



# Variable Rate Parking Model Session

## Business of Airports Conference

June 11, 2019



Hillsborough County Aviation Authority  
Tampa International, Peter O. Knight,  
Plant City and Tampa Executive Airports

# North American Airports Are Much More Reliant On Parking Revenues Than Their Regional International Counterparts

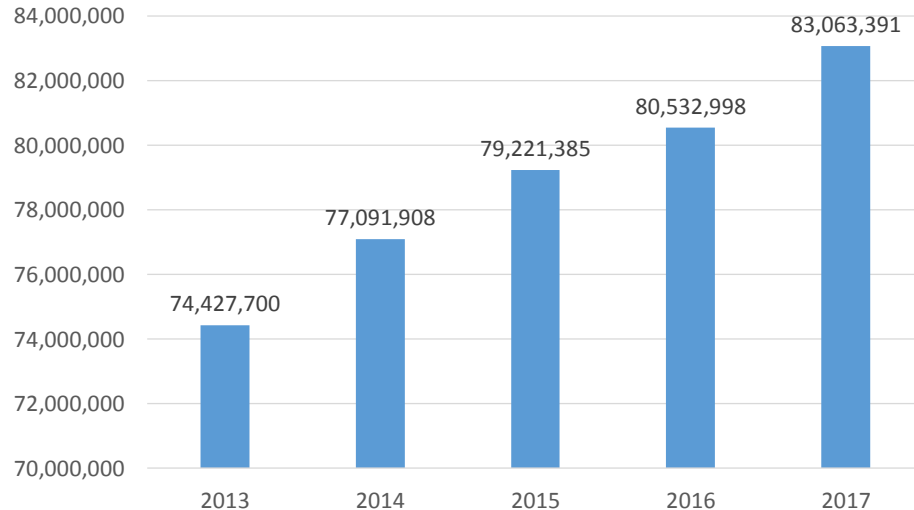
Region	Retail concessions	Food and beverage	Car parking	Rental car concessions	Advertising	Fuel and oil	Aviation catering services	Utility pass-through charges	Property and real estate revenue or rent	Other non-aeronautical revenue
Africa	31.9%	1.5%	10.7%	3.2%	3.5%	2.5%	0.3%	4.9%	12.7%	28.8%
Asia-Pacific	45.4%	3.7%	7.1%	0.8%	3.7%	2.7%	0.8%	1.8%	22.2%	11.8%
Europe	35.7%	4.7%	16.1%	2.3%	1.9%	2.3%	0.5%	5.0%	16.4%	14.9%
Latin America-Caribbean	26.9%	6.9%	10.6%	4.0%	4.5%	4.4%	1.7%	1.3%	9.8%	29.8%
Middle East	52.9%	3.9%	9.1%	1.3%	1.7%	4.6%	1.6%	3.1%	13.6%	8.1%
North America	8.0%	7.7%	40.7%	17.1%	0.6%	3.0%	0.0%	0.0%	7.4%	15.5%
World	30.2%	5.3%	20.1%	6.2%	2.2%	2.8%	0.5%	2.5%	15.0%	15.2%

Source: 2018 ACI World Economics Report

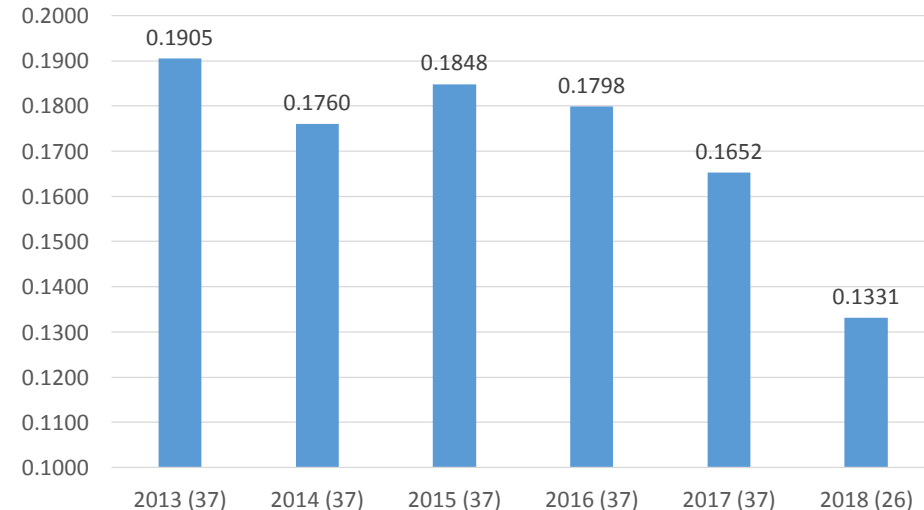
# With The Continued Growth of TNC's, and Increasing Operating and Capital Costs, Airport Parking is Coming Under Pressure

- Overall, on-airport parking transactions have continued to increase, albeit at a slower rate recently
- ....but the ratio of parking transactions to O&D passengers declined by 13.2% between 2013 and 2017

Parking Transactions (43)



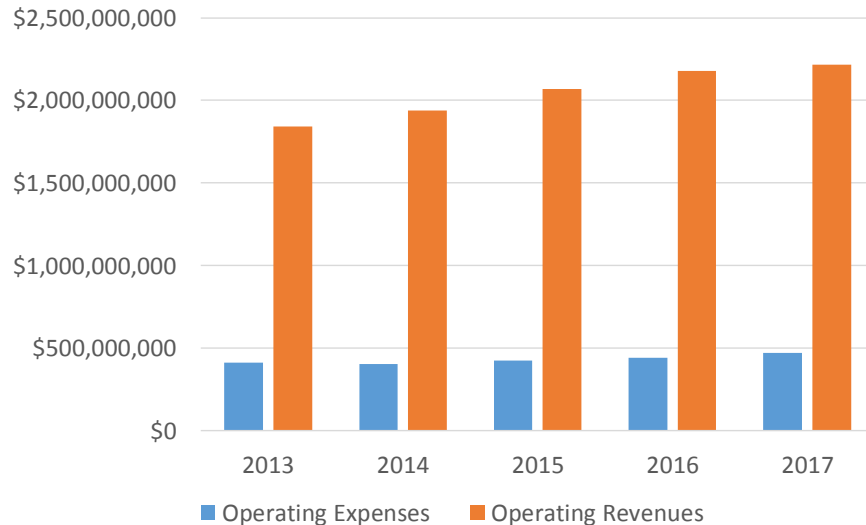
Transactions Per OD Passenger)



