

Understanding the Value of Social Media at Airports for Customer Engagement

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AIRPORT COOPERATIVE RESEARCH PROGRAM

ACRP SYNTHESIS 56

**Understanding the Value
of Social Media at Airports
for Customer Engagement**

A Synthesis of Airport Practice

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AIRPORT COOPERATIVE RESEARCH PROGRAM

Airports are vital national resources. They serve a key role in transportation of people and goods and in regional, national, and international commerce. They are where the nation's aviation system connects with other modes of transportation and where federal responsibility for managing and regulating air traffic operations intersects with the role of state and local governments that own and operate most airports. Research is necessary to solve common operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the airport industry. The Airport Cooperative Research Program (ACRP) serves as one of the principal means by which the airport industry can develop innovative near-term solutions to meet demands placed on it.

The need for ACRP was identified in *TRB Special Report 272: Airport Research Needs: Cooperative Solutions* in 2003, based on a study sponsored by the Federal Aviation Administration (FAA). The ACRP carries out applied research on problems that are shared by airport operating agencies and are not being adequately addressed by existing federal research programs. It is modeled after the successful National Cooperative Highway Research Program and Transit Cooperative Research Program. The ACRP undertakes research and other technical activities in a variety of airport subject areas, including design, construction, maintenance, operations, safety, security, policy, planning, human resources, and administration. The ACRP provides a forum where airport operators can cooperatively address common operational problems.

The ACRP was authorized in December 2003 as part of the Vision 100-Century of Aviation Reauthorization Act. The primary participants in the ACRP are (1) an independent governing board, the ACRP Oversight Committee (AOC), appointed by the Secretary of the U.S. Department of Transportation with representation from airport operating agencies, other stakeholders, and relevant industry organizations such as the Airports Council International-North America (ACI-NA), the American Association of Airport Executives (AAAE), the National Association of State Aviation Officials (NASAO), Airlines for America (A4A), and the Airport Consultants Council (ACC) as vital links to the airport community; (2) the TRB as program manager and secretariat for the governing board; and (3) the FAA as program sponsor. In October 2005, the FAA executed a contract with the National Academies formally initiating the program.

The ACRP benefits from the cooperation and participation of airport professionals, air carriers, shippers, state and local government officials, equipment and service suppliers, other airport users, and research organizations. Each of these participants has different interests and responsibilities, and each is an integral part of this cooperative research effort.

Research problem statements for the ACRP are solicited periodically but may be submitted to the TRB by anyone at any time. It is the responsibility of the AOC to formulate the research program by identifying the highest priority projects and defining funding levels and expected products.

Once selected, each ACRP project is assigned to an expert panel, appointed by the TRB. Panels include experienced practitioners and research specialists; heavy emphasis is placed on including airport professionals, the intended users of the research products. The panels prepare project statements (requests for proposals), select contractors, and provide technical guidance and counsel throughout the life of the project. The process for developing research problem statements and selecting research agencies has been used by TRB in managing cooperative research programs since 1962. As in other TRB activities, ACRP project panels serve voluntarily without compensation.

Primary emphasis is placed on disseminating ACRP results to the intended end-users of the research: airport operating agencies, service providers, and suppliers. The ACRP produces a series of research reports for use by airport operators, local agencies, the FAA, and other interested parties, and industry associations may arrange for workshops, training aids, field visits, and other activities to ensure that results are implemented by airport-industry practitioners.

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Cover figure: Hand holding phone—Black screen. *Credit:* LeighFisher.

FOREWORD

Airport administrators, engineers, and researchers often face problems for which information already exists, either in documented form or as undocumented experience and practice. This information may be fragmented, scattered, and unevaluated. As a consequence, full knowledge of what has been learned about a problem may not be brought to bear on its solution. Costly research findings may go unused, valuable experience may be overlooked, and due consideration may not be given to recommended practices for solving or alleviating the problem.

There is information on nearly every subject of concern to the airport industry. Much of it derives from research or from the work of practitioners faced with problems in their day-to-day work. To provide a systematic means for assembling and evaluating such useful information and to make it available to the entire airport community, the Airport Cooperative Research Program authorized the Transportation Research Board to undertake a continuing project. This project, ACRP Project 11-03, “Synthesis of Information Related to Airport Practices,” searches out and synthesizes useful knowledge from all available sources and prepares concise, documented reports on specific topics. Reports from this endeavor constitute an ACRP report series, *Synthesis of Airport Practice*.

This synthesis series reports on current knowledge and practice, in a compact format, without the detailed directions usually found in handbooks or design manuals. Each report in the series provides a compendium of the best knowledge available on those measures found to be the most successful in resolving specific problems.

PREFACE

*By Gail R. Staba
Senior Program Officer
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The rapid growth of mobile technology in the past decade has facilitated the increasing use of social media throughout the world. Mobile technology has changed the way people communicate and share information on a daily basis. Social media provides an opportunity for two-way communications in real time—an invaluable tool for airport operators who provide time-sensitive service to large numbers of people.

This report presents information from literature and interviews that social media platforms are valuable tools that customers expect airports and businesses to be using. Social media programs provide airport operators with the framework to engage directly with customers in real time and enhance the passenger experience by providing services that meet their needs. At the same time, social media platforms provide airport operators with an opportunity to enhance a brand identity that is defined by an overall marketing program and linked to the business strategy of their airports. By creating a social media program that uses the appropriate customer engagement strategies, airport operators can use social media to enhance passengers’ travel experience, facilitate the management of their airports, and identify opportunities for revenue enhancement. The report will be of special interest to airport external communicators, including those in administration, marketing, customer service, media relations, and public affairs interested in understanding the value and use of social media at successful airports.

Linda Perry, Oana Damian, and Amit Lagu, LeighFisher, Burlingame, California, collected and synthesized the information and wrote the report. The members of the topic panel are acknowledged on the preceding page. This synthesis is an immediately useful document that records the practices that were acceptable within the limitations of the knowledge available at the time of its preparation. As progress in research and practice continues, new knowledge will be added to that now at hand.

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Note: Many of the photographs, figures, and tables in this report have been converted from color to grayscale for printing. The electronic version of the report (posted on the Web at www.trb.org) retains the color versions.

UNDERSTANDING THE VALUE OF SOCIAL MEDIA AT AIRPORTS FOR CUSTOMER ENGAGEMENT

SUMMARY Social media will be increasingly important in enhancing the airport experience, growing airport revenue, and building passenger loyalty in a changing global economy. The rapid growth of mobile technology during the past decade has facilitated the development of social media platforms such as Facebook, Twitter, and YouTube. More importantly, the increasing use of social media throughout the world has changed the way people communicate and share information on a daily basis. Social media provides an opportunity for two-way communications in real time—an invaluable tool for airport operators who provide time-sensitive service to large numbers of people.

The objective of this report is to synthesize current literature and practice on how airport operators understand the value of social media for customer engagement. Information obtained in real time through social media has resulted in changes in airport operations and management such as the maintenance of restrooms during peak times, additional signage, the availability of food concessions post-security, and adjustments in Wi-Fi access in certain parts of an airport. Although these changes have a positive impact on customer service, the availability of real-time information requires constant monitoring of social media channels and a short response time in order to maintain a high level of service.

The major findings of this synthesis were developed from a literature review and telephone interviews with social media managers at 14 airports and three non-aviation businesses known for social media leadership (a 100% response rate). Case examples summarizing key customer engagement strategies were prepared based on information from the interviews and the social media platforms used by each airport and non-aviation business.

The review conducted for this synthesis indicates that social media platforms are valuable tools that customers expect airports and businesses to be using. Social media programs provide airport operators with the framework to engage directly with customers in real time and enhance the passenger experience by providing services that meet their needs. At the same time, social media platforms provide airport operators with an opportunity to enhance a brand identity that is defined by an overall marketing program and linked to the business strategy of their airports. By creating a social media program that uses the appropriate customer engagement strategies, airport operators can use social media to enhance passengers' travel experience, facilitate the management of their airports, and identify opportunities for revenue enhancement.

CHAPTER ONE

INTRODUCTION**OBJECTIVE**

The objective of this report is to synthesize current literature and practice on how airport operators understand the value of social media for customer engagement.

BACKGROUND

Airport operators use a variety of tools to market their airports. In 2008, the top three marketing tools for small airports based on a survey of selected airports were identified as the airport website, newspaper articles, and press releases. Since then, many airport operators have incorporated social media platforms or channels into their marketing and communication strategies because they provide a new way to reach out to the local community and highlight the important role of the airport as a transportation gateway and a catalyst for economic development. Social media platforms are growing in importance, but are just one part of an overall marketing strategy that includes a combination of public relations, advertising, and networking tools, as shown on Figure 1.

As discussed in chapter three, social media platforms are used for customer service, contests and promotions, public relations, and crisis management. In engaging customers, airport operators use a variety of platforms that include, but are not limited to, Twitter, Facebook, Foursquare, YouTube, Instagram, and Pinterest. Social media management tools are also used to aggregate information from multiple platforms for analysis, including Enhanced Service Portals, Facebook Insights, Hootsuite, Topsy, TweetDeck, Twilert, Twitter Analytics, and Radian6.

STUDY METHODS

The methods used to gather information for this synthesis report included:

- A literature review of published and publicly available material to determine how airports and other sectors currently use social media to enhance customer engagement and to identify examples of social media strategies, policies and guidelines, and tools that drive business results.
- Telephone interviews with airport operators and non-aviation businesses known for social media leadership. The following 17 airport operators and non-aviation businesses participated in these interviews (100% response rate):
 1. Akron–Canton Airport
 2. Boston Logan International Airport
 3. Charleston Yeager Airport
 4. Dallas–Fort Worth International Airport
 5. Eugene Airport
 6. Los Angeles International Airport
 7. Milwaukee—General Mitchell International Airport
 8. Minneapolis–St. Paul International Airport
 9. San Diego International Airport
 10. San Francisco International Airport
 11. Tucson International Airport
 12. Dublin Airport



FIGURE 1 Airport marketing tools. (Source: ACRP Report 28: Marketing Guidebook for Small Airports 2010.)

13. Edmonton International Airport
 14. London Gatwick Airport
 15. Mall of America
 16. Mayo Clinic
 17. Staples Center.
- Interviews with managers of social media at each airport and non-aviation business as summarized in Appendix B. Social media managers were provided with a questionnaire in advance of the interview to guide the discussion and were not required to fill out the questionnaire. The questionnaire can be found in Appendix A.
 - Social media strategies obtained during the interview calls and from the social media channels for each airport and non-aviation business are summarized in the case examples in chapter six. Chapter five and Appendix C summarize social media guidelines and policies.

SYNTHESIS ORGANIZATION

The intended audience for this synthesis includes airport external communicators, including those in administration, marketing, customer service, media relations, and public affairs, as well as airlines, concessionaires, and other entities providing services at an airport. It is expected that this synthesis will provide practical information that will support airport operators in taking advantage of social media platforms to enhance customer engagement.

- Chapter one is the introduction.
- Chapter two presents a review of social media platforms and management tools relevant for airports.
- Chapter three is a summary of customer engagement strategies using social media that are currently being implemented by airport operators as well as non-aviation businesses.
- Chapter four provides a summary of how airport operators and non-aviation businesses measure the value of social media.
- Chapter five is a review of social media guidelines and policies currently in use by airport operators and other non-aviation industries.
- Chapter six summarizes the barriers and challenges faced in establishing and maintaining social media programs, the lessons learned, and the resources needed to maintain and develop social media programs, followed by the case examples for each airport and non-aviation business.
- Chapter seven is the report's conclusions. This chapter summarizes the key findings and provides suggestions for further research.
- A glossary of terms, abbreviations, and acronyms is provided.
- The bibliography provides a summary of the source documents used as background for the synthesis.
- Three appendices present the Survey Questionnaire (Appendix A), Selected Survey Participants (Appendix B), and Social Media Guidelines and Policies (Appendix C).

CHAPTER TWO

SOCIAL MEDIA PLATFORMS AND MANAGEMENT TOOLS

Many of the most popular social media platforms or channels are less than 10 years old, as shown on Figure 2, and continue to incorporate new features and capabilities.

SOCIAL MEDIA PLATFORMS

The airport operators and non-aviation businesses interviewed for this Synthesis together use 16 social media platforms, as shown in Table 1.

Twitter and Facebook

Twitter and Facebook are the primary social media platforms used by the airport operators and non-aviation businesses interviewed for this Synthesis, because of their ease of use and large established audience using those platforms. Although there is considerable overlap in the information posted on both platforms, Twitter is typically used for “up to the minute” communication with customers and the media, whereas Facebook is less immediate and more of a community and brand building tool. A second key difference is Twitter’s 140 character limit, while Facebook provides interactive content to foster customer engagement.

YouTube

YouTube is also widely used and can be a powerful social media tool. Although all of the airport operators and non-aviation businesses interviewed have YouTube accounts, their frequency of use depends on the target audience and the availability of resources to develop videos. For airport operators, YouTube videos are valuable in terms of educating the public about ongoing airport projects such as the construction and opening of the new Tom Bradley International Terminal (TBIT) at Los Angeles International Airport or the Green Build project at San Diego International Airport, as discussed in chapter six. Other airport operators, such as Dublin Airport and Tucson International Airport, use YouTube for contests and promotions. The Staples Center 2012 YouTube video, “Call Me Maybe,” featuring the Center’s employees, generated 720,770 views and is an example of the influence and reach that videos can have.

Foursquare

Foursquare is a location-based social networking website for mobile devices that has a significant following at large-hub airports such as Dallas/Fort Worth International Airport (DFW), Los Angeles International Airport (LAX), Minneapolis–St. Paul International Airport (MSP), and San Francisco International Airport (SFO), but is less frequently used by social media fans at small airports in Akron–Canton (Ohio), Charleston (West Virginia), and Eugene (Oregon). Foursquare users “check-in” at airport concessions using a mobile website or by text messaging and receive points for each check-in. Airport operators such as DFW and SFO have used Foursquare for contests and promotions, typically involving the concessions located at the airport.

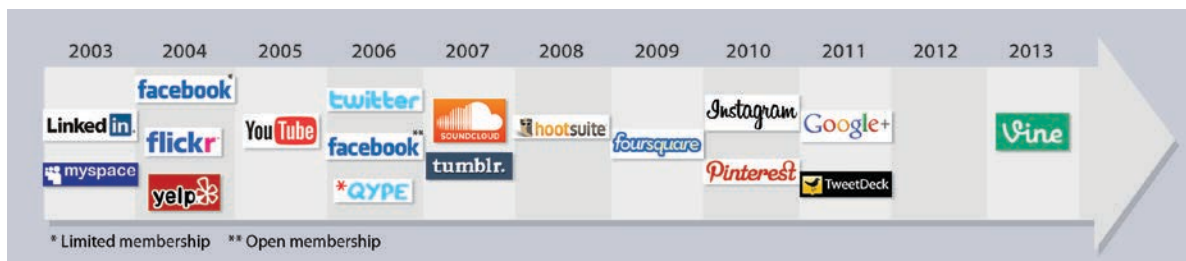


FIGURE 2 Establishment of selected social media platforms and management tools. (Source: LeighFisher, based on the websites for individual social media platforms and management tools.)

TABLE 1
SOCIAL MEDIA PLATFORMS

Social Media	Number of Synthesis Airports and Businesses (out of 17 total)	Description
	17	Online social networking service
	17	Online social networking and microblogging service that enables users to send and read “tweets,” which are text messages limited to 140 characters
	17	Video-sharing website
	16	Location-based social networking website for mobile devices, such as smartphones
	12	Online photo-sharing, video-sharing, and social networking service
	12	Local search website with a focus on user reviews
	11	Social networking and identity service that associates web content directly with the owner/author
	8	Pinboard-style photo-sharing website that allows users to create and manage theme-based image collections
	8	Social networking website for people in professional occupations
	7	Online photo management and sharing application
Blogs	4	Web-based interactive discussions
	3	Twitter mobile app enabling users to post 6-second videos
	2	Online audio distribution platform
Live Chats	2	Real-time interactions on social media platforms
	1	Microblogging platform and social networking website allowing users to post multimedia and other content to a short-form blog
Kitsu	1	Web and mobile app designed for the Mall of America

Listed by the total number of Synthesis airports and businesses.

Note: Qype, based in Europe, was acquired by Yelp in October 2012. Qype reviews were merged into the Yelp site by October 2013.

Source: LeighFisher, May through August 2013, based on interviews with Synthesis participants.

Instagram, Pinterest, and Flickr

Instagram, Pinterest, and Flickr are photo-sharing social media platforms that allow users to post and share photos across other social media platforms. Instagram and Flickr also facilitate video sharing. Each photo-sharing platform has distinctive features, as shown in Table 1. Airport operators use

photo-sharing platforms to organize pictures into albums, including pictures of airport and community events, airport and aviation memorabilia, and vintage airline posters.

Yelp and Qype

Yelp and Qype are local search websites that allow users to comment on the quality of services provided at businesses and airports. Qype, based in Europe, was acquired by Yelp in October 2012. Qype reviews were merged into the Yelp site by October 2013. London Gatwick Airport evaluates airport concession performance based on customer reviews on Qype.

Google+

Google+ was established in 2011 and is estimated to be the second largest social media platform in terms of users, after Facebook. Although 11 of the 17 airports and businesses interviewed have Google+ pages, Google+ is not as popular or regularly used as Twitter and Facebook.

LinkedIn

About half of the airports and businesses interviewed (8 of 17) have LinkedIn accounts for professional networking and job postings. The remaining airport operators interviewed post airport job openings on other social media platforms or their websites.

Vine

Vine is a mobile app owned by Twitter that enables users to create and post 6-second looping videos on social media platforms such as Twitter.

SoundCloud

SoundCloud is an online audio distribution platform that enables its users to upload, record, promote, and share originally created sounds. SoundCloud is not currently used by any of the U.S. airports interviewed for this Synthesis. As discussed in chapter six, Dublin Airport uses SoundCloud to promote its sponsorship of the Dublin Theater Festival and as part of its social media campaign for the festival. London Gatwick Airport also uses SoundCloud to provide access to audio books for children while at the airport.

Tumblr

London Gatwick Airport is the only airport of those surveyed that uses Tumblr, primarily as a landing page for information and an extension of its website. Photos and videos can be quickly uploaded and cross linked to all of the airport's social media channels.

SOCIAL MEDIA MANAGEMENT TOOLS

The airport operators and non-aviation businesses interviewed for this Synthesis together use 14 social media management tools, as shown in Table 2. There is general agreement that many of these tools have limitations and that more than one tool must be used to accurately evaluate social media data and conversations.

Hootsuite vs. TweetDeck

Hootsuite and TweetDeck are the most popular social media management tools in the social space and by the airport operators and non-aviation businesses interviewed for this Synthesis, as shown

TABLE 2
SOCIAL MEDIA MANAGEMENT TOOLS

Social Media	Number of Synthesis Airports and Businesses (out of 17 total)	Description
	9	Social media management system that allows users to manage multiple social networks in one dashboard
	4	Twitter account management system
	2	Provides performance measurements for Facebook pages of individual users
	2	Twitter analytics for Twitter accounts
	2	Tracking and analysis of user-generated content
	1	Foursquare analytics provides information about check-ins, including most recent, frequent, and unique visitors
	1	Twitter search monitoring tool that provides regular e-mail alerts of chosen key words
	1	Evaluation tool that measures and compares influence of social media users
Enhanced Service Portal	1	Integrates all communication channels into a unified service
	1	Provides social brand monitoring, engagement connections with customers, and social analytics
	1	Facilitates engagement for large enterprises across multiple divisions, countries, accounts, and channels
	1	Searches Twitter content by relevance and date
	1	Software suite that integrates data from social spaces
	1	URL shortening and redirection service with real-time tracking

Source: LeighFisher, May through August 2013, based on interviews with Synthesis participants. Listed by the total number of Synthesis airports and businesses.

in Table 2. Both tools have similar functionality and are used to monitor social conversations and schedule posts. The key differences are:

- **Cost.** Hootsuite offers both a free and a paid version (\$10 per month), with the free version having a limit of five accounts. Hootsuite offers a 30-day free trial of the paid version. TweetDeck is entirely free.
- **Managing multiple social media platforms.** Hootsuite can be integrated with multiple platforms; for example, Facebook, Twitter, Google+, LinkedIn, Foursquare, WordPress, and Myspace. In addition, Hootsuite has an extensive App directory to connect to YouTube, Tumblr, Flickr, and Instagram. TweetDeck used to support multiple platforms but, as of May 7, 2013, can only be used to manage Twitter accounts.
- **Team accounts.** Hootsuite supports multiple users under one account so that several people can monitor and manage a single account. TweetDeck does not support team accounts; a new TweetDeck account must be created for each new user.

Facebook Insights

Facebook Insights is free and provides Facebook page owners with metrics around their content, including the demographics of their audience and how people are discovering and responding to their posts. A Facebook page must have 30 likes to access Insights. Some limitations of Facebook Insights include the availability of only 3 months of data and the inability to make comparisons with other Facebook pages.

Twitter Analytics

In June 2013, the Twitter Analytics platform became free for all Twitter users through the ads section of the Twitter website. Twitter Analytics provides a one month timeline of a user's Twitter activity, including mentions, follows, and unfollows by date, as well as a user's recent tweets and the number of times they were favorited, retweeted, or replied to. Data for up to 500 tweets can be downloaded via the download Comma Separated Values link at the top of the page.

Meltwater Buzz

Meltwater Buzz is a social media measurement tool for tracking and analysis of user-generated content on the web and supports multiple users. The tool provides built-in link tracking (eliminating the need for a link shortener such as bitly), monitoring in 27 different languages, iPhone availability, and categorizes mentions based on your targeted audiences and builds a database of resources for future research. Current pricing options are for annual subscriptions only, with the full year fees payable upfront (approximately \$15,000 per year) for the starting package.

Foursquare Analytics

Foursquare offers free analytics that allow businesses to track how many customers are checking in, the number of first-time versus repeat visitors, and whether customers are sharing their check-ins across other social networks such as Twitter and Facebook. Foursquare users can choose to publish their check-ins to their Facebook and/or Twitter accounts.

Twilert

Twilert is a search monitoring tool that tracks all mentions of one's chosen keywords on Twitter and sends e-mail alerts containing search results for every Twilert created. Twilert monitors all words within a tweet. Twitter offers a free trial of Twilert. Current pricing options range from basic plans with five Twitter searches (\$9 per month), to Pro plans with 50 Twitter searches (\$19 per month), to agency plans with 300 Twitter searches (\$97 per month).

Kred

Kred measures influence in online communities connected by interest. Kred values audience quality and engagement over audience size. It assesses the ability to inspire action (Influence) and propensity to engage with others (Outreach). Influence measures a user's relative ability to inspire action from others such as retweeting, replies, or new follows. Outreach measures generosity and rewards actions such as engagement with others and willingness to spread the message. Kred provides a free plan with limited access and paid plans with an application programming interface to access Kred's meta-data. Current pricing options are for 60 days (\$500 per month) and 1,200 days (\$1,500 per month) plus additional costs per call for action analytics, deep analytics, and influencers.

Enhanced Service Portal

An Enhanced Service Portal (ESP) integrates all communication channels into a unified service. The Mall of America launched its ESP in November 2013 to handle all requests and questions received

through primary communication channels available to Mall of America customers. ESP brings together the Mall of America website; social media channels; telephone, text, and dispatch teams; guest services; and security into a newly designed space that will allow the ESP team members to actively listen to customers and retailers and promptly respond to them. Since the Mall of America's ESP is customized pricing information is not readily available.

Salesforce Radian6

Radian6, acquired by Salesforce in 2010, provides social brand monitoring with complete coverage of conversations happening anywhere on the web, community engagement by providing connections with customers on service issues and to share expertise, and social analytics to provide context and facilitate data-driven decisions. Current pricing for a Radian6 basic plan is estimated at \$1,000 per month.

Sprinklr

Sprinklr is an enterprise-grade social media management platform designed to help global companies engage across multiple divisions, countries, accounts, and channels, including Facebook, Twitter, LinkedIn, YouTube, Flickr, Foursquare, Slideshare, and blogs. Sprinklr's features include the ability to assign and track workflow and content management; syndication; suggestion across business units and regions; audience management tools, including influence and engagement scoring; custom profile properties; and tagging. It also provides analytics for specific channels and campaigns, plus operational key performance indicators. Currently, the average initial price ranges from \$60,000 to \$100,000 per year.

TOPSY

TOPSY searches content published on Twitter and the web by relevance or date. Topsy is one of the few firms to have access to Twitter's entire data stream and created a searchable database of all tweets sent—more than 400 billion—since Twitter's launch in 2006. The current price for Topsy Pro is estimated at \$12,000 per named user for an annual subscription, including unlimited data and standard e-mail support.

3M GTG ICS

3M GTG ICS is a software suite that integrates data from social spaces in three layers: data integration, content manager, and content surface. The Data Integration module connects multiple data sources including internal sources such as Customer Relationship Management or Business Intelligence systems and external sources such as Facebook, YouTube, Twitter, relevant websites with content such as user reviews, or content from web syndications. The Content Manager module creates a continuous flow of information, provides several search possibilities for the user to retrieve specific search results, and manages user profiles and is thus capable of creating personalized recommendations. The content surface module provides the software for the physical front-end customized. Since the 3M GTG ICS software is customized, pricing information is not readily available.

bitly

bitly is an URL shortening and redirection service with real-time link tracking. bitly is available at its website, browser extensions, mobile web, and numerous third-party tools integrated with its open public application programming interface. bitly powers more than 10,000 custom short URLs and offers an enterprise analytics platform. Pricing varies depending on the client.

CHAPTER THREE

CUSTOMER ENGAGEMENT STRATEGIES USING SOCIAL MEDIA

If you ask a social media expert what it takes to create a large, highly engaged audience they will likely tell you five things: “Be Authentic, Add Value, Use Images, Curate Great Content, and Tell Amazing Stories.” Although the advice is simple, its implementation requires a plan. This chapter presents a discussion of a content engagement plan, a content plan, and selected customer engagement strategies.

CONTENT ENGAGEMENT PLAN

A content engagement plan aligns an airport’s marketing and business objectives with its social media strategies. The key elements of a content engagement plan are:

1. **Marketing and business goals and objectives.** What are your airport’s brand and core values? How can they be amplified in the social space? How will the use of social media platforms relate to other marketing efforts?
2. **Social media platforms.** Which platforms will be used to publish and share content? Which platforms are most appropriate for your audience?
3. **Social media goals and objectives.** What are the goals and priorities for your social presence? What BIG things do you want to happen in the next 3 to 12 months? What are the guidelines for the “time to respond” to posts and tweets (e.g., Facebook posts answered within 24 hours, Twitter posts answered within 1 hour)? What are the hours of operation for your social media presence (e.g., 9:00 a.m. to 5:00 p.m., 5 days per week)? Which key performance indicators will be used to measure the success of social media campaigns? How often will you post?
4. **Content.** What types of content are to be created and distributed? What content is best for your audience?
5. **Resources.** What resources (e.g., budget and personnel) are required to carry out the plan?

CONTENT PLAN











A content plan defines and plans specific social media activities for the next 6 to 12 months and may include some or all of the elements noted below. Table 3 presents an example of a social media content plan.

1. Important airport milestones [e.g., anniversaries, capital project completion date(s), construction, detours, new amenities]
2. Visuals (pictures and videos)
3. Contests or giveaways on various social sites
4. Aviation or other trivia about your airport
5. Special holiday promotions
6. Partner promotions (airfare sales, retail offers)
7. Customer incentives to engage with your airport
8. In-terminal support collateral/signage.

CUSTOMER ENGAGEMENT STRATEGIES

Many of the social media customer engagement strategies used by airport operators and non-aviation businesses are similar. The following sections summarize customer engagement strategies based on the interviews conducted for this Synthesis and a review of airport social media platforms.

TABLE 3
ILLUSTRATIVE SOCIAL MEDIA CONTENT PLAN

Social Media Activity	Jan.	Feb.	Mar.	Apr.	May	June
Airfare Deals						
Throwback Thursdays						
Holiday Campaigns						
Community Events						
Social Media Contests						
Airport Concession Promotions						

Source: LeighFisher, May through August 2013, based on interviews with Synthesis participants.

Customer Service

As shown in Table 4, customer service tweets are used by all airport operators surveyed; ranking as the top engagement strategy. However, the practices for providing customer service tweets vary. For example, airport operators may limit the hours that airport staff are available to answer customer tweets because of limited staff resources and/or few evening flights. Typically, limited Twitter hours are posted on an airport’s Twitter page. In contrast, airports such as London Gatwick provide 24-hour Twitter support with a target 30-minute response time (meaning that problems can be dealt with while passengers are at the airport).

Contests and Promotions

Contests, including sweepstakes and other giveaways, rank second as a customer engagement strategy, but are used by 13 of 14 of those surveyed. The characteristics of contests have changed as social media platforms have revised the rules for promotional giveaways and as airports and non-aviation businesses have experimented with different formats. However, based on the interviews and case examples, contests can be one of the most creative engagement strategies and provide an opportunity for contest sponsors to excite and engage their target audience. For example, Akron–Canton Airport developed a social media campaign called “LUV lands at CAK,” including a “Party with Southwest & WIN” contest that generated excitement for Southwest’s new service, welcomed Southwest Airlines to CAK, and increased customer engagement.

Airport Projects and Events

Postings of major airport and business events are used by 10 of 14 of those surveyed and typically include the opening of major facility improvements, inaugural airline service, and celebrations of major milestones. For example, San Diego International Airport used its social media platforms to provide updates on its “Green Build” Terminal 2 expansion program and to invite the San Diego community to sign up for self-guided tours before the facility opened. In a second example, Boston Logan International Airport partnered with American Airlines and the Hotel de Vigny in Paris to sponsor a contest promoting the return of American Airlines seasonal service to Paris in 2010. To create excitement for Logan’s Paris service and the contest, contestants had to submit a short video on what it meant to be an American in Paris.

Posting and Sharing Content

Postings and sharing content, particularly photos and videos, are used by more than 70% of those surveyed and provide opportunities to engage airport fans and followers. For example, Yeager Airport in Charleston, West Virginia, consistently posts historical trivia about the airport and pictures of vintage

TABLE 4
CUSTOMER ENGAGEMENT STRATEGIES

Rank	Customer Engagement Strategy	Number of Synthesis Airports and Businesses (out of 17 total)
1	Customer service tweets	17
2	Contests	15
3	Postings of major airport/business events (e.g., new airline service, opening of new facilities)	12
3	Posting and sharing pictures with and from passengers	12
3	Posting videos of major airport/business and community events	12
3	Display of signs throughout the airport/business notifying passengers/customers of social media used by the airport	12
3	Posting alerts on traffic issues affecting airport access	12
4	Partnerships with concessionaires and airlines	8
4	Partnerships with the local community	8
4	Posting status of delayed flights or events affecting airport closure	8
5	Location-based social media contests or discounts using platforms such as Foursquare	7
6	Free airfare or vacation promotions	6

Listed by the total number of Synthesis airports and businesses.

Note: The engagement strategies related to airlines, airline service, and airport access do not include responses from non-aviation businesses.

Source: LeighFisher, May through August 2013, based on interviews with Synthesis participants.

and new aircraft on its social media platforms, and has established a following in the Charleston community. The most recent “spotting” at Yeager was a blimp depicting one of the minions of Gru, the main character in the animated movie *Despicable Me*, “spotted” by Charleston residents.

Strategic Partnerships

The partnerships that airports form with airlines, other airports, concessionaires, and the local community can enhance the level of customer engagement. Airports and non-aviation businesses oftentimes share partnerships with the regional community. For example, in 2013 Eugene Airport partnered with Allegiant Airlines and the local community to participate in Allegiant Airlines’ national dodgeball league tournament in Eugene. Promoted on social media by the airport and the airlines, all registration fees benefited Make-A-Wish. In a second example, Los Angeles International Airport partnered with the Los Angeles Tourism and Convention Board to promote the opening of the new Tom Bradley International Terminal in September 2013.

Crisis Management

Social media platforms are being used by airport operators to manage crisis events such as flight delays related to weather and airport closures resulting from aircraft incidents. In addition to social media content plans, crisis management plans using social media are being developed by a number of airport operators.

CHAPTER FOUR

THE VALUE OF SOCIAL MEDIA

Measuring the value of social media is possible within the framework of an airport operator's marketing and business goals and objectives. The value of social media to an airport's overall marketing plan and business strategy can be determined using key performance indicators (KPIs) for social media platforms such as the number of views, impressions, new and returning visitors, interactions, and comments on key channels and blogs. For example, one objective of an airport's marketing and business strategy may be to educate the community about new airport projects and the economic impact of those projects on the community. The success of a social media marketing campaign focused on sharing content about airport projects could be measured in terms of the number of views and comments on social media platforms. Figure 3 presents examples of marketing and business objectives that could be the basis for a social media campaign, including enhancing reputation, economic development, or education.

This chapter identifies selected KPIs that may be useful to airport operators to estimate the value of social media campaigns and provides estimates of the value of selected social media campaigns at airports.

IDENTIFYING KEY PERFORMANCE INDICATORS

The number of KPIs for social media platforms is considerable, many of which are not meaningful for airport operators. Based on the interviews conducted for this Synthesis and a review of airport social media platforms, the three most meaningful measures of social media for airport operators are engagement, reach, and mentions.

Engagement

Engagement on social media platforms can be defined in different ways depending on the platforms used and the underlying goals and objectives; however, the key element is that individuals see your message and interact with your brand. Based on the interviews conducted for this Synthesis, engagement also is a conversation that is authentic and relationship-oriented and creates a forum for multiple voices. Answers to the following questions may help to examine the level of engagement on one's social media platforms.

1. Are conversations happening about your airport when you release content?
2. Are fans liking or commenting on your Facebook page?
3. Are users pinning images, retweeting tweets, or sharing YouTube videos?

Reach

Similar to engagement, social media reach can be defined in different ways including the size and growth rate of a social media audience and the number of people reached on a particular post (number of views). Although the size of your social media audience is important (in terms of total followers and fans), increased emphasis is being placed on the audience growth rate for evaluating marketing efforts over time and the performance of selected social media campaigns in comparison



FIGURE 3 Social media return on investment. (Source: Brandwatch, “10 Ways to Prove the Value of Social Media Monitoring”: www.brandwatch.com.)

with the overall audience growth rate. Answers to the following questions may help measure one’s total reach on social media platforms.

1. What is the size of the audience viewing your content over all of the social networks in which you participate?
2. Is this audience growing or shrinking and at what rate?
3. How many people view your posts related to particular social media campaigns (compared with the number that like or comment)?

Mentions

A mention on a social media platform is the primary metric for understanding the conversations taking place about a particular airport, in addition to the comments posted on an airport’s social media pages. Typically, a mention is defined by key words such as “ABC Airport” or “ABC,” which are monitored on social media platforms such as Twitter, Facebook, a blog, mainstream news with an RSS (Rich Site Summary) feed, a forum/board, YouTube or Pinterest, or by using social media management tools described in chapter two. The significance of mentions is that the number of people who choose to take an action to create or share content is an important indicator of engagement, compared with the number of people who have simply seen (or could have seen) that content. Based on the interviews conducted for this Synthesis, airport operators also monitor mentions of similar airports or local businesses on social media platforms as a way of benchmarking their social media performance.

ESTIMATING THE VALUE OF SELECTED SOCIAL MEDIA CAMPAIGNS

The value of a social media campaign can be estimated using the KPIs discussed in the previous section in relation to an airport’s overall marketing plan and business strategy. The following sections summarize KPIs and the marketing and business objectives for selected social media campaigns, including detailed summaries for the opening of the new Tom Bradley International Terminal (TBIT) at Los Angeles International Airport and Operation Golf Balls at Eugene Airport. In addition, overviews are presented for other selected social media campaigns.

Opening of the New TBIT

On September 18, 2013, Los Angeles International Airport (LAX) celebrated the opening of the new TBIT. In preparation for the TBIT opening, LAX developed a social media campaign to fulfill the

marketing and business objectives of educating and engaging the LAX community and the public on the construction status and economic importance of the new terminal to the Los Angeles area, including:

- Frequent posts about the new terminal, including photos of TBIT under construction, TBIT’s design plans, photos of TBIT before construction, and the opening of more than 60 premier dining and luxury retail shops at the new terminal (including 22 local Los Angeles brands).
- Videos of a “Behind the Scenes” tour of TBIT construction and a three-dimensional (3D) passenger experience of the exterior and interior of the new terminal following completion, including views from the ticketing lobby to the Great Hall, the departing and arriving levels, and the renovated Customs and Border Protection area, as well as views from LAX’s EarthCam construction cameras.
- Invitations to the LAX community and public to participate in the opening of the new TBIT, including a contest for “out-of-the-box” ribbon-cutting ideas to create a spectacular, cost-effective grand opening and LAX Appreciation Day for a sneak peek of the new terminal and its 150,000-ft² Great Hall.
- Strategic partnership with the Los Angeles Tourism and Convention Board.

As noted earlier, LAX’s social media campaign for the opening of the new TBIT included many elements and the use of a number of social media platforms including Facebook, Twitter, and Instagram. The following sections summarize the KPIs for the terminal opening on LAX’s social media platforms.

