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A2 GCE APPLIED TRAVEL AND TOURISM

G734/01/CS Marketing in Travel and Tourism

PRE-RELEASE CASE STUDY

JUNE 2019



INSTRUCTIONS TO TEACHERS

- This Case Study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **12** pages. Any blank pages are indicated.

Manchester Airport

Manchester Airport is the global gateway to the North of England. Every year they handle around 28 million passengers, using over 70 airlines flying direct to around 220 destinations. With around 24,000 people employed directly on-site, their growth is shared by our city and the whole region.

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Manchester Airport Group (MAG) Property

MAG Property is responsible for the management and development of all the commercial property across Manchester Airports Group's (MAG's) airports. Part of the Manchester Airports Group (MAG), its £600million portfolio comprises over 200 properties across 5000 acres, serving over 850 companies across the three UK airports.

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MAG Developments is leading the £650million 'Airport City' project at Manchester Airport - this exciting multi-purpose development forms the central core of the newly designated Manchester Airport Enterprise Zone and will deliver five-million square feet of new business accommodation over the next 10 to 15 years.

MAG

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MAG now serves nearly 60 million passengers through its ownership and operation of Manchester, Stansted and East Midlands airports. Its property and facilities management arm, MAG Developments, is responsible for the Group's estate and also the development of Manchester's Airport City. They support the UK Government's commitment to the principles of sustainable development in the aviation industry, striking a balance between economic, social and environmental considerations.

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MAG's overall strategic intent is to increase long term shareholder value by generating profitable growth, developing its assets and deploying efficient and customer focused operating processes throughout the business. More than just a regional success story, the Group's airports and property business already contribute more than £7 billion to the UK economy and support thousands of jobs. MAG is privately managed on behalf of its shareholders:

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IFM Investors - 35.5%

Manchester City Council - 35.5%

The other nine Greater Manchester Councils - 29% including

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- The Borough Council of Bolton
- The Oldham Borough Council
- The Rochdale Borough Council
- The Council of the City of Salford
- The Metropolitan Borough Council of Stockport
- The Tameside Metropolitan Borough Council
- The Trafford Borough Council
- The Wigan Borough Council
- The Borough Council of Bury

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Fig. 1

Marketing at Manchester Airport

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There are 20 people in the Marketing team at Manchester Airport, all with different responsibilities. The retail marketing team looks after the shops and the catering outlets, the car park marketing team looks at ways of encouraging passengers to use Manchester Airport's car parks, the way finding and signage team look at how to make signs in the Airport easy to see and follow, the customer experience works on customer service schemes such as Customer First and the airline marketing team looks after the airlines and the destinations they serve.

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Marketing mix at Manchester Airport

Product

The product at Manchester Airport is all about the routes and the destinations that the airport serves, in conjunction with airline and tour operator partners. The airport has 200 destinations, 60 airlines which means the airport can offer great depth and breadth of product.

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Price

An example of where price is important is a late booking campaign the team is putting together for the summer in conjunction with the tour operators and airline partners which looks at great value last minute deals for passengers to encourage them to fly from Manchester Airport.

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Place

When it comes to place a key distribution channel is the website www.manchesterairport.co.uk. Here passengers can find out about where they can fly from Manchester Airport and they also have the facility to book their car parking as well.

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Promotion

Manchester Airport creates specific marketing campaigns throughout the year that drive awareness of the routes and the airlines that operate from Manchester in order to generate sales and increase revenue, e.g. a billboard campaign alongside radio and national press. A typical marketing campaign would start with a campaign brief which outlines the background to the campaign, what the campaign should achieve, who it is targeted at, budget, etc. The team would brief a creative agency who would come up with some designs that would form the basis of the campaign. The team would then work with the media-buying agency to create a media plan. They would then agree which media to use: press, radio or television. A launch date would be set. At the end of the campaign the team would carry out post campaign research and analysing the bookings that come through the Manchester Airport website and the airline's websites to see if the campaign met its targets.

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The Target Audience

Manchester Airport's target audience is made up of three sections. Business to Consumer (B to C) so that would be how Manchester Airport (business) communicates with business and leisure travellers (Consumers).

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Business to Business (B to B) is the airport communicating with airlines, so that is looking at attracting airlines to fly from Manchester Airport. There is another element of Business to Business which is working with the travel trade to sell Manchester Airport and its destinations into the local travel agents.