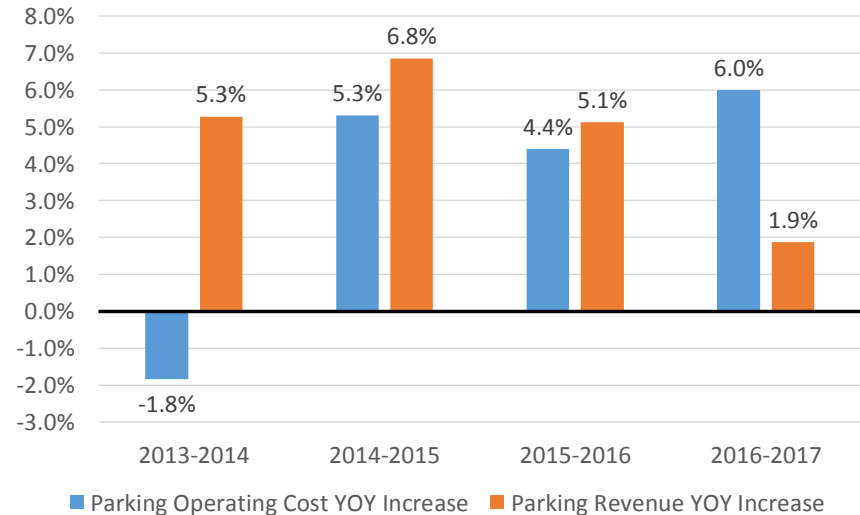
# With The Continued Growth of TNC's, and Increasing Operating and Capital Costs, Airport Parking is Coming Under Pressure

- Parking revenues have continued to show growth over the past 5 years
- ....although YOY revenue growth rates have slowed with expense growth exceeding revenue growth beginning in 2017

Parking Revenues vs Parking Operating Expenses (48)

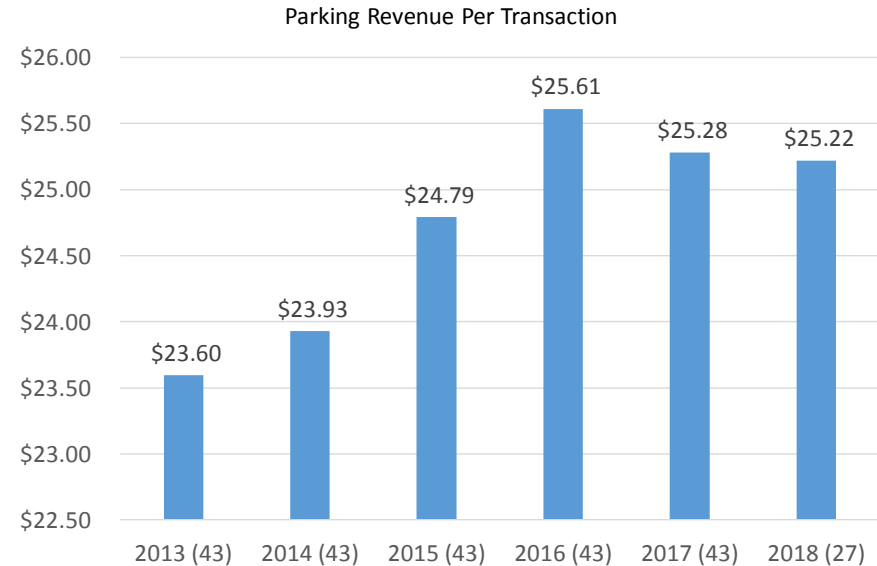
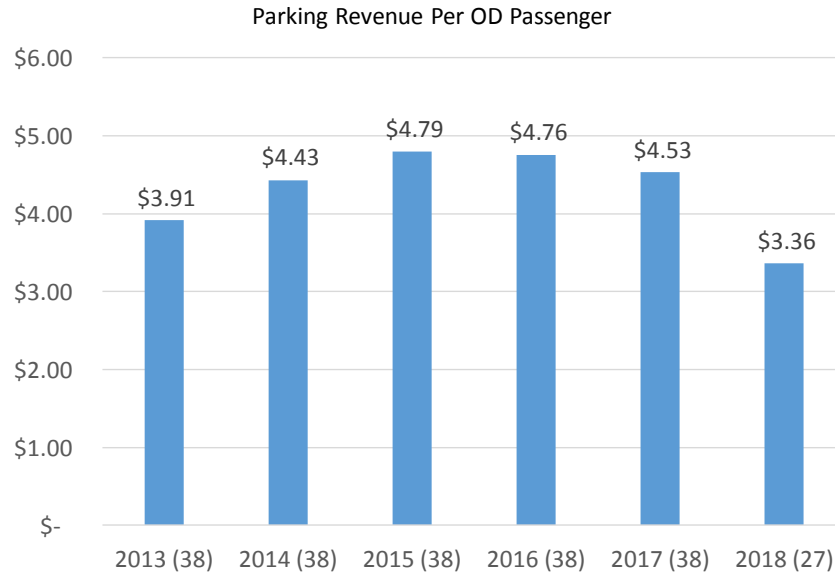


Parking Revenues vs Parking Operating Expenses, YOY Growth (48)



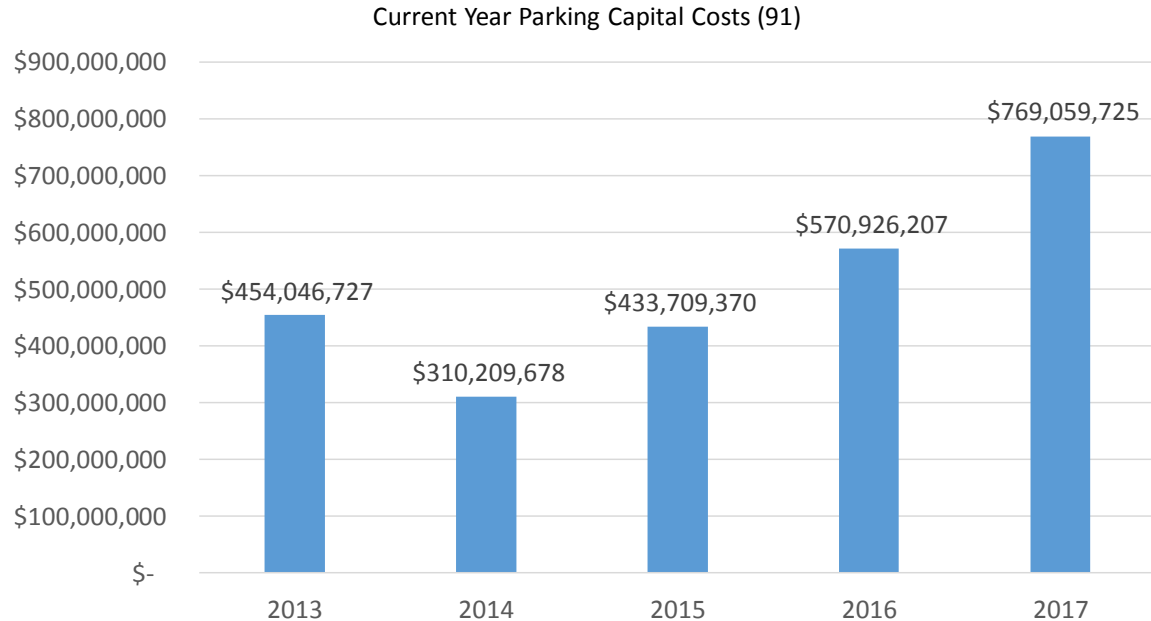
# With The Continued Growth of TNC's, and Increasing Operating and Capital Costs, Airport Parking is Coming Under Pressure