Facebook KPIs

A key element of the TBIT campaign took place on opening day, as well as on the days immediately before and after. From September 17 through September 19, 2013, LAX posted three messages on Facebook (one each day) that together generated more than 112,000 views (individuals reached), as shown in Table 5. On average, more than 37,000 people were reached on Facebook each day, or 23% of LAX’s total Facebook fans (165,000).

TABLE 5
FACEBOOK KEY PERFORMANCE INDICATORS FOR THE OPENING OF THE NEW TBIT
LOS ANGELES INTERNATIONAL AIRPORT

Facebook Key Performance Indicators	September 17	Opening Day September 18	September 19	Total (3 days) September 17–19
Reach				
People reached on LAX’s Facebook page (number of views)	35,056	58,880	18,112	112,048
Engagement				
LAX’s Facebook page and posts				
Likes	1,137	696	551	2,384
Comments	36	46	16	98
Shares	94	166	42	302
Subtotal—LAX	1,267	908	609	2,784
Other (non-LAX) Facebook pages and posts				
Likes	114	367	41	522
Comments	18	44	9	71
Shares	9	29	5	43
Subtotal—Other	141	440	55	636
Total				
Likes	1,251	1,063	592	2,906
Comments	54	90	25	169
Shares	103	195	47	345
Total engaged	1,408	1,348	664	3,420
Percent engaged on Facebook (total engaged/total views)	4.0%	2.3%	3.7%	3.1%

Source: Los Angeles International Airport.

Of the 112,000 people reached, more than 3,400 engaged in the discussion about the opening of TBIT by posting likes, comments, and shares, both on LAX's Facebook page and on other Facebook pages. During the three-day campaign, approximately 3.1% of the people who viewed these three posts responded to the content. Although average engagement rates vary over time, an engagement rate above 1.0% is generally considered a good value, based on available social media marketing data.

It is also important to note that the cost of this three-day campaign was minimal; an estimated \$2,000 or a unit cost of 2 cents per view.

Twitter KPIs

Twitter performance indicators provide another measure to estimate the value of social media campaigns. As summarized here, the reach on Twitter, in terms of 9.7 million potential impressions, is greater than Facebook alone and demonstrates that the use of multiple social media platforms can enhance the effectiveness of a social media campaign.

- Twitter activity at LAX Twitter page (@LAX_Official) during and after the TBIT opening
 - 133 mentions
 - 75 re-tweets
 - 42 favorites.
- Twitter activity 24 hours after TBIT opening
 - 81 new followers
 - 1,499 tweets with #FlyLAXIntl, #NewTBIT, #LAX, “Tom Bradley”
 - 9.7 million potential impressions.

Instagram KPIs

Instagram performance indicators included posts of photos and videos of the new TBIT opening, including a video of the ribbon cutting ceremony using an A30 aircraft and photos of the new concessions. New posts related to the new terminal opening included 26 posts at #FlyLAXIntl, 43 posts at #NewTBIT, and 32 posts at #TBIT.

Operation Golf Balls

On August 21, 2012, Eugene Airport (EUG) launched “Operation Golf Balls,” a campaign with the primary marketing and business objective of announcing new nonstop service from Eugene, Oregon, to Palm Springs, California. The creative element of the campaign included placing 2,000 golf balls, including the winning orange ball, on tees in four separate locations in Eugene and neighboring Springfield. After the golf balls were placed, four clues were posted on Facebook between 8:00 a.m. and 10:30 a.m., with an announcement of the winner posted by 1:00 p.m. The campaign was conducted exclusively on social media; no information was posted at the Airport's website.

Although EUG's campaign was conducted in a four-hour window, six posts on Facebook together generated 6,685 views (people reached), as shown on Table 6. On average, more than 1,100 people were reached on Facebook with each post, or 32% of EUG's total Facebook fans (3,500).

Of the 6,685 people reached, 79 engaged in the discussion about Operation Golf Balls by posting likes, comments, and shares on EUG's Facebook page. During the four-hour window, approximately 1.2% of the people who viewed the six posts responded to the content. Although average engagement rates vary over time, an engagement rate above 1.0% is generally considered a good value, based on available social media marketing data.

Overview of Selected Social Media Campaigns

Table 7 summarizes the marketing and business objectives and KPIs for selected social media campaigns.

TABLE 6
FACEBOOK KEY PERFORMANCE INDICATORS FOR OPERATION GOLF BALLS EUGENE AIRPORT

Facebook Key Performance Indicators	Clues				Winning Golf Ball	Photo of Winner	Total (6 posts)
	Ferry Street Bridge	Ford Center	Springfield	Laurelwood Golf Course			
Reach							
People reached on EUG's Facebook page (no. of views)	1,059	999	1,155	1,115	934	1,423	6,685
Engagement							
EUG's Facebook page and posts							
Likes	5	4	5	7	4	27	52
Comments	4	6	6	--	1	9	26
Shares	--	--	--	--	--	1	1
Total engaged	9	10	11	7	5	37	79
Percent Engaged on Facebook (total engaged/total views)	0.8%	1.0%	1.0%	0.6%	0.5%	2.6%	1.2%

Source: Eugene Airport.

TABLE 7
OVERVIEW OF SELECTED SOCIAL MEDIA CAMPAIGNS

Airport/Social Media Campaign	Marketing and Business Objective(s)	Key Performance Indicator(s)
Akron–Canton Airport LUV Lands at CAK	To educate and excite fans and friends of CAK about new Southwest service and to welcome Southwest	<ul style="list-style-type: none"> 7,200 contest entries (the most ever for an airport-sponsored contest) 359 new likes to CAK's Facebook page
Charleston Yeager Airport Sharing Unique Aircraft Sightings	To share interesting content that fosters engagement with and by their fans	<ul style="list-style-type: none"> High customer engagement Despicable Me blimp sighting with a one day total of 1,410 likes, 108 comments, and 590 shares
Dallas–Fort Worth International Airport Check-in for Deals	To increase the number of passengers visiting the airport's concessionaires and promote nonairline revenue	<ul style="list-style-type: none"> 8,000 "check-ins" on Foursquare and Facebook places 3,628 impressions on DFW's Facebook page 17,919 mentions and re-tweets on Twitter
Edmonton International Airport jetSet Parking	To increase EIA's total parking market share by transitioning parkers from independent lots through low price leadership, proximity to the airport, and a wide service offering	<ul style="list-style-type: none"> jetSet's Jackpot promotion received 748 bookings in under 14 hours After jetSet's JackPot was implemented on September 30, online reservations increased exponentially over the Jan-Sept monthly booking average
Tucson International Airport Name the Tucson Traveler	To increase Facebook followers and e-mail opt-in subscribers through an engaging naming contest	<ul style="list-style-type: none"> 13% increase in Facebook fan base (more than double the 2012 average monthly growth) 3% increase in e-mail subscriber base

Sources: Individual airports and social media pages.

CHAPTER FIVE

SOCIAL MEDIA GUIDELINES AND POLICIES

Social media guidelines and policies are in the initial stages of development at many airports and businesses and vary depending on the activity of an organization. This chapter summarizes the current use of guidelines for employees and social media users based on the interviews conducted for this report. Examples of social media guidelines and policies are presented in Appendix C.

EMPLOYEE GUIDELINES

The following summarizes the status of social media guidelines for employees of the 14 airport operators interviewed for this Synthesis:

- Four have documented guidelines,
- Four indicated that social media guidelines were in process,
- Two have internal guidelines,
- Two indicated guidelines would likely be prepared in the future, and
- Two did not see a need for guidelines at this time.

Only one of the three non-aviation businesses has documented guidelines; the remaining two have internal guidelines.

SOCIAL MEDIA USER GUIDELINES

The following sections summarize guidelines for general conduct posted by social media page owners and the guidelines posted by social media platforms regarding the terms of use such as contests and promotional guidelines.

Social Media Page Owners

Four of the 14 airports and two of the non-aviation businesses interviewed for this Synthesis posted guidelines on their Facebook “About” page. Appendix C presents excerpts from the Facebook “About” pages that outline basic social media guidelines and policies.

In summary, the posted guidelines on the Facebook “About” page for the selected airports and non-aviation businesses

- Encourage respectful dialogue and constructive feedback, and
- Reserve the right to remove posts advertising commercial products, as well as those that violate Facebook’s terms of service, or are inaccurate or otherwise objectionable.

Social Media Platforms

Facebook and Twitter have guidelines for creating and administering contests and promotions, including, but not limited to, posting the official rules, the terms and eligibility requirements, and compliance with the rules and regulations governing the promotion and the prizes offered. It is advisable to check the rules for conducting contests and promotions on social media platforms in advance since they are subject to change.

CHAPTER SIX

SOCIAL MEDIA CASE EXAMPLES

Based on the information gathered from the survey interviews, this chapter summarizes the barriers and challenges faced in establishing social media programs, the lessons learned, and the resources needed to maintain and develop social media programs, followed by the case examples for each airport and non-aviation business.

BARRIERS AND CHALLENGES

The following summarizes the barriers and challenges faced by airport operators and non-aviation businesses in establishing and maintaining social media programs and how each was addressed.

- **Finding sufficient personnel time.** Personnel involved with managing social media platforms at airports typically have other responsibilities. This can be addressed by creating a new position for a social media coordinator and/or redefining social media roles and distributing tasks among team members.
- **Obtaining “buy in” and support from management.** Can be addressed by managing expectations, maintaining a continuing dialogue with management and other departments, and conducting training sessions and regular meetings on social media program status.
- **Identifying relevant content and messages.** Can be addressed through trial and error, establishing an appropriate tone, and collaborating with other departments for information.
- **Taking ownership of previously created social media pages.** Can be addressed by agreement that the other party would transfer or delete the page.
- **Establishing strategic partnerships as a government agency.** Partnerships with airlines are not allowed under some airport agreements. Long-term resolution may be realized through changes in airline and concession agreements.
- **Managing time and prioritizing tasks.** Can be addressed by retaining a marketing firm to prepare a strategic plan and/or creating an overall social media strategy.
- **Keeping up with changes in social media platforms.** Can be addressed by knowing your customer base and recognizing that some tools work in one region and not another.

LESSONS LEARNED

The following summarizes the lessons learned by airport operators and non-aviation businesses interviewed for this Synthesis in developing social media programs.

- **Invest the right amount of time.** Take the time to answer questions and develop creative content to engage the public, be consistent, keep a presence and be active, be committed to the program before it starts and understand what it entails, and have the resources in place to manage it.
- **Figure out your tone and personality.** Set your identity and social strategy, and what your role is: Have a sense of humor and identity, stay true to your branding, and define your personality (branding) and know where you stand.
- **Stay focused.** Do not be distracted by the next shiny object. Fit for platform is important; there is no need to be on every platform. Having accounts on all social media platforms is not necessarily useful. Facebook and Twitter are good places to start; your audience is not on all of them, so start small and determine where your density is and where the conversations are taking place.
- **Be authentic.** Avoid automated or planned posts.

- **Start slow.** Let your social media community grow organically.
- **Know thy customer.** Check which platforms your audience uses. Frequency of posts is a fine balance between getting more visibility and being annoying, which may lead to lost followers.
- **It's all about the story.** Social media platforms are for storytelling; people forget that.
- **Avoid complicated contests and promotions.** Keep it simple; avoid contests that involve subjective judgments or ask participants to invest a lot of time (contest sweepstakes are the most effective).
- **Consider scope and scale** when planning social media campaigns.
- **Post Facebook and Twitter hours.** An airport does not have to respond to every query. Passengers understand and respect our time. Be sure to mention the hours on Facebook and Twitter so that people do not expect responses after hours.
- **One has to be social on social media.** Passengers expect airports to be on social media and to have access to information on social media as it relates to their travel.
- **Social media has changed the ways airports interact with the public.** Complaints (feedback, remarks) are instantly shared with a circle of friends; therefore, public opinion can immediately change.
- **Keep control of your social media program.** Be cautious about relinquishing control to a third-party company that stresses “we can take care of your social media program.” Expertise is needed to get started correctly; however, make sure the airport voice is maintained.
- **Do not push sales on social media.** From 2009 to 2011, platforms were primarily used to promote products and sales. Social media is a community building tool rather than a marketing tool; use it for customer engagement.
- **Be mindful of security issues in sharing real-time information.** Delay information posts about VIP and celebrity visits.

SOCIAL MEDIA PROGRAM RESOURCES

The social media managers interviewed at the selected airports and non-aviation businesses were asked to estimate the number of hours per week, on average, spent on social media by all personnel. Based on the survey results, the following summarizes the average number of hours per week by airport size:

- Large hub = 27
- Medium hub = 20
- Small and non-hub = 14
- All airports in the sample = 23.

The average number of hours per week for non-aviation businesses is considerably higher, ranging from 40 to as many as 400.

Only one of the 14 airports has a separate line item in the airport budget for social media; the remaining airports include social media expenses in the marketing, media relations, or advertising budgets. Two of the three non-aviation businesses have separate social media budgets.

As shown in Table 8, a total of 17 case examples were prepared, including 11 U.S. airports, three non-U.S. airports, and three non-aviation businesses. The case examples are presented in the order shown in the table.

AKRON–CANTON AIRPORT

Akron–Canton Airport (CAK) was an early adopter of social media. In the late 1990s, CAK established its “*a better way to go*®” brand focusing on low fares and an enjoyable airport experience. The brand and the creative work cultivated from it helped propel the airport to 17 years of sustained, organic growth between 1996 and 2012. CAK became involved in social media engagement strategies in 2005. CAK built its social strategy from its strong brand center; focusing on entertaining, informing, and empowering customers. CAK also continues to invest in traditional forms of marketing such as broadcast, radio, digital, and outdoor advertising, believing that social media cannot replace all forms of marketing, but rather enhances and personalizes its core messages.

TABLE 8
CASE EXAMPLES

Case Study	U.S. Airport Hub Size	2012 Total Passengers (millions, except as noted)	Airline Connecting Hub	International Gateway	Low Cost Carrier Service ^a
U.S. Airports					
1. Akron–Canton	Small	1.8			✓
2. Boston Logan International	Large	29.3		✓	✓
3. Charleston Yeager	Non-hub	0.5			
4. Dallas–Fort Worth	Large	58.6	American	✓	✓
5. Eugene	Small	0.8			✓
6. Los Angeles International	Large	63.7	American, United	✓	✓
7. Milwaukee—General Mitchell International	Medium	7.5			✓
8. Minneapolis–St. Paul International	Large	33.2	Delta	✓	✓
9. San Diego International	Large	17.3			✓
10. San Francisco International	Large	44.3	United	✓	✓
11. Tucson International	Medium	3.6			✓
Non-U.S. Airports					
12. Dublin	N/A	33.8	Aer Lingus	✓	✓
13. Edmonton International	N/A	6.7		✓	
14. London Gatwick	N/A	51.2	British Airways		✓
Non-aviation Businesses					
15. AEG/Staples Center	N/A	4.0 ^b	N/A	N/A	N/A
16. Mayo Clinic	N/A	1.2 ^c	N/A	N/A	N/A
17. Mall of America	N/A	40.0 ^d	N/A	N/A	N/A

N/A = not applicable.

^aAs of August 2013.

^bAnnual guests.

^cAnnual patients.

^dAnnual visitors.

Sources: Individual airport and business websites.

Airport Background

CAK is located approximately 10 miles southeast of Akron and 10 miles northwest of Canton. The Airport's primary service region is the four-county Akron and Canton–Massillon Metropolitan Statistical Areas, with a population of 1.1 million. However, because the airport has the 15th lowest average fare in the United States, customers come from throughout northeastern Ohio, creating a larger catchment area of 4.2 million people. The Airport, classified by FAA as a small air traffic hub, is the fourth busiest airport in the state of Ohio in terms of total passengers, with 1.8 million in 2012, ranking 89th overall. In August 2013, CAK provided an average of 36 daily scheduled departures to 12 domestic destinations and was served by five U.S. airlines. Since its acquisition of AirTran Airways, Southwest is the largest carrier operating at CAK. The Airport, shown on Figure 4, is owned and operated by the Akron–Canton Airport Authority, formed by Summit and Stark counties.

Social Media Program

Akron–Canton Airport has been active in social media since 2005, as shown in Table 9. As of August 2013, CAK had nearly 59,000 likes on Facebook and 7,600 Twitter followers. CAK uses social media platforms to entertain, inform, and empower customers by:

- Responding to and resolving customer service comments received through social media.
- Generating excitement and engagement around events at the airport such as Customer Appreciation Day and the Honor Flight CAK for World War II Veterans, so that the event extends into the social space.

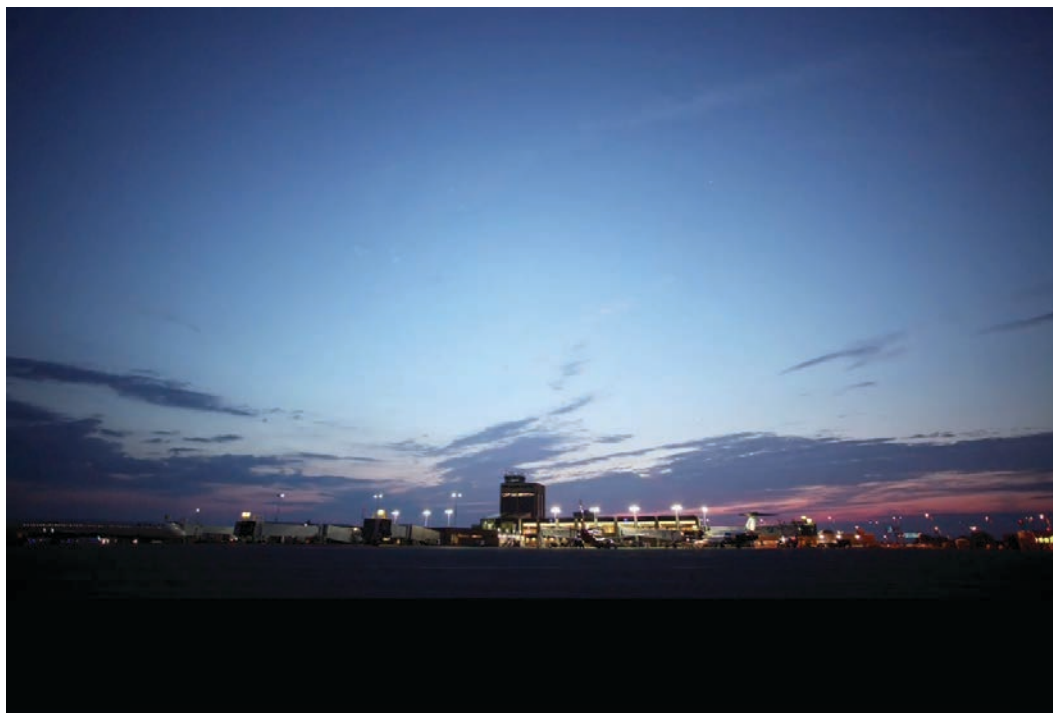













FIGURE 4 Akron–Canton Airport at sunset. (Source: Akron–Canton Airport.)

TABLE 9
AKRON–CANTON AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
 Blog	2005	http://www.akroncantonairport.com/blog
	2007	http://www.facebook.com/akroncantonairport
	2008	https://twitter.com/CAKairport
	2008	http://www.flickr.com/people/akroncantonairport/
	2009	http://www.youtube.com/user/AkronCantonAirport
	2009	http://www.yelp.com/biz/akron-canton-airport-canton?start=40
	2010	http://instagram.com/cakairport#
	2010	http://pinterest.com/cakairport/
	2011	https://plus.google.com/112716684360401763728#112716684360401763728/posts
	2013	http://www.linkedin.com/company/akron-canton-airport?trk=v srp_companies_res_name
Monthly Facebook Chat “Prez Says”	2013	http://www.facebook.com/akroncantonairport
	2013	https://twitter.com/CAKairport

Source: Akron–Canton Airport.
Listed in order of year initiated.

- Informing the community about important capital investments such as CAK 2018, the Airport's 10-year, \$110-million capital improvement plan, including the opening of the new Aircraft Rescue and Firefighting Facility (ARFF) in 2013 and the extension of Runway 5/23 in 2010.
- Instilling momentum and excitement about new flights and airline services such as the initiation of service by Southwest Airlines in 2012.
- Cross-promoting airline airfare sales through re-posting, promoting, and/or re-tweeting airline links.

Social Media Awards

In 2013, Akron–Canton Airport was awarded first place in the Social Media Initiatives category by ACI-NA as part of its Excellence in Airport Marketing and Communications Awards. CAK's award was for its "LUV lands at CAK" campaign designed to promote the initiation of low-fare service by Southwest Airlines through social media. The "LUV lands at CAK" campaign included:

- **An inaugural flight countdown.** Photos of CAK and Southwest employees displaying the daily countdown number were posted on Facebook and Twitter on each of the 25 days before Southwest's inaugural flight.
- **"Party with Southwest & WIN" contest.** CAK sponsored an online contest promoted on social media giving ten fans the chance to attend a party with Southwest on the tarmac and win two tickets for travel on the airlines.
- **Super social super fan party on the tarmac.** CAK hosted a party on the tarmac featuring close-up views of the first Southwest flight landing at the Airport, a photo booth, and a pie eating contest. The event was shared on CAK's social channels with real-time videos, photos, and tweets, including amusing photos taken at the photo booth, as shown on Figure 5.

The primary objectives of the "LUV lands at CAK" campaign were to create excitement for Southwest's new service, welcome Southwest Airlines, and engage with the local community and passenger base. The Facebook post with the photo of the inaugural Southwest flight had the highest level of engagement with 728 likes, 52 comments, and 25 shares.

Social Media Customer Engagement Strategies


Three customer engagement strategies used by Akron–Canton Airport are summarized in this section: You're Outta Here!, Where in CAK is this?, and Customer Appreciation Day.

You're Outta Here!

In April 2013, Akron–Canton Airport partnered with Traveline (a travel company based in north-eastern Ohio) and Akron radio station 97.7 WONE to launch the "You're Outta Here!" contest using its social media platforms, as shown on Figure 6. The "You're Outta Here!" contest is one of CAK's many social media initiatives designed to create enthusiasm for airline service at the airport. The contest winner was selected in a random drawing based on completed online entry forms. The contest prize package included roundtrip tickets for two from Akron–Canton Airport to Chicago Midway Airport on Southwest Airlines, a two-night hotel stay, tickets to a Cleveland Indians/Chicago White Sox baseball game at U.S. Cellular Field (formerly Comiskey Park), and a \$100 American Express gift card.

Where in CAK is this?

"Where in CAK is this?" is one of Akron–Canton Airport's customer engagement tools designed to create a playful dialogue with passengers and generate interest about the Airport. Approximately

 Akron-Canton Airport (CAK) shared Akron-Canton Airport (CAK)'s album.
August 11, 2012

CAK-Southwest Super Fans! Our photobooth photos from today's tarmac party are here: <http://www.facebook.com/media/set/?set=a.10151025432851033.430669.84507856032&type=3>

Southwest Super Fan Party (405 photos)



FIGURE 5 Facebook Post: Photo booth at fan party welcoming the inaugural Southwest Airlines flight at Akron–Canton Airport. (Source: <http://www.facebook.com/akroncantonaairport>.)

once a month, Akron–Canton Airport posts a “Where in CAK is this?” challenge on social media to identify a location at the airport based on of a visual clue provided in the post (typically a small section of a picture taken at the airport). Figure 7 presents the answer in the “Where in CAK is this?” challenge on July 3, 2013. Other customer engagement tools used by CAK include:

- Pictures of unique aircraft at the Airport, such as Southwest’s Nevada One and Air Force One.
- Photos posted on Instagram by passengers of scenes at the airport, including aircraft takeoffs and landings, sunsets, and aerial views.
- Friday fun e-cards with humorous travel-related expressions.

Customer Appreciation Day

On April 3, 2013, Akron–Canton Airport sponsored a Customer Appreciation Day, which was promoted on social media and included balloon animals, prize pack giveaways, CAK fortune cookies and other treats, and a photo booth where passengers could pose for fun vacation travel pictures,

Akron-Canton Airport (CAK)
May 2

TODAY is the final day to enter You're Outta Here! A winner will be announced tomorrow. Southwest Airlines tickets to Chicago, hotel stay, baseball game and spending money! Don't forget to enter today!
<http://www.akroncantonairport.com/contest/chicagoflyaway>

You're Outta Here!

Chicago FlyAway

You're outta here! Win a weekend trip to Chicago compliments of the Akron-Canton Airport, [Southwest Airlines](#), [Traveline](#), and [27.5 WONE](#).

The "You're Outta Here! Chicago FlyAway" prize package includes nonstop flights for two aboard [Southwest Airlines](#) to Chicago Midway (MDW) from the Akron-Canton Airport. You'll also receive a two night stay at the [Best Western](#) Hotel on West Ohio Street, just blocks away from Chicago's famous Magnificent Mile, tickets to a Cleveland Indians vs. Chicago White Sox game on either June 28 or 29, and a \$100 American Express gift card to spend however you'd like!

Don't wait for the 7th inning stretch to enter and win!

Departure from Akron-Canton Airport (CAK) must take place on Friday, June 28, 2013, and return on June 30, 2013. Check CAK's Facebook page or listen to WONE on May 3, 2013 to find out the name of the winner. Good luck!

All you have to do is enter below. Please enter by 11:59 pm on May 2, 2013.

Enter to Win Today!

Name

Email

Phone Number

Age

City

SOUTHWEST.COM

TRAVELINE

WONE

Like · Comment · Share

38 4 2

FIGURE 6 Facebook Post: CAK's "You're Outta Here!" Chicago Flyaway Contest. (Source: <http://www.facebook.com/akroncantonairport>.)

as shown on Figure 8. Customer Appreciation Day is one of CAK's customer engagement events designed to establish a dialogue and rapport with passengers, which uses social media to post pictures and video documenting the event.

Use of Real-time Information for Airport Operations and Management

Feedback obtained through social media on concession performance, parking operations, ground transportation, and the overall airport experience can provide valuable, real-time information not available from other sources.

Akron-Canton Airport "listens" to comments made on social media about CAK using TweetDeck, a social media management tool, by identifying key words/terms such as CAK and Akron-Canton Airport. TweetDeck captures conversations about the Airport anywhere on social media, not just on CAK's social media channels. Social media provides intelligence on comments made about the Airport by CAK's passenger base, the local community, the media, and the airlines serving the airport.

Comments obtained in real time that require immediate responses are typically directed to our customer service manager or other departments as necessary. Comments about baggage handling are frequently posted on the Airport's social media channels because there is a general misconception that baggage handling is the responsibility of the airport operator rather than individual airlines. Since CAK takes responsibility for the overall customer experience at the Airport, it responds to



FIGURE 7 Facebook Post: “Where in CAK is this?” Challenge.
(Source: <http://www.facebook.com/akroncantonairport>.)

all passenger complaints, including those about baggage handling (e.g., “We are monitoring” or “Thanks for the feedback”) and then notifies the individual airline(s) cited.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. Akron–Canton Airport uses social media (primarily Twitter) to post real-time alerts to inform the community and media about any given crisis situation. The tweets also refer them back to CAK’s website for more in-depth information. The Airport does not post notices about delayed or cancelled flights by individual airlines.

Use of Social Media to Promote the Role of the Airport

As the gateway to a community, an airport has an important role in connecting the regional community to the world. Social media allows airport operators to highlight that role and the many events that take place at an airport. Akron–Canton Airport uses social media to feature a number of significant airport and community events, including:

- **Honor Flight CAK for World War II Veterans.** On September 22, 2012, the final Honor Flight CAK that transported 104 World War II veterans to Washington, D.C., to see the World War II Memorial and other monuments landed at the airport. Honor Flight CAK is a nonprofit organization staffed by volunteers who organize, collect contributions, and serve as guardians for the



FIGURE 8 Facebook Post: Customer Appreciation Day at Akron–Canton Airport. (Source: <http://www.facebook.com/akroncantonairport>.)

flights. Pictures of the veterans on the final Honor Flight CAK are posted on the Airport’s social media channels, as shown on Figure 9.

- **Pro Football Hall of Fame.** Canton, Ohio, is home to the Pro Football Hall of Fame, which honors professional U.S. football players and holds an annual enshrinement ceremony for new inductees. The Airport is the gateway to the annual ceremony and posts pictures of the event on CAK’s social media channels.
- **The opening of the new ARFF in 2013.** On June 1, 2013, CAK dedicated its new ARFF at the airport and held an open house for the public that was promoted on social media, as shown on Figure 10. The event was attended by approximately 1,000 people from the local community and featured a ribbon cutting ceremony, tour of the facility and equipment, and a live firefighting demonstration.

Akron–Canton Airport

President & Chief Executive Officer: Richard McQueen

Senior Vice President Chief Marketing and Communications Officer: Kristie VanAuken

BOSTON LOGAN INTERNATIONAL AIRPORT

Boston Logan International Airport (Logan or the Airport) has adopted social media as a key component of its communication toolbox. Logan’s social media strategies are centered on sharing events at the Airport and in the Boston community and, at the same time, “humanizing” the Logan brand by defining a voice for the Airport.



FIGURE 9 Facebook Post: CAK's final Honor Flight. (Source: <http://www.facebook.com/akroncantonairport>.)

Airport Background

Boston Logan International Airport opened in 1923 and occupies 2,400 acres in East Boston, approximately 3 miles from downtown Boston and adjacent to Boston Harbor. The Airport's primary service region is the Boston–Cambridge–Newton Metropolitan Statistical Area, with a 2012 population of 4.6 million. The Airport, classified by FAA as a large air traffic hub, is the busiest in the New England area in terms of total passengers, with 29.3 million in 2012, ranking 19th in the nation. In August 2013, Logan provided an average of 517 daily scheduled departures to 63 domestic and 28 international destinations (multi-airport cities are counted once) and was served by 26 U.S. airlines and 17 foreign-flag airlines. The Airport, shown on Figure 11, is owned and operated by the Massachusetts Port Authority (Massport). Massport also owns and operates Hanscom Field, a general aviation airport; Worcester Regional Airport, a commercial and general aviation airport serving central Massachusetts; Black Falcon Terminal, Boston's cruise terminal; and Conley Terminal, Boston's cargo container ship facility.

Social Media Program

Boston Logan International Airport has been active in social media since 2008, as shown in Table 10. In August 2013, Logan had more than 60,000 likes on Facebook and more than 24,000 Twitter followers. Logan uses social media platforms to:

- Respond to customer service comments received through social media.
- Announce inaugural flights and new service at Logan, such as Emirates' nonstop service to Dubai and Turkish Airlines service to Istanbul.



FIGURE 10 Facebook Post: CAK’s new Aircraft Rescue and Firefighting Facility. (Source: <http://www.facebook.com/akroncantonairport>.)

- Promote community events such as Artists for Humanity and the Authority’s Community Summer Jobs Program.
- Provide updates on Logan’s capital improvement program, including a photo album called “Improvements” posted on Facebook.
- Promote new airline service and concessions through contests and special offers such as the American Airlines’ contest to win two airline tickets from Logan to Paris, France, and free donuts from Dunkin’ Donuts on National Donut Day.
- Provide factual information for the media and travel bloggers.
- Provide updates on road closures that affect airport access or specific incidents at destination airports.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Boston Logan International Airport are summarized in this section: the Color Choice campaign, Super Bowl Sunday, and an American in Paris.



FIGURE 11 Aerial view of Boston Logan International Airport. (Source: Massport.)






Color Choice Campaign

In February 2013, Logan invited its social media fans to vote for a color scheme for the Terminal B connector. Contest participants were invited to vote for a color scheme from three choices and e-mail their favorite to love@massport.com, as shown on Figure 12. The prize was a \$100 Legal Sea Food gift card and the winner was announced on Valentine’s Day 2013.

Super Bowl Sunday

For passengers traveling on Super Bowl Sunday, Logan organized its restaurants and concessionaires and provided passengers with a list of locations at Logan where football fans could watch the game,

TABLE 10
BOSTON LOGAN INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2008	https://www.facebook.com/BostonLogan
	2008	https://twitter.com/BostonLogan
	2009	http://www.youtube.com/user/massportbos
	2009	http://4sq.com/4Dq8gf
	2013	https://twitter.com/BostonLogan (a)

Source: Massport.
Listed in order of year initiated.



FIGURE 12 Facebook Post: Logan's Valentine's Day contest.
(Source: <https://www.facebook.com/BostonLogan>.)

as shown on Figure 13. Logan's social media followers on Facebook and Twitter "liked" and "re-tweeted" the Airport's Super Bowl postings.

An American in Paris

In May 2010, Logan partnered with American Airlines and the Hotel de Vigny in Paris to sponsor a contest promoting the return of American Airlines seasonal service to Paris. To create excitement for Logan's Paris service and the contest, contestants had to submit a short video on what it meant to be an American in Paris to bostonloganconnect.com, a page different from the Airport's main website, as shown on Figure 14. All videos submitted for the contest were posted at bostonloganconnect.com and three finalists were selected by public vote. In June 2010, a panel of judges selected the winner, who was awarded round-trip air travel for two and a three-night hotel stay in Paris.

Boston Logan International Airport shared Boston Logan International Airport's photo.
February 3

Remember, if you're waiting for a flight tonight you can catch the game at any of the locations mentioned here. Time for some football!

Traveling on Super Bowl Sunday? Don't worry, here's a list of places at Logan airport where you can watch the game: — at [Boston Logan International Airport](#).

Like · Comment · Share 29 2

FIGURE 13 Facebook Post: Logan locations showing Super Bowl XLVII (Source: <https://www.facebook.com/BostonLogan>.)

Win a trip for two to Paris and three nights in a swank hotel Page Events | Join | Maybe

Public · By Boston Logan International Airport

April 30, 2010 at 12:00am until May 20, 2010 at 11:55pm

www.bostonloganconnect.com, , ,

Boston Logan International Airport and American Airlines are celebrating the return of seasonal service to Paris on American. Win a free trip for two to Paris on American Airlines and a three night stay at the Hotel de Vigny in the 8th Arrondissement. The trip is valued at more than \$7,000. All you need to do is submit a short video on what it means to be an American in Paris and you could win! For complete details go to bostonloganconnect.com.

FIGURE 14 Facebook Post: Poster on Facebook promoting the “An American in Paris” contest. (Source: <https://www.facebook.com/BostonLogan>.)

Use of Real-Time Information for Airport Operations and Management

Logan uses Hootsuite to manage all of its social media accounts. Keywords are set individually for each social media channel and are tracked on a daily basis. By identifying keywords such as Logan and Logan Airport, Hootsuite captures conversations about the airport anywhere on social media, not just on Logan's social media channels. To evaluate the social media reach and the level of audience engagement, Logan also monitors the analytics for Facebook, Twitter, and Foursquare.

Customer service comments received through any of Logan's social platforms are attended to immediately by engaging the appropriate department in the resolution of the issue.

Crisis Management Using Social Media

Social media play an important role in communicating information on delayed flights, ground traffic delays, and updates during crises. Logan is frequently used for diverted flights during extreme weather and uses social media to post alerts. Passengers are directed to individual airline websites for information about specific flight delays or cancellation updates.

In April 2013, Logan used its social media channels, particularly Twitter, to provide updates on the ground stop announced by FAA and the Airport's heightened security related to the bombing at the Boston Marathon. In addition, Logan's social media channels were used to quickly respond to and correct inaccurate media postings and to advise passengers to check with their airlines for the status of flights before coming to the Airport.

Use of Social Media to Promote the Role of the Airport

As the gateway to a community, an airport has an important role in connecting the regional community with the world. Social media allows airport operators to highlight that role and the many events that occur at an airport. Logan has used social media to feature a number of significant airport and community events, including:

- **Massport's Community Summer Jobs Program.** In August 2013, Massport announced grants totaling \$450,000 to fund summer employment for more than 300 students as part of the Authority's Community Summer Jobs Program, as shown in Figure 15. The Summer Jobs Program is designed to assist civic and social service agencies by providing funds to support



FIGURE 15 Facebook Post: Logan's Community Summer Jobs Program. (Source: <https://www.facebook.com/BostonLogan>.)



FIGURE 16 Facebook Post: The Artists for Humanity Exhibition at Logan. (Source: <https://www.facebook.com/BostonLogan>.)

youth programs and summer employment, and benefits communities where Massport facilities are located.

- **Wings for Autism.** Since 2011, Logan has sponsored the Wings for Autism program in partnership with the Charles River Center, a non-profit social service agency providing services to children and adults with developmental disabilities. This program provides a “dress rehearsal” open house day for families with autistic children that allows them to experience travel before an actual trip. The third event of this kind was held in April 2013 and was attended by more than 200 children and their families. The program was promoted through posts on Facebook, Twitter, and a video on YouTube.
- **Artists for Humanity.** Founded in Boston in 1991, Artists for Humanity’s mission is to “bridge economic, racial and social divisions by providing under-resourced youth with the keys to self-sufficiency through paid employment in the arts.” Logan organized an exhibition to promote the Artists for Humanity artwork in Terminal A, a popular event that generated 969 likes, 23 comments, and 90 shares on Facebook, as shown on Figure 16.

