES
• **Communication: By CEO, CAG Intranet and Newsletter** • **Staff Recognition** • **Employee Engagement: Orientation, Survey, CEO Challenge** • **Reinforcement: Staff Development** • **Brand Advocacy: CAG Brand Ambassadors, CAG Jobs Connection**	• **Mass Market: Recruitment Campaign, Staff Featured Articles, Revamped Career Website, Corporate Social Responsibility (CSR)** • **Engaging Young Talents: Partnerships with Universities and Polytechnics, Scholarships and Internship Programmes**

CHANGI AIRPORT BRANDING: INTERNAL BRANDING INITIATIVES

COMMUNICATION	STAFF RECOGNITION	EMPLOYER ENGAGEMENT	REINFORCEMENT	BRAND ADVOCACY
• Communication by CEO introducing the need to "Build Terminal H" which represents the "heart wear" and soul of the company • CAG Intranet and Newsletter with new initiatives, training programmes, etc.	• The Long Service Award recognise CAG staff for their commitment and dedication while the Core Value Awards acknowledges individuals and teams who exemplify CAG core values	• 2-day orientation programme for new employees • Employee Engagement Survey provides feedback into specific areas • Employees submit their ideas to the CEO on profit generation, cost savings, etc.	• CAG defined Leadership DNA with competencies in the areas of Relationship, Enabler, Direction, Execution and Drive • This is consistent with the internal brand strategy that the airport is committed to staff development	• CAG developed CAG Ambassadors Programme to effectively position CAG as an employer of choice in fora such as career fairs • CAG Jobs Connection was implemented for employees to recommend suitable candidates for a specific position

MOSCOW DOMODEDOVO AIRPORT BRANDING ATTRACTIVENESS OF DME BRAND FOR HIGHLY QUALIFIED STAFF

- Recognition of Moscow Domodedovo Airport brand attracts highly qualified and experienced specialists.
- When choosing a job, candidates prefer an employer who is well-known and established in the Russian and international market. This gives a guarantee of stable and high wages, social security and career growth.
- Moscow Domodedovo Airport brand makes it possible to cooperate with leading universities and specialised educational institutions of the country.
- For the timely recruitment of personnel, to attract educated and capable candidates and to obtain trained specialists at Moscow Domodedovo Airport, the recently developed programme called “Inflow” was introduced.
- The key objective of this programme is to attract and transfer skills to the younger generation of specialists, and introduce the latest and most advanced technologies in the aviation industry.
- The applicants purposefully choose profile directions in educational institutions in order to have the opportunity of working at Moscow Domodedovo Airport.



SUMMARY AND KEY TAKEOUTS



SINGAPORE CHANGI AIRPORT / SIN

SUMMARY AND KEY TAKEOUTS

- Development of the unique brand that enhances the passenger experience is one of the key success factors for airports to become attractive for all stakeholders such as airlines, passengers, visitors, employees and business partners.
- The brand of an airport is complex and is made up of many elements including the proposition and positioning, the messaging, visual language and the logo itself.
- Passengers and stakeholders see and experience the total brand experience of the physical environment of an airport which consists of a sum of different parts to clearly articulate the brand proposition and brand promise.
- The facing table summarises the main advantages of successful airport brands from different perspectives:

PASSENGER PERSPECTIVE	AIRLINE PERSPECTIVE
Successful brands meet expectations of customers and result in the airport choice	**Best commercial deal and transit experience for passengers**
SUPPLIER PERSPECTIVE	**EMPLOYEE PERSPECTIVE**
Partnering with successful airport brands helps to secure new contracts	**Willingness and motivation to work for airports with recognisable brands**



ACI EUROPE is the European region of Airports Council International (ACI), the only worldwide professional association of airport operators. ACI EUROPE represents over **500 airports** in 46 European countries. Our members facilitate over 90% of commercial air traffic in Europe: **2.3 billion passengers**, **21.2 million tonnes of freight** and **25.7 million aircraft movements** in 2018. In response to the Climate Emergency, in June 2019 our members committed to achieve **Net Zero** carbon emissions for operations under their control **by 2050**, without offsetting.

EVERY FLIGHT BEGINS AT THE AIRPORT.

Study conducted by LogicMinds Management Consulting GmbH.

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