- Parking revenue per O&D Passenger increased by 15.3% 2013-2017, but declined by 5.5% 2015-2017
- Parking revenue per transaction increased by 7.1% since 2013 but declined by 1.3% in 2017



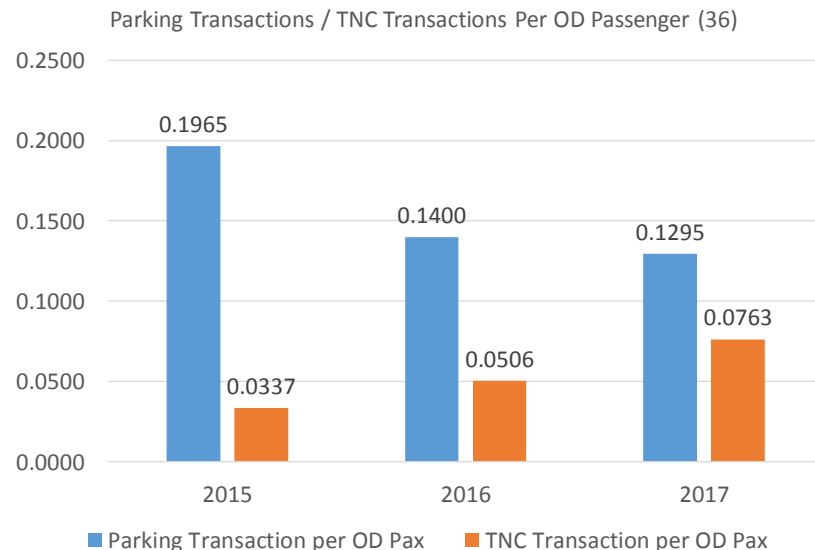
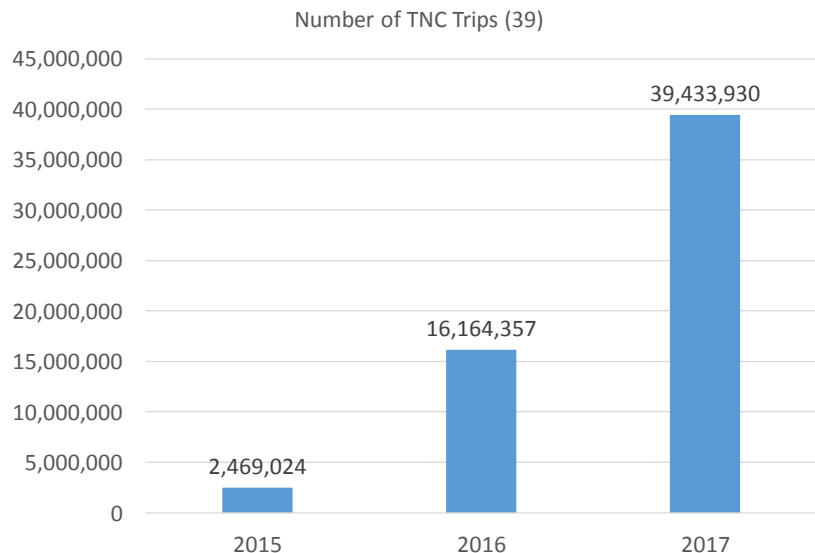
# With The Continued Growth of TNC's, and Increasing Operating and Capital Costs, Airport Parking is Coming Under Pressure

- In addition to ongoing parking operating expenses increasing, Parking capital costs have more than doubled in the past three years
- 91 airports reported capital spending related to on-airport parking since 2013, with more than \$769 million spent at those airports on Parking capital projects in 2017 alone



# With The Continued Growth of TNC's, and Increasing Operating and Capital Costs, Airport Parking is Coming Under Pressure

- TNC transactions increased by more than 1,400% between 2015 and 2017 at the 39 airports who reported TNC activity
- On a per O&D basis, TNC transaction activity is getting closer to parking activity at the 36 airports who reported both parking and TNC transactions



# The Traditional Parking Business Model Really Hasn't Changed In Decades

Technology may have changed.....

- Pay-by phone
- Pay online
- Remote pay stations
- Product-specific lanes
- Auto-tolling lanes
- Fewer cashiers
- Available space counters
- License plate recognition






# The Traditional Parking Business Model Really Hasn't Changed In Decades

.....but the commercial model really hasn't

- Fixed pricing by product or garage
- Time-based model
- Infrequent rate changes
- Same price during the peaks as during the off-season
- No adjustments made for inventory utilization
- No product differentiation



Parking Rates		Dane County Regional Airport	
			
Hourly (Ramp)	Price	Long Term (Ramp)	Price
15 or less	FREE	15 or less	FREE
Over 15 min to 30 min	\$1.00	Over 15 min to 30 min	\$1.00
Over 30 min to 1 hr	\$2.00	Over 30 min to 1 hr	\$2.00
Over 1 hr to 1 hr and 30 mins	\$3.00	Over 1 hr to 1 hr and 30 mins	\$3.00
Over 1 hr and 30 mins to 2 hrs	\$4.00	Over 1 hr and 30 mins to 2 hrs	\$4.00
Over 2 hrs to 3 hrs	\$6.00	Over 2 hrs to 3 hrs	\$5.00
Over 3 hrs to 4 hrs	\$8.00	Over 3 hrs to 4 hrs	\$6.00
Over 4 hrs to 5 hrs	\$10.00	Over 4 hrs to 5 hrs	\$7.00
Over 5 hrs to 6 hrs	\$12.00	Over 5 hrs to 6 hrs	\$8.00
Over 6 hrs to 24 hours	\$14.00	Over 6 hrs to 24 hours	\$10.00
Over 24 hrs	\$16.00		
Surface Lot	Price	Economy Lot	Price
15 or less	FREE	15 or less	FREE
Over 15 min to 30 min	\$1.00	Over 15 min to 30 min	\$1.00
Over 30 min to 1 hr	\$2.00	Over 30 min to 1 hr	\$2.00
Over 1 hr to 1 hr and 30 mins	\$3.00	Over 1 hr to 1 hr and 30 mins	\$3.00
Over 1 hr and 30 mins to 2 hrs	\$4.00	Over 1 hr and 30 mins to 2 hrs	\$4.00
Over 2 hrs to 3 hrs	\$5.00	Over 2 hrs to 3 hrs	\$5.00
Over 3 hrs to 4 hrs	\$6.00	Over 3 hrs to 24 hrs	\$6.00
Over 4 hrs to 5 hrs	\$7.00		
Over 5 hrs to 24 hrs	\$8.00		