Massachusetts Port Authority

Chief Executive Officer & Executive Director: Thomas P. Glynn

Assistant Director of Strategic Communications and Marketing: Richard Walsh

Digital Media Manager: Bessie King

YEAGER AIRPORT

Yeager Airport (CRW or the Airport) built its social media program with the ultimate goal of having an outlet to provide relevant information to passengers and potential travelers, while also keeping the content interesting for aviation and non-aviation enthusiasts. CRW’s strategy is to inform, notify, and promote, but also be aviation-centric. With a Facebook page built around aviation, CRW’s fans and followers range from local frequent fliers to aviation enthusiasts in other states and countries. CRW’s goal is to share interesting content that fosters engagement with and by its fans.

Airport Background

Yeager Airport began operations at its current site in 1947, and occupies 767 acres in Kanawha County, approximately 6 miles east of downtown Charleston, West Virginia. CRW has a unique history of development as an airport “built on the hilltops” and, at the time of construction, was an example of the most modern methods of moving earth. The Airport’s primary service region is the five-county Charleston Metropolitan Statistical Area, with a 2012 population of 304,000. The Airport, classified by FAA as a primary non-hub airport, is the busiest airport in West Virginia in terms of total passengers, with approximately 540,000 in 2012; ranking 161st in the nation. In August 2013, CRW provided an average of 21 daily scheduled departures to nine destinations and was served by nine U.S. airlines (mainline and regional). CRW is also home to the West Virginia Air National Guard’s 130th Airlift Wing and its fleet of nine Hercules C-130 aircraft. The Airport, shown on Figure 17, is owned and operated by the Central West Virginia Regional Airport Authority.

Social Media Program

The Airport has been using social media platforms since 2008, as shown in Table 11. In August 2013, CRW had more than 25,000 likes on Facebook and more than 3,700 Twitter followers. Facebook and Twitter are the airport’s primary social media platforms. The Airport uses social media platforms to:

- Respond to customer service comments received through social media.
- Promote airfare sales posted by airlines and new air service.
- Engage with aviation enthusiasts by posting aviation trivia on CRW’s social media channels, such as pictures of new and old aircraft and CRW memorabilia.
- Engage with the broader community for events such as the Boy Scouts of America Jamboree.
- Communicate road closures, weather advisories, major flight delays, and status of runway closures.







Social Media Awards

In 2011, the West Virginia Division of Tourism gave Yeager Airport the Stars of the Industry award for the best Internet/e-magazine article, “Social Media Airport: Case Study from CRW,” which was



FIGURE 17 Aerial view of Yeager Airport during the extension of Runway 23 and widening of Taxiway A. (Source: Yeager Airport.)

TABLE 11
YEAGER AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2008	https://twitter.com/yeagerairport
	2008	http://www.youtube.com/user/YeagerAirport
	2009	https://www.facebook.com/FlyCRW
	2010	http://4sq.com/7Z3HZW
	2011	https://plus.google.com/116227522730145024921/about
	2013	http://instagram.com/flycrw#

Source: Yeager Airport.
Listed by year initiated.

published in *Forbes* online magazine on July 2, 2010. The CRW case example describes the use of social media during a Presidential visit to Charleston for the funeral of West Virginia Senator Robert C. Byrd. CRW used social media to:

- Notify travelers of potential flight and road delays, advising them to be at the Airport 2 hours before their flight; and
- Provide information about the visit, including status updates, pictures of Air Force One, the return of normal operations at the Airport, and a post by the President honoring Senator Byrd.

A highlight of the article was a social media conversation initiated by a CBS reporter about the lack of post-security food concessions at the Airport. After an extended Twitter conversation between the CBS reporter and his followers, CRW acknowledged the conversation and responded, as shown on Figure 18. As a result, CRW opened food options post-security that have resulted in an increase in commercial revenues.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Yeager Airport are summarized in this section: managing crisis events, promoting seasonal airline service, and sharing unique aircraft sightings at the airport.

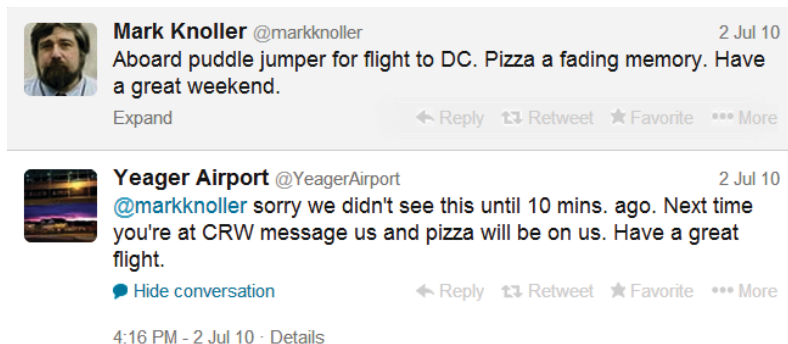


FIGURE 18 Twitter Post: CRW Tweet on July 2, 2010. (Source: https://twitter.com/yeagerairport.)

Managing Crisis Events

On January 19, 2010, a US Airways Express regional jet aborted takeoff and came to rest at the end of the runway. Over the following 5 hours, CRW used social media to manage the crisis event in real time by keeping the general public and media informed with factual and frequent postings. The postings included status updates, pictures, and information about the Engineered Material Arresting System (a bed of high-energy absorbing materials built at the end of a runway to slow aircraft movement) used for the aborted flight. CRW was recognized in the national and regional press for its use of social media in managing a crisis event, most likely one of the first airport examples. Figure 19 presents a sample of CRW's Twitter postings immediately after the event.

Promoting Seasonal Airline Service

In addition to its efforts to provide updated information on airfare sales and new airline service, the Airport promotes seasonal airline service on its social media channels. For example, CRW's seasonal service to Myrtle Beach, offered from March 2 through August 31 was actively promoted on social media starting in December 2012. As shown on Figure 20, Spirit Airline's first flight from Charleston to Myrtle Beach was popular, with 437 likes, 46 shares, and 39 comments on Facebook.

Sharing Unique Aircraft Sightings

CRW has a large following of aviation and airport enthusiasts on its social media channels. In addition to sharing airport memorabilia and history, CRW frequently posts pictures of unique aircraft spotted at the Airport. In recent years, unique aircraft sightings at the Airport have included Air Force One; the aircraft used as a model for the Disney animated movie "Planes," and military aircraft such as the C-5 Galaxy transport, F-18 jet, and Osprey tiltrotor aircraft. On May 9, 2013, the sighting of the Despicable Me blimp depicting one of the minions of "Gru," a principle character in the animated movie, prompted a high level of customer engagement on the Airport's Facebook page. The

Crews are continuing to work to remove te aircraft from the EMAS at the end of runway 5. Keep checking back for... <http://bit.ly/6xr49S>

Tue Jan 19 19:40:02 2010 via Facebook

Crews are continuing to work to remove the aircraft from airport EMAS on runway 5-23.Expect runway to be open 3-4 hrs.Check here for updates

Tue Jan 19 19:39:44 2010 via web

The aircraft is now being removed from the runway. It is estimated that the airport will be re-opened in 1-3 hours <http://bit.ly/8jcQCR>

Tue Jan 19 18:59:05 2010 via Facebook

US Airways Express flight 2495 aborted takeoff and came to rest 130ft. into the (EMAS) Engineered Materials... <http://bit.ly/7OslHu>

Tue Jan 19 18:35:38 2010 via Facebook

Yeager Airport Emergency Media Advisory FOR IMMEDIATE RELEASE - January 19, 2010 Contact Mike Plante or Brian... <http://bit.ly/4YcpF7>

Tue Jan 19 17:42:17 2010 via Facebook

(Charleston, WV) At approximately 4:22 p.m. this afternoon flight 2495, an outbound flight to Charlotte, North... <http://bit.ly/7wiLIR>

Tue Jan 19 17:41:43 2010 via Facebook

The 50 passenger aircraft is a Canadair Regional Jet with 30 passengers and 3 crew members on board. There are no... <http://bit.ly/5RCxkj>

Tue Jan 19 17:41:22 2010 via Facebook

FIGURE 19 Twitter Posts: CRW Tweets on January 19, 2010. (Source: <https://twitter.com/yeagerairport>.)

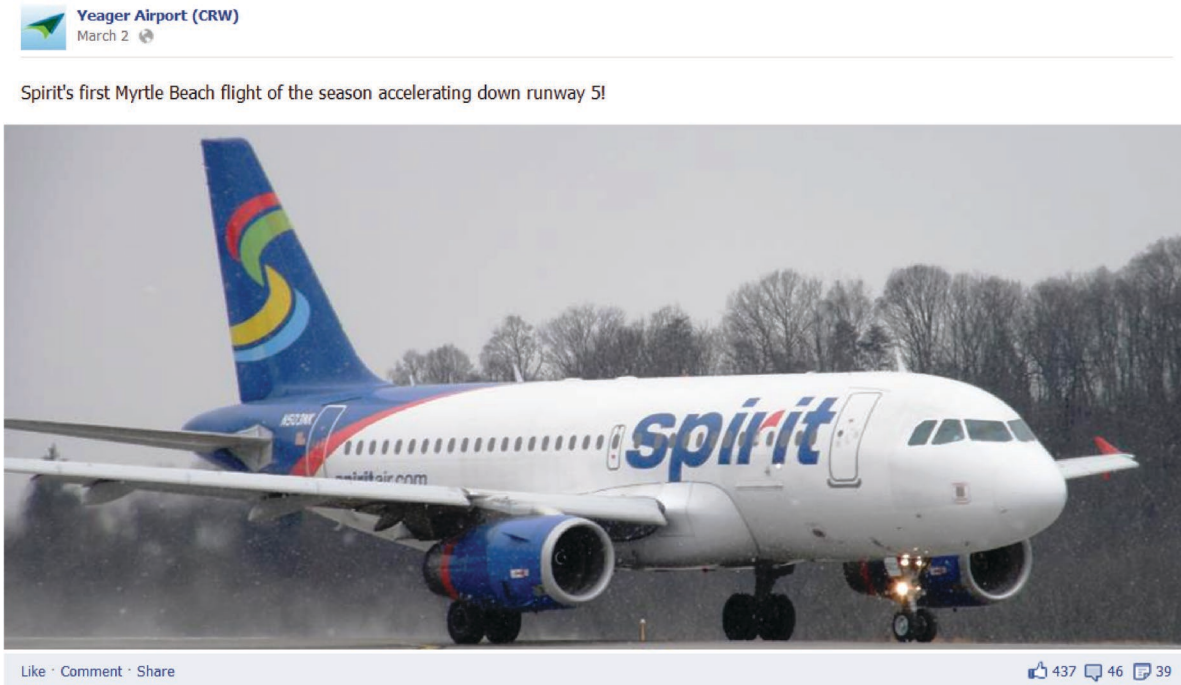


FIGURE 20 Facebook Post: Start of seasonal service from CRW to Myrtle Beach. (Source: <https://www.facebook.com/FlyCRW>.)

Despicable Me blimp sighting generated 39 Facebook posts with pictures of the blimp captured around Charleston, including seven posts by airport personnel. A total of 1,410 likes, 108 comments, and 590 shares were recorded on May 9, 2013, together accounting for more than 8% of the Airport’s Facebook fan base (approximately 25,000 likes in May 2013). Figure 21 is a picture of the Despicable Me blimp tied down at the Airport.

Use of Real-Time Information for Airport Operations and Management

In the past, CRW has used Seismic Desktop (now included in Hootsuite), a social media management tool, for real-time monitoring of comments made on social media. In recent years, CRW monitors social media conversations about the Airport by checking its Twitter and Facebook accounts daily.



FIGURE 21 Facebook Post: Despicable Me blimp sighting at CRW. (Source: <https://www.facebook.com/FlyCRW>.)

Comments obtained in real time receive an immediate response and appropriate actions are taken. The typical comments related to customer service concern connecting to the Airport's free Wi-Fi and the restroom facilities. As noted earlier, CRW used real-time information obtained through social media to open up its food options for passengers post-security.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. CRW posts notices about delayed or cancelled flights by individual airlines and refers passengers to airline websites. As described earlier, CRW has led efforts in the airport community to use social media to manage crisis events. CRW management has made numerous presentations about its use of social media during a crisis at airport conferences as well as at the NTSB at its crisis communication academy.

Use of Social Media to Promote the Role of the Airport

As the gateway to a community, an airport has an important role in connecting the regional community to the world. Social media allows airport operators to highlight that role and the many events that take place at an airport. CRW uses social media to promote a number of significant airport and community events, including:

- ***Boy Scouts of America Jamboree.*** In 2013, the national Boy Scouts Jamboree was held for the first time at the Summit Bechtel Family National Scout Reserve in Mount Hope, West Virginia (approximately 60 miles from Charleston). The Summit will be the permanent home for the jamboree, which is usually held every four years and hosts more than 50,000 attendees. CRW posted pictures of the 2013 arrivals on its social media channels.
- ***West Virginia Air National Guard's 130th Airlift Wing.*** Yeager Airport has been home to the 130th Airlift Wing since its opening in 1947, and also hosts a number of other transient military aircraft. CRW frequently posts pictures of the military aircraft that visit the airport on its social media. Figure 22 shows the 130th Airlift Wing's C-130 aircraft parked at the airport.
- ***Gateway to West Virginia.*** As the primary commercial airport in West Virginia, CRW is the gateway for visits by the President of the United States, state representatives to the capitol in Charleston, and students attending West Virginia University medical center. CRW posts pictures of celebrity arrivals at the Airport on its social media.

Yeager Airport

Director: Richard A. Atkinson, III

Director of Marketing and Air Service Development: R. Brian Belcher

Marketing and Air Service Development Coordinator: Anthony Gilmer

DALLAS/FORT WORTH INTERNATIONAL AIRPORT

Dallas/Fort Worth International Airport (DFW) has been active in social media since 2009. DFW's strategic priorities are to create a world-class brand identity reflecting outstanding facilities and services, expand global access, and enhance economic benefits to the regional community. DFW built its social media strategy through airport-focused messaging and uses social media to support its use of traditional media.

Airport Background

Dallas/Fort Worth International Airport opened in 1974, occupies approximately 17,200 acres in Dallas and Tarrant counties, and is located approximately 17 miles equidistant from the centers of the cities of Dallas and Fort Worth. The airport's primary service region is the 9,300-square-mile, 12-county Dallas–Fort Worth–Arlington Metropolitan Statistical Area, with a 2012 population of 6.7 million. The Airport, classified by FAA as a large air traffic hub, is the busiest in the state of Texas in terms



TowerPic! 4 C-130's from the 130th Airlift Wing rest while Delta awaits takeoff clearance to ATL.



Like · Comment · Share

225 12 45

FIGURE 22 West Virginia Air National Guard's 130th Airlift Wing Hercules C-130s parked at Yeager Airport. (Source: <https://www.facebook.com/FlyCRW>.)

of total passengers, with 58.6 million in 2012, ranking fourth in the nation. In 2011 (the most recent year for which data are available), DFW was the tenth busiest international passenger gateway to the United States, and the fourth busiest U.S. gateway for passengers from Mexico and Central America. DFW is the busiest connecting hub in the combined route system of American and US Airways; the two airlines completed a merger in 2013. In August 2013, DFW provided an average of 936 daily scheduled departures to 186 destinations; 848 to 136 domestic destinations and 88 to 50 international destinations. As of August 2013, DFW was served by 23 U.S. airlines and 13 foreign-flag airlines. The Airport (Figure 23) is jointly owned by the cities of Dallas and Fort Worth and operated on their behalf by the Dallas/Fort Worth International Board.

Social Media Program

The Airport has been using social media platforms since 2009, as shown in Table 12. Facebook and Twitter are the primary social media platforms used to communicate with the airport's customer base. Dallas/Fort Worth International Airport was one of the first airports to use Foursquare for its campaigns. DFW has also developed a mobile app that complements our social media channels. The Airport uses social media platforms to:

- Respond to customer service comments received through social media;
- Announce inaugural flights and new service;
- Promote parking programs and concessionaire offerings at the airport;
- Conduct and record business-to-business pre-proposal solicitation conferences for selected requests for proposals;
- Provide updates on airport construction projects such as the Terminal A renovations and Dallas Area Rapid Transit station; and
- Communicate weather, road, and air traffic delays.








FIGURE 23 Aerial photo of Dallas/Fort Worth International Airport. (Source: <http://www.dfwairport.com/pressroom/>.)

Social Media Awards

In 2012, Dallas/Fort Worth International Airport was awarded first place in the Social Media Initiatives category by ACI-NA as part of its Excellence in Airport Marketing and Communications Awards. DFW’s award was for its “Check-In for Great Deals at DFW Airport” social media campaign designed to increase the number of passengers visiting the airport’s concessionaires and promote nonairline revenue. Launched in 2011, the key elements of the campaign included:

- Promotional deals at shops, restaurants, and service providers for passengers checking in at Foursquare and Facebook locations at the airport.
- The creation of a video posted on YouTube and the Airport’s website, notices on flight information displays and signage at security checkpoints and courtesy vehicle bus stops.

TABLE 12
DALLAS/FORT WORTH INTERNATIONAL AIRPORT
SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2009	https://twitter.com/dfwairport
	2009	http://www.youtube.com/user/DFWIntlAirport
	2010	https://www.facebook.com/DFWAirport
	2010	http://4sq.com/8AkNV
	2013	http://instagram.com/dfwairport#

Source: Dallas/Fort Worth International Airport.
Listed by year initiated.

- The development of formal agreements with concessionaires to document promotional offers and facilitate the campaign.

The campaign increased the circulation of passengers through the participating concession locations in DFW's five terminals and encouraged passengers to explore concession offerings rather than waiting at gate areas. More than 40 concessionaires participated in the campaign at 85 different airport locations. Initially, DFW had difficulty in its initial efforts to collect redemption information from concessionaires with this campaign. For future campaigns, DFW plans to work more closely with concessionaires to receive offer redemption information in order to better evaluate campaign effectiveness.

The campaign generated interest locally and nationally, with news coverage by major publications and media outlets, about 8,000 "check-ins" on Foursquare and Facebook places, 3,628 impressions logged on the Airport's Facebook page, and 17,919 mentions and re-tweets on Twitter. Figure 24 presents DFW's YouTube video post promoting the campaign.

Social Media Customer Engagement Strategies

Dallas/Fort Worth International Airport uses a number of strategies to engage its customer base, including customer service tweets, postings and videos of major events at the airport, and a customer rewards program.

Ayala and Chen Adventures in Terminal A

In 2011, two professional photographers, Joe Ayala and Larry Chen, missed their connecting flight and were stranded overnight inside the Airport's Terminal A. To pass the time, they made a video documenting their airport experience, including running freely throughout the airport, playing on the escalators, racing in wheelchairs, doing handstands in the tram, having foam fights in the bathroom, beat boxing on the intercom, and chugging a self-poured beer at one of the concessionaires. Ayala and Chen's video, "Stuck," went viral after being posted on YouTube and received regional and national attention. After the Terminal A renovations were completed in 2013, DFW launched a series of videos promoting the new facilities and concessions featuring Ayala and Chen, as well as a guest appearance by the airport CEO, Jeff Fegan, as shown on Figure 25. The 2013 videos, posted on the Airport's YouTube site, with links to Facebook and Twitter, allowed DFW to showcase the Terminal A upgrades and new concessionaire offerings.



FIGURE 24 YouTube Video: Check-in for great deals at DFW Airport. (Source: <http://www.youtube.com/user/DFWIntlAirport>.)

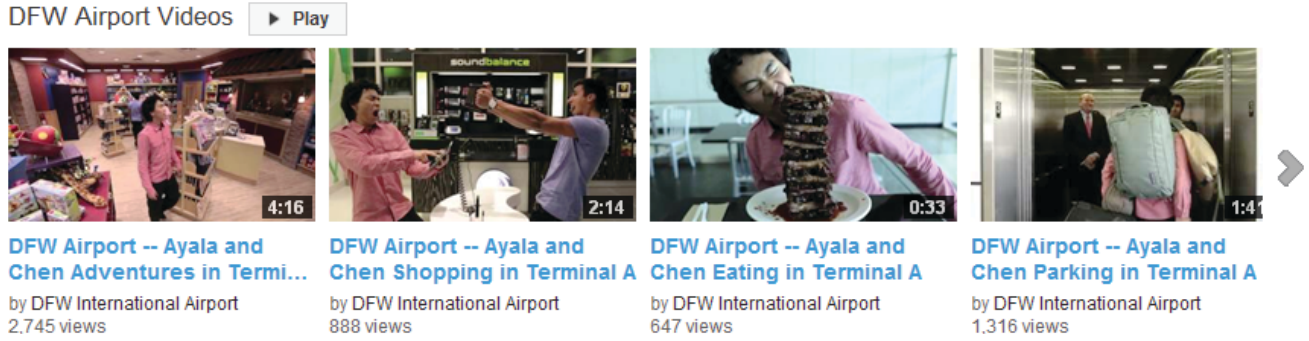


FIGURE 25 YouTube Videos: Terminal A renovations at DFW. (Source: <http://www.youtube.com/user/DFWIntlAirport>.)

QANTAS Inaugural Flight

In May 2011, DFW welcomed nonstop service between DFW and Sydney and Brisbane, Australia, on QANTAS. For the inaugural flight, DFW held a passenger engagement event at the departing gate to celebrate, offering light refreshments, giveaways, and the opportunity to pose for pictures with a kangaroo mascot. DFW utilized social media by posting the launch of the new service to both Facebook and Twitter, as well as posting pictures of those who posed with the kangaroo so that those images could be tagged and shared among passengers. Figure 26 shows the Facebook post promoting the campaign. The pictures from the QANTAS inaugural flight gate event generated 1,722 impressions on DFW’s Facebook page.

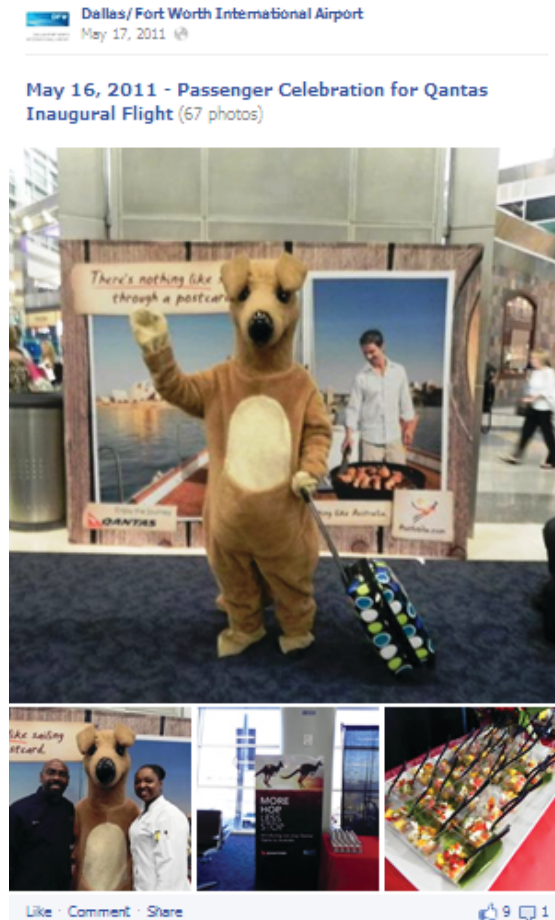


FIGURE 26 Facebook Post: QANTAS inaugural flight at DFW. (Source: <https://www.facebook.com/DFWAirport>.)

American Express Centurion Lounge Opening at DFW Airport

On Friday, October 15, 2013, DFW Airport's American Express Centurion Lounge opened to the public; only the second in the United States. The 9,000-square-foot airport lounge is designed to help American Express Card Members relax, recharge, and reboot. Entry to the lounge is complimentary for Platinum Card and Centurion members. Other American Express® Card members can enter for a fee of \$50. As shown in Figure 27, American Express tweeted to its more than 660,000 Twitter followers to add further engagement to potential DFW Airport passengers.

As shown on Figure 28, DFW also engaged with and retweeted Chef Dean Fearing, who created the menu for the lounge's restaurant, and Exhale Spa, the official lounge spa. These posts produced 707,357 potential impressions, 34 retweets, and 21 favorites. It was also October's best performing tweet to date at the airport.

Use of Real-Time Information for Airport Operations and Management

DFW uses TweetDeck, a social media monitoring tool, to identify Twitter tweets using its handle, DFW Airport, and mentions using similar but other wording. In addition to responding to tweets on

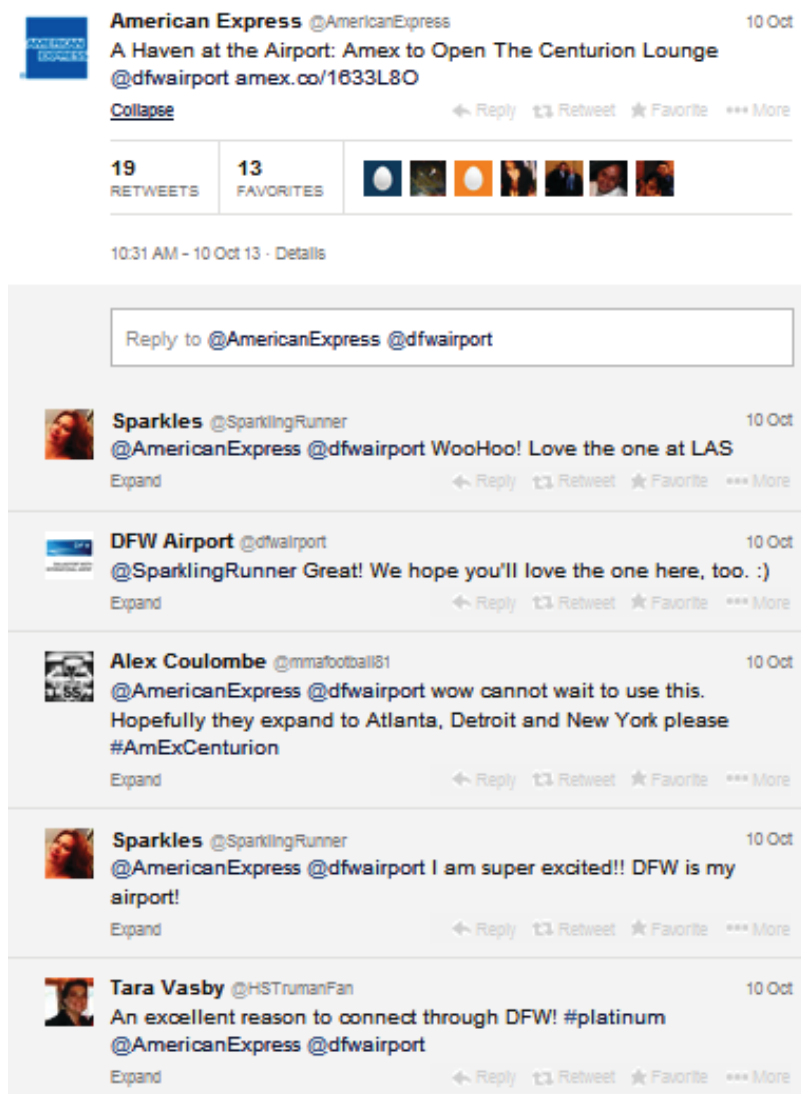


FIGURE 27 Twitter Post: American Express Tweet and customer responses about DFW Centurion Lounge. (Source: <https://twitter.com/AmericanExpress>.)



FIGURE 28 Twitter Post: Dean Fearing Tweet and customer responses about DFW Centurion Lounge. (Source: <https://twitter.com/dfwairport>.)

DFW's Twitter account, airport staff responds to Airport-related tweets in the social space by providing a contact telephone number or e-mail address. For example, tweets were sent to:

- A passenger whose son had lost his blanket was provided with the number for the lost and found.
- A passenger requesting the wait time at Customs and Border Patrol was provided with the current queue information.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. DFW uses social media to post alerts about airport closures resulting from inclement weather, such as the tornado in summer 2012, network outages, airline computer system failure, and air traffic control system delays. The Airport does not post notices about delayed or cancelled flights by individual airlines.

Use of Social Media to Promote the Role of the Airport

DFW has used its social media platforms to feature airport and community events, including:

- *Solar Impulse*. In May 2013, a Swiss-made solar-powered aircraft arrived at DFW as part of its tour across the United States. DFW also hosted an open house to allow public viewing of the

aircraft, and posted several pictures and videos of the aircraft and the open house on Facebook, as shown on Figure 29.

- **Audience with the Pope.** In June 2013, DFW's chaplain was selected to have an audience with Pope Francis at the Vatican. The picture of the visit posted on Facebook is shown in Figure 30.
- **DFW Aviation and Transportation Center Career Expo.** DFW, in conjunction with American Airlines, FAA, and Tarrant County College, hosts more than 3,000 students at its annual Aviation and Transportation Career Expo. The Expo is one of the largest educational events in North Texas and provides students from Dallas, Fort Worth, and the neighboring communities with an opportunity to learn about careers in aviation and transportation—from piloting a plane to managing a rail line and responding to emergencies. Pictures of the event posted on Facebook are shown on Figure 31.



FIGURE 29 Facebook Post: Solar Impulse aircraft at DFW. (Source: <https://www.facebook.com/DFWAirport>.)



FIGURE 30 Facebook Post: DFW Chaplain with Pope Francis at the Vatican. (Source: <https://www.facebook.com/DFWAirport>.)

Dallas/Fort Worth International Airport

Airport C.E.O.: Sean Donohue
 Vice President of Marketing: Sharon McCloskey
 Senior Manager, Consumer Marketing: Megan Bozarth

EUGENE AIRPORT

Eugene Airport (EUG or the Airport) uses social media primarily to engage passengers and drive traffic to the airport website. As an early adopter of Facebook, EUG uses the social media site for promoting events at the airport, inaugural flights, cross promotion such as re-posting or re-tweeting airline airfare sales, University of Oregon and Oregon State University events, airport-sponsored radio station contests, and aviation-related events at the airport.

Airport Background

Eugene Airport opened in 1943 at its current location, occupies approximately 2,600 acres in Lane County, and is located approximately 9 miles from the center of Eugene, Oregon. The Airport's primary service region is comprised of 91 zip codes, with an estimated 2013 population of 730,380. The Airport, classified by the FAA as a small air traffic hub, is the second busiest airport in the state of Oregon in terms of total passengers, with 809,457 in 2012, ranking 128th in the nation. In August 2013, EUG provided an average of 26 daily scheduled departures to nine domestic

 **Dallas/Fort Worth International Airport** shared DFW Aviation & Transportation Career Expo's album.
December 15, 2010

Check out the pictures from the 7th Annual DFW Aviation & Transportation Career Expo. A BIG thank you to our partners, volunteers and exhibitors for making this year's Expo a huge success!

2010 Aviation & Transportation Career Expo (25 photos)



FIGURE 31 Facebook Post: DFW Aviation and Transportation Career Expo. (Source: <https://www.facebook.com/DFWAirport>.)

destinations and was served by six U.S. airlines. The Airport (Figure 32) is owned and operated by the city of Eugene.

Social Media Program










Eugene Airport has been active in social media since 2007, as shown in Table 13. In August 2013, EUG had more than 3,500 likes on Facebook and nearly 4,000 Twitter followers. Facebook and Twitter are the primary social media platforms used to communicate with Eugene Airport’s customer base; typically, Facebook posts are automatically tweeted on Twitter. Eugene Airport uses social media platforms to:

- Respond to customer service comments received through social media;
- Promote events at the airport such as the 5K on the Runway;
- Provide updates on airport construction projects such as the A-Gate Expansion;



FIGURE 32 Access Road to the Passenger Terminal at Eugene Airport. (Source: Eugene Airport.)

TABLE 13
EUGENE AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2007	https://www.facebook.com/flyEUG
	2008	https://twitter.com/flyEUG
	2008	http://www.eugene-or.gov/Blog.aspx?CID=3
	2008	http://www.youtube.com/user/EugeneAirport
	2009	http://www.flickr.com/photos/eugeneairport
	2011	http://instagram.com/flyEug#
	2011	http://pinterest.com/flyEUG/
	2012	http://4sq.com/7P1dhz
	2012	https://plus.google.com/110390902252494614265/posts

Source: Eugene Airport.
Listed by year initiated.

- Announce inaugural flights and new service;
- Cross promote airline airfare sales through re-posting or re-tweeting airline links;
- Share regional activities such as sporting events at the University of Oregon and Oregon State University; and
- Communicate weather, road, and air traffic delays.

Social Media Awards

In 2010, as an early adopter of social media, *Forbes* recognized Eugene Airport as one of four airports making a significant effort to engage with their customers using Facebook and Twitter. In addition to the number of followers and fans, *Forbes* used a ratio of followers/fans to total passengers to measure the extent to which airports are engaged with their travelling customers. As shown on Figure 33, Eugene Airport shared a link to the *Forbes* article on Facebook.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Eugene Airport are summarized in this section: Operation Golf Balls, 5K on the Runway, and Dodge High Fares Dodgeball Tournament.



FIGURE 33 Facebook Post: Eugene Airport recognized as an early adopter of social media. (Source: <https://www.facebook.com/flyEUG.>)

Operation Golf Balls

Launched as a creative campaign to engage the regional community, the primary objective of Operation Golf Balls was to announce new nonstop service from Eugene to Palm Springs in 2012. The creative element of the campaign included placing 2,000 golf balls on tees in four separate locations in Eugene and neighboring Springfield. After the golf balls were placed, clues were posted periodically on the Airport's social media platforms, including a description of the contest, prize, and eligibility requirements, as well as visual "hints" of the locations of the golf balls. Figure 34 shows the visual "hint" posted on social media of golf balls placed at Laurelwood Golf Course, one of four locations in Operation Golf Balls. The campaign was conducted exclusively on social media; no information was posted at the airport's website. The individual who found the winning orange golf ball won two round-trip tickets on Allegiant Airlines' new nonstop service from Eugene to Palm Springs.

5K on the Runway

In 2013, Eugene Airport sponsored its second annual 5K on the Runway, a charity event held in partnership with the Active 20-30 Club of Eugene, which provides young adults in the Eugene community with opportunities for personal growth, friendship, and leadership development. Promoted on social media by the airport and Active 20-30 Club, this is a race down the runway to raise money for the various projects and agencies supported by the club. In addition to the race, an air fair was held at the event with planes, pilots, vendors, educational booths, and a live band.

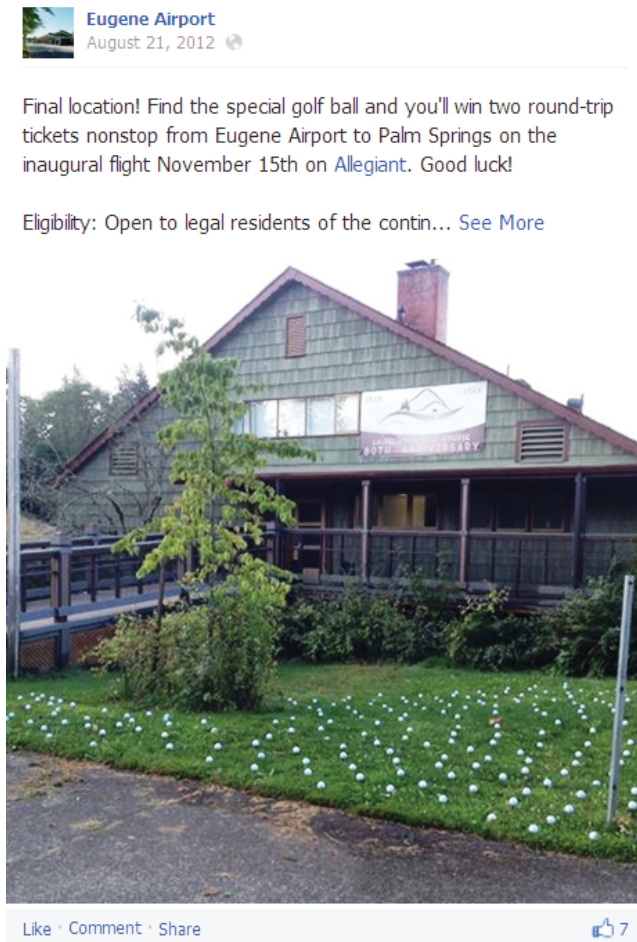


FIGURE 34 Facebook Post: Visual "Hint" for Operation Golf Balls promoting new nonstop service from Eugene to Palm Springs.



FIGURE 35 Facebook Post: 5K on the runway at Eugene Airport. (Source: <https://www.facebook.com/flyEUG.>)

Figure 35 presents the poster for the promotional campaign for the 5K on the Runway. A number of pictures from this event are posted on the Airport's social media platforms.

Dodge High Fares Dodgeball Tournament

In 2013, Eugene Airport participated in Allegiant Airlines' national dodgeball league tournament by sponsoring a tournament in Eugene. Promoted on social media by Eugene Airport and Allegiant Airlines, a double-elimination dodgeball tournament was held at the Willamalane Park and Recreation District in neighboring Springfield, as shown on Figure 36. Seven teams of ten players competed, with all registration fees benefiting the Make-A-Wish Foundation, which grants wishes to children with life-threatening medical conditions. Each member of the winning team (up to ten team members) was awarded \$100 toward a future Allegiant flight. In addition, Allegiant awarded a free round-trip ticket each week during the promotional period through a random online drawing.

