

MARKETING PLAN

2023/2024

MARKETING & BUSINESS DEVELOPMENT

To enable our airports to sustain their growth trends, our programs and activities for the financial year 2023/2024 will cover the following key areas;

- 1) Revenue generation
- 2) Branding & Product improvement/development
- 3) Marketing & Business Promotion
- 4) Research & Development
- 5) Customer Experience

1. REVENUE GENERATION

One of the core functions of Marketing & Business Development is to create, diversify and grow both aeronautical and non-aeronautical revenue opportunities for the Authority. This can be achieved through the following ways:

- i. Diversification and expansion of the revenue sources
- ii. Improved contract monitoring
- iii. Increase aeronautical revenues
- iv. Increase non-aeronautical revenues

2. BRANDING AND PRODUCT IMPROVEMENT

The role of Branding and Product improvement is to create a positive corporate image through brand positioning, continuous improvement/development of product portfolio, and increase customer satisfaction at every touch-point with the sole aim of maximizing revenue generation and growing the KAA market share.

OBJECTIVES

BRAND BUILDING & POSITIONING OBJECTIVES

- Position JKIA as the regional Hub.
- Positioning of the airport as the regional premiere HUB.
- Ensure the brand is clearly visible at and around the airports and create a great aesthetic appeal around the airport.
- Plan and execute effective service/facility campaigns to achieve business growth and a positive company image
- Development, implementation, and attainment of product and service standards at all Kenya Airports Authority airports

- Implementation and execution of effective promotional and communication programs to achieve business growth and a positive company image

PRODUCT OBJECTIVES

- Systemic facility audits at all passenger/ aircraft contact points to enhance customer experience
- Diversify the range of services offered and ensure the optimal utilization of existing space
- Implementation of continuous product improvement and development at all passenger touchpoints to achieve high levels of customer satisfaction and a positive company image.
- Provides source data for product line communications by defining product marketing communication objectives, launches, campaigns, and activations.
- Develops product Service Level Agreements (SLAs) and monitors/evaluates services delivery to set standards
- Keeps track of new global trends in airport services/new and emerging trends in the industry and ensures KAA stays in the leaders' quadrant in providing services consistent with the brand position

3. MARKETING & BUSINESS PROMOTION

We hope to undertake various Business promotion/sponsorship initiatives aimed at showcasing our airports' facilities and services, as well as creating strategic partnerships through benchmarking, in order to foster growth and sustainability.

4. RESEARCH & DEVELOPMENT

We shall continue to conduct customer surveys across various airports to gather valuable insights into passenger satisfaction, preferences, and expectations. These surveys will capture each airport's strengths and areas of improvement on all relevant products and facilities at every passenger touchpoint.

5. CUSTOMER EXPERIENCE

- To improve overall customer satisfaction by the end of year by implementing actions identified in the various surveys.
- Improve Employee Satisfaction index (ESI)
- Improve the Work Environment Index (WEI)
- Improve Customer Satisfaction Index

I. Branding & Advertising Action Plans (Team Lead Debra)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1.	BRAND AUDIT	Tender for an Advertising agency	HQ	Ad agency	•				Irene	
		Onboard New agency		Ad Agency		•			Team	
		Conduct Brand Audit	All Airports	Brand Audit report			•	•	Irene, Agency	
		Conduct brand reviews for compliance	All airports	Reports	•	•	•	•	Irene	
2.	RETAIL MANUAL	Creation of a Manual for MIA	MIA JKIA,	Approved Retail Manual		•	•	•	Irene	
3.	KAA-ASQ (AIRPORT RECOGNITION AWARDS)	Develop end-to-end concept	Selected Airports	Approved Concept	•				Irene, Joash	
		Conduct Internal Audit	All Airports	Report		•	•		Irene, Joash	
		Plan for Event, production of certificates, trophies, etc.	Winning Airport	Event/Awards			•	•	Irene	
		Execute event	Winning Airport	Event/Awards			•		Irene	
4.	MARKETING VIDEOS	Create Marketing Videos of airports for Digital Marketing	JKIA, MIA, WAP, KIA, EIA	Marketing Videos			•	•	Agency, Irene	