# Parking Spaces Are Perishable Assets, No Different than Airline Seats or Hotel Rooms



Originally Introduced by British Overseas Airlines (“BOAC”, now BA) and furthered by Robert Crandall and American Airlines, Airlines Have Been Revenue Managing Seat Capacity since the late 1970’s/early 1980’s



Marriott Began Revenue Managing Hotel Rooms in the 1980’s Through the Introduction of its DFS (“Demand Forecasting System”)



Limited Revenue Management History

# Panelists

Jenna Buckner  
CEO  
InnoVAT International



Laurie Noyes  
Vice President of Concessions  
Tampa International Airport



Ted Kaplan  
Director of Business & Revenue  
Charlotte International Airport



# Parking Commercial Management

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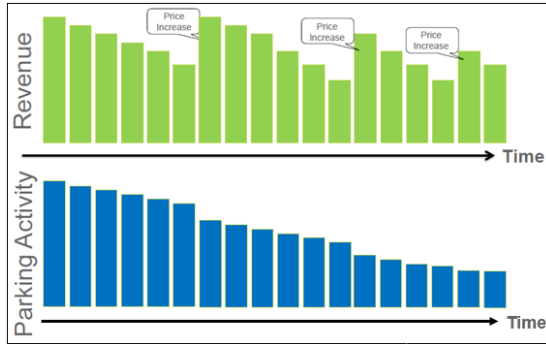
# Our Company

- Innovāt International helps airports transform their parking into a commercial focused business that drives revenues and elevates the customer experience.



# Why Change Your Parking Approach?

Price increases alone are not a sustainable strategy



Competition is changing – and focused online



Labor is expensive; use wisely



Technology is both improving and disrupting the future of parking



Customers expect seamless, personalized experiences ...that they control

OVAT

Revenue Growth Reimagined

# Parking Commercial Management

- Increasingly, airports are embracing the techniques that allow them to drive share and revenues while improving consumer engagement and loyalty

live now:

DFW



THE PORT  
AUTHORITY  
OF NY & NJ

- talk directly to customers
- analyze consumer behavior and preferences
- deliver segment-based products – not just location-based
- utilize travel industry variable pricing mechanisms
- deploy an omnichannel sales and communication approach
- provide a unique, seamless, whole of airport experience

Revenue Generation:

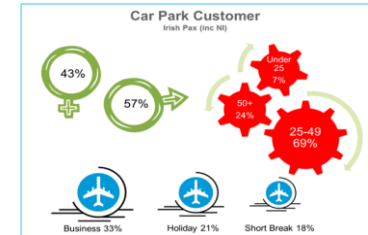


INNOVAT  
Revenue Growth Reimagined

# Commercial Management – Key Elements

- Data driven
- Consumer focused
- Cross functional
- Managed as a business
  - revenue vs cost
  - asset optimization
- Technically sophisticated
- Nimble – variable products & pricing
- Competitive – delivers unique points of difference

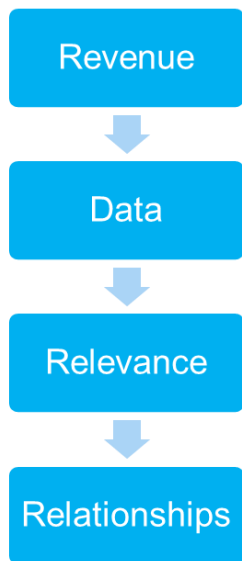
KEY STATS Dec 4, 2016			Yesterday	Monthly
TRANSIENT REVENUE	TRANSIENT TRANSACTIONS	PEAK OCCUPANCY		
\$27.6 RPS	0.6 TPS	59% @ Dec 4, 3PM		
\$34,506 / 1,250	786 / 1,250	734 / 1,250		
Last Year: \$24.7	Last Year: 0.5	Last Year: 64% @ Dec 6, 3PM		
\$2.9 ↑	0.2 ↑	-5% ↓		





# Start with an Online Booking System

## Key Benefits:



- **Lock in customers early**, when they make their travel decision online
- **Compete** head to head with TNCs and off-airport competitors that already offer online and mobile optimized booking
- **Enable yield management** – only an online platform can provide the agility for immediate price changes and promotions to optimize revenue and capacity; used by other travel verticals for many years
- **Know your customer** – availability of detailed customer, activity and transaction data for product development, reporting and forecasting
- **Reach your customer** – build a customer database for marketing, targeting and upsells as well as increased engagement
- **Be relevant** – communicate with customers where they are, online and on their mobile devices
- **Be efficient** – online marketing is good value and less expensive than other mediums
- **Improve your customer experience** – Build a seamless customer journey, improve engagement and lifetime customer value

# U.S. Airports with OBS

Online booking and a commercial approach has been successful for many years in airports in Europe, Canada and Australia and is growing in the USA

