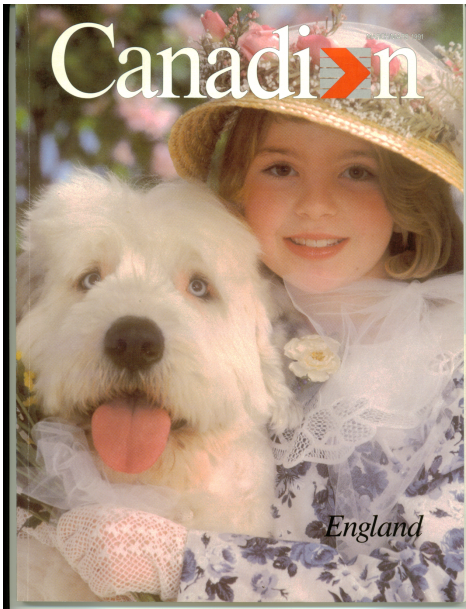


# Proposed Plan for *Growth*

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## An Airport Publication

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Years after I worked as *Canadian* magazine's Editor, I asked an expert in the airlines business to look at my proposal (below). The manager had asked me for ideas on how to handle the huge volume of questions pitched to customer-service operators in airports. She also had research indicating that some travelers need large amounts of information about travel and other topics before they board their flights. Thanks to her research findings, I developed plan to launch a new magazine.

### Situation Analysis

*Growth* is a proposed airport magazine for business and leisure travelers. Designed to enhance the knowledge and expertise available from customer-service operators in airports across Canada, *Growth* will focus on the information customer-service operators provide to the traveling public. More importantly, *Growth* will solve issues identified through market research, including **how** a number of travelers don't give themselves enough time to arrive at the airport early enough to find their way around, are unfamiliar with travel restrictions, security and baggage fees.

I recommend *Growth* as a communication tool to educate travelers and instill confidence and pride in the work customer-service operators do. *Growth* is a publication that will inform travelers of the airline and airport services they need to know about. Produced quarterly, *Growth* will offer stories and profiles that transcend technical airline jargon and engage all segments of travelers who board flights.

### Upfront Research

Market research shows that business and leisure travelers want to know about onboard meals and flights, what to take onboard the aircraft, and other aspects of travel. Busy customer-service operators in airports say they feel inundated with questions, and many of the questions should be answered before travelers reach the airport.

Research includes the following: focus groups with business and leisure travelers, an audit of complaint letters sent to the airline, feedback from customer-service operators about travelers' many questions, and a review of the phone call topics, concerns, and questions addressed in calls to West Jet's information line.

## Audiences

In a move to reach business and leisure travelers, *Growth* will be produced as a print publication for the lobby areas of airports. I will also present it as an e-publication and a website magazine.

*Primary:* Leisure travelers who are flying for non-business reasons typically fly less frequently than business travelers. Leisure travelers include individuals, groups, and families. Typically, customers in this category have the most questions.

## Objectives

- Enhance the business and leisure traveler's positive engagement with customer service operators. This will be measured by surveying travelers and operators and observing their interactions after *Growth* magazine is placed in the lobby areas of airports.
- Answer travelers' commonly asked questions in the magazine. This will be measured by the decreased volume of phone calls to the airline and questions to customer-service operators.
- Inform travelers of the important work that customer-service operators do through magazine articles and illustrative photography.
- Achieve an overall positive rating toward customer-service operators exceeding 75%, as shown by qualitative survey results.
- Achieve a 75% satisfaction rating based on recall tests and a readership survey. These will gather feedback on whether the magazine is (1) well read, (2) interesting, (3) memorable, and (4) informative, and whether it (5) answers traveler's questions.

## Strategies and tactics

**Strategy #1:** Showcase the work that customer-service operators are trained to do to instill confidence in their work.

### *Tactics*

- Enhance the traveler's engagement with customer service operators through a column by the Airline's leadership that endorses the operators' efforts and explains how they check-in travelers, passport and baggage requirements, along with what to bring—and not to bring—to the airport.
- Talk about Select themes for upcoming columns about three months before working on the column.
- Meet with the CEO to talk about the theme, explain the customer-service operator's role and how it influences confidence in travel.
- Hire writers. Through articles explaining how customer service operators must ensure travelers are ready for their flights on time, how they've had to help some travelers through exhaustion, and the kinds of questions that the airport information centers can answer versus the customer-service operators.

**Strategy #2:** Help travelers get the answers they need.

**Tactics:** Host a regular Q & A column devoted to answering questions about flights, baggage handling, airline meals, flight movies, and other matters that prompt travelers to ask questions at the airport. Answer the commonly asked questions in the magazine about traveling to various destinations, traveling with kids, and encourage readers to email questions to the column's author, call the airline's hotline, or visit airport information centers.

**Strategy #3:** Communicate the airlines' role in helping customers

**Tactics:** The lineup of stories should include current "hot topics," not just commonly asked questions, but also information on how the airlines are working to improve services for travelers.

**Results of readership surveys will dictate future articles for the publication.**

**Key messages:** *Growth* answers your questions about airports and travel.