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
5.	FACILITIES & SERVICES CAMPAIGN	Create and execute campaign new facilities and products	JKIA TIBC Facelift			•	•		Agency, Irene	
			Other airports				•	•	Agency, Irene	
6.	JKIA BEAUTIFICATION	Formalize agreements with E. A. growers	HQ	Contract	•				Irene	
		Pursue new partnerships for the next Phases, summer flowers, Grass	HQ, JKIA		•	•	•	•	Irene	
7.	BRAND SPONSORSHIPS & SPONSORSHIP EVENTS	ASK Eldoret	EIA	Event			•		Irene	
		Mombasa Motor Show		Event		•			Irene	
		Flower Logistics Africa	Cargo			•			Irene, George, Muse	
		Ad-Hoc events & Sponsorships	All airports						Team	
		KAA Basketball Team	Team			•	•	•	Irene	
8.	PRODUCTION ITEMS	Corporate Shirts & Blouses	All Airports				•	•	Irene	
		Assorted Merchandise	HQ		•	•	•	•	Irene	

II. Product Development Action Plans (Team Lead Debra)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1.	IMPLEMENTATION- ON OF NEW SIGNAGE MANUAL	Complete installations and inspections of new signs	MIA, Ukunda, MLD, Manda	New Signs, Reports	•				Zinma	
		New installations at WAP	WAP	New signs, Reports	•	•			Zinma	
		Mapping of Eldoret and other Northern Airports, airstrips	EIA	Approved artworks	•	•			Zinma	
		News Installations at Eldoret	EIA	New signs		•			Zinma	
		Maintenance of old signs	JKIA	Maintenance report	•	•			Zinma	
		Finalize 2 nd Edition of the Signage Manual		Approved 2 nd Edition	•				Zinma	
		Signage Mapping for new signs at JKIA	JKIA (Terminal 2, TIBC, Parking Garage, Cargo)	Approved artworks		•	•		Zinma	
		New installations at JKIA		New signs				•	•	Zinma
2.	PRODUCT AUDITS	Conduct periodic product audits; presentation of audit reports to airports	Coastal Region	TBA	Audit reports			•		Zinma

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
			JKIA, WAP			•	•		Zinma	
			Northern Airports				•			
			Western Airports					•		
3.	PRODUCT IMPROVEMENTS	Research, identify, and execute new products and services in airports. Conduct product testing initiatives	JKIA, MIA, KIA, EIA	New products & services		•	•	•	Zinma	
4	ABEA	Onboarding of new ABEA Partner (<i>Strathmore Business School</i>) <ul style="list-style-type: none"> MOU Signing Ceremony Cocktail 	HQ	Signed MOU	•				Zinma	
		Registration, Training of ABEA Champions & Administration of ABEA tool	HQ, WAP	Tool, Event		•	•		Zinma, Strathmore Business School	
		Planning & Executing the 4 th Edition of the ABEA Gala in March 2024	HQ	Gala event			•		Team	
		Feedback and submission of ABEA reports	HQ	ABEA Reports				•	Zinma, Strathmore	

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
									Business School	
5.	AIRPORT LOYALTY CARD PROGRAM	Design, develop and implement an Airport Loyalty Card program <ul style="list-style-type: none"> - Meeting with Master Card - Meeting with Airport's Marketing Committee 	JKIA	Airport Loyalty Card				•	Zinma	

III. Business Development Action Plans (Team Lead Debra)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1.	STAKEHOLDER SESSIONS	Plan & Execute Stakeholders Sessions in all airports	All airports	Sessions					Team	
		Cargo Stakeholder Forums	JKIA						George, Irene	
		International Flower Trade Exhibition (IFTEX)	Nairobi					•	George, Muse Irene	
		Airports-specific Stakeholder Sessions	JKIA	Sessions		•		•	Umi	
			Coastal Region				•		Walucho	
			Western Region			•			Ruth	
			Wilson					•	Muchiri	
2.	MARKETING FORUMS	World Cargo Symposium	Hong Kong	Event			•		George, Muse, Walucho	
		Air Cargo Asia	India	Event				•	George, Muse	
		Tiaca Executive Summit	Brussels	Event			•		MD/GM, Joash, Mwaita	
		World Tourism Market (WTM)	London	Promotional event			•		Antony, Zinma	
		International Tourism Bourse	Berlin	Promotional event				•	Debra GM	