## Active OBS:

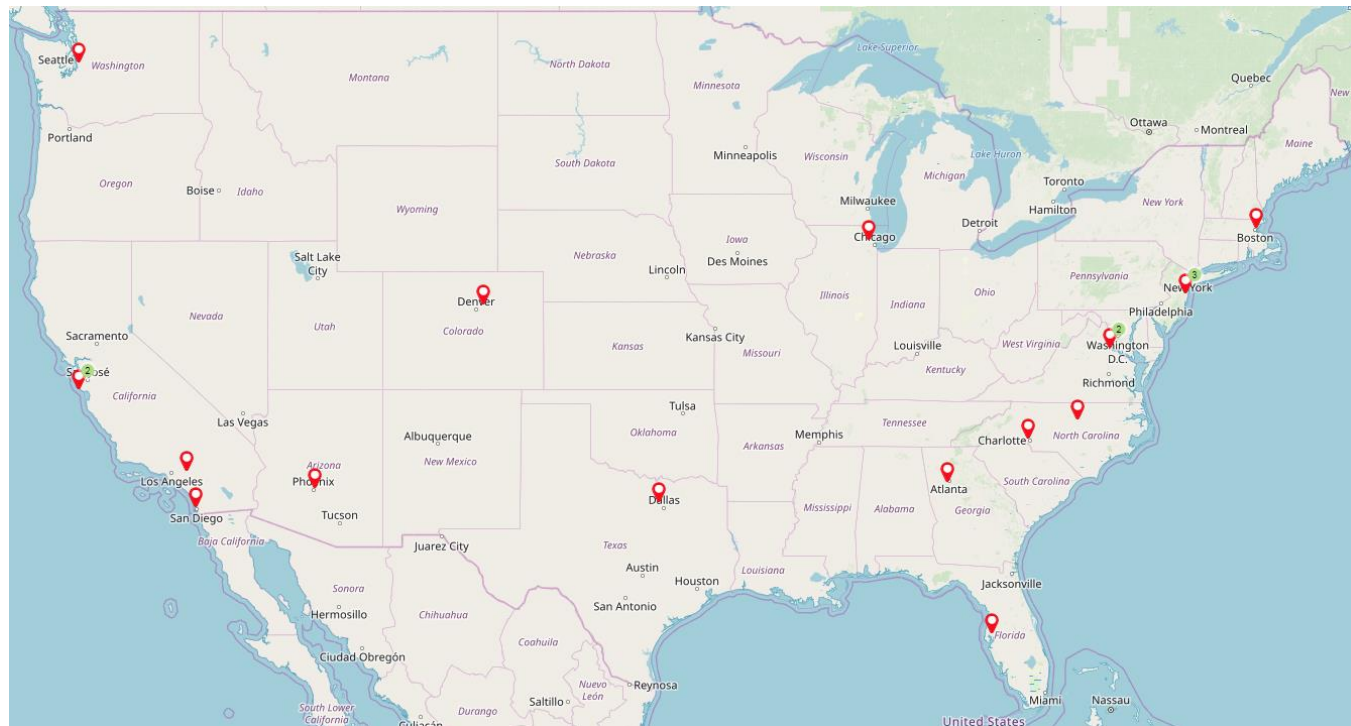
- ATL
- DCA
- DEN
- DFW
- EWR
- IAD
- JFK
- LGA
- ONT
- ORD
- PHX
- RDU
- SAN

## Coming Soon:

- CLT
- SEA
- TPA
- MSP

## Recently Bid:

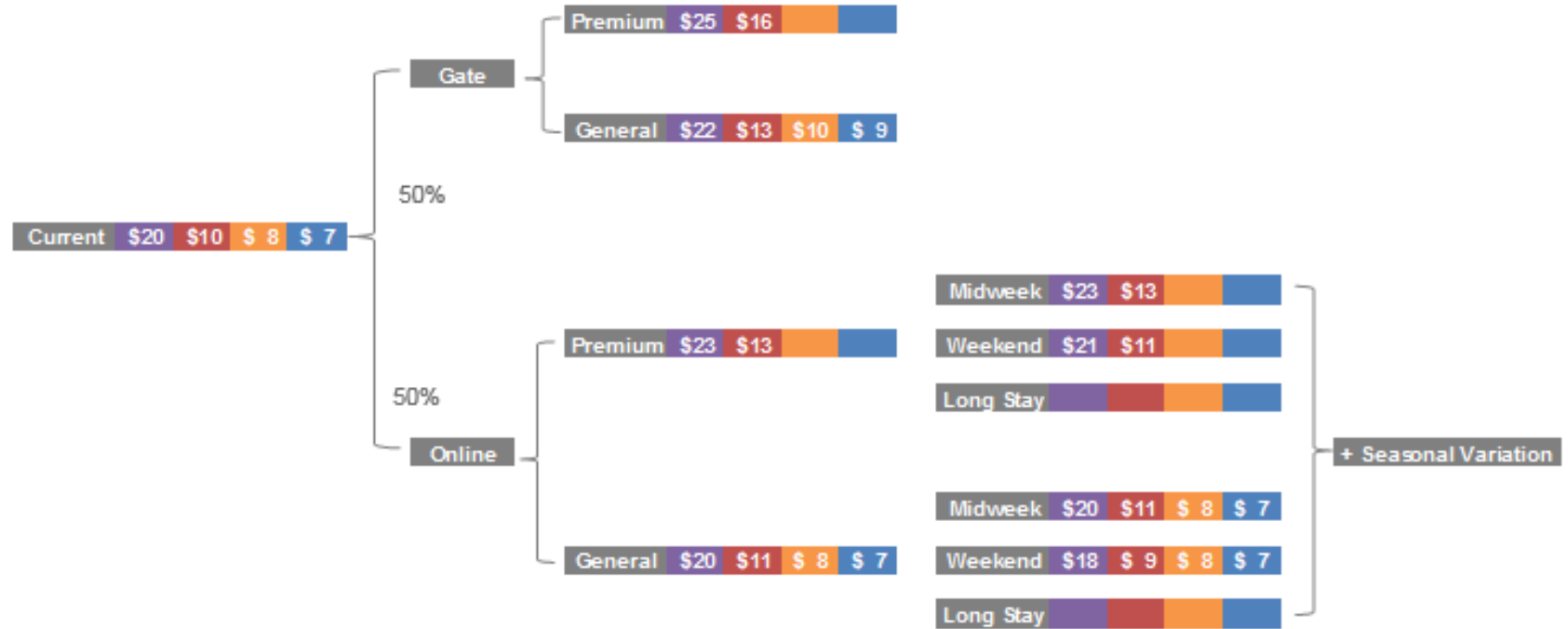
- BOS
- SFO
- SJC



# Support a Better Customer Experience

- **Choices:** More product choices at a wider variety of price points
  - cheaper prices than drive up
  - unique airport products, upsells and cross sells
- **Peace of Mind:** Parking process is easier, faster and more predictable
  - ability to book and pay in advance
  - enter and exit with license plate or QR code – no tickets
  - guaranteed entry to product of choice
  - ability to create account with stored payments and online receipts
- **Engagement:** Ability to communicate with the customer across all digital and social channels
  - CRM – email offers, upsells and information
  - provide loyalty incentives
- **Seamless experience:** Integrate with airport app, queuing technologies, retail and F&B