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There are various different ways to communicate with the target audience. The airline marketing team runs a series of campaigns throughout the year. These campaigns are referred to as 'above the line' campaigns where the team promotes long haul destinations from Manchester. The team may use poster sites; they may run a radio campaign or use national press. They may also communicate through an email campaign using the database held at Manchester.

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The Marketing team works with a media-buying agency to decide where to place marketing activity. The agency will look at the campaign Manchester Airport wants to deliver, the target audience and what they look like. When Manchester Airport knows a bit more about the target audience and where they live, they will put together a media plan and communicate with the audience in that way.

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There are a number of ways to carry out research with the target audience. The team carries out passenger surveys in the terminals throughout the year, they run focus groups with passengers who have used Manchester Airport, there are feedback forms in the terminals and recently the team has introduced instant text messaging where passengers can text their good or bad feedback.

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Fig. 2

Manchester Airport promotional web page

WIN A HOLIDAY
14 ROUTES DIRECT TO THE USA

Win your dream holiday to the USA!

Simply enter our prize draw and choose from 1 of 14 magnificent destinations in the USA, flying direct from Manchester Airport.

This fabulous prize includes direct return flights to the USA from Manchester Airport and accommodation in your favourite US destination.

The choice is all yours, from the airline you wish to fly with, to the accommodation you wish to book!

Fig. 3

The MAG brand is more than logos, slogans and taglines.

The brand is our 'promise' that we make to our customers and other stakeholders. It is at the heart of everything we do and embraces our core values:

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Our Values

Safe hands

We treat the safety and security of our customers and employees as our number one priority

Brilliant at what matters

Focusing on everything that really matters to our customers

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Finger on the pulse

Looking at the future, through the eyes of our customers

Power of teamwork

We think and act like one team, bonded by mutual trust and respect

Why not?

Challenging the status quo to provide the best solution for all stakeholders

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Fig. 4

Manchester Airport Soars to New Heights with 38th Consecutive Month of Growth

- 12% growth in May-17, with 2.5 million passengers using the airport
- Alicante, Hamburg, Berlin, Stockholm and Paris see the biggest year-on-year growth
- Annual rolling total now at 26,795,288

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Manchester Airport saw 12% growth in May-17 as a host of new routes took off

More than 2.5 million people jetted off from the UK's third largest airport in May, meaning that 26,795,288 have now passed through its three terminals in the last 12 months to May-17.

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With the start of half term and a number of airlines launching new routes, it was the airport's busiest May on record. Oman Air launched its daily service to Muscat, meaning there are now up to 12 flights a day to the Middle East direct from Manchester Airport. As well as connecting the North to Muscat, Oman Air also offers incredible onward connectivity across Asia and beyond.

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The terminals also saw thousands of Manchester United fans make their journeys to Stockholm for the Europa League final. The airport saw more than 50 special charter flights departing for the Swedish city carrying United fans.

Collette Roche, Interim Managing Director for Manchester Airport, said: *"As we move further into our summer season, we're looking forward to welcoming even more passengers and working with our airline partners to continue to grow our route network."*


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There was growth across all of MAG's airports in the month. London Stansted welcomed more than 2.3 million passengers to the airport during its busiest ever May, an increase of 7% over the same month in 2016 as Jet2.com's new southern base experienced a strong second month and Ryanair and easyJet also grew passenger numbers. Meanwhile, East Midlands airport also grew passenger numbers by 3.9% in the month.

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Fig. 5

Concorde Experience & Aircraft Tours



Experience our iconic aircraft, Concorde and see the sights and sounds of Nimrod, our RAF aircraft.

FROM £13.50

[Experience our aircraft >](#)

Book now to guarantee your place

Choose date

Monday, 7 May 2018

☒ I'm flexible with dates (+/- 7 days)

Tour type

Show all

01 Number of tickets required


[Find available tours >](#)

Conference Centre

A unique venue surrounding the world's most iconic plane, Concorde! Its the perfect venue that caters for product launches, gala dinners, team building events, exhibitions or meetings.

- ✓ Large hangar capacity underneath Concorde
- ✓ 3 flexible breakout rooms
- ✓ Refreshments and buffet food
- ✓ Free WiFi for delegates


BUSINESS TAKE OFF!



Our Day Delegate Package offers you business with a twist...