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		Flori Expo	Miami	Promotional event				•	Debra, Joash	
		Routes Africa	TBA	Promotional event			•		Anthony, Irene	
		Aviadev	TBA	Promotional event			•		Anthony Debra	
		Route Development Global		Event	•				Anthony Debra	
		Air Cargo Summit	TBA	Event	•				GM	
		Air Cargo Africa	Cargo	Event			•		George, Mwaita	
		Sign and Graphic Imagining Dubai – exhibition	TBA	Exhibition		•	•		Debra Zinma	
		Air Cargo Europe (Munich)	Cargo	Event		•			Muse Walucho	
		Fruits Logistics	TBA	Event					GM	
		Essen Flower Show	TBA	Event					GM Debra	
3.	PROMOTIONAL FUNCTIONS	Tourism Week, MIA,JKIA,WAP,KSM	All Airports	Event		•	•	•	Irene, Alice	
		ASK Kisumu	KIA	Event				•	Irene, Ruth	
		ASK MIA	MIA	Event		•			Irene, Eric	
		ASK Show EIA	EIA	Event			•		Irene, Charles	
		ASK Show. NRB	NBI	Event		•			Irene	
		Lake Victoria festival arts - Kisumu	KIA			•	•	•	Ruth	

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		Hortifair - Eldoret	EIA	Event		•	•	•	Charles, Irene	
		Lamu Cultural Festival	MIA			•			Eric, Irene	
		Skal	HQ	Event			•		Irene	
		Mombasa Cultural Fair / Festival	MIA	Event			•		Eric. Irene	
		Malindi - Malindi Cultural Week	MLD	Event			•		Eric, Irene	
4.	BUSINESS PROMOTION ITEMS	Production of event-specific merchandise for Marketing forums and Stakeholder sessions	ALL Airports	Merchandise	•	•	•	•	Irene	



IV. Marketing Research Work Plans (Team Lead Joash)

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
1	ACI's ASQ Benchmarking Departure Survey	-Data collection -Data entry and analysis -Report generation -Presentation and action plans	JKIA	-Quarterly reports -Action plans	•	•	•	•	Joash	
	ACI's ASQ Benchmarking Departure Survey	-Data collection -Data entry and analysis -Report generation -Presentation and action plans	MIA	-Quarterly reports -Action plans	•	•	•	•	Joash	
2	Internal ASQ Survey	-Data collection -Data entry and analysis -Report generation -Presentation and action plans	KIA	-Reports and action plans	•	•	•	•	Joash	
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	EIA	-Reports and action plans		•		•	Joash	
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	WAP	-Reports and action plans		•	•		Joash	
		-Data collection -Data entry and analysis -Report generation	MYD	-Reports and action plans	•		•		Joash	

S/NO	ACTIVITY	TASK/S	STATION	OUTPUT	Q1	Q2	Q3	Q4	ACTION	REMARKS
		-Presentation and action plans								
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	WJR	-Reports and action plans		•		•	Joash	
		-Data collection -Data entry and analysis -Report generation -Presentation and action plans	UKU	-Reports and action plans	•		•		Joash	
		Data collection Data entry and analysis Reporting Presentation and action plans	LAU	-Reports and action plans	•		•		Joash	
3	Internal Commercial surveys	Data collection Data entry and analysis Reporting Presentation and action plans	JKIA, MIA, WAP, EIA, KIA	Reports and action plans	•	•	•	•	Joash	
3	Aviation Recovery and forecasting	Data collection Data entry and analysis Reporting Presentation and action plans		Reports and action plans	•	•	•	•	Joash	
4	Ad hoc Surveys	Data collection Data entry and analysis Reporting		Reports and action plans	•	•	•	•	Joash	

V. RETAIL, CONCESSION & BUSINESS DEVELOPMENT ACTION PLANS

Objectives;

1. REVENUE DIVERSIFICATION AND GROWTH

- Diversification of (revenue) sources and development of new business services – real estate (land use) developments at key airports.
- Introduce at least new 02 products and services
- Roll out and expansion of ePOS System installation at JKIA & MIA.
- Review policy on leases, licenses and concessions.

2. AIR SERVICE / ROUTE DEVELOPMENT

- Establish and implement air service Incentive programme for JKIA & MIA.
- Facilitate at minimum the introduction of 02 new international routes at JKIA and 01 in MIA
- Promote Air service development in EIA, KIA, WAP and other Auxiliary Airports.
- Collaborate with the GoK and KQ-Base (Home) Carrier – MOT to endure ease of growth of Air service development in Kenya.