Use of Real-Time Information for Airport Operations and Management

Feedback obtained through social media on concession performance, parking operations, ground transportation, and the overall airport experience can provide valuable, real-time information not available from other sources.

Eugene Airport monitors social media on an hourly basis using Twilert, a Twitter application that provides regular e-mail alerts of tweets mentioning Eugene Airport and other key words. In addition



FIGURE 36 Facebook Post: Dodge High Fares Dodgeball Tournament sponsored by Allegiant Airlines and Eugene Airport. (Source: <https://www.facebook.com/flyEUG.>)

to responding to tweets to Eugene Airport’s Twitter account, airport staff also responds to other airport-related tweets by providing a contact telephone number or e-mail address. For example, Eugene Airport sent tweets to:

- A passenger who had lost his driver’s license at the airport to alert him that it was available at lost and found.
- A mother to provide her with the location of a family restroom at the Airport. As a result of this feedback, airport signage was improved to indicate the location of the family restroom.
- Passengers who provided tweets about the restroom facilities at the airport.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. Eugene Airport uses social media to post alerts about airport delays that result from inclement weather, airline computer system failure, and air traffic control system delays. The Airport does not post notices about specific delayed or cancelled flights by individual airlines.

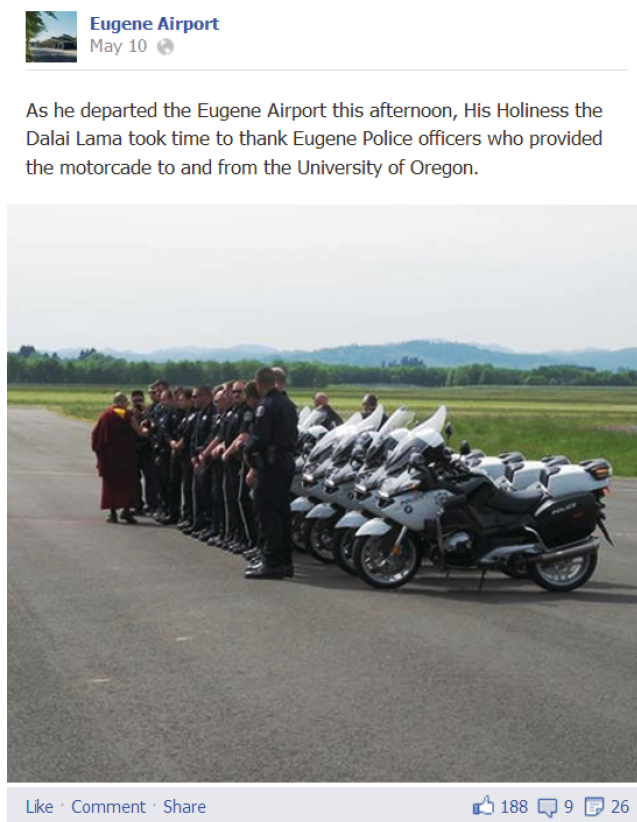


FIGURE 37 Facebook Post: His Holiness the Dalai Lama at Eugene Airport.

Use of Social Media to Promote the Role of the Airport

Eugene Airport has used social media to feature a number of significant airport and community events, including:

- ***The Dalai Lama.*** In May 2013, Eugene Airport welcomed His Holiness the Dalai Lama of Tibet for a three-day environmental summit sponsored by Portland's Maitripa College, the Northwest's first Buddhist college. As shown on Figure 37, His Holiness the Dalai Lama's visit was popular event, with 188 likes, nine comments, and 26 shares on Facebook.
- ***70-year Anniversary of Eugene Airport.*** On May 1, 2013, Eugene Airport celebrated 70 years of commercial air service with a gathering held at the airport.
- ***Track Town USA.*** In 2016, the U.S. Olympic track and field trials will return to Eugene for the sixth time, according to USA Track and Field (the umbrella organization that oversees the sport in the United States). Eugene has a long and varied history in track and field. News of the 2016 track and field event was posted on the Airport's social media platforms.

Eugene Airport

Airport Director: Tom Doll, A. A. E.

Deputy Airport Director, Airport Services: Cathryn Stephens, A. A. E.

LOS ANGELES INTERNATIONAL AIRPORT

In 2009, Los Angeles International Airport (LAX or the Airport) initiated plans to develop LAX's social media platforms to provide a resource tool for the public, creating a platform for the public to engage in two-way conversations with LAX, collecting information on what the public wants to know about LAX, and promoting the LAX brand.

Airport Background

Los Angeles International Airport opened for commercial airline service in 1946 and occupies 3,673 acres within the city of Los Angeles, approximately 15 miles from downtown. The Airport's primary service region is the Los Angeles–Long Beach–Anaheim Metropolitan Statistical Area, the second most populated metropolitan area in the United States, with a 2012 population of 13.1 million. The Airport, classified by FAA as a large air traffic hub, is the busiest airport in the state of California in terms of total passengers with 63.7 million in 2012, ranking third in the nation and 6th in the world. LAX provides an average of 660 daily scheduled departures to 96 domestic destinations and 910 weekly nonstop flights to 59 international cities in 30 countries on 60 commercial airlines. In addition, LAX ranks fifth in the nation and 14th in the world in terms of air cargo tonnage. The Airport (Figure 38) is part of a system of three Southern California airports—along with LA/Ontario International and Van Nuys general aviation—owned and operated by Los Angeles World Airports, a proprietary department of the city of Los Angeles that receives no funding from the city's general fund.

Social Media Program









Los Angeles International Airport has been active in social media since 2009, as shown in Table 14. In August 2013, LAX had nearly 165,000 likes on Facebook and more than 28,000 Twitter followers. LAX uses social media platforms to:

- Respond to customer service comments received through social media;
- Announce inaugural flights and new service at LAX, such as the new Airbus A380 service by Emirates Airlines between LAX and Dubai, which started on December 2, 2013;
- Provide updates on the \$4.1 billion capital improvement program aimed at modernizing LAX, particularly the \$2.1 billion renovation of the Tom Bradley International Terminal (TBIT), which opened on September 18, 2013;
- Promote community events such as job fairs, the Rose Parade, the Airport Police Cadet Academy, or volunteering opportunities;
- Announce the opening of airport concessions, such as the NBC Experience Store opening in Terminal 7, new restaurants operated by celebrity chef Wolfgang Puck and Iron Chef Masaharu Morimoto, and Posh Express, as well as the availability of showers in Terminal 5;



FIGURE 38 Los Angeles International Airport. (Source: Los Angeles World Airports.)

TABLE 14
LOS ANGELES INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2007	http://www.flickr.com/groups/lax/
	2009	https://twitter.com/LAX_Official
	2009	https://www.facebook.com/LAInternationalAirport
	2009	http://4sq.com/qm5av
	2010	http://www.youtube.com/user/LAXairport1
	2012	http://www.pinterest.com/laxairport
	2012	http://instagram.com/lax_official
	2012	https://plus.google.com/114527479134556991880
	2013	http://www.yelp.com/biz/los-angeles-international-airport-lax-los-angeles-2
	2013	https://twitter.com/LAX_Official

Source: Los Angeles World Airports.
Listed by year initiated.

- Post videos from news conferences or other events that take place at the airport, such as the landing of Space Shuttle Endeavour in September 2012;
- Post job fair information, job openings, and interview dates, such as the HMS Host available positions;
- Share factual information for the media;
- Provide information on flight delays, encouraging passengers to contact their airlines; and
- Provide traffic and incident alerts through the separate Airport Police Twitter Account LAXPD Alerts.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Los Angeles International Airport are summarized in this section: Future of LAX, Name that LAX, and Photo of the Week.

Future of LAX

LAX used social media to launch the “Future of LAX” campaign before the opening of the new TBIT on September 18, 2013. The Future of LAX campaign was developed to inform the public about new features at TBIT and create excitement for the opening. Figure 39 shows the Great Hall at TBIT, which features seven Integrated Environmental Media Systems with the most advanced multi-media environment in any airport. Multiple wall screens and a digital screen-covered clock tower will showcase interactive content and flight information. Prior to the opening, a social media contest was held on Facebook and Twitter to generate ideas for a unique ribbon cutting. Winners were invited to participate and were recognized at the opening ceremony news conference and presented with an LAX gift bag.

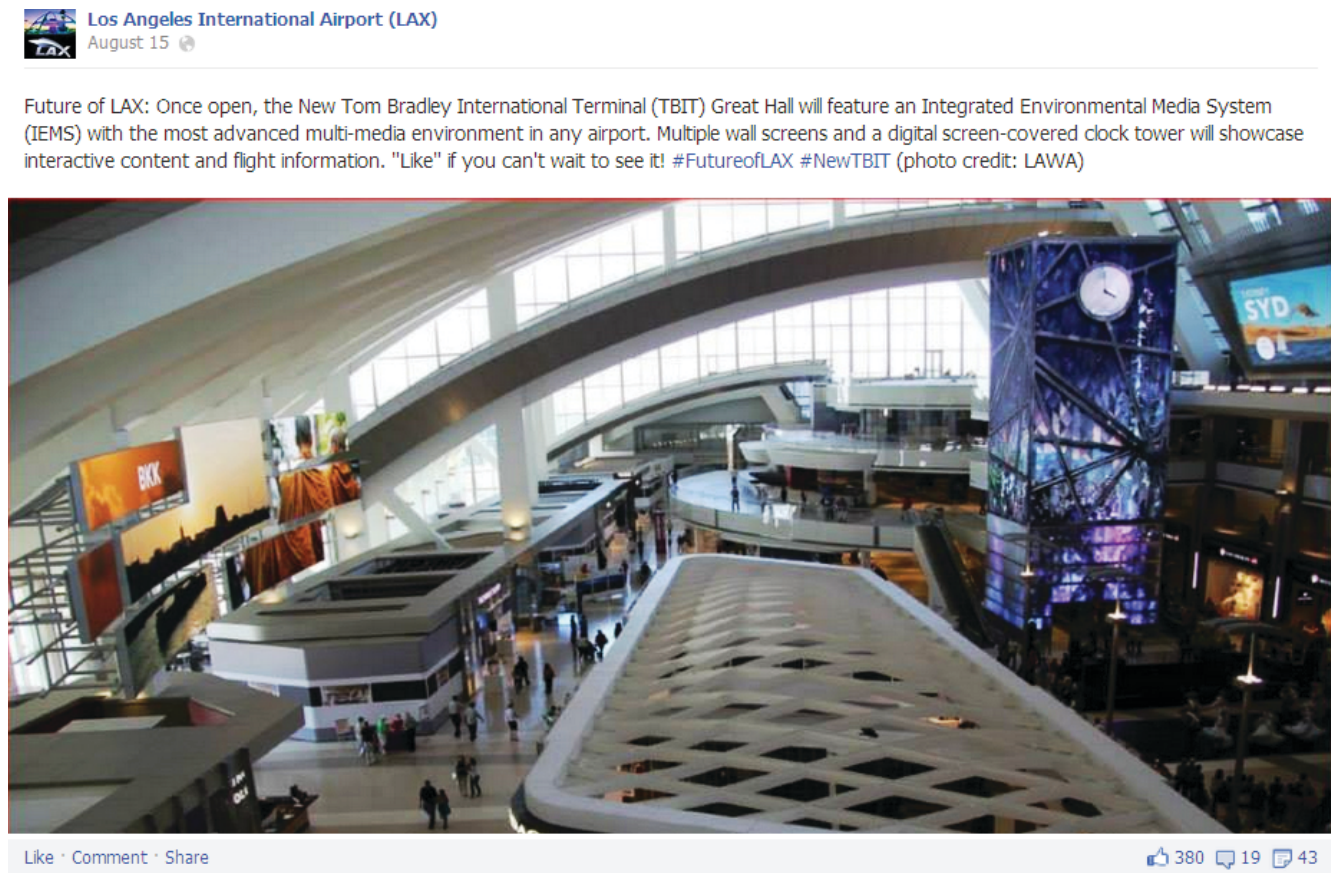


FIGURE 39 Facebook Post: Tom Bradley International Terminal Great Hall at LAX. (Source: <https://www.facebook.com/LAInternationalAirport>.)

Name that LAX

“Name that LAX,” launched in early 2012, is one of LAX’s customer engagement tools designed to create a playful dialogue with passengers and generate interest about the airport. Approximately once a month, LAX posts a “Name that LAX” challenge on social media to identify a location at the airport based on a prompt and a visual clue provided in the post. On July 30, 2013, LAX posted a prompt stating “name this public art exhibit at LAX that is made from Japanese paper imprinted with excerpts from the Geneva Conventions” together with the visual clue shown on Figure 40. The first fan who named the public artwork won an LAX gift bag.

Photo of the Week

Every week, LAX selects a photo posted by one of its social media followers and features it on Facebook as “Photo of the Week.” LAX fans are encouraged to share the best photos they take of or within the airport and share them through LAX’s Social Media channels Twitter, Instagram, Pinterest, and Flickr, using the #LAXPOW hashtag. LAX has created a Pinboard (album of photos on Pinterest), which incorporates most of these images, giving credit to the author, as shown on Figure 41.

Use of Real-Time Information for Airport Operations and Management

From the various social media management tools available, LAX uses Hootsuite to monitor news and mentions about the airport, with the help of keywords like LAX and Los Angeles Airport. To better identify the conversation sources, LAX has created different lists for media, travel bloggers, and



FIGURE 40 Facebook Post: “Name that LAX” challenge. (Source: <https://www.facebook.com/LAInternationalAirport>.)

international or domestic airlines social media feeds. Comments about customer service that require immediate action are redirected to the appropriate department. LAX also uses an Editorial Calendar and Hootsuite to occasionally schedule the release of content—24 hours per day, 7 days per week.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. LAX uses social media to post alerts about airport closures resulting from inclement weather, airline computer system failure, and air traffic control system delays. The Airport monitors the California Department of Transportation website to share Twitter traffic updates that affect airport access. Also, by monitoring the FAA website, LAX keeps its passengers informed on the status of delayed flights.

On November 1, 2013, LAX used social media platforms to communicate to the public at large during the active shooter incident in Terminal 3. In the 24 hours following the incident, LAX’s Twitter followers increased to more than 57,000 and Facebook followers to 177,000, reflecting the increasing use of social media for crisis communication.

Use of Social Media to Promote the Role of the Airport

LAX has used social media to feature a number of significant airport and community events, including:

- **National Volunteer Week.** In 2013, LAX celebrated National Volunteer Week between April 21 and April 27 in honor of its many volunteers with Volunteer Information Professionals,



FIGURE 41 Facebook Post: Photo of the week. (Source: <https://www.facebook.com/LAInternationalAirport>.)

Pets Unstressing Passengers, Bob Hope USO at LAX, and Flight Path Learning Center and Museum. LAX shares information and pictures from each of these programs on its social media channels. During National Volunteer Week, LAX celebrated the April 2013 launch of its new volunteer program, Pets Unstressing Passengers (PUP). The LAX PUP program is one of the few programs of its kind in the United States and aims to provide a less stressful airport environment for passengers through interacting with the PUP volunteers. Passengers are encouraged to take photos with the “furry volunteers,” such as Vegas shown on Figure 42 and share them on LAX’s social media channels for a chance to win an LAX gift bag.

- **Heart of LAX.** On a regular basis, LAX dedicates a post to selected individuals who have made a difference in providing service to passengers, contributing to the success of LAX’s modernization program, and facilitating airport operation. “Heart of LAX” recognition is only shared on LAX’s social media channels, as shown on Figure 43.
- **Rose Parade.** In January 2013, LAX and the Los Angeles Tourism and Convention Board sponsored a float in the Rose Parade replicating the new \$2.1-billion Tom Bradley International Terminal. The float, “Making Connections,” showcases the gateway entrance to the airport with its prominent multi-colored LAX pylons and the iconic Theme Building, which has been home to the Encounter Restaurant since 1997 (Figure 44). Featured on LAX’s social media channels, a focal point of the float was the Tom Bradley International Terminal with a replica of a Boeing 767 jet.

Los Angeles World Airports

Los Angeles International Airport Chief Executive Officer: Gina Marie Lindsay
 Managing Director, Media and Public Relations: Mary Grady
 Public Relations Specialist: Katherine Alvarado

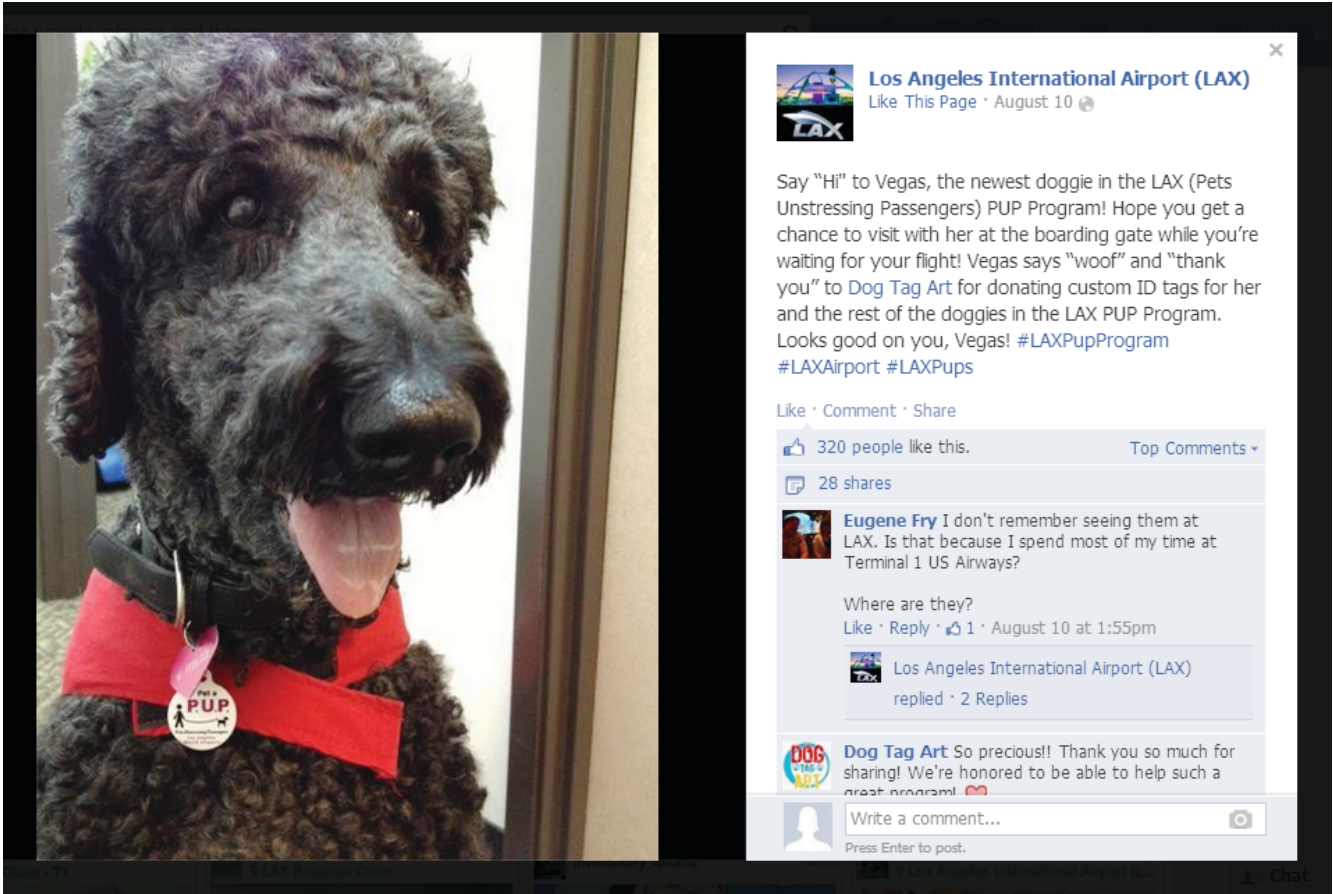


FIGURE 42 Facebook Post: PUP airport volunteer. (Source: <https://www.facebook.com/LAInternationalAirport>.)



FIGURE 43 Facebook Post: Heart of LAX. (Source: <https://www.facebook.com/LAInternationalAirport>.)



FIGURE 44 Facebook Post: Rose Parade. (Source: <https://www.facebook.com/LAInternationalAirport>.)

GENERAL MITCHELL INTERNATIONAL AIRPORT

Milwaukee County's General Mitchell International Airport (MKE or the Airport) uses a friendly, conversational tone to communicate with passengers on social media. MKE's social media philosophy is to promote interactions with passengers and engage in two-way conversations that were not possible before it established its social media channels.

Airport Background

General Mitchell International Airport (Figure 45) is located five miles from central Milwaukee and approximately 90 miles from Chicago. The airport's primary service region is the eight-county Milwaukee–Racine–Waukesha–West Allis Metropolitan Statistical Area, with a 2012 population of 1.6 million. MKE, classified by FAA as a medium air traffic hub, is the busiest airport in the state of Wisconsin in terms of total passengers, with 7.5 million in 2012, ranking 47th in the nation. In August 2013, MKE provided an average of 117 daily scheduled departures to 31 destinations, including 115 departures to 29 domestic destinations and two departures to two international destinations. As of August 2013, MKE was served by 22 U.S. mainline and regional airlines and one foreign-flag airline. MKE is also home to the Air National Guard 128th Air Refueling Wing.

Social Media Program

MKE has been using social media platforms since 2007, as shown in Table 15. As of August 2013, MKE had nearly 16,000 likes on Facebook and 5,400 Twitter followers. Facebook and Twitter are MKE's primary social media platforms, although the Airport also has landing pages on Four-square, Google+, and Pinterest that are not currently in use. MKE uses social media platforms to:

- Promote airfare deals posted by airlines and new airline service;
- Respond to customer service comments received through social media;



FIGURE 45 General Mitchell International Airport. (Source: General Mitchell International Airport.)

- Reach out to new audiences with geo-targeted advertisements; and
- Promote regional events such as Milwaukee’s Summerfest, the annual Milwaukee Air and Water Show, and sporting events for the Milwaukee Brewers.

At one time the airport used the programs to run give-away contests using the third-party application “Wildfire.” However, the airport has stopped such contests as a result of changes by Facebook.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by General Mitchell International Airport are summarized in this section: Geo-targeted posts to selected audiences, promotion of low airfares, and the Recombobulation Area.

TABLE 15
GENERAL MITCHELL INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2007	http://www.yelp.com/biz/general-mitchell-international-airport-milwaukee
	2009	https://www.facebook.com/MitchellAirport
	2009	https://twitter.com/mitchellairport
	2009	http://www.youtube.com/MitchellAirport
	2009	http://4sq.com/56h9fn
	2011	https://plus.google.com/112208724980537788910/about

Source: General Mitchell International Airport.
Listed by year initiated.

Geo-targeted Posts to Selected Audiences

MKE uses geo-targeting on Facebook to promote the airport as the smart alternative to Chicago's O'Hare International Airport for travelers flying into or out of southeastern Wisconsin and northern Illinois, including Chicago. Geo-targeting allows MKE to deliver posts to potential passengers based on his or her location, such as country, region/state, city, metro code/zip code, organization, Internet Protocol (IP) address, Internet Service Provider (ISP), or other criteria. For example, using Facebook's geo-targeting, MKE can send posts about ground transportation options for traveling to MKE by car, bus, and Amtrak to potential passengers from southeastern Wisconsin and northern Illinois, as shown in Figure 46. Amtrak's Hiawatha service stops at MKE as well as downtown Milwaukee; Chicago's Union Station; Glenview, Illinois; and Sturtevant, Wisconsin. Similarly, MKE can use geo-targeting to promote lower airfares from MKE to destinations also served at Chicago O'Hare International Airport.

Promotion of Low Airfares

Since 2008, average one-way domestic airfares at MKE have been lower than the average domestic airfares at Chicago O'Hare International Airport and the nation as a whole, according to the U.S.DOT's

Mitchell Airport
Airport Terminal · 16,077 Likes

Hey Rockford travelers! Is the construction and traffic on I90 causing you headaches and stress? Well turn that car north for the easy drive to Milwaukee's Mitchell International Airport!

And the easy drive is just the beginning. With on-airport parking for just \$6/day, average airfares \$52 less than ORD, 30+ nonstop destinations and all the major airlines, it's easy to see why MKE is the O'Hare alternative!

Check out more great reasons to choose MKE at <http://www.mitchellairport.com/theoharealternative!>

Easy Travel To MKE By Car or Amtrak

Milwaukee
MKE
Sturtevant
Rockford
Glenview
Chicago

AMTRAK® Station

AIR CANADA
SOUTHWEST.COM
DELTA
US AIRWAYS
UNITED
FRONTIER

about 6 months ago

Like Comment Share 54 Comments 37 Shares

362 people like this.

FIGURE 46 Facebook Post: Campaign promoting MKE as an alternative to Chicago O'Hare International Airport. (Source: <https://www.facebook.com/MitchellAirport.>)

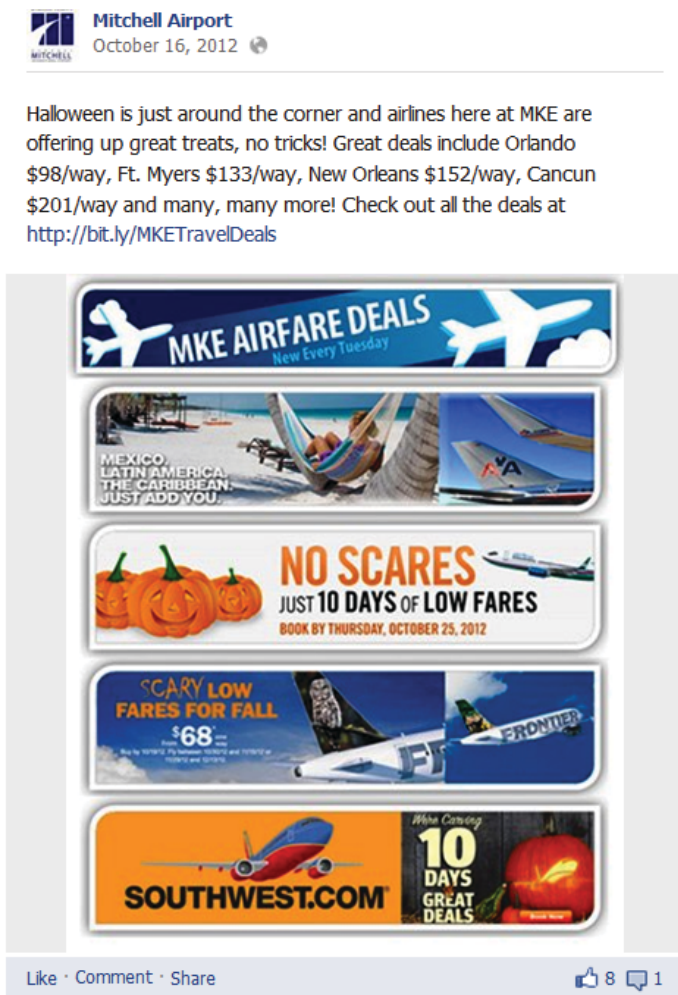


FIGURE 47 Facebook Post: MKE links to airfare promotions.
(Source: <https://www.facebook.com/MitchellAirport>.)

Origin–Destination Survey database. MKE uses social media to promote airfare deals by the airlines operating at MKE, including a separate Facebook page “MKE Airfare Deals New Every Tuesday,” with links that direct users to the airline websites, as shown on Figure 47.

Recombobulation Area

Just beyond the Concourse C security checkpoint, MKE has an area with a few chairs where passengers can re-group after clearing security screening and collecting their belongings. In 2008, the Airport Director had staff place a sign designating this area as the “Recombobulation Area,” with the intention of providing light-hearted humor and alleviating stress for passengers. The sign continues to generate regular interest with passengers travelling through the security checkpoint, who often tweet about getting “recombobulated” and/or posting pictures of the sign, as shown on Figure 48.

Use of Real-Time Information for Airport Operations and Management

MKE monitors social media conversations about the airport using Hootsuite, a social media management tool, by identifying key words such as MKE and Mitchell Airport and conducting unconventional searches for words such as “discombobulation” that provide an opportunity to have a relaxed online conversation with passengers. In addition to Hootsuite, MKE uses Facebook and Twitter to



FIGURE 48 Twitter Posts: MKE's Recombobulation Area. (Source: <https://twitter.com/mitchellairport>.)

monitor social conversations. The real-time information that MKE obtained through social media has facilitated changes at the airport, including:

- Changes in the maintenance schedule for Concourse C restrooms in response to more tightly grouped flights by Southwest and AirTran following their merger.
- Installing additional electrical outlets in response to passengers tweeting pictures of the locations of outlets throughout the Airport.
- Cooperating with airport concessionaires to respond to passenger comments about service.

Hootsuite is also occasionally used to schedule the release of content, particularly at times when staff is in meetings or out of the office.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. MKE uses social media to post alerts about airport delays as a result of inclement weather such as snow alerts, road construction such as the I-94 construction around the airport, and air traffic control system delays. The airport does not post notices about specific delayed or cancelled flights by individual airlines but provides links to airline websites.

Use of Social Media to Promote the Role of the Airport

MKE has used its social media platforms to feature some airport and community events, including:

- **Milwaukee Air Show.** The Milwaukee Air Show is held in downtown Milwaukee along the lakefront. This annual event typically features many of the aviation industry's top acrobatic performers, including the U.S. Navy's Blue Angels, the U.S. Army's Golden Knights, and the U.S. Air Force's Thunderbirds. MKE posts pictures of the aircraft in flight and parked on its social media channels to promote this annual event, as shown on Figure 49.
- **Milwaukee SummerFest.** Milwaukee Summerfest is an annual 11-day music festival held in downtown Milwaukee along the lakefront, with performances by more than 800 local and national artists. SummerFest is attended by nearly 1 million people each year making it the world's largest music festival. MKE cross promotes Summerfest on its social media platforms and suggests the use of the Airport when visiting Milwaukee for the festival.
- **Trading Places: Milwaukee Brewers and Southwest Airlines Employees.** In May 2012, two players from the Milwaukee Brewers baseball team traded places with Southwest employees at MKE. The two players took tickets, marshaled in a plane, rode a tug, and made boarding



FIGURE 49 Facebook Post: 2013 Milwaukee Air Show.
(Source: <https://twitter.com/mitchellairport>.)



FIGURE 50 Facebook Post: Milwaukee Brewers players trade places with Southwest Airline employees at MKE. (Source: <https://twitter.com/mitchellairport>.)

announcements, as shown on Figure 50. The event also celebrated Southwest’s national support for the Make-a-Wish Foundation.

General Mitchell International Airport

Airport Director: C. Barry Bateman
 Marketing and Public Relations Manager: Patricia Rowe
 Marketing Manager: Ryan McAdams

MINNEAPOLIS–ST. PAUL INTERNATIONAL AIRPORT

During the initial years of its social media development (between 2009 and 2011), Minneapolis–St. Paul International Airport (MSP or the Airport) used social media primarily for the promotion of products and to increase airport concession revenue. Since 2011, MSP has increasingly used social media to engage with the regional community. MSP’s current view is that social media is more of a community building tool than a marketing tool and that “you have to be social on social media.”

Airport Background

MSP occupies approximately 3,400 acres in Hennepin County in east-central Minnesota and is located equidistant (approximately nine miles) south and southwest of the central business districts of Minneapolis and St. Paul, respectively. The Airport's primary service region is the 11-county Minneapolis–St. Paul–Bloomington Metropolitan Statistical Area, with a 2012 population of 3.4 million. The Airport, classified by FAA as a large air traffic hub, is the busiest airport in the state of Minnesota in terms of total passengers with 33.2 million in 2012, ranking sixteenth in the nation. MSP is the second busiest domestic connecting hub in the route system of Delta Air Lines, and previously was a key hub for Northwest Airlines, which merged with Delta in 2008. In August 2013, MSP provided an average of 597 daily scheduled departures to 135 destinations, including 562 to 121 domestic destinations and 35 to 14 international destinations. As of August 2013, MSP was served by 27 U.S. airlines and three foreign-flag airlines. The Airport, shown on Figure 51, is owned and operated by the Metropolitan Airports Commission—a public corporation created in 1943.

Social Media Program






The Airport has been using social media platforms since 2009, as shown in Table 16. In August 2013, MSP had nearly 15,000 likes on Facebook and more than 8,400 Twitter followers. Facebook and Twitter are the airport's primary social media platforms; Foursquare, Instagram, Yelp, and YouTube are secondary, followed by Google+ and LinkedIn. The Airport uses social media platforms to:

- Respond to customer service comments received through social media;
- Announce inaugural flights and new service;
- Announce new concessionaire services at the airport;
- Engage with the broader community for events such as “Navigating MSP program,” “Relay for Life,” and “Employee Art Exhibit,” held at the airport;



FIGURE 51 A/B Rotunda in Terminal 1—Lindbergh at MSP. (Source: Minneapolis–St. Paul International Airport.)

TABLE 16
MINNEAPOLIS–ST. PAUL INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2009	https://www.facebook.com/mspairport
	2009	https://twitter.com/mspairport
	2010	http://4sq.com/cfJd6S
	2010	https://www.youtube.com/MSPIntlAirport
	2011	https://plus.google.com/100450600643025560902/about
	2012	http://www.yelp.com/biz/minneapolis-st-paul-international-airport-saint-paul
	2013	http://instagram.com/mspairport#
	2013	http://www.linkedin.com/company/metropolitan-airports-commission

Source: Minneapolis–St. Paul International Airport.
Listed by year initiated.

- Provide updates on airport improvement projects, including the renovations to security checkpoint 2—Humphrey, as well as highway construction projects affecting airport access such as the Diverging Diamond Interchange construction project at 34th Avenue South; and
- Communicate weather, road, and air traffic delays, as well as parking garage updates.

Social Media Customer Engagement Strategies

Four customer engagement strategies used by Minneapolis–St. Paul International Airport are summarized in this section: Terminal 1—Lindbergh celebration, Spotted at MSP, new airline service promotions, and Throwback Thursday.

Terminal 1—Lindbergh Celebrates 50 Years

In January 2012, the Airport’s Terminal 1—Lindbergh completed 50 years of operational service. The Airport and its concessionaires celebrated this event by offering special discounts and prize drawings. On social media platforms, pictures were posted of the airport taken during its opening, and it asked the regional community to share pictures and stories about Lindbergh Terminal, as shown on Figure 52.

Spotted at MSP

Pictures or videos of celebrities spotted at the Airport are shared or re-posted. For example, in July 2013, artist/singer Ellie Goulding played with the Travelers Insurance interactive screens at the entrance of Concourses C and D and posted a video on her Instagram account. The Airport shared the link with its fans. Also in July 2013, artist Harry of “One Direction” was spotted by fellow passengers. The fans posted pictures on Twitter, which were then shared by the Airport on its Twitter and Facebook pages.

TERMINAL 1 LINDBERGH CELEBRATING 50 YEARS

Let's Celebrate!
Terminal 1-Lindbergh has been serving Twin Cities travelers since 1962. Help us honor this legacy and celebrate half a century of progress by sharing your memories and stories about the terminal.

50 Years of Sharable Stories
Did you find true love at Gate C4? Recover a treasured memento thanks to an airport employee? Reunite with a long-lost friend at baggage claim? Share your favorite Terminal 1-Lindbergh story below:

Add a comment...
POST Post comment to my Facebook profile

Tyler Birkenhead
Luptatio deit, velit alia elit laorper sism inllan dignim quametum
Message

Dave Muller
Luptatio deit, velit alia elit laorper sism inllan dignim quametum
Message

Karen Wolfe
Luptatio deit, velit alia elit laorper sism inllan dignim quametum
Message

50 Years of Snapshots in Time
A lot has changed in the past 50 years. Help us relive history by sharing your favorite Terminal 1-Lindbergh photos in our 50th anniversary album.
SHARE PHOTOS

50 Years of Fascinating Factoids
Did you know 117 of MSP Airport's 127 gates are located at Terminal 1-Lindbergh? Discover 50 fun facts about Terminal 1-Lindbergh.
LEARN MORE

FIGURE 52 Facebook Post: Terminal 1—Lindbergh at MSP celebrates 50 years. (Source: <https://www.facebook.com/mspairport>.)

Promoting New Airline Service

The Airport shares or posts about new airline services. It typically posts about the new service twice—first when it is announced by the airline, and then when the service has started. The posts are accompanied by a promotional poster as well as a link to the airline reservation portal. As shown on Figure 53, MSP's new daily service to Paris by Air France was posted on April 30, 2013.