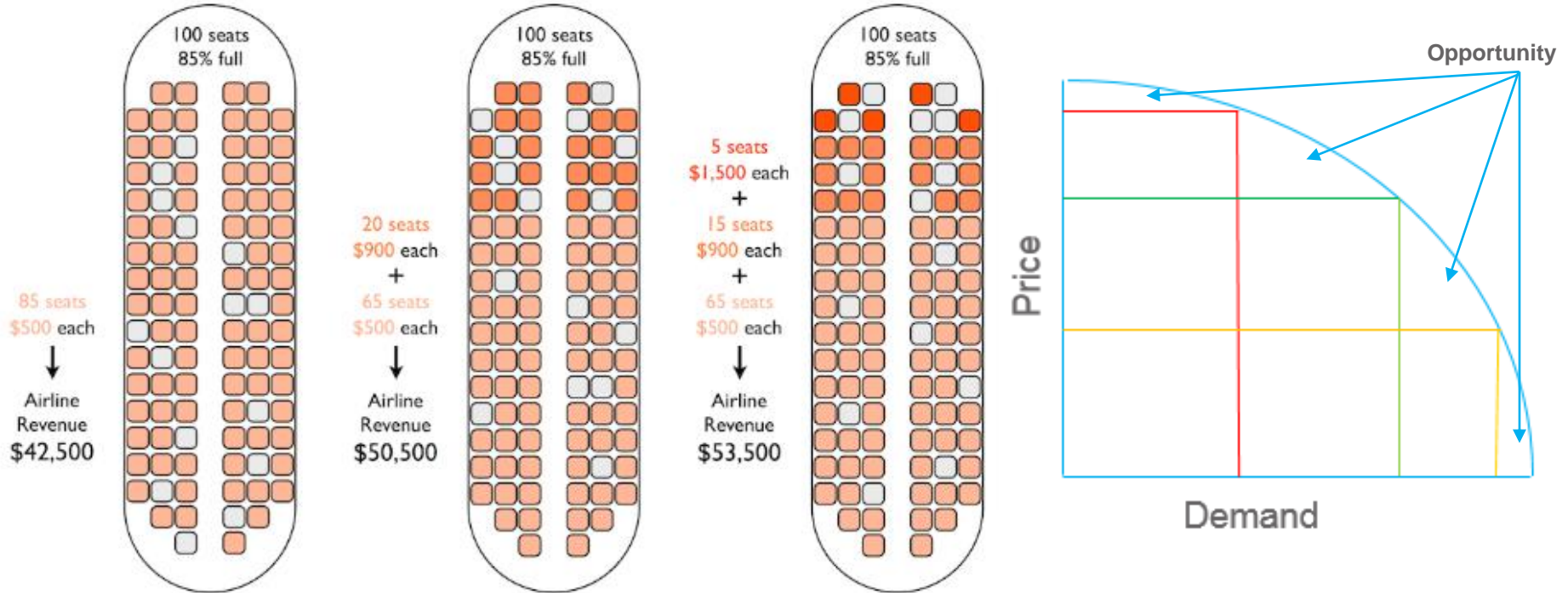
# Example of a Product Pricing Matrix



# Optimize Revenue with Yield Management

Product and price differentiation results in more touchpoints along the demand curve and greater revenue opportunities

- Pricing may be rules-based, seasonal, opportunistic



# Typical Yield Management Approach

## Always Cheaper Online

Best customer incentive to book online

Supports marketing efforts

Satisfies pricing policy

Provides certainty for customer

## Demand Based Pricing

Competitive pricing for early booking

Increase price when demand is high or arrival imminent

Vary price based on booking pace

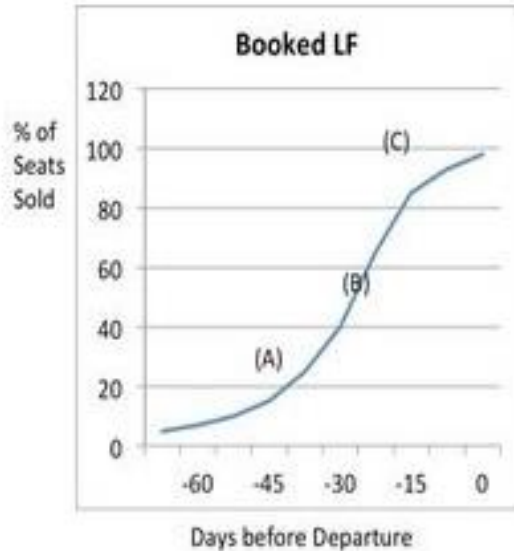
## Product Mix by Stay Length

Maximize shorter stay sales in Terminal lots

Maximize longer stay sales in Economy lots

Provide visibility to products based on length of stay and day of week

# Standard Yield Curve & Pricing

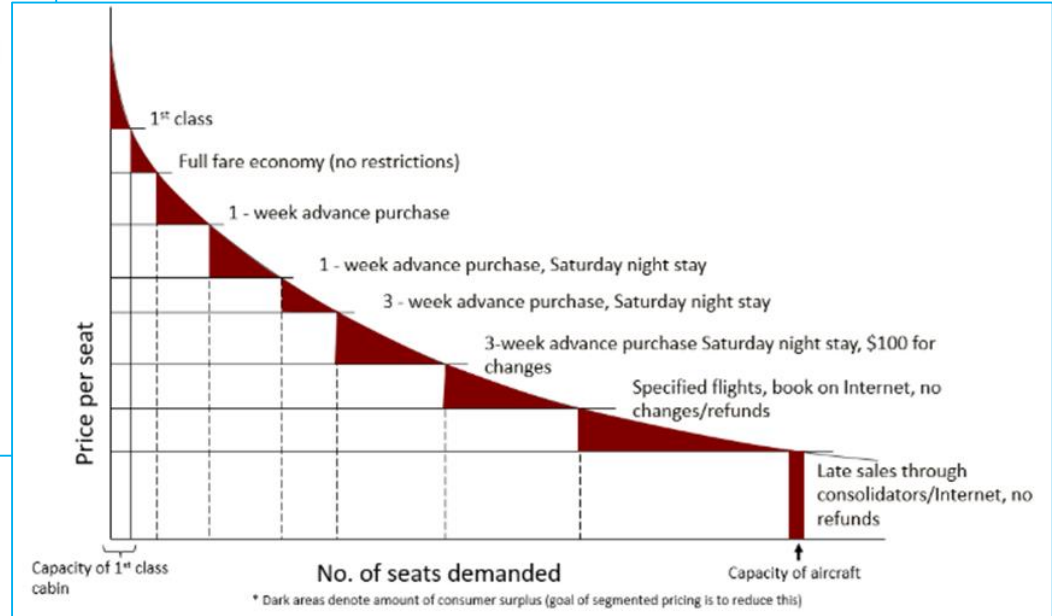


(A) Need a base BLF >30 days before departure

(B) Stronger build as departure approaches

(C) More limited build as BLF approaches 100%

Shape of curve varies by mkt/season



# Generally Accepted YM Theory

- Leisure travelers usually book further in advance and stay over weekends and/or for longer durations
- Leisure products/prices are targeted at specific days of entry and durations
- Business products/prices are targeted at mid-week and shorter stay lengths
- Seasonal fluctuations occur, affecting the demand curve
- Booking windows seem to be shortening over time