3. CONTRACTS MANAGEMENT / MAINTENANCE

- Improved contract monitoring; by active engagement in Contract and Agreements development and review.
- Ensure all retailers and concessionaires have valid SLA.
- Monitoring of performance in compliance to SLAs and Standards.
- Ensure full implementation of the REFX BPR scope to facilitate ease of contract management.

ACTION PLANS

To achieve our objectives the following action plans aimed diversifying revenue generation shall be undertaken during the year **2023 / 2024**.

VI. REVENUE

1. ROLL OUT OF THE EPOS SYSTEM

Activity Item	Action by	2023 / 2024			
		Q1	Q2	Q3	Q4
Expand the number of retailers with EPOS at JKIA	CM, R&C MO, DF	-	●	●	●
Roll out the installation of EPOS at MIA and auxiliary Airports.	CM, R&C MO, DF		●	●	●

2. CONTRACTS MANAGEMENT

Activity Item	Action by	2023 / 2024			
		Q1	Q2	Q3	Q4
Review contract template documents – NOA, SLA's, licences, Leases, Concession Agreement	MBD, Legal	●	●		
All tenants to have agreements	BDO, Legal	●	●	●	●
Business Performance Review	MBD	●	●	●	●
Maintenance of Tenants Data (SAP-REFX)	MO, C MO, DF	●	●	●	●

3. DIVERSIFICATION OF REVENUE SOURCES & INTRODCUTION OF NEW BUSINESS

Activity Item	Action by	2023 / 2024			
		Q1	Q2	Q3	Q4
Review of retail and land use plans	MBD, PPES, Airports	●	●	●	●

Introduce new business as per retail plan All Airports	BDO, Airports	●	●	●	●
Maintenance Hangars as per policy	MBD	●	●	●	●
Aviation Fuel Depo as per policy	MBD	●	●	●	●
Allocation of Vacant Office all Stations	MBD	●	●	●	●
Transit Shed & Pack-houses Eldoret Airport	MBD	●	●	●	●
Transit Shed & Pack-houses Kisumu Airport	MBD	●	●	●	●
Fuel Station JKIA, MIA & EIA	MBD	●	●	●	●
Tender Taxi Services JKIA, EIA and KIA	MBD	●	●	●	●
Tender Carpark Management KIA & MIA	MBD	●	●	●	●
Tender Advertising KIA, EIA , NYK, & WAP	MBD	●	●	●	●
Tender Transit Shed Isiolo	MBD	●	●	●	●
New retail opportunities at Isiolo – Restaurant, Taxi, Shops	MBD	●	●	●	●
Review Duty Free JKIA & MIA	MBD	●	●	●	●
Lounges Business at KIA	MBD	●	●	●	●
New retail opportunities at EIA and KTL – Restaurant	MBD	●	●	●	●
Sea – Air Terminal MIA	MBD	●	●	●	●
CIP / VIP Pay to Use Terminal at JKIA, WAP, MIA, KIA, UKD, MYD, EIA	MBD	●	●	●	●
Expansion of GHS at EIA	MBD	●	●		

MONITORING, CONTROL & EVALUATION

The following monitoring & control mechanism will be adopted;

I. Quarterly Revenue Performance Review Meetings;

Period	When	Who	Where
Q1	2 nd & 3 rd Week of October	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region
Q2	2 nd & 3 rd week of January	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region
Q3	2 nd & 3 rd week of April	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region
Q4	2 nd & 3 rd week of July	M&BD, FIN, AM	Nairobi & Northern Region Western Region Coast Region

BUDGET

The following votes are earmarked for the **2024 / 2025** budget for utilization in the various objectives and action plans set out in this marketing plan.

They include;

- Marketing advertising and publicity (HQ).
- Business development and promotions (HQ)
- Branding Vote (HQ).
- Signage Vote (HQ)
- Customer satisfaction survey (HQ vote).
- Airport-specific budgets. (Airports)
- Product and infrastructure maintenance votes. (Airports)

ACKNOWLEDGMENT

This marketing plan shall be valid for a period of twelve months with effect from 1st July 2023 to 30th June 2024.

Name: JACOB BWANA

Designation: Ag. GENERAL MANAGER, MARKETING & BUSINESS DEVELOPMENT

Signed: _____

Date: _____

Name: HENRY OGOYE

Designation: MANAGING DIRECTOR/CEO

Signed: _____

Date: _____