Throwback Thursday

Throwback Thursday is a celebration of history related to MSP and aviation in general and is designed to engage the regional community and MSP social media followers. MSP has posted a

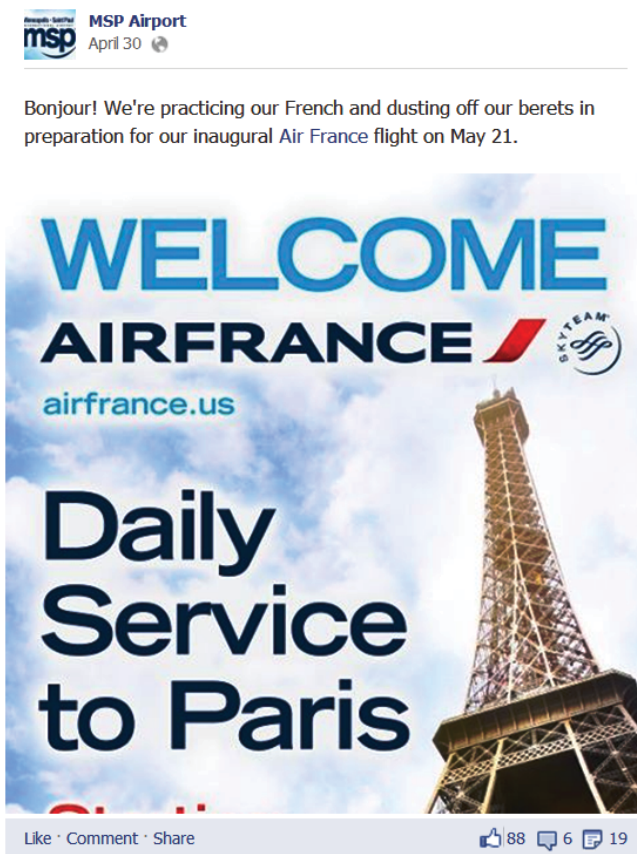


FIGURE 53 Facebook Post: New daily service to Paris at MSP. (Source: <https://www.facebook.com/mspairport>.)

range of historical pictures, including a 1948 Delta poster showing the airline crew in their summer uniforms, celebrity spottings at MSP including Ricky Rubio arriving at MSP to start his NBA career with the Minnesota Timberwolves, and a 1970s photo of the Humphreys Terminal ticket lobby. As shown on Figure 54, Throwback Thursday is popular with MSP’s Facebook followers, with 52 likes for the photo posted on July 25, 2013.

Use of Real-Time Information for Airport Operations and Management

MSP uses Hootsuite, a social media management tool, to monitor any mentions of Minneapolis–St. Paul International Airport on social media. By identifying keywords such as MSP, MSP Airport, and Twin Cities Airport, Hootsuite captures conversations taking place about the airport anywhere on social media, not just on MSP’s social media channels. MSP uses Hootsuite to schedule posts for Twitter only.

Customer service comments received through any of the social platforms are dealt with immediately by engaging the appropriate department in order to resolve the potential issue.

Crisis Management Using Social Media

MSP uses social media to post alerts about weather advisories, particularly for blizzards, airport closures resulting from inclement weather, air traffic control system delays, and airport ground access issues including temporarily suspended light rail service. The Airport does not post notices about delayed or cancelled flights by individual airlines, but refers passengers to airline websites for updates and re-tweets airline notices.

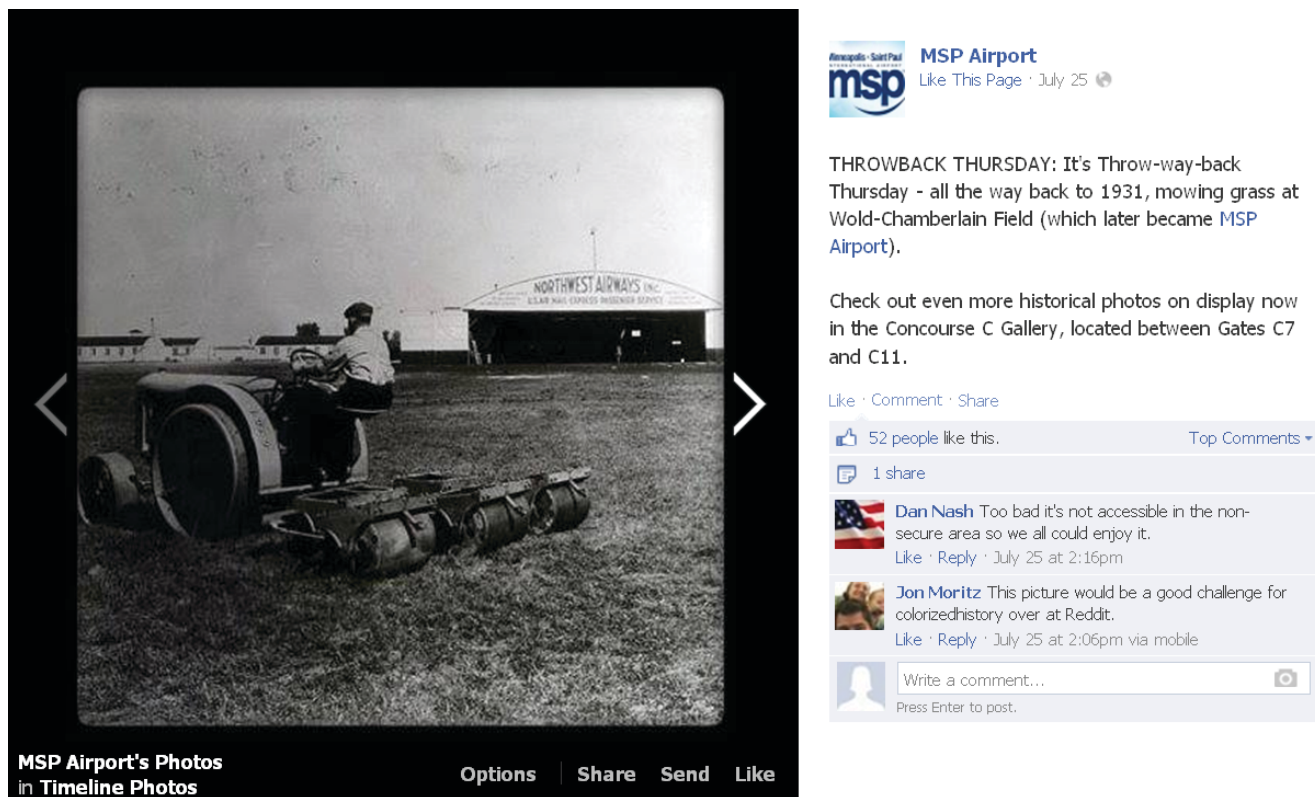


FIGURE 54 Facebook Post: Throwback Thursday at MSP. (Source: <https://www.facebook.com/mspairport>.)

Use of Social Media to Promote the Role of the Airport

Minneapolis–St. Paul International Airport has used its social media platforms to feature some airport and community events, including:

- **Relay for Life—Delta/MSP.** On May 2, 2013, MSP was one of 70 airports worldwide that partnered with Delta Air Lines and participated in the American Cancer Society’s Relay for Life. The Relay for Life movement is designed to celebrate cancer survivorship and raise money for research and the programs of the American Cancer Society. At MSP, a 1.4-mile walking path was identified on the secure side of the Airport where participants could walk all day. Figure 55 shows the Facebook post celebrating the event.
- **Navigating Autism with MSP.** In an effort to ease the anxiety associated with an airport visit and flying for autistic children, the Airport partnered with the Autism Society of Minnesota and Fraser (a company providing support services for children with autism and other disabilities) to create the Navigating MSP program. The program includes several events, all designed for individuals with autism, to guide families through the steps of an airport visit, from walking in the door to finding seats on a plane. In March 2013, as a result of significant positive feedback, the Metropolitan Airports Commission announced the expansion of the program, which takes place every month, beginning in April 2013. As shown on Figure 56, the Navigating Autism program is popular with MSP’s Facebook followers, with 75 likes and 29 shares as of the April 2, 2013, Facebook post.
- **Supporting the Minnesota Wild Ice-Hockey Team.** In May 2013, the Airport showed its support for the local professional ice-hockey team the Minnesota Wild during the playoffs with posts on Facebook. Figure 57 shows promotions for team displayed at the sports apparel concessionaire.

Minneapolis–St. Paul International Airport

Executive Director/C.E.O.: Jeff Hamiel
 Director of Public Affairs and Marketing: Patrick Hogan
 Public Affairs and Marketing Coordinator: Amanda Greene Guentzel



FIGURE 55 Facebook Post: May 2013 Relay for Life—Delta/MSP event. (Source: <https://www.facebook.com/mspairport>.)

SAN DIEGO INTERNATIONAL AIRPORT

San Diego International Airport (SDIA or the Airport) was one of the first major airports to launch an employee blog accessible by the public. SDIA's Ambassablog was launched in 2008 and marked the beginning of SDIA's social media program. SDIA's view is that "passengers expect us to be on social media" and that social media is an essential tool for airport marketing. Social media is one of many communication tools used by SDIA, in addition to traditional outlets such as news releases, press conferences, media events, and internal and external publications.

Airport Background

Dedicated in honor of Charles A. Lindbergh, San Diego International Airport opened in 1928 and occupies 661 acres, approximately 3 miles northwest of downtown San Diego. The Airport's primary service region is San Diego County, with a 2012 population of 3.2 million. The Airport, classified by FAA as a large air traffic hub, is the third busiest airport in the state of California in terms of total passengers, with 17.3 million in 2012, ranking 28th in the nation. SDIA is the busiest single-runway commercial airport in the United States. In August 2013, SDIA provided

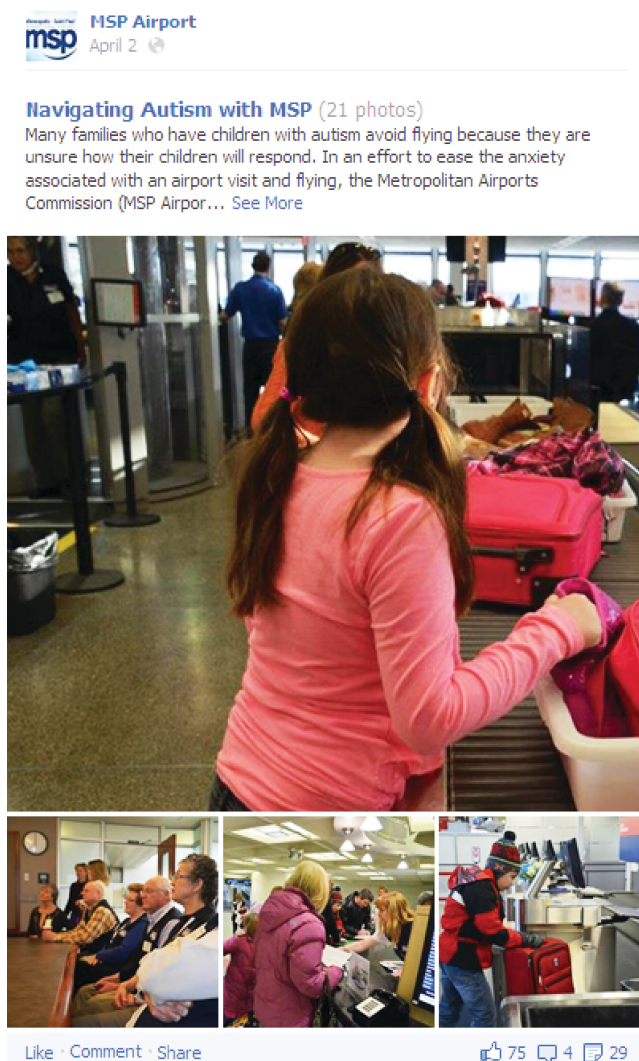


FIGURE 56 Facebook Post: Navigating Autism with MSP.
(Source: <https://www.facebook.com/mspairport>.)

an average of 240 daily scheduled departures to 40 domestic and eight international destinations (multi-airport cities are counted once) and was served by 20 U.S. airlines and five foreign-flag airlines. The Airport, shown on Figure 58, is owned and operated by the San Diego County Regional Airport Authority.

Social Media Program

San Diego International Airport has been active in social media since 2006, as shown in Table 17. In August 2013, SDIA had more than 30,000 likes on Facebook, more than 11,000 Twitter followers, and more than 53,000 visitors to Ambassablog. Figure 59 presents the banner on the Airport's website promoting its social media channels. SDIA uses social media platforms to:

- Respond to customer service comments received through social media;
- Provide updates on SDIA's capital improvement program, including the \$900 million Green Build expansion that opened on August 13, 2013, as well as the construction of a rental car center and fixed-based operator building on the north side of the airport;
- Promote the opening of new concessions, such as Phil's BBQ Restaurant and the Stone Brewing Company;

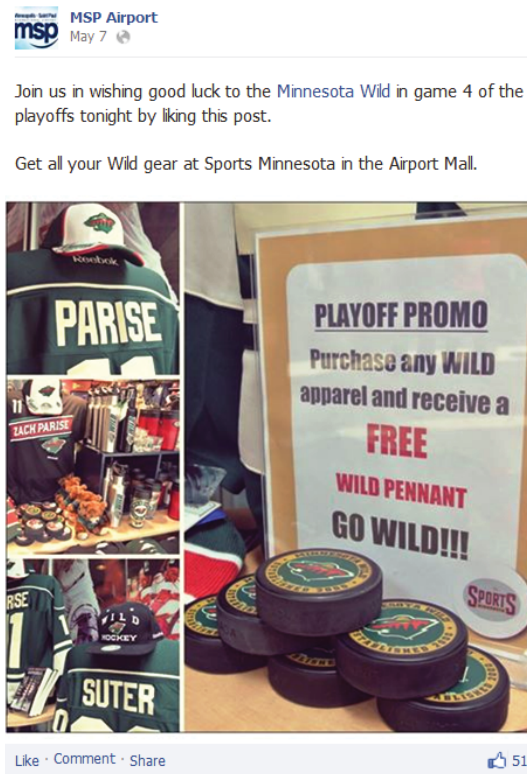









FIGURE 57 Facebook Post: Airport concessionaire offering sports-themed articles supporting the Minnesota Wild ice-hockey team. (Source: <https://www.facebook.com/mspairport>.)



FIGURE 58 View of the San Diego International Airport. (Source: San Diego International Airport.)

TABLE 17
SAN DIEGO INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2006	http://www.yelp.com/biz/san-diego-international-airport-san-diego#hrid:FKRGhoAAqqOyUVhK9Q1lyQ
the ambassablog	2008	www.ambassablog.com
	2008	http://www.youtube.com/user/ambassablog
	2009	https://twitter.com/SanDiegoAirport
	2009	https://www.facebook.com/SanDiegoAirport
	2010	http://www.flickr.com/photos/Sandiegointernationalairport
	2010	http://4sq.com/aZAZoX
	2010	http://www.pinterest.com/Sandiegoairport/

Source: San Diego International Airport.
Listed by year initiated.

- Announce new airline services such as Japan Airlines’ service to Tokyo in December 2012 and American’s nonstop service to Miami in June 2013;
- Promote community events such as the opening of a 10,000-square-foot USO facility for military veterans and their families;
- Announce musical and other performances that are part of the Airport Authority’s Performing Arts Program;
- Provide factual information for the media;
- Post SDIA job openings; and
- Provide notices of weather advisories, flight delays, and ground access delays to the airport.

SDIA does not currently use social media contests for free fares, vacation giveaways, or other prizes because of its current contracts with airport tenants. However, SDIA expects to include provisions for social media marketing in new airport tenant contracts.



FIGURE 59 Facebook Post: SDIA’s website promoting their social media channels. (Source: San Diego International Airport.)



FIGURE 60 SDIA's Ambassablog website page. (Source: San Diego International Airport.)

Social Media Awards

In 2008, San Diego International Airport was awarded second place in the Creative Innovations/Technology category by ACI–NA as part of its Excellence in Airport Marketing and Communications Awards. SDIA's award was for its Ambassablog, which was designed to “create and build a credible community image as a transparent, trusted and highly responsive agency.” SDIA's Ambassablog is written by front-line employees involved in the day-to-day operations of the airport and features regular posts on airport activities, events, and initiatives; reader comments; and several multimedia and interactive features. SDIA's blog has been presented as a case study in employee blogging to several public agencies at the federal, state, and local levels. Figure 60 shows the Ambassablog webpage.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by San Diego International Airport are summarized in this section: Green Build Tours, Traveling with Pets, and the SDIA Art Program.

Green Build Tours

In celebration of the opening of the Green Build Terminal 2 expansion, SDIA invited the San Diego community to sign up for self-guided tours. Although updates on the Green Build were posted regularly on social media, the objective of the tours was to provide an opportunity for the public to explore the elevated departure roadway, shop in the new food and retail offerings, and peruse the artworks in advance of the opening. The Green Build Tours were promoted on SDIA's social media channels by invitation, as shown on Figure 61.

Traveling with Pets

SDIA's Pinterest channel features a pinboard called “Traveling with Pets,” accompanied by the tagline “San Diego Airport loves pets—yours included.” SDIA's pinboard includes information and advice on how to travel with pets. In April 2013, SDIA opened a new “pet relief” area post-security, including a 75-square-foot room with fake grass, a faux fire hydrant, and a hand-washing area for owners, as shown on Figure 62.

SDIA Art Program

The mission of SDIA's Art Program is to “provide enhanced customer service by creating artwork and programming that engage travelers in innovative, memorable, considerate experiences that enlist a ‘wow’ response and encourage people to return to the airport.” SDIA's Art Program creates an airport ambiance unique to San Diego and welcomes people to the airport and region. It consists of three components: (1) Temporary and Rotating Exhibits, (2) Performing Arts, and (3) Public Art. SDIA uses social media to promote this program, including Facebook and Twitter posts of upcoming exhibits and performances and Pinterest pinboards displaying SDIA's art. Figure 63 presents a picture of artwork posted on SDIA's Pinterest channel.

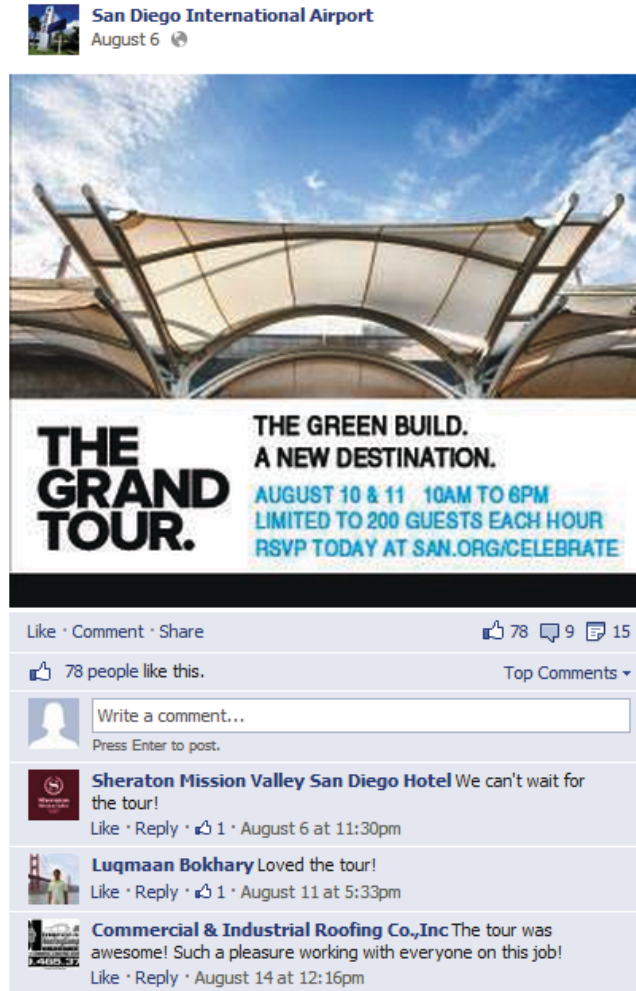


FIGURE 61 Facebook Post: Green Build Tour invitation. (Source: <https://www.facebook.com/SanDiegoAirport>.)



FIGURE 62 Twitter Post: SDIA pet relief area. (Source: <https://twitter.com/SanDiegoAirport>.)

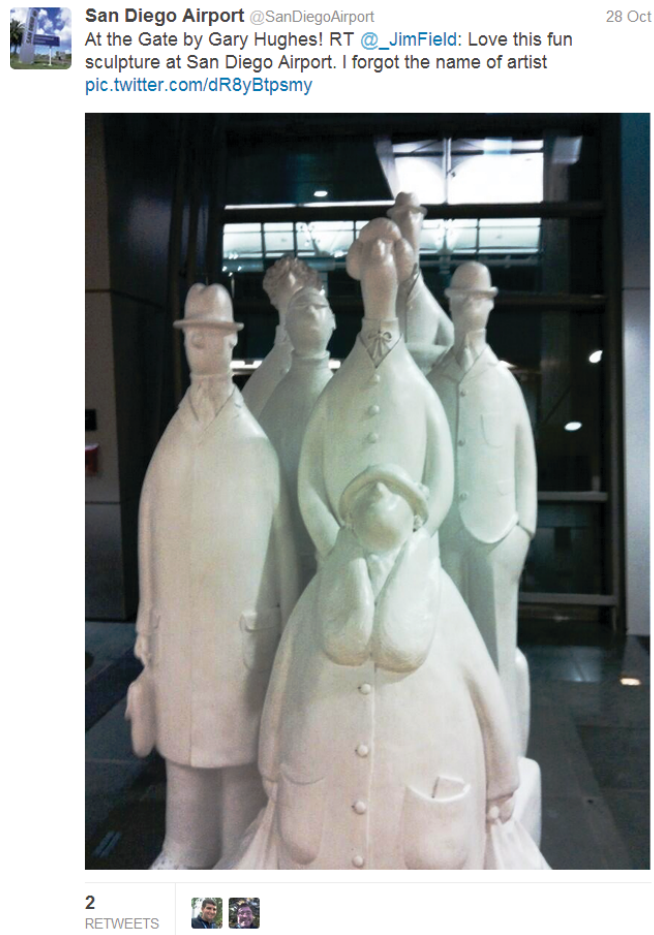


FIGURE 63 Twitter Post: At the gate by Gary Hughes at Terminal 2. (Source: <https://twitter.com/SanDiegoAirport>.)

Use of Real-Time Information for Airport Operations and Management

SDIA uses Hootsuite to follow conversations happening in the social media sphere, measure the audience's sentiment about the airport, and periodically schedule posts. Hootsuite captures conversations taking place about the airport anywhere on social media, not just on SDIA's social media channels. To evaluate the social media reach and the level of audience engagement, SDIA also monitors the Twitter and Facebook analytics.

Use of Social Media to Promote the Role of the Airport

SDIA has used social media to feature a number of significant airport and community events, including:

- ***I Love a Clean San Diego.*** The Airport plays an important role in the city of San Diego's efforts to promote a clean and environmentally friendly city. In 2004, SDIA received the Recycler of the Year award at the San Diego EarthWorks' "Very Important Planet" reception. The award is in recognition of the Airport's recycling and outreach program designed to educate airport concessionaires, tenants, and staff about its single-stream recycling program, which allows all recyclable material to be collected in the same container. SDIA's recycling program doubled the amount of waste product recycled between 2002 and 2003. A Facebook page has been created for the "I Love a Clean San Diego" campaign, which SDIA regularly promotes on its social media channels.
- ***The opening of the new USO Airport Center.*** In June 2013, SDIA opened a new 10,000-square-foot USO facility as part of the Green Build expansion project. Located just outside SDIA, the new building is the largest USO airport center in the world and is expected to accommodate



FIGURE 64 Facebook Post: SDIA Airport Explorers Triple Play Game. (Source: <https://www.facebook.com/SanDiegoAirport>.)

125,000 troops and members of their families each year. The new facility includes a luggage room, expanded restrooms, monitors listing airline departure and arrival times, high-speed wireless Internet, Skype access, and complimentary snacks and refreshments. The ribbon cutting ceremony for the opening of the new USO facility was held on June 26, 2013, and was promoted on SDIA’s social media channels.

- **Airport Explorers.** SDIA sponsors an Airport Explorers program to “provide educational opportunities that give ‘children of all ages’ inspiration to reach for the sky; foster understanding and appreciation for the extraordinary aviation achievements of the past; satisfy curiosity and interest in current and future airport operations; and cultivate dreams of flight that inspire future flyers to take wing.” As part of the program, SDIA partners with the Mission Valley YMCA to offer a specialty summer camp for kids of ages five to eight, including five half-day sessions that allow them to explore areas of San Diego International Airport. Figure 64 shows one of the Airport Explorer games posted on SDIA’s social media channels.

San Diego International Airport

President/CEO: Thella F. Bowens
 Communications & Marketing: Katie Jones

SAN FRANCISCO INTERNATIONAL AIRPORT

San Francisco International Airport (SFO) was an early adopter of social media, reflecting its proximity to Silicon Valley technology, home to the headquarters of social media companies such as Facebook, LinkedIn, Twitter, Yelp, and YouTube, and a large passenger base who were early adopters and developers of the technology. SFO built its social media strategy through airport-focused

messaging and a careful understanding of its social audience, while maintaining the flexibility to experiment with new ways of communication.

Airport Background

San Francisco International Airport opened in 1927, occupies 5,171 acres in San Mateo County, and is located approximately 13 miles south of the city of San Francisco. The Airport's primary service region is the 12-county San Francisco Bay Area, with a 2012 population of 7.4 million. The Airport, classified by FAA as a large air traffic hub, is the second busiest in the state of California in terms of total passengers with 40.2 million in 2012, ranking 7th in the nation and 22nd in the world. SFO is the fourth busiest connecting hub in the route system of United Airlines, which merged with Continental Airlines in 2010. In August 2013, SFO provided an average of 583 daily scheduled departures to 66 domestic and 31 international destinations (multi-airport cities are counted once) and was served by 15 U.S. and 30 foreign-flag airlines. The Airport, shown on Figure 65, is owned and operated by the city and county of San Francisco.

Social Media Program









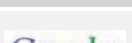

San Francisco International Airport has been active in social media since 2005, as shown in Table 18. In August 2013, SFO had more than 69,000 likes on Facebook and more than 18,000 Twitter followers. SFO uses social media platforms to:

- Respond to customer service comments received through social media;
- Provide factual information for the media and travel bloggers;
- Promote community events such as Bike to Work Day, the 2016 Super Bowl, and SF Made week (a celebration of local manufacturers and their products);
- Provide updates on the Airport's 10-year capital improvement plan, including renovations to Terminal 3 and Boarding Area B in Terminal 1 and the creation of a luxury hotel;
- Announce inaugural flights and new service at SFO such as new B787 Dreamliner service by Japan Airlines to Tokyo, Japan, Virgin America service to Austin, Texas, and United Airlines nonstop service to Paris, France; and



FIGURE 65 International Terminal at San Francisco International Airport. (Source: San Francisco International Airport.)

TABLE 18
SAN FRANCISCO INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2005	http://www.yelp.com/biz/sfo-san-francisco-international-airport-san-francisco
	2008	https://twitter.com/flysfo
	2009	http://4sq.com/MTivk
	2010	https://www.facebook.com/flySFO
	2012	http://www.youtube.com/SFOIntlAirport
	2012	http://www.linkedin.com/company/san-francisco-international-airport
	2012	http://instagram.com/flySFO#
	2012	http://pinterest.com/flySFO
	2013	https://plus.google.com/s/san%20francisco%20international%20airport%20on%20google%2B
	2013	https://twitter.com/flysfo (a)

Source: San Francisco International Airport.
Listed by year initiated.

- Promote new airline service and concessions through contests and special offers such as Air New Zealand’s contest to win two tickets from SFO to Auckland, New Zealand, and Foursquare check-ins at SFO concessionaires to receive complimentary samples and discounts.

Social Media Awards

In 2012 and 2013, San Francisco International Airport was awarded best single social media promotion by a U.S. airport in *Travel and Leisure’s* Social Media Travel and Tourism Awards (SMITTYs). In 2012, SFO received the award in recognition of its “Where’s Pardon the Turkey” promotion on Twitter and Foursquare in 2011, as shown on Figure 66. *Travel and Leisure* noted in its review that “No one likes to travel over the holidays. But SFO made the experience a bit more bearable—while getting travelers to explore the airport shops—with this fun program.” The contest was held from November 21–23, 2011, and was based on the following guidelines:

- Two Twitter tweets were posted per day between 10:00 a.m. and 5:00 p.m. PST, each with a photograph of Pardon the Turkey at a different location at the airport.
- To enter using Twitter, contestants were required to tweet guesses with Pardon’s location at SFO using the hashtag #PardonatSFO between 10:00 a.m. and 5:00 p.m. PST. Contestants were allowed to submit guesses for one or both daily photo tweets.
- Foursquare contestants were required to check in at Pardon’s foursquare location at the airport where a #PardonatSFO campaign special was hosted and link their Foursquare and Twitter accounts, because formal contest communication was by Twitter.
- Contestants were also allowed to submit entries to socialmedia@flysfo.com and were required to include “#PardonatSFO” in the e-mail subject line to enter the contest.
- Correct entries were put into a drawing for prizes. One drawing per day was held for each photo challenge.

flySFO @flySFO 23 Nov 11
Thanks for playing the **#PardonatSFO** contest!! We loved all your creative tweets + Pardon has successfully escaped Thanksgiving dinner ;) [Collapse](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

5:00 PM - 23 Nov 11 · Details

Reply to @flySFO

Jaime Yo! @fanofbsb4ever 23 Nov 11
@flySFO he's on the redline AirTrain at terminal 3 going to terminal 2. Bye pardon! **#pardonatsfo** [View conversation](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

Johan Pfeifer @johanpfeifer 23 Nov 11
@flySFO Do turkeys eat fish? It seems like **#PardonatSFO** is tempted at the SFO Aquarium in Terminal 1. ow.ly/i/1Xag#11Le [Expand](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

Andre Berro @AndreBerro 23 Nov 11
@flySFO Pardon the turkey is posing by SFO's Aquarium at Terminal 1 near the hallway to Terminal 2. **#PardonatSFO**. ow.ly/i/1Xag#11La [Expand](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

aus usa @aususa01 23 Nov 11
@flySFO **#PardonatSFO** is at SFO Aquarium located in Terminal 1. ow.ly/i/1Xag#11L8 [Expand](#) [Reply](#) [Retweet](#) [Favorite](#) [More](#)

FIGURE 66 Twitter Post: “Where’s Pardon the Turkey” contest.
(Source: <https://twitter.com/flysfo>.)

In 2013, SFO was awarded a second SMITTY for its “#SFOHolidays” Postagram campaign, which invited participants to create holiday-themed postcards on Postagram to share on Twitter and Facebook, as described in the following section.

Social Media Customer Engagement Strategies

Three of the customer engagement strategies used by San Francisco International Airport are summarized in this section: SFO Holiday Postagram Campaign, SFO/SAS European Holiday Sweepstakes, and Inside SFO.

SFO Holiday Postagram Campaign

In December 2012, SFO invited participants to create holiday-themed postcards on Postagram to share on Twitter and Facebook. Airport volunteers dressed in Dickensian attire added to the holiday spirit of the campaign. The contest was promoted on SFO’s social media platforms, which included a link to the entry form posted at the Airport’s website, as shown on Figure 67.

SFO/SAS European Holiday Sweepstakes

In March 2013, SFO partnered with SAS Scandinavian Airlines to launch a European holiday sweepstakes using its social media platforms, as shown on Figure 68. The primary objective of the sweepstakes was to announce new nonstop service 6 days per week from SFO to Copenhagen starting in April 2013. The contest winner was selected in a random drawing based on completed online entry forms. The contest prize package included round-trip tickets for two from SFO to Copenhagen on Scandinavian Airlines.

San Francisco International Airport (SFO)
December 10, 2012

Let your spirits fly at SFO...with a Holiday Postagram!

Enter to win an iPad mini or GoPro cameras by sharing on Facebook or Twitter. How awesome is that!
Find out rules and details: <http://www.flysfo.com/web/page/orphan/SFOHolidays/index.html>

SHARE A POSTAGRAM TO ENTER TO WIN AN iPad MINI!

Twitter & Facebook Contest runs December 10-21

...and to all a Good Flight

Like · Comment · Share 59 5

FIGURE 67 Facebook Post: SFO's Holiday Postagram. (Source: <https://www.facebook.com/flySFO>.)

Inside SFO

In 2013, SFO initiated a campaign called “Inside SFO,” which features 3-minute videos about facilities and operations at SFO. As shown in Table 19, the first video in the series featured the construction of the new air traffic control tower, including the tower design plans and footage of the pouring of the concrete base. SFO promotes the campaign on its social media channels with links to the videos on YouTube.

Use of Real-Time Information for Airport Operations and Management

SFO “listens” to comments made on social media about the airport using Hootsuite, a social media management tool, by identifying key words such as SFO and San Francisco Airport. Hootsuite captures conversations taking place about the airport anywhere on social media, not just on SFO’s social media channels. SFO uses Hootsuite to listen for comments about particular topics, determine whether social conversations are taking place at the airport or outside, redirect comments about customer service issues to the appropriate department, and occasionally schedule the release of content.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. SFO uses social media to post alerts about airport closures resulting from inclement weather, airline computer system failures, and air traffic control system delays. The Airport does not post notices about delayed or cancelled flights by individual airlines.

In 2013, SFO used its social media channels, particularly Twitter, to provide updates on the crash of Asiana flight 214 arriving from Seoul, including re-tweets of posts by the NTSB and FAA. SFO’s

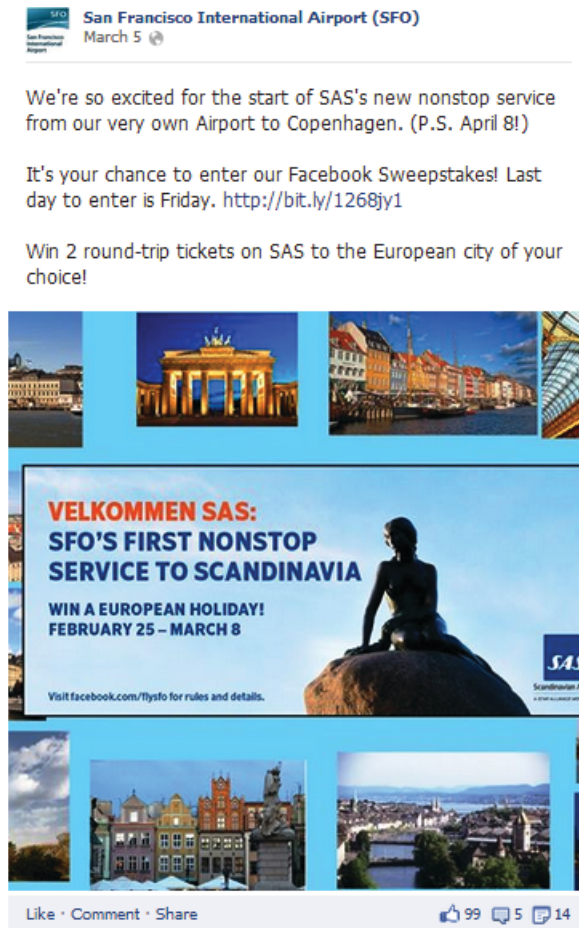


FIGURE 68 Facebook Post: SFO/SAS European Holiday Sweepstakes. (Source: <https://www.facebook.com/flySFO>.)

social media channels were used to provide notifications about the crash, times for press conferences, extended hours of airport concessions to accommodate flight disruptions and overnight passengers, and information on the closure and re-opening of the runways.

Use of Social Media to Promote the Role of the Airport

Social media is used to promote SFO as the airport of choice to attend community events and to feature a number of significant airport events, including:

- *San Francisco Fleet Week.* San Francisco Fleet Week is an annual event that celebrates the naval tradition in the Bay Area, honors the men and women serving in today’s armed forces,

TABLE 19
INSIDE SFO VIDEOS

Episode	Description
1	New air traffic control tower
2	SFO Museum Recology Exhibition
3	Terminal 3, Boarding Area E Renovation
4	San Francisco Fire Department water salute
5	AirTrain
6	Window washers

Source: San Francisco International Airport.

and facilitates annual disaster preparedness training with the Navy, Marines, and local first responders. The annual event typically includes an air show featuring the U.S. Navy Blue Angels (Figure 69).

- **Eco-Friendly “Green” Airport.** The Airport plays an important role in the city of San Francisco’s efforts to promote sustainability and energy efficiency. In 2013, SFO received an Environmental Achievement award from the ACI-NA for its Climate Action Plan, which outlines a variety of efforts designed to reduce greenhouse gas emissions related to airport operations. In 2012, it received a Gold Magellan award from *Travel Weekly*, a business-to-business resource for the travel industry, in the airport category of “Overall—Eco-Friendly ‘Green’ Airport.” In 2011, SFO’s Terminal 2 was certified LEED® Gold by the U.S. Green Business Council, making it the country’s first airport terminal to achieve that goal. Notices of the awards are posted on the Airport’s social media channels.
- **The opening of the new Marine Emergency Response Facility (MERF).** On August 9, 2012, SFO dedicated its new MERF at the airport and promoted the event on social media, as shown on Figure 70. The event featured a ribbon cutting ceremony and a tour of the facility and equipment. The new boathouse is the first of its kind at a west coast U.S. airport and is estimated to reduce SFO water rescue response time by 80%.

San Francisco International Airport

Airport Director: John L. Martin

Associate Deputy Airport Director, Communications & Marketing: Charles Schuler



The stellar Blue Angels are scheduled to arrive in formation at SFO tomorrow at approx. 6:15pm!