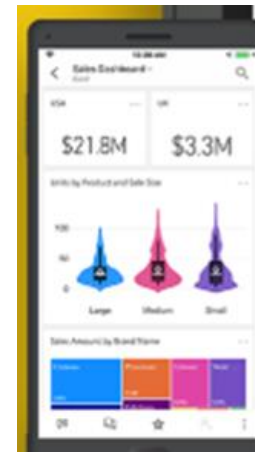
# Systems Supporting Dynamic Pricing

## Business Intelligence

- For true yield management, airports must combine occupancy, revenue and transaction data from drive up (PARCS) and online (OBS)
- It is also very useful to integrate pax data, budget and prior comparable period data

### ■ Approaches to BI systems

- Create your own using a standard tool such as Tableau, PowerBI, Domo
  - Tableau is in use at SEA, TPA, RDU
- Use a more sophisticated enterprise BI tool such as MicroStrategy, Oracle
- Buy a pre-built tool by companies like Smarking or Kowee
  - Smarking is used by BOS, SAN



# Systems Supporting Dynamic Pricing

## Revenue Management

- RM systems automate the optimization of prices across multiple products over time – forecast and demand-based
- **Examples:**
  - **IDEaS** is in the USA (e.g. PANYNJ, RDU), Europe (e.g. Heathrow Liverpool) and Australia (Sydney, Auckland)
  - **Kowee** is a European supplier currently in Aeroports de Paris, Lyon, Bordeaux, Nice, Southampton, etc.
  - **GrayMatter** is in Stockholm and Gottenburg



# Common Products

- Tiered products and pricing – by proximity, amenity, service level

- Valet
- Concierge
- Premium (closest to terminal)
- Terminal (short or long term walk in lots)
- Economy (train or bus)
- Economy garage or covered spaces
- Guaranteed Space
- Corporate
- Monthly
- Loyalty



# Less Common Products



## PASS PRIVILEGE

Available at:

- Only : P0 + P1 + P2 + P3 and associated motorbike parks

## PASS ECO

Available at:

- Only : P5 + P6 + P7

## PASS MOTOS

Available at:

- Only : P0 motos + P1 motos + P2 motos

## PASS UNIQUE

Available at:

- Only : 1 park only to choose between P2 and P3

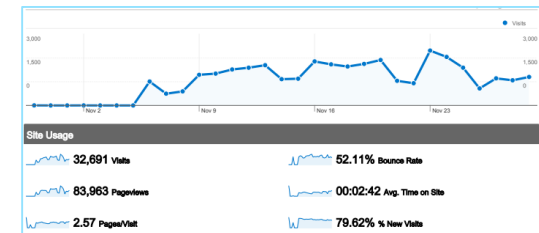
## Professionnal Packages

*Only for people working at Paris-Orly or Paris-Charles de Gaulle*

# Digital Marketing Sophistication

## Digital outreach is the most suitable for dynamic pricing

- List building, email marketing and customer relationship marketing (CRM) use tools like MailChimp, Salesforce, SurveyMonkey
- Search engine optimization and marketing (pay per click) use tools like Google Analytics, SessionCam (journey mapping)
- Marketing personalization and automated media optimization use tools like HubSpot, Marqueto
- Social media and content marketing use tools like BuzzSumo, Brand24
- Target competitors with geo-targeting, polygonal targeting and attribution, app-based marketing
- Target travelers as they search and buy with travel data providers, e.g. Adara, Expedia



# Trends In Parking

- APCOA now implementing **variable drive up rates**
- Use of Bluetooth **beacons** - to call up stored entry credentials (QR codes) or as an integrated identifier (HUB)
- **Virtual nested areas** with camera-based PGS
- Increased integration with **tolling** operators
- **Charging curbsides** for meet and greet passengers
- **Automation**, e.g. Stanley Robotics
- **App integration** – for payments, for presenting an integrated customer journey
- More focus on **Loyalty** programs
- **Privatization and outsourcing** to lower risk
- More **payment options** – e.g. ApplePay, Paypal, etc.
- Increased regulation of **privacy and security** - GDPR



# Questions?

For more information, contact:

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828-817-3331



# CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT PARKING PROGRAM PRESENTATION

ACI Business of Airports Conference - 2019



# Fast Facts



## ABOUT CLT AIRPORT

TERMINAL OPENED  
**MAY 2, 1982**

**114**  
GATES

**1,400**  
DAILY AIRCRAFT MOVEMENTS

**122,000**  
DAILY PASSENGERS

**100+**  
CONCESSIONS

**27,500+**  
PARKING SPACES

**FOUR**  
TOTAL RUNWAYS

**6,000**  
ACRES OF LAND

**1.8M Sq. Ft.**  
TERMINAL WITH 5 CONCOURSES



**x 100+**  
IN THE TERMINAL



## NUMBERS & RANKINGS

**46,444,380**  
PASSENGERS



**3,230,793**  
INTERNATIONAL PASSENGERS

**550,013**  
AIRCRAFT MOVEMENTS



**178,805**  
TONS OF CARGO



## 2018 ACI RANKINGS\*

**6<sup>th</sup>** IN AIRCRAFT  
MOVEMENTS

**11<sup>th</sup>** IN TOTAL  
PASSENGERS

**31<sup>st</sup>** IN TOTAL  
CARGO

Source: Airports Council International (ACI) 2018 preliminary rankings.