[Take Off >](#)


MEDIA GALLERY



View our photos and videos.

[Go To Gallery >](#)

GIFT VOUCHERS



Not sure what to get them?

Concorde Tours from £13.50 [>](#)

PRIVATE TOURS

Invite your group to experience our 'Iconic' Concorde aircraft...

[View more >](#)

Fig. 6

Conference and event bookings

A UNIQUE VENUE

The Concorde Conference Centre at the Runway Visitor Park caters for product launches, gala dinners, team building events, exhibitions or meetings - all taking place around one of the world's most famous icons.

**PACKAGES**

Concorde Dinner Package	Business Take-Off in our Hangar	Business Take-Off Suites
Wedding Packages	Conference and Refreshment Menu	Drinks Reception
Lunch and Dinner Menu	Multi-cultural Package	Wine List
New Year Day Delegate Package		

CONFERENCE CENTRE INFORMATION

The Centre incorporates our purpose-built super hangar containing the Concorde G-BOAC, legendary flagship of the British Airways' fleet. The hangar is ideal for large meetings, dining and exhibitions under the wings of the world-famous aircraft. With 1600m² of space and seating capacity for 750 people, this is an impressive venue to stage your corporate event.

Within the main building there are two smaller meeting rooms for 40 and 50 delegates (theatre style), ideal for breakout sessions. For a real aviation flavour and a memorable event, you also have access to the aircraft and cabin interior of a DC-10.

Fig. 7

External influences for MAG

External influences can have a major impact on any business. Economic conditions can have a huge impact on an airport's performance. The strength of British currency (pounds sterling) against the American dollar or the Euro can influence passenger decisions to travel. If the pound is strong it means people travelling abroad will get more dollars or Euros for their pound so the cost of day to day activities when abroad is cheaper. If the pound is weak travellers get less dollars or Euros for each pound which can make a holiday very expensive. If the pound is weak, more visitors may come to Britain: if it is strong, more people may choose to travel abroad.

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Employment issues are also a consideration. In the current UK economic climate people may be concerned about their jobs and will either choose not to travel or look for excellent value for money.

Changing trends

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The environment in which a business operates is influenced by external influences that are largely beyond its direct control. These influences may be political, economic, social, technological, legal and environmental.

At the moment, big changes are taking place in the aviation industry. The number of people who book their holidays through tour operators is declining as more people book air travel directly through low cost airlines. In the past more than 50% of Manchester Airport's business came from charter flights (flights provided by tour operators), so this change has led to a radical rethink of how the airport operates. Manchester Airport wants to attract more low cost airlines, but this means that to achieve the same level of income as before, the airport must increase passengers numbers.

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MAG will have to be imaginative and investigate growth areas in the aviation industry such as long haul flights and other income streams. The Group already has many successful aviation related businesses in its portfolio, including retail, property and car parking.

MAG believes that to attract customers to their airports and beat the competition, it should concentrate on areas where it has a proven track record, namely excellent customer service.

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Fig. 8

PR information on Awards won by Manchester Airport since 2011

Awards 2018	
Globe Travel Awards Best UK Airport	
Awards 2017	
Globe Travel Awards Best UK Airport	170
Travel Bulletin Star Awards best UK Airport	
Awards 2016	
Globe Travel Awards Best UK Airport	
Awards 2015	
Globe Travel Awards Best UK Airport	175
Awards 2014	
AOA Best Airport Over Six Million Passengers	
CIPR Award for Best Use of Social Media	
Awards 2013	
The North West Finance Director Awards – the outstanding achievement prize was won by Manchester Airports Group finance director Neil Thompson. He was instrumental in MAG's acquisition of Stansted Airport. MAG has been recognised at the Law Society's Commerce and Industry Group's awards dinner, when the team, headed by Emma Terry, won the in-house deal of the year for the acquisition of Stansted Airport. MAG was nominated by Pannone LLP and faced competition from Kids Unlimited, Halewood International Limited and Umbro.	180
	185
Manchester Evening News Business of the Year – in the category for businesses with a turnover of £100m	
Platinum Big Tick award – the Corporate Responsibility Index (CR Index)	
Awards 2012	190
Best UK Airport Travel Weekly Globe	
Awards 2011	
CIPR Gold Public Affairs MAG	
Silver Publication Internal Communications	

Fig. 9

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