We want to know: what’s your favorite viewing spot to watch the U.S. Navy Blue Angels?

Rehearsals are from Thursday to Friday and the air shows will take place Saturday and Sunday! — with Salvador Monzaes and 2 others.



FIGURE 69 Facebook Post: U.S. Navy Blue Angels at SFO during San Francisco Fleet Week. (Source: <https://www.facebook.com/flySFO>.)



FIGURE 70 Facebook Post: Dedication of SFO's New Marine Emergency Response Facility. (Source: <https://www.facebook.com/flySFO>.)

TUCSON INTERNATIONAL AIRPORT

Tucson International Airport (TIA or the Airport) has built its social media program with the aim of engaging with the local community and becoming a reliable source of information for the Airport's passengers. TIA regards social media as a means of facilitating the customer service mission, and chooses it as a preferred medium to make decisions based on customer feedback.

Airport Background

Tucson International Airport began operations at its current site in 1948, and occupies nearly 8,000 acres in Pima County, approximately 7 miles south of the central business district. The Airport's primary service region is Pima County, with a 2012 population of nearly 1 million. The Airport, classified by FAA as a small air traffic hub, is the second busiest airport in Arizona in terms of total passengers with 3.4 million in 2012, ranking 65th in the nation as a whole. In August 2013, TIA provided an average of 48 daily scheduled departures to 12 domestic destinations (multi-airport cities are counted once) and was served by ten U.S. airlines. TIA is also home to the 162nd Wing of the Air National Guard, which conducts the largest U.S. training operation for F-16 aircraft. The Airport, shown on Figure 71, is operated by the Tucson Airport Authority.







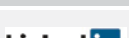
FIGURE 71 Air traffic control tower at Tucson International Airport. (Source: Tucson International Airport.)

Social Media Program

Tucson International Airport has been active in social media since 2007, as shown in Table 20. In August 2013, TIA had nearly 5,000 likes on Facebook and nearly 4,000 Twitter followers. TIA uses social media platforms to:

- Respond to customer service comments received through social media;
- Generate community engagement through contests such as the Tucson Traveler “Name Me” campaign;
- Provide updates on airport improvement projects such as the award of a \$19.5 million FAA grant to fund the first phase of design and reconstruction of the main terminal apron, and the construction of \$5.7 million Solar Array over the entire main public parking lot in front of the terminal;
- Announce inaugural flights and new service such as the Alaska Airlines new nonstop service from TIA to Portland, Oregon;
- Promote airport events such as the Pima’s County Youth Career Expo, the solar sculpture light-up, and celebrity visits at TIA, including visits by Michelle Obama and David Beckham;

TABLE 20
TUCSON INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2007	https://www.facebook.com/TucsonAirport
	2008	https://twitter.com/TucsonAirport/
	2009	http://www.youtube.com/TucsonAirport
	2009	http://4sq.com/5HrKLC
	2012	http://www.linkedin.com/company/tucson-airport-authority

Source: Tucson International Airport.
Listed by year initiated.

- Cross promote airline airfare sales through re-posting or re-tweeting airline links;
- Announce weather disruptions, such as the Monsoon season and snow storms at other airports that affect airline service as well as road works that affect airport access; and
- Publish Airport job openings.

Social Media Awards

In 2013, Tucson International Airport was awarded second place in the Social Media Initiatives category by ACI-NA as part of its Excellence in Airport Marketing and Communications Awards. TIA's award was for its Tucson Traveler "Name Me" campaign designed to engage the local community and increase awareness of the Airport's social media channels. The Tucson Traveler "Name Me" campaign:

- Ran for a month starting August 24, 2012, and was promoted through Facebook, Twitter, and YouTube.
- Featured an animated character, created in collaboration with Film Creations Ltd, which was showcased on Facebook, as shown on Figure 72.
- Invited Facebook fans, Twitter followers, and travelers passing through the airport during the campaign period to name the character via a Facebook app or a mobile entry page for the opportunity to win a two-night stay and dinner for two at a local resort.
- Encouraged entrants to sign up to receive e-mails from TIA and become fans of their Facebook page.

The Tucson Traveler "Name Me" campaign resulted in a 13% increase in TIA's Facebook page fan base and a 3% increase in its e-mail subscriber base. An announcement of the winning entry was posted on the Airport's social media channels, revealing the name of the Tucson Traveler, "Les Stress," as shown on Figure 73.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Tucson International Airport are summarized in this section: Countdown to New Nonstop Airline Service to Portland, Fan of the Week, and Promotion of Airport Concessions.



FIGURE 72 YouTube Video: The Tucson Traveler "Name Me" campaign. (Source: <http://www.youtube.com/TucsonAirport>.)



FIGURE 73 YouTube Video: Les Stress, the Tucson Traveler. (Source: <http://www.youtube.com/TucsonAirport>.)

Countdown to New Nonstop Airline Service to Portland

To promote new nonstop service from Tucson to Portland, Oregon, TIA used its social media channels to countdown the days to November 1, 2013, when Alaska Airlines’ service began. The countdown features the top 10 reasons to visit Portland, and includes website links with more information on the reasons. The primary objectives of the countdown are to create excitement for Alaska’s new service and engage with the local community and passenger base. For example, reason #5 is to visit one of the best 20 cities for 20 somethings, as shown on Figure 74.

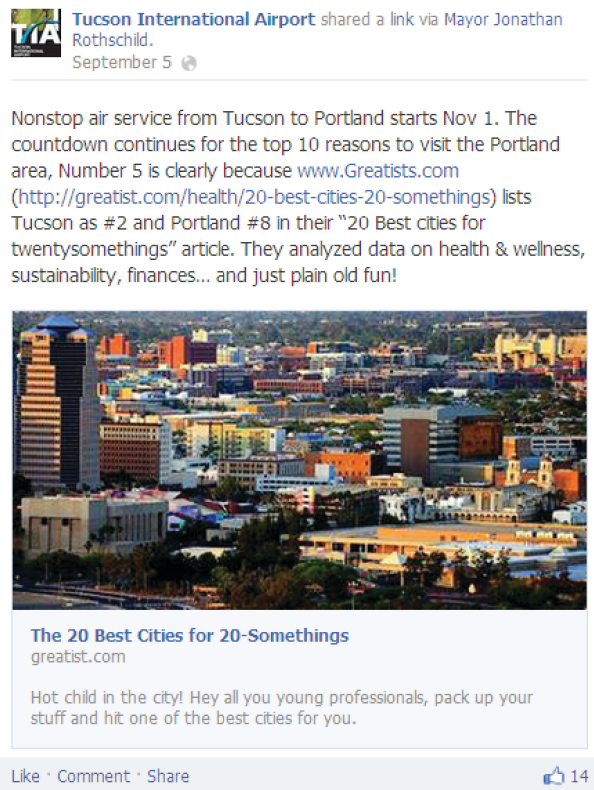


FIGURE 74 Facebook Post: New nonstop airline service to Portland, Oregon. (Source: <https://www.facebook.com/TucsonAirport>.)

Fan of the Week

TIA features a fan of the week on its Facebook page by posting a fan's provided picture and name. The selection of the fan of the week is based on the number of interactions with TIA's Facebook page, including:

- Comments on Facebook posts,
- Likes of recent wall posts, and
- Posts of interesting stuff on the TIA page wall.

Promotion of Airport Concessions

TIA uses its social media channels to promote airport concessions, including restaurants, gourmet food markets, rental cars, and food trucks in the cell phone lot. Figure 75 is a picture posted on Facebook promoting Cibo Express Gourmet Markets.

Use of Real-Time Information for Airport Operations and Management

TIA uses Meltwater to monitor any mentions of Tucson International Airport in the social media sphere. Meltwater started as a traditional media monitoring tool, and was then extended to cover social media channels. By identifying keywords such as TIA, flyTucson, Tucson airport, and TIA, Meltwater captures conversations taking place about the airport anywhere on social media, not just on TIA's social media channels. TIA also uses Meltwater to schedule Twitter posts such as monthly quotes that are agreed upon at the beginning of each year.

Customer service comments received through any of the social platforms are addressed promptly by engaging the appropriate department to resolve the issue.

Crisis Management Using Social Media

Social media play an important role in communicating delayed flight information, ground traffic delays, and updates during crises. TIA uses social media to post alerts about weather disruptions affecting the

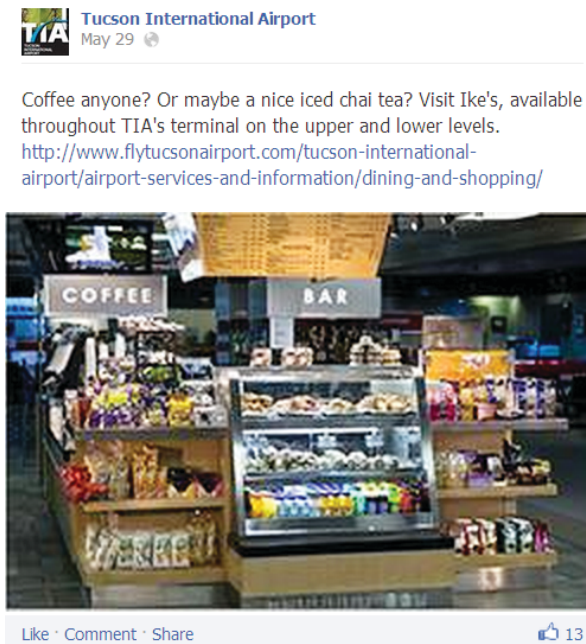


FIGURE 75 Facebook Post: TIA concessions.
(Source: <https://www.facebook.com/TucsonAirport>.)



FIGURE 76 Facebook Post: TIA hosting the Pima County Youth Career Expo. (Source: <https://www.facebook.com/TucsonAirport.>)

airport, airline computer system failure, and air traffic control system delays. The Airport also posts notices about delayed or cancelled flights by individual airlines; directing the customers to look for updates on the flytucson.com website or specific airline websites.

Located in a Monsoon area, TIA uses Facebook to promote informative videos posted by the U.S. National Weather Service Tucson, Arizona.

Use of Social Media to Promote the Role of the Airport

TIA has used social media to feature a number of significant airport and community events, including:

- ***Pima County’s Youth Career Expo.*** On April 10, 2013, TIA was host of Pima’s County’s Youth Career Expo for individuals ages 14 to 21 who wanted to explore careers in aerospace, defense, and manufacturing. The event was the second in a series of Expos, organized by the Pima County Workforce Investment Board Youth Council and the Pima County One-Stop Career Center, as shown on Figure 76.
- ***Honor Flight Southern Arizona.*** Through community donations, several flights have been made available to WWII veterans to visit the National WWII Memorial in Washington D.C. TIA uses Facebook and Twitter to promote the flights arriving and departing from Tucson International Airport. Such posts usually receive extensive feedback from TIA’s Facebook fans, as shown on Figure 77.
- ***“Treat Our Troops” fund-raising campaign.*** TIA’s Paradise–Desert House joined forces with 71 other airport gift shops around the nation in an effort to help military personnel with “Treat Our Troops,” as shown on Figure 78. This program allows customers to buy and donate merchandise to TIA’s military liaison office. In the last 12 months, the program has raised \$1.4 million in merchandise donations for military troops.

Tucson International Airport

President/CEO: Bonnie A. Allin, A. A. E.

Senior Director of Business Development and Marketing: Mary Davis

DUBLIN AIRPORT

Social media at Dublin Airport (DUB or the Airport) is about high engagement levels and telling “stories.” DUB aims to significantly enhance the airport’s existing relationship with its customers and stakeholders by sharing content that is relevant and interesting to the connected traveler. In



FIGURE 77 Facebook Post: Honor Flight Southern Arizona departing from TIA. (Source: <https://www.facebook.com/TucsonAirport>.)

DUB's view, social media is a platform for telling stories, showing a sense of humor, and establishing a tone that connects with passengers.

Airport Background

Dublin Airport opened for commercial airline service in 1940 and occupies 2,679 acres (1,084 hectares), approximately 6 miles north of the city of Dublin. The Airport's overall service region is the Greater Dublin area, with a combined population of 1.8 million in 2012 according to the Ireland Central Statistics Office. It is the busiest airport in the Republic of Ireland in terms of total passengers, with 19.1 million in 2012, ranking 83rd in the world. In August 2013, DUB provided an average of 243 daily scheduled departures to three domestic, 116 European, and 18 international destinations (multi-airport cities are counted once) and was served by two Ireland airlines, 16 European airlines, and 12 other foreign-flag airlines. The Airport, shown on Figure 79, is owned and operated by the Dublin Airport Authority (DAA).

Social Media Program

Dublin Airport has been active in social media since 2008, as shown in Table 21. In August 2013, DUB had more than 33,000 likes on Facebook and more than 42,000 Twitter followers. DUB uses social media platforms to:

- Respond to customer service comments received through social media;
- Promote airport services such as car parking and The Loop shopping;













FIGURE 78 Facebook Post: Airport Ambassadors Program. (Source: <https://www.facebook.com/TucsonAirport>.)



FIGURE 79 Terminal 2 at Dublin Airport. (Source: Dublin Airport.)

TABLE 21
DUBLIN AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2008	http://www.youtube.com/user/TransformingDublin
	2008	http://www.yelp.ie/biz/dublin-airport-dublin-5
	2009	http://4sq.com/3wwJhx
	2010	https://www.facebook.com/dublinairport
	2010	https://twitter.com/DublinAirport
	2010	http://www.pinterest.com/dublinairport/
	2011	https://plus.google.com/+dublinairport/about
	2012	http://instagram.com/dublinairport/#
	2012	http://ie.linkedin.com/company/dublin-airport-authority-daa-?trk=ppro_cprof
	2012	https://soundcloud.com/dublin-airport

Source: Dublin Airport.
Listed by year initiated.

- Announce new service at DUB, such as the Aer Lingus new transatlantic service to San Francisco and Toronto in the summer of 2014 and Torom's service to Bucharest in May 2013;
- Promote new airline service and concessions through contests and special offers;
- Provide updates on the Airport's capital improvement program, including the construction and opening of Terminal 2 and upgrades to parking and boarding gates in Terminal 1;
- Promote Dublin and Ireland as a travel destinations through postings of pictures and travel recommendations;
- Sponsor community events such as The Rose of Tralee Festival, the Irish Food Festival, and the first Rock 'n' Roll Dublin Half Marathon;
- Share historical trivia about the buildings, airlines, and aircraft at the airport as well as postings from Wistorical, a blog by historian Turtle Bunbury that highlights historical links between places around this world; and
- Provide updates during severe weather disruptions.

Social Media Awards

In 2013, Dublin Airport was awarded Best Long Term Partnership at the Allianz Business to Arts Awards for DAA's sponsorship of the Dublin Theatre Festival and its 2012 Dubliners@Dublin Airport social media campaign. Although DAA has been a sponsor of the Theatre Festival since 2007, the 2012 Dubliners campaign made innovative use of social media to showcase an arts sponsorship. Dublin Airport posted daily Dubliners audio excerpts on SoundCloud, and also used Twitter, Pinterest, and Facebook to highlight the promotion, as shown on Figure 80.

The Business to Arts award is the third award for DUB's social media activity over the past year. In December 2012, Dublin Airport's twitter account was named the world's Best Airport Twitter Account



Dublin Airport
Like This Page · July 23 · 🌐

We've been shortlisted for a Business To Arts Award for our Dubliners @DublinAirport campaign which highlighted our sponsorship of the Dublin Theatre Festival (DTF).

DAA sponsored The Corn Exchange/DTF production of Dubliners by James Joyce and created a month-long promotion – Dubliners @DublinAirport - to celebrate both the show and the sponsorship.

The Dubliners campaign made innovative use
... See More

Like · Comment · Share

👍 38 people like this. Top Comments ▾

 **Joan Donnelly** Well done!
Like · Reply · July 24 at 6:02pm

 **Claire M Cox** Excellent!!!
Like · Reply · 📱 1 · July 24 at 8:45am via mobile

Press Enter to post.

FIGURE 80 Facebook Post: Dubliners @DublinAirport Campaign. (Source: <https://www.facebook.com/dublinairport>.)

by Moodies. Earlier in 2013, DAA won the Communications Award at the Irish Logistics and Transport Awards for its innovative use of social media.

Dublin Airport is featuring a similar social media campaign for the 2013 Dublin Theatre Festival and the Gare St Lazare Players production of “Waiting for Godot.”

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Dublin Airport are summarized in this section: Twitter highlight, car parking promotions, and Destination Ireland.

Twitter Highlight

In June 2012, a Dublin passenger on his way to the Euro 2012 football finals in Poland was buying an Irish flag and inadvertently left his match tickets for Ireland’s three group games on the store counter. After the store employee contacted Dublin Airport police about the lost tickets, the name on the tickets was paged over the Dublin Airport public address system multiple times. However, because the tickets were purchased in the name of the passenger’s father, the passenger did not respond to the pages and boarded his flight to Poland.

After details of the lost tickets were put on the store’s Facebook page and tweeted by Dublin Airport, the story went viral. Media outlets quickly picked up on the story and it was broadcast on national television and radio in Ireland. Fortunately, the passenger’s mother was alerted to her son’s missing tickets and contacted Dublin Airport police. A friend flying to Poland later that day collected the tickets from the airport and returned them later that day. Figure 81 represents an excerpt from the Twitter posts related to the lost tickets.



FIGURE 81 Twitter Posts: Lost Euro 2012 football tickets. (Source: <https://twitter.com/DublinAirport>.)

Car Parking Promotions

DUB offers passengers the option of making online parking reservations at the airport's parking facilities. To increase awareness of this service, DUB offers parking discounts to Facebook fans by providing a special promotional code, as shown on Figure 82.

Destination Ireland

Dublin Airport uses its social media channels to promote Dublin and Ireland as travel destinations. DUB posts pictures of key landmarks in Dublin and Ireland, shares information about Irish culture and events, features videos about Irish artists and performers, and notes the number of overseas visitors to Ireland reported by Ireland's Central Statistics Office. Figure 83 presents one of the pictures promoting a historical landmark in Ireland as posted on Facebook.

Use of Real-Time Information for Airport Operations and Management

DUB uses Hootsuite to schedule posts and monitor mentions made in relation to the airport by identifying key words such as Dublin and Dublin Airport. DUB also uses the analytics of each social media platform to measure the level of engagement, re-tweets, and click-throughs. Customer service comments received through any of DUB's social platforms are dealt with promptly by engaging the appropriate department to resolve the potential issue.

Crisis Management Using Social Media

DUB uses social media to post alerts about airport closures as a result of inclement weather, airline computer system failures, and air traffic control system delays. The Airport does not post notices

 **Dublin Airport** @DublinAirport 26 Sep
Twitter special; long-term parking for €2.99 a day. Code is tweetdaa13. Book here ow.ly/23QN25
pic.twitter.com/m0VaATMu7N



33 RETWEETS 18 FAVORITES 

1:10 PM - 26 Sep 13 · Details Flag media
 Collapse ← Reply ↻ Retweet ★ Favorite *** More

 **ATAT** @ATATAMAT 26 Sep
@DublinAirport Nice pictogram ; Yep
Expand ← Reply ↻ Retweet ★ Favorite *** More

 **Regina Curran** @Reg_the_Jedge 26 Sep
@DublinAirport I always use long term! How long is the code valid for? I need the car park for 3 weeks time
Expand ← Reply ↻ Retweet ★ Favorite *** More

 **Dublin Airport** @DublinAirport 26 Sep
@Reg_the_Jedge Regina, code valid until Sept 30 for bookings within 12 months.
Expand ← Reply ↻ Retweet ★ Favorite *** More

 **sandra gough** @sandragough 27 Sep
@DublinAirport @TourAmericaTV -How long will this promotion last for.
Expand ← Reply ↻ Retweet ★ Favorite *** More

FIGURE 82 Twitter Post: Online parking at Dublin Airport.
(Source: <https://www.facebook.com/dublinairport.>)



The number of overseas visitors to Ireland for the three months to the end of February increased by almost 3%, according to new CSO data.

We had increases in the number of visitors from most of Ireland's key markets: North America was up 10%, continental Europe was up 6%, Britain was down 2% and other countries were up a combined 15%

Click here <http://ow.ly/jsRK5> for more details. Image shows Trim Castle, Co Meath.



Like · Comment · Share

70 2 12

FIGURE 83 Facebook Post: Trim Castle, County Meath, Ireland. (Source: <https://www.facebook.com/dublinairport>.)

about delayed or cancelled flights by individual airlines, except in cases of extreme weather conditions when multiple flights are affected.

DUB has used its social media platforms to manage a number of events, including snow storms during the winters of 2010 and 2013 and an incident involving a deflated tire on an arriving aircraft after landing by quickly tweeting about the incident and providing frequent updates.

Use of Social Media to Promote the Role of the Airport

DUB has used social media to feature a number of significant airport and community events, including:

- **The Gathering 2013.** “The Gathering” was a year-long national tourism initiative developed to celebrate Irish culture. The Gathering was driven by the National Tourism Development Authority and Tourism Ireland and provided a framework for various activities throughout 2013, from family reunions and clan gatherings to sports events. To celebrate The Gathering, DAA launched “The Big Welcome” competition, which offers winners the opportunity to fly friends or family home to Ireland and to spend a week in a unique Irish heritage property such as a castle in Kilkenny, a lighthouse in Cork, or a Georgian Mews in central Dublin. Competition participants simply have to visit the Dublin and Cork Airport websites and register. Figure 84 shows the YouTube video announcing the five contest winners.



FIGURE 84 YouTube Video: The Big Welcome. (Source: <https://www.facebook.com/dublinairport>.)

- **The Rose of Tralee.** The Rose of Tralee International Festival is one of Ireland’s largest and longest running festivals; celebrating 54 years in 2013. The heart of the festival is the selection of the Rose of Tralee, which brings young women of Irish descent from around the world to County Kerry, Ireland, for a global celebration of Irish culture. DUB welcomes contestants with personalized greetings on Gathering Screens in the arrivals halls and, on June 14, finalists in the competition took part in a Welcome Home day, when the Roses greeted passengers in Dublin and Cork airports.
- **Dublin Rock ‘n’ Roll Half Marathon.** The Loop at Dublin Airport was a sponsor of Ireland’s first Dublin Rock ‘n’ Roll Half Marathon as part of DAA’s support for The Gathering. Nearly 5,500 participants from 49 countries participated in the race on August 5, 2013, which featured live bands positioned at every mile and a scenic tour of Dublin’s famous landmarks. Figure 85 presents the banner for the 2014 Dublin Rock ‘n’ Roll Half Marathon.

Dublin Airport

Chief Executive: Kevin Toland
Public Affairs Director: Paul O’Kane

EDMONTON INTERNATIONAL AIRPORT

The “Fly EIA” brand for Edmonton International Airport (EIA or the Airport) is well known in the city of Edmonton. EIA’s social media program enhances the fly EIA brand by providing a tool to engage directly with the people of Edmonton and obtain input on the demand for airport and airline services. EIA uses this input to make a business case to airlines for new airline service. EIA regards social media as a “technical advancement that is just too good of a thing to pass up on.”

Airport Background

Edmonton International Airport opened in 1960, occupies nearly 7,000 acres in Leduc County, and is located approximately 16 miles southwest of the city of Edmonton, the capital of the Province of








FIGURE 85 Facebook Post: Dublin's Rock 'n' Roll Half Marathon. (Source: <https://www.facebook.com/dublinairport>.)

Alberta. The Airport's primary service region is the Edmonton Capital Region as defined by Statistics Canada, with a 2012 population of 1.2 million. The airport is the second busiest in the Province of Alberta in terms of total passengers with 6.7 million in 2012, ranking 5th in Canada. In August 2013, EIA provided an average of 130 daily scheduled departures to 23 destinations in Canada, ten destinations in the United States, and three other international destinations, and was served by ten Canadian airlines and six U.S. airlines (mainline and regional). The Airport, shown on Figure 86, is owned and operated by the Edmonton Regional Airports Authority.



FIGURE 86 Airside view of Edmonton International Airport. (Source: Edmonton International Airport.)

TABLE 22
EDMONTON INTERNATIONAL AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2008	https://www.facebook.com/FlyEIA
	2011	https://www.facebook.com/jetSetParking
	2009	https://twitter.com/FlyEIA
	2012	https://twitter.com/jetSet_Parking
	2009	http://www.youtube.com/user/FlyEIA
	2009	http://www.yelp.ca/biz/edmonton-international-airport-edmonton
	2010	http://4sq.com/66TihP

Source: Edmonton International Airport.
Listed by year initiated.

Social Media Program

The Airport has been using social media platforms since 2008, as shown in Table 22. In August 2013, EIA had more than 8,600 likes on Facebook and nearly 9,400 Twitter followers. Twitter and YouTube are the airport's primary social media platforms. EIA is considering Instagram, Pinterest, and Tumblr for future use. EIA uses social media platforms to:

- Respond to customer service comments received through social media;
- Promote airfare deals as posted by airlines and airline services such as Icelandair's new service to Reykjavik, Iceland, and United's new service to New York;
- Provide updates on airport improvement projects such as Expansion 2012—EIA's terminal development program, EIA's new iconic central control tower, the new Renaissance Hotel opening in the fall of 2013, and the runway rehabilitation conducted during the summer of 2013;
- Promote online parking reservations at jetSet parking at the airport through contests and special offers such as jetSet Jackpot;
- Promote airline service and EIA as an origin–destination market through contests and special offers such as Destination EIA;
- Promote community events such as Heritage Days and K-Days; and
- Communicate weather advisories, road closures, major flight delays, and the status of runway closures.

Social Media Awards

In 2013, Edmonton International Airport was awarded third place in the Social Media Initiatives category by ACI–NA as part of its Excellence in Airport Marketing and Communications Awards. EIA's award was for its “jetSet Parking” campaign, designed to broaden its parking customer base through social media. jetSet Parking opened in September 2010 and was the first airport parking lot in Canada to offer an online reservation system as well as full-service WestJet check-in and bag drop. The “jetSet Parking” social media campaign included:

- Limited time promotional codes that could only be found by using social media outlets. jetSet opened Facebook and twitter accounts in July 2011 and February 2012, respectively.
- Social media contests to promote feedback and customer engagement, particularly around different holidays, events, and weekends appealing to EIA's large leisure audience.
- jetSet's Jackpot, a 24-hour social media promotion on September 30, 2012, offered 99% off and resulted 748 online bookings in under 14 hours.



FIGURE 87 Facebook Post: jetSet Parking Jackpot.
(Source: <https://www.facebook.com/jetSetParking>.)

jetSet's initial growth strategy was to increase EIA's total parking market share by transitioning parkers from independent lots through low-price leadership, proximity to the airport, and a wide service offering. In 2012, jetSet's use of social media resulted in an 89% increase in online reservations. In August 2013, EIA's jetSet Parking had nearly 1,700 likes on Facebook and nearly 700 Twitter followers since being introduced in July 2011 and February 2012, respectively. Figure 87 presents jetSet's Jackpot Parking promotion.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by Edmonton International Airport are summarized in this section: EIA Live Performances, Destination EIA, and Promoting New Airline Service.

EIA Live Performances

EIA uses its social media channels to promote live performances by local musicians and entertainers at the airport. EIA partners with Edmonton Tourism in the Live All Year program, which brings attention to Edmonton's internationally renowned festivals. EIA's live performances have included folk singers, harpists, guitarists, and Edmonton street performers. Figure 88 presents a Facebook post promoting live performances at EIA.

Destination EIA

In July 2013, EIA partnered with Uniglobe Geo Travel (a travel company based in western Canada) to launch the "Destination EIA" contest using its social media platforms. The Destination EIA contest is



FIGURE 88 Facebook Post: EIA live performances.
(Source: <https://www.facebook.com/jetSetParking>.)

one of EIA’s many social media initiatives designed to promote airline service and EIA as an origin–destination market as well as encourage passenger visits to EIA’s concessionaires. Figure 89 presents pictures promoting the contest. The Destination EIA contest guidelines were as follows:

- Contest entries could be made using an official entry form received with each purchase made at any participating store or restaurant at EIA or by requesting a “no purchase necessary” entry form from EIA.
- Contest winners were selected by random drawing from the eligible entries received.
- Contest prizes included five Uniglobe travel vouchers for airfare originating and terminating at Edmonton International Airport and 8 days of free parking at EIA’s Value Park.

Promoting New Airline Service

In 2011, EIA launched a “Unite for more flights” campaign to make people aware of improved flight choices at EIA and encourage the community to choose to fly from EIA. The campaign was promoted on EIA’s social media channels and in other media and helped to recapture EIA passengers. Since then, EIA celebrates new airline service on its social media channels and engages the regional community to create excitement for new airline service. EIA’s newest route to Reykjavik, Iceland, is being promoted on EIA’s social media channels and will link Edmonton with Icelandair’s European network beginning in March 2014. Figure 90 presents pictures from the announcement of Icelandair’s new service.

Use of Real-time Information for Airport Operations and Management

EIA currently uses Meltwater, a social media management tool, to monitor any mentions of Edmonton International Airport on social media. By identifying keywords such as EIA, Fly EIA, and



FIGURE 89 Facebook Post: Destination EIA.
(Source: <https://www.facebook.com/jetSetParking>.)

Edmonton Airport, Meltwater captures conversations taking place about the airport anywhere on social media, not just on EIA's social media channels. EIA also uses TweetDeck to schedule posts and plans to use 3M for monitoring social media in the future.

Customer service comments received through any of the social platforms are dealt with promptly by engaging the appropriate department to resolve the issue. EIA frequently receives customer service tweets about airport operations that are not controlled by EIA such as baggage handling. To be responsive to customer service comments, EIA responds to these tweets and advises passengers to contact their airline.

Crisis Management Using Social Media

EIA uses social media to post alerts about airport closures or flight delays resulting from inclement weather such as the flooding in Calgary, airline computer system failure, and air traffic control system delays. The Airport does not post notices about delayed or cancelled flights by individual airlines.

EIA is currently working on a strategic plan for social media use during crisis events. EIA conducted a simulated emergency exercise, including setting up a mock Twitter account, to evaluate the key components of such a strategic plan including the appropriate Twitter protocols and the assignment of roles and responsibilities.



FIGURE 90 Facebook Post: New airline service on Icelandair. (Source: <https://www.facebook.com/jetSetParking>.)

Use of Social Media to Promote the Role of the Airport

EIA has used its social media platforms to feature some airport and community events, including:

- **Heritage Days.** EIA sponsors a Kidzworld children's tent at Edmonton's Heritage Days, an annual three-day summer festival held in celebration of cultural diversity. Pictures from the event are posted on EIA's social media channels and website. Figure 91 shows EIA's Kidzworld tent.
- **K-Days.** EIA participates in Edmonton's annual summer fair, K-Days, and promotes the event on its social media channels. The K-days fair is held over 10 days and attracts 700,000 to 800,000 visitors each year. At the K-Days parade, EIA sponsors a float in support of this event and to promote EIA airline service and new destinations, as shown on Figure 92.
- **EIA Charity Golf Classic.** In September 2013, EIA will hold its third annual Charity Golf Classic to benefit Youth Empowerment and Support Services (YESS), a non-profit organization providing services to at-risk Edmonton youth. This event is promoted on EIA's social media channels and its website, as shown on Figure 93.

Edmonton International Airport

President and CEO: Reg Milley

Director, Marketing & Communications: Heather Hamilton

Communications Advisor: Benjamin Freeland



FIGURE 91 Facebook Post: EIA's Kidzworld tent at Edmonton's Heritage Days Festival in 2013. (Source: <https://www.facebook.com/jetSetParking>.)



FIGURE 92 Facebook Post: EIA float in K-Days parade. (Source: <https://www.facebook.com/jetSetParking>.)



FIGURE 93 Facebook Post: EIA Charity Golf Classic. (Source: <https://www.facebook.com/jetSetParking>.)

LONDON GATWICK AIRPORT

In 2010, London Gatwick Airport (Gatwick or the Airport) rebranded with the tagline “Your London Airport” and began making the Gatwick experience a much more human one by engaging instantly and directly with target customers in a way and time that is convenient for them. Gatwick’s new brand and social media programs are directly linked to the overall business ambitions and strategy of the airport. In response to the increasing number of passengers talking about Gatwick online and using smartphones, Gatwick explored how social media could be used to:

- Inform passengers about the changes happening at the airport and to acquire their feedback;
- Give passengers a way to talk to Gatwick online, while in the terminals themselves, about their experiences; and
- Harness what passengers are saying to make improvements to the facilities.

Airport Background

London Gatwick Airport opened for commercial airline service in 1934 and occupies 1,875 acres (759 hectares) approximately 3 miles north of the center of Crawley and 28 miles south of central London. The Airport’s overall service region is the London metropolitan area and southeast England, with a combined 2012 population of 17.0 million according to the U.K. Statistics Authority. The Airport is the second busiest in the United Kingdom in terms of total passengers with 34.2 million in 2012, ranking 36th in the world. In August 2013, Gatwick provided an average of 392 daily scheduled departures to 11 domestic, 125 European, and 59 international destinations (multi-airport cities are counted once) and was served by eight U.K. airlines, 25 European airlines, and 11 foreign-flag airlines. The Airport (Figure 94) is owned and operated by Gatwick Airport Limited, a wholly-owned subsidiary of Ivy Holdco Limited. The London metropolitan area is also served by Heathrow, London City, Luton, and Stansted airports.



FIGURE 94 South Terminal departure lounge at London Gatwick Airport. (Source: London Gatwick Airport.)

Social Media Program

London Gatwick Airport has been active in social media since 2008, as shown in Table 23. In August 2013, Gatwick had more than 40,000 likes on Facebook and more than 82,000 Twitter followers. Gatwick uses social media platforms to:











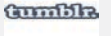
- Respond to customer service comments received through social media, including 24-hour Twitter support with a target 30-minute response time (problems should be dealt with while passengers are at Gatwick);
- Announce new service at Gatwick, such as the new British Airways nonstop flight to Las Vegas;
- Promote new airline service and concessions through contests and special offers such as easyJet's contest to win a pair of tickets to Moscow, Russia; a two-week holiday to Australia for four when booking Gatwick official parking; or the Twitter contest launched in partnership with YOushi, to promote the opening of the restaurant in Gatwick's North Terminal;
- Provide updates on the Airport's £1.2 billion capital investment program, including the refurbishment of the South Terminal Departure Lounge and the Pier 1 Project;
- Evaluate airport concession performance based on customer reviews on Qype;
- Provide factual information for the media; and
- Provide updates during severe weather disruptions.

Social Media Awards

Since 2010, London Gatwick Airport has won many awards for its social media strategies and the use of technology, including:

- ***Econsultancy Innovation Awards 2010—Innovation in Online Customer Service.*** Gatwick was recognized as the first airport in Europe to offer 24-hour Twitter support, the first airport worldwide to use mobile barcodes as information points, and the first airport worldwide to roll out a mobile and web-based retailer review section using Qype. Econsultancy is a publisher of best practice content for doing business online.

TABLE 23
LONDON GATWICK AIRPORT SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2008	http://www.yelp.co.uk/biz/Gatwick-airport-london
	2009	https://twitter.com/Gatwick_Airport
	2009	http://www.flickr.com/photos/Gatwickairport/
	2010	https://www.facebook.com/GatwickAirport
	2010	http://www.youtube.com/user/LondonGatwickAirport
	2010	http://www.pinterest.com/Gatwickairport/
	2010	http://4sq.com/27d3PN
	2010	https://soundcloud.com/Gatwick
	2011	http://instagram.com/Gatwickairport
	2012	http://www.linkedin.com/company/Gatwick-airport
	2013	http://Gatwickairport.tumblr.com/

Source: London Gatwick Airport.
Listed by year initiated.

- **CorpComms Awards 2011—Best rebranding exercise.** Gatwick was recognized for defining a “signature” style identity for the airport in the middle of a £1.2 billion capital investment program, including adopting the slogan “your” London airport as an expression of commitment to customers, simplifying and humanizing signage, and working with staff to encourage their involvement on uniforms and the brand messages. The annual CorpComms Awards are recognized as leading awards for in-house communications professionals.
- **SimpliFlying Awards for Excellence in Social Media 2011—Best Airport in Social Media.** In recognition of Gatwick’s Twitter flight information display screens in the terminal allowing customers to tweet about any issues and see Gatwick responses in real time. SimpliFlying is an aviation marketing consultancy.
- **Digital Impact Awards 2011—Best Use of Social Media in a Crisis.** Gatwick was recognized for providing reliable information to passengers during the severe snow storms in December 2010, as well as the ash cloud event of 2011. The Digital Impact Awards are Europe’s leading program to recognize, benchmark, and celebrate excellence in digital stakeholder communications.
- **Digi CorpComms Award 2011—Best Use of Digital Media in Customer Services.** Gatwick was recognized for its new round-the-clock Twitter support program, the Gatwick Discovery Tour using Stickybits, a mobile application used to read giant barcodes located in the terminal and explain the construction projects, and the active use of Qype, a social media review service to get instant passenger feedback on all facilities.
- **Chartered Institute of Public Relations Excellence Awards 2011—Best Use of Social Media.** The award was given in recognition of the “talk to Gatwick” social media strategy.
- **Moodies Awards 2012—Best mobile website** (highly commended).
- **Interactive Media Awards 2012—Best in Class.** In recognition of Gatwick’s mobile site.

- **Chartered Institute of Public Relations Excellence Awards 2012—Best Use of Internal Social Media.** In recognition of Gatwick’s use of internal social media during the London 2012 Olympic and Paralympic Games.
- **Digi CorpComms Award 2013—Best Use of Digital Media in Customer Services.** In recognition of Gatwick’s around-the clock social media responses to customer questions about the status of airport operations and flights during the snow storms in January 2013. Customer questions were answered within 15 minutes over the five days of the storm, and Gatwick gained an additional 5,500 followers on Twitter.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by London Gatwick Airport are summarized in this section: #askGatwick live Q&A sessions, Official Gatwick Parking, and Snapshot of Moscow.

#askGatwick Live Q&A Sessions

London Gatwick Airport organizes live one-hour Q&A sessions on Twitter on a regular basis. With the hashtag #askGatwick, @Gatwick_Airport followers can ask questions of senior Gatwick managers. Transcripts of the full sessions are then posted on Gatwick’s blog. Figure 95 presents an excerpt of the Gatwick Twitter feed during the #askGatwick session on retail.

Official Gatwick Parking

Gatwick offers passengers the option of making online parking reservations at the airport’s parking facilities. To increase awareness of this service, Gatwick sponsored a sweepstakes for an opportunity to win a two-week holiday for four to Australia to passengers who booked parking at Gatwick’s facilities during the sweepstakes period, as shown on Figure 96.

Snapshot of Moscow

In March 2013, Gatwick launched the “Snapshot of Moscow” campaign in celebration of inaugural service to Moscow by easyJet. The campaign was comprised of five short videos by expatriate and local bloggers in Moscow, who provided unique travel tips and advice for Gatwick passengers. The videos were posted on Gatwick’s social media channels and were accompanied by a sweepstakes



FIGURE 95 Twitter Post: #askGatwick live session with Gatwick’s head of retail. (Source: https://twitter.com/Gatwick_Airport.)



FIGURE 96 Facebook Post: Official Gatwick Parking Sweepstakes. (Source: <https://www.facebook.com/GatwickAirport>.)

drawing for the chance to win a pair of flights to Moscow. The fifth and last Snapshot of Moscow featured breakfast in Moscow with blogger Elizabeth Shockman Shvedenko and a visit to her favorite places to eat on Kamergersky Street—a pedestrian street near Red Square and several central Moscow hotels, as shown on Figure 97.

Use of Real-Time Information for Airport Operations and Management

Gatwick uses Hootsuite to integrate all Twitter feeds from operational and customer service teams. Gatwick constantly monitors all mentions made of the airport and takes the pulse of what is happening at the airport itself.

In addition, Gatwick uses Kred, an evaluation tool that measures and compares the influence of Gatwick with other airports in the social space. Gatwick also uses Kred to analyze the responses of Gatwick passengers to new social media campaigns.

Crisis Management Using Social Media

Gatwick uses social media to post alerts about airport closures resulting from inclement weather, airline computer system failure, and air traffic control system delays. The Airport does not post notices about delayed or cancelled flights by individual airlines. As noted earlier, Gatwick was recognized for its use of social media, Twitter in particular, during severe snow storms in January 2013.

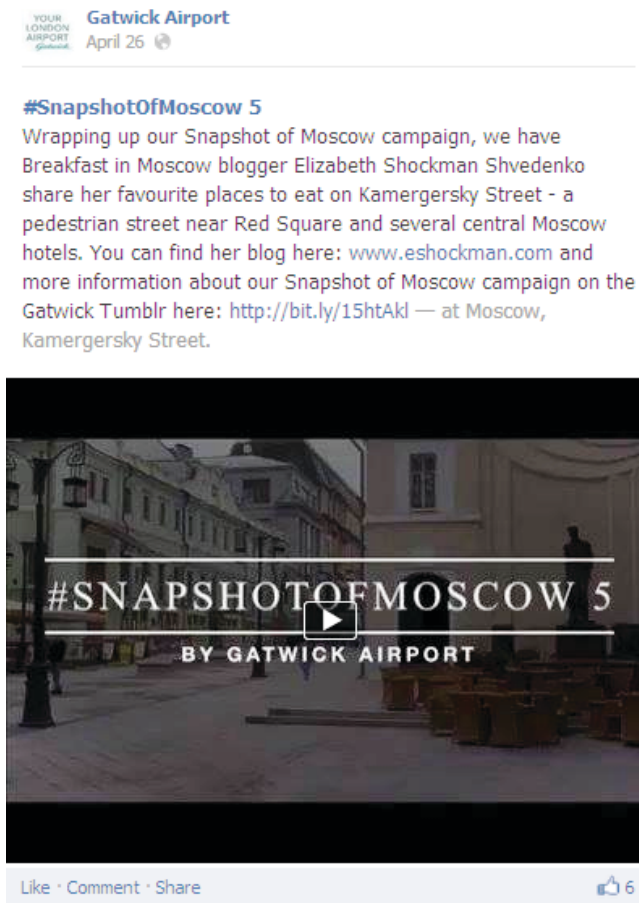


FIGURE 97 Facebook Post: Snapshot of Moscow. (Source: <https://www.facebook.com/GatwickAirport>.)

Use of Social Media to Promote the Role of the Airport

Gatwick has used social media to feature a number of significant airport and community events, including:

- ***Flying Start Charity Event.*** In 2011, Gatwick hosted a charity event for “Flying Start,” a global charity partnership between British Airways and Comic Relief, a U.K. charity working to create a just world, free from poverty. The goal of Flying Start is to raise money to help children living tortuous lives in the United Kingdom and around the world. The event included live performances and was featured on Gatwick’s social media channels.
- ***St. Catherine’s Hospice Sussex Weald Bike Ride.*** In May 2013, Gatwick was an official sponsor of the St. Catherine’s Hospice Sussex Weald Bike Ride. The Hospice is a charity dedicated to providing specialized end-of-life care and support to local people, their families, and friends. Photos of the 58 Gatwick staff members and their family and friends who took part in the bike ride were posted on Facebook, as shown on Figure 98.
- ***Queen’s Diamond Jubilee Celebration.*** In 2012, Gatwick hosted a Jubilee celebration in the South and North terminals so that all passengers, arriving and departing, could enjoy the decorations, food, and entertainment. A whole selection of jubilee goodies were on offer for passengers and guests alike, including cucumber sandwiches, royal cupcakes decorated with regal crowns, and shortbread. British Airways also took part by providing freshly made scones. Pictures of the Jubilee celebration were posted on Facebook, as shown on Figure 99.



FIGURE 98 Facebook Post: St. Catherine's Hospice Sussex Weald Bike Ride. (Source: <https://www.facebook.com/GatwickAirport>.)

London Gatwick Airport

Chief Executive Officer: Stewart Wingate
Head of Communication: Samantha Holgate

THE MALL OF AMERICA

The Mall of America (MOA) has introduced each of its social media presences based on a specific opportunity or seasonal campaign. Instead of immediately signing up for every new social network, MOA creates a presence when there's a clear business case. MOA views social media as a customer engagement and listening tool rather than a vehicle to promote sales.

Background

The Mall of America opened in 1992 and occupies 4.2 million square feet of gross building area in Bloomington, Minnesota, approximately 15 miles from downtown Minneapolis. MOA serves more than 40 million visitors per year from across the country and around the world, with more than 520 retail and specialty stores, more than 50 restaurants, and the nation's largest indoor theme park. MOA employs 11,000 people year-round (13,000 during peak periods) and generates nearly \$2 billion each year in economic impact for the state of Minnesota. Tourism accounts for four of



FIGURE 99 Facebook Post: Gatwick's Jubilee Celebration.
(Source: <https://www.facebook.com/GatwickAirport>.)

every ten visits to MOA, including visitors from Canada, England, Sweden, Ireland, Japan, Korea, Latin America, France, and Germany. MOA, shown on Figure 100, is owned and operated by The Triple Five Group, a real estate company based in Edmonton, Canada.

Social Media Program











The Mall of America has been using social media platforms since 2005, as shown in Table 24. In August 2013, MOA had more than 450,000 likes on Facebook and more than 27,000 Twitter followers. MOA uses social media platforms to:

- Respond to customer service comments received through social media;
- Promote mall attendance and MOA's social media following through contests and special offers such as the Big Secret Parking Party and Always New;
- Promote upcoming events, performances, and celebrity appearances such as the Cirque du Soleil with its show Amaluna, a visit by the cast of the television series The Days of Our Lives, and The X Factor hit band Emblem3;



FIGURE 100 Aerial view of the Mall of America. (Source: Mall of America.)

TABLE 24
MALL OF AMERICA SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2005	http://www.yelp.com/biz/mall-of-america-bloomington
	2007	https://www.facebook.com/MallofAmerica
	2008	https://twitter.com/mallofamerica
	2009	http://4sq.com/4z906f
	2009	http://www.youtube.com/user/OfficialMOA
Blog	2009	http://blog.mallofamerica.com/
	2010	https://www.facebook.com/MallofAmerica/app_168188869963563
	2010	http://www.pinterest.com/mallofamerica/
	2012	http://www.linkedin.com/company/mall-of-america
	2012	https://plus.google.com/+mallofamerica/posts
 Blog	2012	http://blog.mallofamerica.com/

Source: Mall of America.
Listed by year initiated.

- Provide information on the latest fashion trends and styles;
- Provide updates on MOA's construction projects, such as the walkway above Lindau Lane;
- Promote new products and MOA stores;
- Post MOA job openings; and
- Provide information and updates on traffic delays and construction projects affecting access to MOA as well as parking availability.

MOA also uses Kitsu, a web- and mobile-based app developed by a Minnesota start-up company that reaches a larger audience, including individuals unfamiliar with social media, and enhances MOA's customer service. MOA posts signs throughout the mall directing customers to send a text with comments and questions to a 10-digit number. MOA's signs have unique numbers that provide the exact location of where the text originated; for example, each sign in MOA restrooms has a unique number that directs housekeeping to that location in the mall.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by the Mall of America are summarized in this section: Big Secret Parking Party, Always New, and the Extra! Extra! Video Contest.

Big Secret Parking Party

In December 2010, MOA offered a special perk to its Twitter followers during the holiday shopping season: reserved parking on the busiest shopping day of the year at its Big Secret Parking Party, or #bspp. On December 18, 2010, MOA closed its north surface parking lot, just steps away from the north entrance to the mall, reserving 96 spaces for its Twitter followers. Twitter followers were required to register on Eventbrite to be eligible for one of the parking spots. MOA gained 400 Twitter followers during this campaign, increasing from 4,900 followers before the campaign's launch to 5,300. Figure 101 is an excerpt from the Twitter feed related to MOA's Big Secret Parking Party.

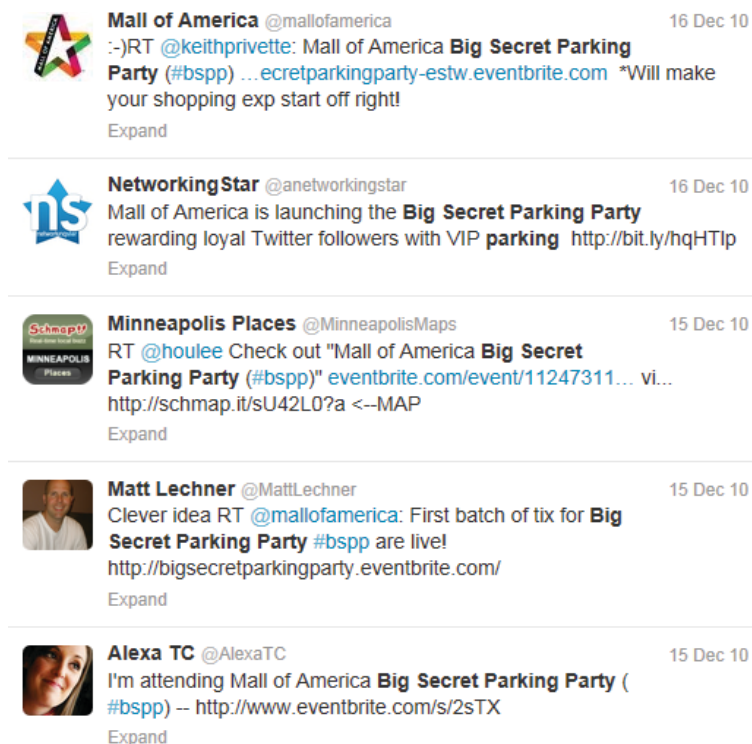


FIGURE 101 Twitter Posts: MOA's Big Secret Parking Party.
(Source: <https://twitter.com/mallofamerica>.)

Always New

During the summer of 2013, MOA launched its “Always New” campaign challenging customers to try something new at MOA. To enter the contest, customers were required to take a picture of themselves “trying something new” at MOA and upload the photos to a MOA site. Contest winners received a \$1,000 shopping spree at MOA and were featured on MOA’s Facebook page (Figure 102).

Extra! Extra! Video Contest

In February 2013, MOA posted a notice on its social media channels for an opportunity to be an extra in a Nickelodeon Universe television commercial. To be considered, each contest participant had to create and submit a 30-second video explaining why he or she wanted to be an extra, as shown on Figure 103.

Use of Real-Time Information for Operations and Facility Management

From the various social media management tools available the Mall of America is currently converting from Hootsuite to the use of an ESP, which would monitor public content on a range of social media outlets, including social networking sites, microblogs (e.g., Twitter), video- and image-sharing sites (including YouTube and Flickr), online forums and opinion sites, and LinkedIn. MOA also uses TweetDeck for monitoring social media conversation about MOA.

As noted earlier, MOA uses Kitsu, a web- and mobile-based app, to reach a larger audience, including people unfamiliar with social media and to provide immediate real-time responses to customer comments.



Congratulations to our six "Always New" photo winners! Each of them won a \$1,000 Mall of America shopping spree!

Want to try something new? Take it from these guests, and try Godiva Chocolatier (level 1, west), ACES Flight Simulation (level 3, east), American Girl (level 1, east), LEGO (level 1, south), Dick's Last Resort at Mall of America (level 4, east) or Forever 21 (level 1, east)!



FIGURE 102 Facebook Post: MOA’s Always New Campaign. (Source: <https://www.facebook.com/MallofAmerica>.)



Do YOU want to be in a NICKELODEON TV COMMERCIAL?

EXTRA! EXTRA! VIDEO CONTEST
WIN A CHANCE TO BE AN EXTRA IN A NICKELODEON UNIVERSE® TV COMMERCIAL

HOW IT WORKS:

1. Create a 30 second video telling us why you want to be an extra in a Nickelodeon Universe Scream Collector TV Commercial.
2. Go to nickelodeonuniverse.com to enter the contest.

Entries will be accepted through February 7 at 5 p.m. CST

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Like · Comment · Share 49 5 4

49 people like this.

Jai'La J Davis Yes sure
 February 5 at 1:55pm via mobile · Like

Rotty Fotty Carinton Yes I want to be
 February 5 at 2:14pm · Like

Mall of America It's easy! Just upload a 30 second video telling us why you want to be an extra on www.nickelodeonuniverse.com!

FIGURE 103 Facebook Post: Extra! Extra! Video Contest. (Source: <https://www.facebook.com/MallofAmerica>.)

Crisis Management Using Social Media

Social media play an important role in communicating information and updates during crises. Crisis events at MOA have included shop lifting, issues related to store closings, health issues such as heart attacks, and suicides. MOA uses social media to post information about a situation in the interest of being transparent. In the event of a life-threatening situation, MOA uses its social media platforms to talk, listen, and interact with customers to create a trusting community in the event of a crisis.

Use of Social Media for Community Initiatives

As the largest business and employer in the Minneapolis area, the Mall of America has an important role in the community. Social media allows businesses such as the Mall of America to highlight that role and feature community initiatives, including:

- **The Susan G. Komen Twin Cities Race for the Cure.** In 2012, approximately 50,000 people gathered at the Mall of America for the Susan G. Komen Twin Cities Race for the Cure to honor those affected by breast cancer (Figure 104). The Susan G. Komen Twin Cities Race for the Cure is one of the largest 5K runs/fitness walks in the world. It raises funds and awareness for the fight against breast cancer, celebrates cancer survivorship, and honors those who have lost the battle with the disease. MOA and a number of MOA stores and food concessions sponsor the Twin Cities race, with highlights posted on MOA's social media channels.



FIGURE 104 Facebook Post: Susan G. Komen Twin Cities Race for the Cure. (Source: <https://www.facebook.com/MallofAmerica>.)

- **Walk to End Hunger.** Since its inception in 2008, the Walk to End Hunger has raised nearly \$1.2 million to help put food on the table for people in need. Held at MOA on Thanksgiving morning, the Walk has become one of the Mall's signature events.
- **Third Graders Help Underwater Adventures Aquarium.** MOA sponsors and hosts a number of events to support regional charity initiatives. In 2010, MOA hosted third graders from a local elementary school for an initiative to send aid to the area affected by the Deepwater Horizon oil spill. The third graders took a field trip on World Ocean Day (June 8) to MOA's Underwater Adventures Aquarium to help package more than 1,000 towels, toothbrushes, and scrub brushes, as shown on Figure 105. The items were sent to the Audubon Nature Institute in Louisiana to clean sea turtles affected by the oil spill.

Mall of America

Public Relations Vice President: Dan Jasper
Digital Public Relations Coordinator: Erin Van Steeg

MAYO CLINIC

The Mayo Clinic Center for Social Media was established to improve health globally by accelerating effective application of social media tools throughout the Mayo Clinic and spurring broader and deeper engagement in social media by hospitals, medical professionals, and patients. The Mayo Clinic's social media philosophy is that "individuals have the right and responsibility to advocate for their own health and that it is our responsibility to help them use social media



Third Graders Help Underwater Adventures® Aquarium (18 photos)

Farnsworth Aerospace Elementary Magnet School third graders took a field trip with a purpose on World Ocean Day (June 🌊) to Underwater Adventures® Aquarium to help package over 1,000 towels, toothbrushes and scrub brushes. The items will be sent to Audubon Nature Institute in Louisiana to clean sea turtles affected by the oil spill.



FIGURE 105 Facebook Post: Third grade volunteers.
(Source: <https://www.facebook.com/MallofAmerica>.)

tools to get the best information, connect with providers and with each other, and inspire healthy choices.”

Background

The Mayo Clinic is the first and largest integrated not-for-profit medical care group practice in the world. Developed from the Rochester, Minnesota, medical practice of William Worrall Mayo in 1864, the Mayo Clinic today has three primary locations—Scottsdale/Phoenix, Arizona; Jacksonville, Florida; and Rochester, Minnesota. In 2012, the Mayo Clinic treated 1.2 million patients from more than 135 countries, employed 4,000 physicians and 53,600 allied health staff, and graduated more than 2,600 students from its four degree granting schools. The Rochester, Minnesota, campus, shown on Figure 106, is home to three interconnected buildings (Mayo, Gonda, and Plummer) and Rochester Methodist Hospital.



FIGURE 106 Mayo Clinic in Rochester, Minnesota.
(Source: Mayo Clinic.)

Social Media Program

The Mayo Clinic has been using social media platforms since 2005, as shown in Table 25. In August 2013, it had more than 466,000 likes on Facebook, more than 618,000 Twitter followers, and 10.1 million views on YouTube. The Mayo Clinic uses social media platforms to:

- Provide access to medical knowledge and professionals, including new research findings and recommendations for daily living;
- Enhance awareness of new and old medical procedures;
- Share patient stories; and
- Engage with current and prospective patients via recorded interviews and scheduled twitter chats.

YouTube and blogs are the Mayo Clinic's primary social media platforms. Facebook and Twitter are secondary platforms. In 2013, Facebook changed its policy to restrict postings of pictures and videos of medical procedures; as a result, the Clinic is exploring other ways of using Facebook.













Social Media Customer Engagement Strategies

Three customer engagement strategies used by the Mayo Clinic are summarized in this section: expert blogs, scheduled Twitter chats, and Saving Lives with Gus.

Expert Blogs

The Mayo Clinic has a dedicated expert blog section on its website, divided into seven categories—Alzheimer's, Cancer, Diabetes, Nutrition, Pregnancy, Stress Management, and the Mayo Clinic Diet. Each week, new expert commentary is posted for each category, together with comments from interested readers. Traffic is directed to the blog through the website, Twitter, clinician referrals, and word-of-mouth. Blog posts on stress management are shown on Figure 107.


TABLE 25
MAYO CLINIC SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
 Podcasts / Blogs	2005	http://www.mayoclinic.com/health/blogs/BlogIndex
	2006	http://www.youtube.com/user/mayoclinic
	2007	http://www.yelp.com/biz/mayo-clinic-rochester#hrid:7SmqVzsBPtNrWO7smL8QaA
	2008	https://www.facebook.com/MayoClinic
	2008	https://twitter.com/mayoclinic
	2008	Flickr.com/MayoClinic
	2010	http://pinterest.com/mayoclinic/
	2010	https://foursquare.com/mayoclinic
	2010	http://instagram.com/mayoclinic#
	2010	http://www.linkedin.com/company/mayo-clinic
 Live chats	2012	https://twitter.com/mayoclinic
	2013	https://plus.google.com/117843909302898250180/posts

Source: Mayo Clinic.
Listed by year initiated.

Stress management

Basics
In-Depth
Multimedia
Expert Answers
Expert Blog
Resources
What's New



With Mayo Clinic oncologist
Edward T. Creagan, M.D.
[read biography](#)

Latest entries

- [Dealing with grief and bereavement](#)
Oct. 2, 2013
- [Sexual harassment, PTSD and service members](#)
Sept. 11, 2013
- [Survival is a team sport](#)
Aug. 14, 2013
- [Grieving is a journey](#)
July 31, 2013

Stress blog

Oct. 2, 2013
Dealing with grief and bereavement
By Edward T. Creagan, M.D.
Few losses are as devastating as the loss of a loved one. Grieving is a necessary part of the healing process. [continue](#)

8 comments

Sept. 11, 2013
Sexual harassment, PTSD and service members
By Edward T. Creagan, M.D.
Such serious issues require professional assistance. No one should be expected to just tough it out. [continue](#)

1 comment

Aug. 14, 2013
Survival is a team sport
By Edward T. Creagan, M.D.
Everyone takes some hits in life. That's why it's important to make sure someone's got your back. [continue](#)

FIGURE 107 Website Blog: Stress Management. (Source: <http://www.mayoclinic.com/health/blogs/BlogIndex>.)

Use of Real-Time Information for Operations and Facility Management

From the various social media management tools available, the Mayo Clinic uses Radian6 to monitor news and mentions about the Clinic and to obtain information on its competitive position. bitly, a URL shortening and bookmarking service, is used to create a custom shortened domain (mayocl.in) that makes the tweets look like they are from a trustworthy source. The Mayo Clinic is also testing Sprinklr, an enterprise-grade social media management platform that facilitates engagement across multiple divisions, countries, accounts, and channels, including Facebook, Twitter, LinkedIn, YouTube, Flickr, Foursquare, Slideshare, and blogs.

Use of Social Media to Raise Health Awareness

As a leader in medical group practice, research, and innovation, the Mayo Clinic has an important role in improving global health. Social media allows healthcare providers such as the Mayo Clinic to highlight that role and feature significant healthcare initiatives, including:

- **Heart Health Awareness Campaign.** In 2011, the Mayo Clinic kicked off its heart health awareness campaign at the Clinic's third annual Social Media Summit in Minnesota. As part of the push to promote health through social media, the campaign featured a music video called "Know Your Numbers," a parody of the 1982 hit song "867-5309/Jenny" by Tommy Tutone, as shown on Figure 110. The music video was created to help people understand the importance of knowing their numbers for blood pressure, lipids, and body mass index to help prevent heart disease. As part of the campaign, a free application on Mayo Clinic's Facebook page was made available to calculate the risk of heart attack and learn how to prevent one. Social media fans and followers also had an opportunity to enter a contest to win a trip to the following year's Social Media Summit.
- **The Susan G. Komen Race for the Cure.** The Mayo Clinic has a long history of participating in breast cancer awareness events and promotes these events through its social media channels. It sponsors teams and booths for breast cancer awareness events at its three main facilities and posts highlights from these events on its social media channels.
- **Sharing Mayo Clinic/Patient Stories.** The Mayo Clinic features a blog section on its website called "Sharing Mayo Clinic," which features stories from patients, their families and friends, and Clinic staff, as well as videos documenting patient success stories on its YouTube channel (Figure 111). In addition to promoting the successful patient recovery, these posts also help promote and highlight medical procedures.

Mayo Clinic

President and CEO: John H. Noseworthy, M.D.

Director, Center of Social Media: Aase A. Lee



FIGURE 110 YouTube Video: "Know Your Numbers" Heart Health Awareness Campaign. (Source: <https://www.facebook.com/MayoClinic>.)

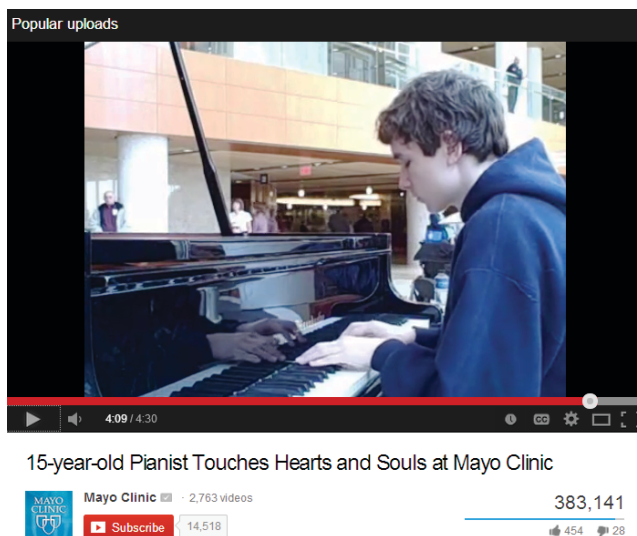


FIGURE 111 YouTube Video: Sharing Mayo Clinic/patient stories. (Source: <http://www.youtube.com/user/mayoclinic>.)

STAPLES CENTER

Social media is a key component of the Staples Center’s marketing and communications strategy. Recently, refinements to the Staples Center’s social media strategy resulted in a four-fold increase in the Center’s social media activity. These refinements included establishing and maintaining a consistent tone and personality, contracting with an outside vendor to develop engaging social promotions, leveraging the Staples Center brand to market event packages to artists and publicists, and enhancing customer service by linking the guest services department to the Center’s Twitter feed. Social media is also a vehicle for Staples Center ticket sales.

Background

The Staples Center opened in 1999 and occupies 950,000 square feet of total space in downtown Los Angeles, California, adjacent to L.A. Live and the Los Angeles Convention Center. As a major multi-purpose sporting facility, Staples Center hosts more than 250 events and 4 million guests per year, and is home to Summerslam for World Wrestling Entertainment and four national sports teams:

- Los Angeles Lakers, National Basketball Association;
- Los Angeles Clippers, National Basketball Association;
- Los Angeles Kings, National Hockey League; and
- Los Angeles Sparks, Women’s National Basketball Association.

The Staples Center has also hosted concerts by many famous artists, spanning many different genres, including Beyoncé, Justin Bieber, Vicente Fernandez, and the Rolling Stones. The Staples Center (Figure 112) is owned and operated by the L.A. Arena Company and Anschutz Entertainment Group (AEG). AEG also developed and owns L.A. Live, an entertainment complex.

Social Media Program

The Staples Center has been using social media platforms since 2006, as shown in Table 26. In August 2013, it had more than 135,500 likes on Facebook, more than 49,000 Twitter followers, and 1.1 million views on YouTube. Staples Center uses social media platforms to:

- Respond to customer service-related comments;
- Promote events hosted at the Center;
- Attract venue promoters and artists;
- Organize contests and ticket giveaways to events;










FIGURE 112 X Games at the Staples Center in 2011. (Source: <https://www.facebook.com/staplescenter>.)

- Announce ticket pre-sales;
- Support community events, such as St. Patrick’s Day Festival or street fairs; and
- Provide updates on road closures that may affect access to Staples Center.

Staples Center is focusing on a selected number of social media platforms, Facebook and Twitter being the primary ones. The arena has collaborated with an external agency to better define its digital strategy and employ techniques to measure the results.

TABLE 26
STAPLES CENTER SOCIAL MEDIA PROGRAM

Social Media	Year Initiated	Web Address (URL link)
	2006	http://www.yelp.com/biz/staples-center-los-angeles
	2009	https://twitter.com/STAPLESCenter
	2009	https://foursquare.com/staplescenter
	2010	https://www.facebook.com/staplescenter
	2010	http://www.pinterest.com/staplescenterla/
	2011	http://www.youtube.com/user/SCNTMarketing
	2012	http://instagram.com/staplescenter

Source: Staples Center.
Listed by year initiated.

Social Media Customer Engagement Strategies

Three customer engagement strategies used by the Staples Center are summarized in this section: the employee video “Call Me Maybe,” concert ticket sweepstakes, and the “Top 10 Moments in Staples Center’s History.”

Call Me Maybe

In May 2012, the Staples Center hosted six playoffs games in four days, as well as the Amgen Tour of California. During this period, 250,000 sports fans visited downtown Los Angeles and staff worked more than 55,000 hours. Despite the long hours, the Staples Center employees created a video to Carly Rae Jepsen’s “Call Me Maybe,” which was posted on the Center’s YouTube channel. By August 2013, the video received more than 700,000 views and more than 3,000 likes, as sports and music fans got to see the “behind the scene” side of Staples Center. One of the video’s images is shown on Figure 113.

Concert Ticket Sweepstakes

The Staples Center regularly organizes contests on its Facebook and Twitter pages to give away tickets to concerts and sporting events. In May 2013, it promoted a sweepstakes on Facebook for the Rolling Stones kickoff performance of the “50 & Counting” Tour. Staples Center uses Woobox, a tool that offers a selection of promotion apps that can be integrated with social media channels. Woobox is used widely by other event arenas in the United States. Figure 114 is the Facebook post promoting the Rolling Stones concert sweepstakes.

Top 10 Moments in Staples Center History

On December 12, 2012, the Staples Center celebrated its 12-year anniversary. On this occasion, it invited fans to add two more historic moments to the list created in 2010 called “10 Greatest Moments in the Venue’s history.” Fans were invited to comment on Facebook. Figure 115 is the Staples Center’s post on Facebook.

Use of Real-Time Information for Operations and Facility Management

Staples Center uses Hootsuite and Topsy to identify mentions made in social media and obtain information on its competitive position. Hootsuite is also used to schedule tweets, especially the ones



FIGURE 113 YouTube Video: “Call Me Maybe” by Staples Center team. (Source: <http://www.youtube.com/user/SCNTMarketing>.)



FIGURE 114 Facebook Post: Rolling Stones Concert Sweepstakes. (Source: <https://www.facebook.com/staplescenter>.)

promoting scheduled events. Hootsuite has recently announced that it will have an Instagram scheduling platform, which Staples Center is planning to use. Topsy, a platform similar to the Google search filter, is used by Staples Center to monitor comments made on any social platform. Tweets that require customer service are addressed within 24 hours at most, as the Communications Department works closely with the Guest Services Department.

Use of Social Media to Promote Community Events

As one of the major event arenas in the greater Los Angeles area, Staples Center uses its social media platform to promote events in the Los Angeles community including:

- ***L.A. LIVE St. Patrick's Day Festival.*** In March 2013, Staples Center promoted the St. Patrick Day Festival events hosted by L.A. LIVE on its social media platforms. One of the pictures posted on Staples Center's Facebook page is shown as Figure 116.
- ***Farmers Field or bringing NFL back to L.A.*** In September 2012, the Los Angeles City Council voted on the Farmers Field stadium and convention center renovation, which would bring jobs, revenue, and NFL football to downtown Los Angeles. Staples Center posted its support on Facebook, naming September 28th a "big day for AEG and us here at Staples Center," as shown on Figure 117.
- ***Earth Month Free Electronic Recycling.*** In honor of Earth Month, the Staples Center and LA Live sponsored a free E-waste drive on April 26, 2013 (Figure 118).

Staples Center

Director, Communications & Social Media: Cara Vanderhook

Staples Center shared a link.
December 12, 2012

Happy 12.12.12. Day! Back on our 10-year anniversary in 2010, we had a fan voted Top 10 Moments in STAPLES Center History, in celebration of 12.12.12 what 2 other historical events here since 2010 would you add to the list to make is a TOP 12?

STAPLES Center Announces the 10 Greatest Moments In the Venue's History as Voted on by the Fans
bit.ly

STAPLES Center Announces the 10 Greatest Moments In the Venue's History as Voted on by the Fans

Like · Comment · Share 👍 27 💬 27 📄 1

27 people like this.

Dave Brooks The Ultimate Sports Weekend and the NBA All-Star Game
December 12, 2012 at 11:53am · Like · 📄 1

Brenda McClelland The KINGS winning The STANLEY CUP!!
December 12, 2012 at 11:57am · Like · 📄 8

Aleta Lilly Kings win the Stanley Cup for the first time!
December 12, 2012 at 11:57am · Like · 📄 7

FIGURE 115 Facebook Post: Staples Center 12-year anniversary. (Source: <https://www.facebook.com/staplescenter>.)

Staples Center
March 17

The world famous Budweiser Clydesdales in front of the arena at the L.A. LIVE St. Patrick's Day Festival. — with Jonathan Cunningham.



Like · Comment · Share 👍 911 💬 15 📄 44

FIGURE 116 Facebook Post: the World Famous Budweiser Clydesdales. (Source: <https://www.facebook.com/staplescenter>.)

Staples Center
September 28, 2012

Today is a big day for AEG and us here at STAPLES Center. The LA City Council will vote today to take one step closer to making Farmers Field a reality and bring the NFL back to LA! — with Carlos H Beltran and 4 others.



Like · Comment · Share

1,222 68 95

FIGURE 117 Facebook Post: Farmers Field renovation project. (Source: <https://www.facebook.com/staplescenter>.)

Staples Center
April 26

In honor of Earth Month tomorrow L.A. LIVE just across the street from us will be hosting a FREE E-Waste Drive from 11:00 AM - 2:00 PM. For a full list of items that can be dropped off and all details visit: <http://stpls.la/Y9TngO>

A flyer for a free electronics recycling event. At the top are logos for WM Waste Management, L.A. LIVE, and the '16th EARTH' logo. The main text reads 'FREE ELECTRONICS RECYCLING AT L.A. LIVE' in large blue letters, followed by 'Saturday, April 27 11AM - 2PM' in green. Below this, it says 'Join L.A. LIVE and Waste Management for free electronic recycling event. Bring items from the "Acceptable Materials" list below to the curbside of Nokia Plaza L.A. LIVE (on Chick Hearn Court from Figueroa and 11th)'. A list of acceptable materials includes: Computers - CPU and laptop, computer monitors; Computer peripherals - printers, keyboards, mice; Fax machines; Photocopiers; Televisions; VCRs/Stereos; and Monitors and office chairs. A small map shows the location at the intersection of Olympic Blvd and Figueroa St. At the bottom, it says 'Like · Comment · Share' and shows 24 likes and 1 comment.

FIGURE 118 Facebook Post: Earth Month Free Electronic Recycling. (Source: <https://www.facebook.com/staplescenter>.)

CHAPTER SEVEN

CONCLUSIONS

Social media platforms are growing in importance, but are one part of an overall marketing strategy that includes a combination of public relations, advertising, and networking tools. Measuring the value of social media is possible within the framework of an airport operator's marketing and business goals and objectives. To meet those goals and make the most of social media platforms, an airport operator needs a content engagement plan to align an airport's marketing and business objectives with its social media strategies, and a content plan to define and plan specific social media activities. By creating a social media program that uses the appropriate strategies, policies and guidelines, and tools airport operators can use social media to enhance the travel experience, facilitate the management of their airports, and identify opportunities for revenue enhancement. The key findings of this synthesis are summarized in the following sections.

SELECTING SOCIAL MEDIA PLATFORMS AND MANAGEMENT TOOLS

- Twitter and Facebook are the primary social media platforms used by those airport operators and non-aviation businesses surveyed because of their ease of use and established large audiences. The two platforms are typically the first used by airport operators and could be an effective starting point for new social media users. The use of other platforms is determined by the availability of personnel resources and the number of active users in the regional community.
- Hootsuite and TweetDeck are the primary social media management tools used by airport operators and non-aviation businesses to monitor social conversations and schedule posts. However, there is general agreement that these tools have limitations and that more than one tool must be used to accurately evaluate social media data and conversations. As a result, organizations with large social media audiences active on a variety of platforms are investigating other tools such as enhanced service portals to consolidate the data from multiple sources.

CUSTOMER ENGAGEMENT STRATEGIES USING SOCIAL MEDIA

- Customer engagement strategies are more likely to be effective if based on a content engagement plan, a content plan, and consideration of the key performance indicators that will be used to judge the effectiveness of a campaign. For example, the effectiveness of the Los Angeles International Airport new Tom Bradley International Terminal (LAX) opening day campaign was facilitated by a clearly defined content plan for the events of the days before and after the opening and had high customer engagement rates, as discussed in chapter four.
- Customer engagement strategies based on content appropriate for their audience are more likely to have high levels of engagement and a continued following of social media fans.

CRISIS MANAGEMENT USING SOCIAL MEDIA

- The successful use of social media during recent unfortunate events such as the LAX active shooter, the Asiana Flight 214 incident at San Francisco International Airport (SFO), the Boston Marathon bombing, and Hurricane Sandy, have all shown the importance of social media, in particular Twitter, when providing information real time during a crisis and has raised public expectations regarding the sharing of real-time information.

- Social media play an important role in providing real-time information about airport operations, including posting alerts about airport closures resulting from inclement weather, network outages, airline computer system failures, air traffic control system delays, and ground traffic delays.

MEASURING THE VALUE OF SOCIAL MEDIA

- Each of the social media managers interviewed for this synthesis indicated that the use of social media platforms enhanced customer engagement and promoted the role of their airport or business. The prevailing sentiment among those interviewed is that social media platforms are valuable tools that customers expect airports and businesses to be using.
- However, the social media managers interviewed did not indicate a need to quantitatively measure the value of social media or justify the use of social media to senior management. It is important to note that there is a perception among those interviewed that there is no to little cost in establishing and maintaining social media programs. As more staff resources are devoted to social media efforts, however, there may be a greater need to evaluate the costs and value of social media.
- In most cases, senior management was initially supportive of the development of social media programs, with some senior managers later taking part in social conversations. In the few cases where there was initial resistance, the positive public response changed those initial views.
- Each of the airports and non-aviation businesses surveyed monitored likes, followers, views, and check-ins. However, the level of engagement, in terms of tweets, comments, and shares, was identified as the real measure of social media results.
- Benchmarking an airport's social media activity to that of other airports was the most frequently cited method used to evaluate trends. Other methods included calculating the growth in the number of followers or likes, tracking changes in "unlikes" and "unfollowers," and comparing an airport's social media activity with that of major regional entities.

ESTABLISHING A FRAMEWORK FOR SOCIAL MEDIA

- Social media guidelines and policies are in the initial stages of development at many airports and businesses. Given the diverse range of jobs and responsibilities at airports, additional research needs to be conducted on issues such as security protocols for the use of social media on airports, social media policies for the employees of third-party vendors, and employee training on the use of social media platforms for business and personal use.
- The incorporation of social media guidelines and policies in airport agreements will facilitate strategic partnerships with airlines and airport concessionaires and increase the overall effectiveness of social media campaigns. Special consideration, in advance, should be given to the rules of social media platforms for contests and promotions.
- Many of the managers of social media interviewed for this Synthesis are not formally designated as "Social Media Managers." The formal designation of this role and the allocation within the airport budget for social media efforts are likely to place increased emphasis on estimating the value of social media campaigns in the future.

ADDRESSING SOCIAL MEDIA CHALLENGES

- The availability of staff resources was cited as the biggest challenge in maintaining social media programs. Each of the airport social media managers interviewed had other job responsibilities. The non-aviation businesses surveyed had dedicated social media personnel, but operated with small teams relative to their customer base. Addressing the challenge of limited staff resources has been gradual, with the establishment of new positions (some part time) and prioritizing social media efforts.
- Based on the survey results, information obtained in real time through social media has resulted in changes in airport operations and management such as the maintenance of restrooms during peak times, additional signage, the availability of food concessions post-security, and adjustments in WiFi access in certain parts of an airport. Although these changes have a positive impact on customer service, the availability of real-time information requires constant monitoring of social media channels and a short response time in order to maintain a high level of service.

COMPARING SOCIAL MEDIA USE FOR AIRPORTS AND NON-AVIATION BUSINESSES

- The social media customer engagement strategies used by non-aviation businesses are, in many ways, similar to those of airports; that is, both promote the services they provide through contests and discounts and sponsor community and charity initiatives. Any differences in customer engagement strategies are related to the “fit” of certain social media platforms to the business and/or the market served by an airport. For example, YouTube has a good “fit” with the Staples Center and Mayo Clinic, but is less prevalent at most of the airports surveyed. Similarly, Four-square is frequently used at large-hub airports such as Dallas/Fort Worth International, LAX, Minneapolis–St. Paul International, and SFO, but is not popular with social media fans at small airports in Akron–Canton (Ohio), Charleston (West Virginia), and Eugene (Oregon).
- The following key lessons learned from establishing social media programs were shared by airports and non-aviation businesses:
 - Keep it simple
 - Understand what is involved and manage expectations
 - Define your personality and identity and consistently communicate your message
 - Establish an authentic tone and voice
 - Know your customers and find the right content for your customer base
 - Hire the right people who have a passion for social media
 - Prioritize tasks and manage your time.

SUGGESTIONS FOR FURTHER RESEARCH

There are a number of related subject areas where further research could be beneficial to this audience. These areas include where gaps were found during the study review phase of this project or where the scope did not incorporate the work:

- Identifying and defining the key elements of airport social media guidelines and policies.
- Understanding the customer engagement strategies used by airlines and the opportunities for collaboration with airports.
- Estimating the real cost of social media programs as customer engagement increases.
- Researching changes in technology that will consolidate data from a variety of social media platforms and multiple devices.
- Identifying crisis management strategies and policies for social media.

GLOSSARY OF TERMS, ABBREVIATIONS, AND ACRONYMS

AEG—Anschutz Entertainment Group

ARFF—Aircraft Rescue and Firefighting Facility

bitly—a free URL shortening service that provides statistics for the links users share online. bitly is popularly used to condense long URLs to make them easier to share on social networks such as Twitter.

BOS—Boston Logan International Airport

CAK—Akron–Canton Airport

CRW—Charleston Yeager Airport

DAA—Dublin Airport Authority

DFW—Dallas/Fort Worth International Airport

DUB—Dublin Airport

EIA—Edmonton International Airport

Engagement—a social media measure that captures the how and what of audience interaction with social media content. Facebook shares and posts, RTs (retweets), and website/video click-throughs are monitored to determine engagement level and engagement percentage.

ESP—Enhanced service portal

EUG—Eugene Airport

Hashtag—a tag used on the social network Twitter as a way to annotate a message. A hashtag is a word or phrase preceded by a “#.” Example: #yourhashtag.

KPIs—Key Performance Indicators

LAX—Los Angeles International Airport

Like—a “Like” is an action that can be made by a Facebook user. Instead of writing a comment for a message or a status update, a Facebook user can click the “Like” button as a quick way to show approval and share the message.

MERF—Marine Emergency Response Facility

MKE—Milwaukee General Mitchell International Airport

MOA—Mall of America

MSP—Minneapolis–St. Paul International Airport

Profiles—information provided by users about themselves when signing up for a social networking site.

Post—an item on a blog or Facebook.

Potential impressions—an estimate of the total possible number of times someone could have viewed a tweet.

Reach—a measure of a social media platform intended to capture the spread of a social media conversation and potential audience size. Typically, “Reach” is used as the denominator in other social media measurement equations. For example, a selected number such as clicks, RTs, or replies divided by “reach” can provide an audience engagement percentage.

RT—a retweet is when someone on Twitter sees your message and decides to re-share it with his/her followers. A retweet button allows the individual to quickly resend the message with attribution to the original sharer’s name.

SDIA—San Diego International Airport

SFO—San Francisco International Airport

Social media—refers to interaction among people in which they create, share, and/or exchange information and ideas in virtual communities and networks.

Tags—keywords attached to a blog post, bookmark, photo, or other item of social media to allow for easier searches and aggregation.

TBIT—Tom Bradley International Terminal at Los Angeles International Airport

TIA—Tucson International Airport

Twitter Handle—another word for a Twitter username, designated by an ‘@’.

URL—Uniform Resource Locator, or Web address

USO—United Service Organizations

Vine—a mobile app owned by Twitter that enables users to create and post 6-second video clips on social media platforms such as Twitter.

Volume—a social media metric that is a general indicator of audience interest. This metric may change over time as conversations evolve and during the day as the audience has time available to engage with the content.

Wall—a shared message board on a Facebook user profile. A user’s friends can post content, such as text, photos, or URLs, to the wall, and others can either like or comment on that content.

YMCA—Young Men’s Christian Association

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APPENDIX A

Survey Questionnaire

Table A-1 presents the draft survey for the interviews to be conducted with selected airport representatives at U.S. and non-U.S. airports. This survey will be adapted for the interviews with representatives of non-aviation industries. The draft survey outlines the topic areas and questions that will be used to gather information for the synthesis project.

TABLE A-1
SURVEY FOR INTERVIEWS

Synthesis ACRP 11-03/Topic S13-01-08
Understanding the Value of Social Media at Airports for Customer Engagement

Thank you for agreeing to participate in a telephone survey for ACRP synthesis project “Understanding the Value of Social Media at Airports for Customer Engagement.” The objective of the project is to showcase social media strategies and guidelines that airport operators use to engage customers and drive business results. During this research phase, we hope to:

- Review the methods used by airport operators to measure and determine the value of social media
- Identify examples of social media guidelines and policies that can be adapted by other airports
- Define effective strategies to interact with passengers in real time
- Gather information on airport social media budgets and how resources are allocated for social media efforts
- Identify opportunities for revenue enhancement using social media applications
- Describe the process for establishing social media partnership agreements with airlines, concessionaires, the local community, and others

The survey results will be reported in the aggregate to maintain confidentiality. However, we would like to include case study profiles and effective practices in the final synthesis report with your permission. We would provide the text about your airport for your review and approval before publication.

Please note, this survey will be used to guide and collect information during the interview and does not require a written response.

TABLE A-1
(continued)

1. Please review the following table of social media platforms and indicate which of these are currently used at your airport and any others that are likely to be added in the future. Please rank your social media platforms currently used in order of importance or value with 1 being the most important or valuable. Please provide the URL or link for each platform.
2. For each social media platform identified in Question 1 and the table below, please describe how each is currently used at your airport and the expected uses of new social media platforms in the future.

Social media platform	Currently in use (2013) (please rank)	Likely future use (indicate all that apply)	URL or link	Description of current and potential future uses
Facebook				
Flickr				
Foursquare				
Google+				
Instagram				
Pinterest				
Qype				
Soundcloud				
Tumblr				
Twitter				
Vine				
YouTube				
Other (please specify)				
1.				
2.				
3.				
4.				
5.				

(Continued on next page)

TABLE A-1
(continued)

3. Please review the following partial list of potential customer engagement strategies using social media and indicate whether any of these have been used at your airport and, if so, how frequently (i.e., daily, monthly, annually, or rarely). Please add other strategies not listed below.
4. For each customer engagement strategy identified in Question 3 and the table below, please provide examples unique to your airport. Some examples might include a contest related to the promotion of a local event or posting pictures of the launch of new airline service to a new destination or by a new aircraft (e.g., A380, B787).

Customer engagement strategies	Indicate all that apply	Frequency of usage (Daily, monthly, annually, or rarely)	Examples
Contests			
Contests or discounts using location-based social media platforms such as Foursquare			
Customer service tweets			
Display of signs throughout the airport notifying passengers of social media used by the airport			
Free airfare or vacation promotions			
Partnerships with concessionaires and airlines			
Partnerships with the local community			
Postings of major airport events (e.g., new airline service, opening of new facilities)			
Posting and sharing pictures with and from passengers			
Posting videos of major airport and community events			
Posting alerts on traffic issues affecting airport access			
Posting status of delayed flights or events affecting airport closure			
Other (please specify)			
1.			
2.			

TABLE A-1
(continued)

5. Does your airport have any partnership agreements with airlines, concessionaires, the local community, or others to use social media platforms for customer engagement? If so, please describe the nature of these agreements including the type of promotion, whether it is an ongoing partnership or a one-time promotion, and whether the agreement was formal (in writing) or informal. Would you make the same or similar social media partnerships in the future? What lessons were learned?
6. How do you use real time information from passengers? How has that information affected airport operations and management?
7. For each social media platform identified earlier in Question 1 and shown in the table below, please describe how you measure the value of your airport’s social media efforts, both positive and negative. Do you measure the value of social media platforms separately in terms of likes, friends, etc. or in combination with other airport marketing tools in terms of the impact on customer satisfaction? Are there any airport results that can be directly linked to social media? Is the value of social media considered in the allocation of the airport’s budget to social media initiatives?

Social media platform	Airport results linked to social media (yes/no)	Social media value linked to budget allocation (yes/no)	Description of methods used to measure and determine the value of social media
Facebook			
Flickr			
Foursquare			
Google+			
Instagram			
Pinterest			
Qype			
Soundcloud			
Tumblr			
Twitter			
Vine			
YouTube			
Other (please specify)			
1.			
2.			
3.			
4.			

(Continued on next page)

TABLE A-1
(continued)

8. Do you currently use any social media management tools such as those listed in the table below? Are you likely to use any others in the future?
9. For each social media management tool identified in Question 8 and the table below, please describe how each is currently used at your airport and the expected uses of new social media management tools in the future. How do you use social media data to evaluate trends at your airport?

Social media management tools	Currently in use (2013)	Likely future use (check all that apply)	Description of current and potential future uses
Hootsuite			
Radian6			
Tweetdeck			
Vocus			
Other (please specify)			
1.			
2.			
3.			

10. Does your airport have documented social media guidelines or policy? If so, could you provide a copy of those guidelines or policy for this research project? And further, would you grant permission for your guidelines or policy to be included in the final synthesis report as an example that could inform the establishment of guidelines by other airport operators? What was the impetus for documenting social media guidelines? If your airport does not have a social media policy, were there any concerns about having documented guidelines?
11. What barriers and challenges have you faced in adopting and maintaining your airport’s social media programs? How has each of these been addressed?
12. Can you provide an estimate of your airport’s social media budget? (Individual airport budgets will not be reported; a range or an aggregate average spent per passenger will be calculated.) How has the budget been allocated among social media efforts? Does your airport capture staff time spent exclusively on social media?
13. What are the lessons learned from your experience with social media?

Thank you very much for your participation in the survey.

APPENDIX B

Selected Survey Participants

Table B-1 presents the list of survey participants selected for this study based on recommendations from the Panel and a review of the websites and social media links of individual airports and non-aviation organizations. In addition, the types of airports included in the survey were considered, including the mix of large-, medium-, and small-hub airports, international gateways, major airline connecting hubs, airports with large O&D passenger bases, and/or tourist destinations.

TABLE B-1
SELECTED SURVEY PARTICIPANTS

Synthesis ACRP 11-03/Topic S13-01-08																
Understanding the Value of Social Media at Airports for Customer Engagement																
Social media platforms used as of May 2013																
	Blog	Facebook	Flickr	Foursquare	Google+	Instagram	Kitsu	LinkedIn	Live chats	Pinterest	Yelp/Qype	Soundcloud	Tumblr	Twitter	Vine	YouTube
U.S. airports																
1. Akron-Canton	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓	✓
2. Boston Logan International		✓		✓										✓	✓	✓
3. Charleston Yeager		✓		✓	✓	✓								✓		✓
4. Dallas-Fort Worth		✓		✓		✓								✓		✓
5. Edmonton International		✓		✓							✓			✓		✓
6. Eugene	✓	✓	✓	✓	✓	✓				✓				✓		✓
7. Los Angeles International		✓	✓	✓	✓	✓				✓	✓			✓	✓	✓
8. Milwaukee—General Mitchell International		✓		✓	✓						✓			✓		✓
9. Minneapolis-St. Paul International		✓		✓	✓	✓		✓			✓			✓		✓
10. San Diego International		✓	✓	✓						✓	✓			✓		✓
11. San Francisco International		✓		✓	✓	✓		✓		✓	✓			✓	✓	✓
12. Tucson International		✓	✓	✓				✓						✓		✓
Non-U.S. airports																
1. Dublin		✓		✓	✓	✓		✓		✓	✓	✓		✓		✓
2. London Gatwick		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓
Non-aviation case profiles																
1. Mall of America	✓	✓		✓		✓	✓				✓			✓		✓
2. Mayo Clinic	✓	✓	✓	✓	✓	✓		✓		✓	✓			✓		✓
3. Staples Center		✓	✓	✓	✓	✓		✓		✓	✓			✓		✓
Source: LeighFisher review of the websites and social media links of individual airport and non-aviation organizations																

APPENDIX C

SOCIAL MEDIA GUIDELINES AND POLICIES

This appendix includes examples of airport social media guidelines and policies as well as excerpts from airport Facebook “About” pages which also outline basic social media guidelines and policies.

EXAMPLE GUIDELINES

Three examples of airport social media guidelines and policies were provided by the following Synthesis participants and are attached at the end of this appendix.

- Akron–Canton Airport
- Dallas/Fort Worth International Airport
- The Mayo Clinic

FACEBOOK GUIDELINES

The following excerpts are from airport Facebook “About” pages which outline basic social media guidelines and policies.

Boston Logan International Airport

This page is for those who use, work at, like, dislike, marvel at, are hopelessly confused by or simply adore Boston Logan International Airport. Profanity, rudeness, racial slurs, and overt political or commercial statements will be removed.

Dublin Airport

Dublin Airport’s Facebook Page Guidelines include:

- a) Advertisements for other products or services are not welcome on this page and such posts will be removed
- b) Posts containing obscenities will be removed

Edmonton International Airport

Thank you for liking us and being our friend—really! We want to talk, so please share your stories, comments and ideas on our page—we also want to know if you have a concern.

We are open to your points of view but as with any conversation between friends, we expect you to be respectful and constructive with your feedback. That’s just how friends, well—stay friends! So if on occasion, you see content containing insults, profanity, offensive language, or inaccurate information, please let us know!

We don’t tolerate any harassment, spam or advertising—and will delete or block senders from our page who don’t play nice. (That’s the stuff we have to post to ensure everyone knows the rules.) OK? Enough of all that—let’s get back to chatting!

Minneapolis–St. Paul International Airport

We welcome your comments and hope that our conversations here will be courteous. We do not discriminate against any views, but we reserve the right to delete any of the following:

- violent, obscene, profane, hateful, or racist comments
- solicitations, advertisements, or endorsements

- comments that suggest or encourage illegal activity
- multiple successive off-topic posts by a single user
- repetitive posts copied and pasted by multiple users

In short: be nice. If you have any questions or comments about this policy, please email us.

Mall of America

While we encourage people to converse at the MOA page, we will not allow vulgarity, racism, or personal attacks as well as irrelevant and inflammatory comments.

Mayo Clinic

We encourage interaction, discussion, commentary, questions and even criticism but ask that you keep your comments and posts relevant and respectful. Mayo Clinic may remove any post or ban anyone who violates these guidelines. In particular personal attacks, inappropriate language, racism, spamming and excessive posting will not be tolerated. We reserve the right to move discussions to the discussion boards on this page and to delete excessive wall postings to improve the overall visitor experience.

Mayo Clinic reserves the right to remove posts advertising commercial products, as well as those that violate Facebook's terms of service, or are inaccurate or otherwise objectionable.

We will not post form letters with the same content from multiple users. Relevant comments or "like" votes on previously published posts are always welcome.

Attachment C-1

**Akron-Canton Airport Cell Phone and Social Media Policy****Cell Phones**

The Akron-Canton Airport provides cell phones to key individuals to assist them in the accomplishment of their duties. These phones are to be used to conduct business, to communicate and coordinate during emergencies and for after hours communication.

The use of airport cell phones for personal use is permitted, and these calls do not need to be justified as long as the individual does not go over their allotted monthly minutes. In cases where additional monthly charges are incurred because of the allotted minutes being exceeded, the individual user will be required to review the bill and isolate all personal calls made during the month. The individual user will then be responsible to submit payment for any and all personal calls that exceed the allotted minutes.

Use of an airport cell phone in any manner is not authorized when operating a motor vehicle. The user should leave the road and safely park the vehicle before initiating, or answering a call.

Personal cell phone usage, including texting and email, during the working day should be kept to a minimum. It is understood that certain calls may be unavoidable, but they should be made only on breaks or lunch. Employees should never make or accept phone calls while operating any airport equipment. Violating this policy is subject to immediate disciplinary action.

Social Media

With the rise of social media like Facebook, Twitter, YouTube and Flickr, the way in which airport employees communicate internally and externally continues to evolve. The following policies will help to ensure the airport's core messages are consistently delivered, and that the airport and employees alike are protected as we move forward through an evolving social media landscape.

It is strictly prohibited to use the following three airport brand marks on any social media or content sharing site without the express written permission of the Airport Authority or its designee. These brand marks are; the Airport name; the Airport three letter designator (CAK); and the Airport logo (including but limited to Akron-Canton Airport, CAK 2018, and our tag line "a better way to go"). Employees are also prohibited from posting any photograph or video created while wearing Akron-Canton Airport logo gear or uniforms, which could be misinterpreted or could reflect negatively on the airport in any way.

Employees may participate/join/partake in airport social media groups or any social media sites, but cannot do so during regular work hours unless it is part of your job function. Videos or photos of the airport you would like to be considered for airport sanctioned initiatives should be submitted to the Airport Authority or its designee for written approval. Additionally, employees are prohibited from posting any disparaging remarks, reveal any proprietary information, trade secrets or say anything that could be damaging to the airport's brand on any social media site. Employees also are prohibited from making any disparaging remarks about their job, other employees, board member(s) or customers on a social media site.

During any type of emergency situation where additional law enforcement/public safety/fire department or EMS is present, it is strictly prohibited for any employee to take photos and or video unless it is part of your job function. Posting photos, videos, audio files or negative comments to a content-sharing site during an emergency, could significantly damage the airport's brand/integrity and could significantly damage or distort the Airport Authority's ability to communicate a clean and clear message during an event or crisis. Any employee that posts video, photos, audio or comments of or about a CAK emergency to a photo sharing, video sharing site, social media or Internet site of public access will be subject to immediate termination.

Violating the above policies will result in disciplinary actions up to and including termination.

Attachment C-2

DFW INTERNATIONAL AIRPORT ADMINISTRATIVE POLICY AND PROCEDURE

DFW INTERNATIONAL AIRPORT
ADMINISTRATIVE POLICY AND PROCEDURE



Title: Social Media		Code Number: AA.015.00
Functional Category: Airport Administration	Issuing Department: Human Resources	Effective Date: 04/01/2013

1.0 PURPOSE

1.1 To establish policy, procedure, and guidelines governing employee use of social media.

2.0 DEPARTMENTS / PERSONS AFFECTED

2.1 All employees and any other authorized users of the Board’s electronic communication systems and equipment.

3.0 POLICY

3.1 Employees who engage in work-related social media to perform their job responsibilities and/or choose to identify themselves as a DFW employee in a personal social media platform shall adhere to the guidelines outlined in this policy. Failure to comply with this policy may result in corrective action and/or termination of employment.

3.2 For purposes of this policy, social media means any online tool or service that allows an Internet or intranet user to create and publish content. Social media includes, but is not limited to, blogs, wikis, social networking sites, comment sections, and message boards.

3.2.1 Publication and commentary on social media carries similar obligations to any other kind of publication or commentary. All uses of social media must follow the same standards that Board employees must otherwise follow, including the following specific policy provisions: section 3.2.4.1 of the Corrective Action policy, sections 3.6 and 3.7 of the Electronic Communication Systems Usage policy, section 3.8 of the Code of Business Ethics policy, and the entirety of the Media policy.

4.0 PROCEDURE

4.1 Utilization of Social Media Related to Work.

4.1.1 **Approval Process for Internal Social Media Sites.** All DFW Airport internal social media sites shall be approved by the Vice President of Human Resources with concurrence from the Executive Vice President of Administration and Diversity.

4.1.2 **Approval Process for External Social Media Sites.** All DFW Airport external social media sites shall be approved by the Vice President of Public Affairs or the Vice President of Marketing.

4.1.3 **Approval Process for Posting Authorization.** Before engaging in work-related social media for external audiences in an official DFW Airport capacity, employees shall obtain authorization from the Vice President of Public Affairs or the Vice President of Marketing.

4.1.3.1 Employees who have been approved by the Vice President of Public Affairs or the Vice President of Marketing are allowed to publish or comment via social media and are required to adhere to this policy.

- 4.1.3.2 Employees who have not been approved by the Vice President of Public Affairs or the Vice President of Marketing are prohibited from publishing or commenting via social media in any way that suggests they are doing so on behalf of DFW Airport.
- 4.1.3.2.1 For the purpose of posting DFW jobs and recruiting applicants, designated employees in the Human Resources Department are permitted to utilize business-related networking sites without obtaining approval.
- 4.1.4 **Content Management.** Social networking content and comments posted on social media sites related to DFW Airport business may be monitored and the following forms of content shall be prohibited:
- 4.1.4.1 Comments not topically related to the particular site or blog article being commented upon.
- 4.1.4.2 Profane language or content.
- 4.1.4.3 Harassing or disparaging remarks about supervisors, co-workers, or DFW Airport.
- 4.1.4.4 Content that promotes, fosters, or perpetuates discrimination on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or protected activity.
- 4.1.4.5 Sexual content or links to sexual content.
- 4.1.4.6 Content considered to be defamatory in nature.
- 4.1.4.7 Content that infringes on copyright law.
- 4.1.4.8 Solicitations of commerce or promotion of a private business enterprise unless authorized by the Vice President of Public Affairs or the Vice President of Marketing.
- 4.1.4.9 Conduct or encouragement of illegal activity.
- 4.1.4.10 Disclosure of confidential or proprietary information.
- 4.1.4.11 Information that may compromise the safety or security of the public or DFW Airport.
- 4.1.4.12 Content that violates a legal ownership interest of any other party.
- 4.1.4.13 Comments in support of or in opposition to political parties, candidates, campaigns, or controversial public policy issues.
- 4.1.5 **Prohibited Activities.** While engaged in work-related social media, the following activities related to social media sites shall be prohibited:
- 4.1.5.1 Making hiring decisions or any employment related decisions on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or protected activity, discerned from social networking sites concerning applicants or employees.
- 4.1.5.2 Employees misrepresenting their job title or position with DFW.

- 4.1.5.3 Employees posting inappropriate personal videos or photographs of coworkers or themselves wearing DFW uniforms or clothing or other items bearing the DFW logo or any recognizable Airport branding.
- 4.1.5.4 Employees using social media to comment on any DFW-related concessions, services, or amenities. This activity does not apply to the assigned person(s) in Public Affairs or Marketing whose job it is to manage DFW's social media responses.
- 4.1.6 **Other Social Media Site Considerations.**
- 4.1.6.1 **Endorsements and Recommendations.** Employees shall not endorse events or organizations on a DFW Airport social media site without prior approval from the Vice President of Public Affairs or the Vice President of Marketing. Only Human Resources may provide employee references, verifications of employment, or recommendations.
- 4.1.6.2 **Use of Board Position or Board Property in Advertising.** An employee shall not permit or authorize the use of his/her official title which identifies the employee as a Board employee, or permit or authorize property of the Board, including the Board logo or anything that would identify the Board, to be used in connection with commercial enterprises, testimonials, or advertisements of any commodity or commercial enterprise without the written approval of the Chief Executive Officer or the Executive Vice President of Government and Stakeholder Relations.
- 4.1.6.3 **Acknowledgment of Author.** If representing DFW Airport when posting on a social media platform, employees must acknowledge who they are. Employees should never blog anonymously, use pseudonyms, or false screen names. DFW Airport may take legal action or other steps to identify the source of anonymous comments posted online. This acknowledgment requirement does not apply to the assigned person(s) in Public Affairs or Marketing whose job it is to manage DFW's social media responses.
- 4.1.6.4 **Productivity Impact.** Employees shall refrain from cyberslacking and limit the amount of time spent attending to their department's social media presence to what is needed to post content, evaluate traffic data, review related sites, and monitor comments.
- 4.1.7 **Public Records and Records Retention Requirements.**
- 4.1.7.1 Information posted on or transmitted via DFW Airport's social media sites is subject to public records and e-discovery laws. All social network sites and entries shall clearly indicate that any articles and any other content posted or submitted for posting are subject to public disclosure. Such content must be managed and stored to facilitate retrieval for compliance with these requirements.
- 4.1.7.2 Information posted on or transmitted via DFW Airport's social media sites is subject to the same records retention requirements as other electronic records, similar to email. Whether and how to

retain the information depends on the actual content and function rather than format.

4.2 Utilization of Personal Social Media.

- 4.2.1 Employees are allowed to identify their place of employment and job title in personal social media when completing profile information or posting other information; however, only personal email addresses should be posted.
- 4.2.2 Employees shall adhere to the following guidelines when posting content or opinions related to DFW Airport in personal social media:
 - 4.2.2.1 The employee shall make it clear that the opinions expressed are solely those of the author and do not represent the views of DFW Airport by the use of the following disclaimer: "The postings on this site are my own and do not necessarily represent the position or opinion of my employer, DFW Airport."
 - 4.2.2.2 **Productivity Impact.** See section 3.6.2 of the Electronic Communication Systems Usage policy for permitted incidental and occasional off-duty use of Board electronic communication systems.
- 4.2.3 **Prohibited Activities.** The following activities related to personal social media sites shall be prohibited:
 - 4.2.3.1 Employees misrepresenting their job title or position with DFW.
 - 4.2.3.2 Employees posting inappropriate information or innuendo, personal videos or photographs of coworkers or themselves wearing DFW uniforms or clothing or other items bearing the DFW logo.

4.3 User's Responsibilities.

- 4.3.1 Access to and use of the Board's social media sites requires that users act responsibly, respect the rights of others, and observe all relevant laws, regulations, and policies directly or indirectly relating to their use.
- 4.3.2 A violation of the provisions of this policy, on either work-related or personal social media sites, may result in corrective action and/or termination of employment.
- 4.3.3 Any employee who becomes aware of inappropriate activity on a work-related or personal social media site in violation of this policy must notify his/her supervisor or their Human Resources Business Manager immediately.

5.0 RESPONSIBILITIES

- 5.1 **Executive Vice President of Administration and Diversity.** Responsible for concurring with the Vice President of Human Resources for all new DFW Airport internal social media sites.
- 5.2 **Vice President of Human Resources.** Responsible for approving all new DFW Airport internal social media sites with the concurrence of the Executive Vice President of Administration and Diversity.
- 5.3 **Vice President of Public Affairs.** Responsible for approving all new DFW Airport external social media sites. Also responsible for approving the employees who are authorized to publish or comment via social media on behalf of DFW Airport in an official capacity.

- 5.4 **Vice President of Marketing.** Responsible for approving all new DFW Airport external social media sites. Also responsible for approving the employees who are authorized to publish or comment via social media on behalf of DFW Airport in an official capacity.
- 5.5 **Employees.** Responsible for adhering to this policy when utilizing social media in a DFW Airport approved role or when posting content or opinions related to DFW Airport in personal social media.

6.0 DEFINITIONS

- 6.1 **Blog.** Type of website usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog.
- 6.2 **Cyberslacking.** Excessive usage of electronic communication systems to the point of negatively impacting productivity or otherwise causing distractions to coworkers.
- 6.3 **Social Media.** Any online tool or service that allows an Internet or intranet user to create and publish content. Social media includes, but is not limited to, blogs, wikis, social networking sites, comment sections, and message boards.
- 6.4 **Social Networking Site.** Any application or website that links communities of people together through the ability to upload and share media such as photos, videos, bookmarks, and blogs, or to message or link with friends, or to make new ones. Examples of social networking sites are Twitter, Facebook, LinkedIn, MySpace, and YouTube.
- 6.5 **Wiki.** Collaborative website that comprises the collective work of many authors. A wiki allows anyone to edit, delete, or modify content that has been placed on the website, including the work of previous authors.

7.0 APPROVAL / REVISION HISTORY

- 7.1 04/01/2013 - AA.015.00 - Original document.

Attachment C-3

For Mayo Clinic Employees

The following are guidelines for Mayo Clinic employees and students who participate in social media. Social media includes personal blogs and other websites, including Facebook, LinkedIn, MySpace, Twitter, YouTube or others. These guidelines apply whether employees and students are posting to their own sites or commenting on other sites:

1. Follow all applicable Mayo Clinic policies. For example, you must not share confidential or proprietary information about Mayo Clinic and you must maintain patient privacy. Among the policies most pertinent to this discussion are those concerning patient confidentiality, government affairs, mutual respect, political activity, Computer, E-mail & Internet Use, the Mayo Clinic Integrity Program, photography and video, and release of patient information to media.
2. Write in the first person. Where your connection to Mayo Clinic is apparent, make it clear that you are speaking for yourself and not on behalf of Mayo Clinic. In those circumstances, you should include this disclaimer: "The views expressed on this [blog; website] are my own and do not reflect the views of my employer." Consider adding this language in an "About me" section of your blog or social media profile.
3. If you identify your affiliation to Mayo Clinic, your social media activities should be consistent with Mayo's high standards of professional conduct.
4. If you communicate in the public internet about Mayo Clinic or Mayo Clinic-related matters, you must disclose your connection with Mayo Clinic and your role at Mayo.
5. Be professional, use good judgment and be accurate and honest in your communications; errors, omissions or unprofessional language or behavior reflect poorly on Mayo, and may result in liability for you or Mayo Clinic. Be respectful and professional to fellow employees, business partners, competitors and patients.
6. Ensure that your social media activity does not interfere with your work commitments.
7. Mayo Clinic strongly discourages "friending" of patients on social media websites. Staff in patient care roles generally should not initiate or accept friend requests except in unusual circumstances such as the situation where an in-person friendship pre-dates the treatment relationship.
8. Mayo Clinic discourages staff in management/supervisory roles from initiating "friend" requests with employees they manage. Managers/supervisors may accept friend requests if initiated by the employee, and if the manager/supervisor does not believe it will negatively impact the work relationship.
9. Mayo Clinic does not endorse people, products, services and organizations. On social media websites such as LinkedIn, where your affiliation to Mayo Clinic is known, personal recommendations or endorsements should not be given or requested.
10. Unless approved by the Center for Social Media, your social media name, handle and URL should not include Mayo Clinic's name or logo.
11. Ask the Center for Social Media (77)8-0492 if you have any questions about what is appropriate to include in your social media profile(s).

Participation Guidelines

If blogs and social networking sites like YouTube and Facebook are new to you, check out posts in the Social Media category for background and basics on how these tools work and how Mayo Clinic has chosen to be involved.

We encourage your comments on Mayo Clinic's various blogs, and hope you will join the discussions. We can't respond to every comment, particularly those that deal with individual medical cases and issues. We review comments before they're posted, and those that are off-topic or clearly promoting a commercial product generally won't make the cut. We also expect a basic level of civility; disagreements are fine, but mutual respect is a must, and profanity or abusive language are out-of-bounds. The more specific rules are found in our detailed comment policy.

Please remember that when you post a comment to a blog, it is published for the world to see. For your own privacy and that of your family, you should consider carefully how much detailed personal medical information linked to your name you want published on the Internet.

Comment Policy

We encourage your comments on Mayo Clinic's various blogs, and hope you will join the discussions. We can't respond to every comment, particularly those that deal with individual medical cases and

issues. We review comments before they're posted, and those that are off-topic or clearly promoting a commercial product generally won't make the cut. We also expect a basic level of civility; disagreements are fine, but mutual respect is a must, and profanity or abusive language are out-of-bounds.

That's the plain English version. Here it is in legal language:

By posting any comments, posts or other material on Mayo-sponsored blogs, you give Mayo Foundation for Medical Education and Research ("Mayo") the irrevocable right to reproduce, distribute, publish, display, edit, modify, create derivative works from, and otherwise use your submission for any purpose in any form and on any media. You also agree that you will not:

1. Post material that infringes on the rights of any third party, including intellectual property, privacy or publicity rights.
2. Post material that is unlawful, obscene, defamatory, threatening, harassing, abusive, slanderous, hateful, or embarrassing to any other person or entity as determined by Mayo in its sole discretion.
3. Post advertisements or solicitations of business.
4. Post chain letters or pyramid schemes.
5. Impersonate another person.
6. Allow any other person or entity to use your identification for posting or viewing comments.
7. Post the same note more than once or "spam."

Mayo Clinic reserves the right (but is not obligated) to do any or all of the following:

1. Remove communications that are abusive, illegal or disruptive, or that otherwise fail to conform with these Terms and Conditions.
2. Terminate a user's access to the blog feature upon any breach of these Terms and Conditions.
3. Edit or delete any communications posted on the blog feature, regardless of whether such communications violate these standards.

Finally, you agree that you will indemnify Mayo against any damages, losses, liabilities, judgments, costs or expenses (including reasonable attorneys' fees and costs) arising out of a claim by a third party relating to any material you have posted.

Source: Mayo Clinic, <http://sharing.mayoclinic.org/guidelines/for-mayo-clinic-employees/> and <http://www.mayoclinic.org/blogs/comment.html>

Abbreviations used without definitions in TRB publications:

A4A	Airlines for America
AAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI-NA	Airports Council International-North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
HMCRP	Hazardous Materials Cooperative Research Program
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
MAP-21	Moving Ahead for Progress in the 21st Century Act (2012)
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
PHMSA	Pipeline and Hazardous Materials Safety Administration
RITA	Research and Innovative Technology Administration
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S.DOT	United States Department of Transportation