\*Nationwide

*CLT is financially self-sustaining. No general fund revenues are appropriated to the facilities or operation.*



## ECONOMIC IMPACT

**\$23B**

ANNUAL ECONOMIC IMPACT



**5%**

OF STATE GROSS PRODUCT



**\$1.1B**

STATE & LOCAL TAXES

Source: NC Department of Transportation Division of Aviation



## AIRLINES

**178**  
NONSTOP  
DESTINATIONS

**37**  
INTERNATIONAL  
DESTINATIONS

**THREE**



US TERRITORIES

**SEVEN**



DOMESTIC AIRLINES

**THREE**



FOREIGN FLAG AIRLINES



**CLT**

# CLT Parking Program Overview

**Over 28,000 public parking spaces available in the following categories:**

- Business Valet – 7,491 Spaces
- Hourly Deck – 4,350 Spaces
- East and West Deck – 5,815 Spaces
- Daily North Lot – 1,112 Spaces
- Long Term Lots (1 & 2) – 8,021 Spaces
- Overflow Lots (1 & 2) – 2,342 Spaces

**In 2018, CLT had over 2 million parking transactions, bringing in over \$49 million dollars in non-aeronautical revenue.**



# Parking Challenges

**CLT's Parking Program has experienced the following challenges to its parking program over the last few years:**

- On-going Construction
  - Construction at the terminal curb front has been on-going for the last 3-years due to the Airport's Elevated Roadway Project.
  - With the completion of the Elevated Roadway project this summer, the airport will begin a 5-year Terminal Lobby Expansion project which will have serious impacts to the access to the terminal curb front.
- Increased/increasing competition from offsite parking operators. CLT has competition from two existing companies, and anticipates a third off-site operator opening within the next year.
- Increased growth of transportation network companies (TNCs) i.e. Uber/Lyft
- Dated Parking Software and Equipment

**While revenues continue to grow, driven by the re-opening of the hourly garage, growth has slowed and revenues have begun to flatten due to these challenges**



# Parking Strategies and Changes

## **Innovat International:**

- In 2017, the Airport contracted with Innovat International to provide the Airport a master parking strategic plan to better understand how to effectively manage, expand and modernize the Airport in a way that benefits customer experience and promotes additional revenue growth.
- Innovat completed the situational analysis for this plan in late 2017 and recommended that the Airport pursue the following changes to their parking program:
  - Solicit and Implement a new Parking and Revenue Control System (PARCS) with modern capabilities (BI reporting, LPR, OBS Integration)
  - Solicit and Implement a Online Booking System (OBS) to allow for dynamic pricing
  - Build a parking data cube where activity and revenue data can stored and enable quick responses to trends
- The Airport has since gone through a solicitation for a new PARCS and OBS. In 2018 the Airport awarded a PARCS contract to Designa Access Corporation and an OBS contract to AeroParker. These system implementation are currently underway.



# Schedule for Changes

## Summer 2017 -

Innovat's  
Situational  
Analysis  
Completed

## Spring 2019 -

Designa (PARCS)  
and Aeroparker  
(OBS) Contracts  
Awarded

**We Are Here!**

## Fall 2019 -

CLT's Online  
Booking System  
Launches with  
Business Valet

## Fall /Winter 2018 -

PARCS and OBS  
Solicitation process

## Summer 2019 -

Parking Strategic  
Plan Complete

## Fall 2020 -

Designa (PARCS)  
System fully  
implemented at  
CLT

**INNOVAT**  
Revenue Growth Reimagined

  
**DESIGNA**



**CLT**

# Next Steps

**CLT will finalize the Strategic Parking Plan this summer, which will include the following components:**

- Technology use and product definition
- Fee structure and parking model integration
- Promotion and marketing strategies

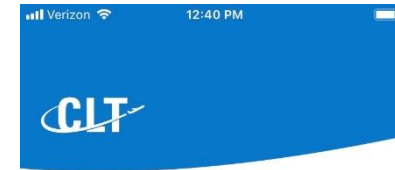
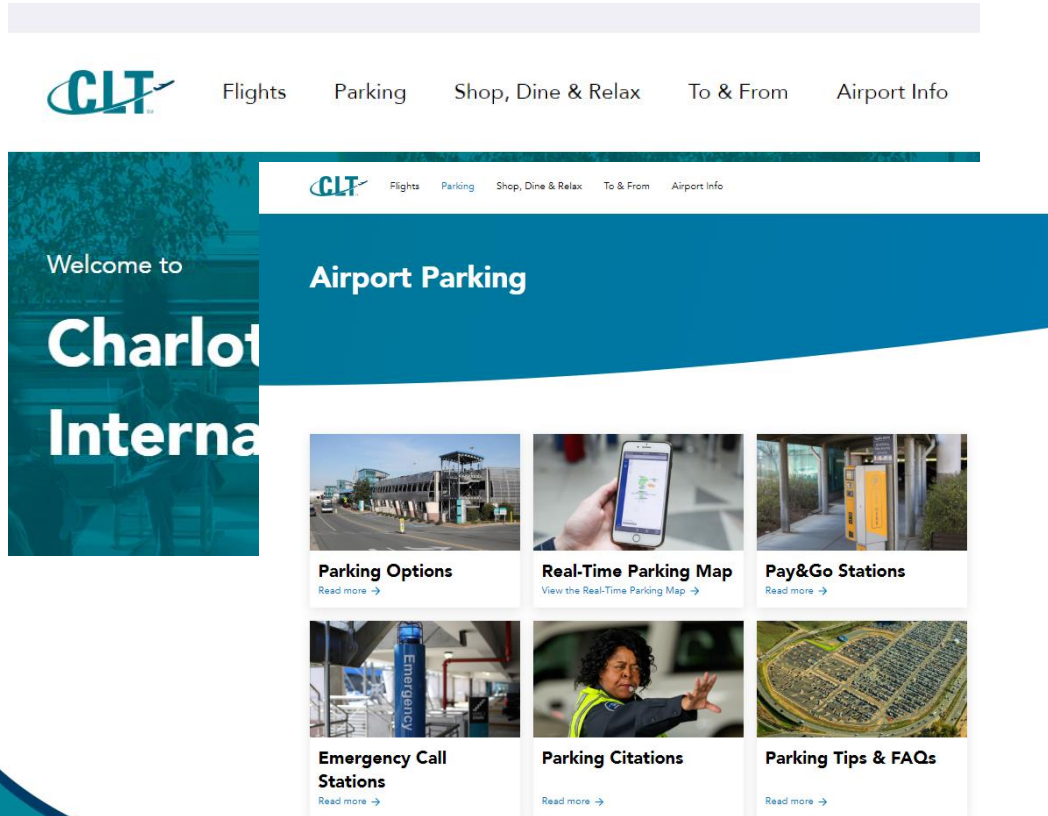
**These components will allow the Airport to finalize the full pricing scheme for the various parking products, which will include:**

- Lower rates available for customer who book online versus a flat rate for drive-up customers
- Ability to market and sell additional Airport services, i.e. car wash, common use lounges, food and retail.
- Promote a loyalty program for corporate customers as well as individual parkers

# Marketing and Promotions

- The Airport entered into a commercial management contract with Aeroparker, separate from the booking system, Aero will provide the following services to CLT to promote and market the Airport's booking system and parking products:
  - Online and Offline Marketing setup
  - Paid search management
  - Social and email marketing
  - Promotional activity for inclusion in email and loyalty channels
- The Airport has also contract with a third party marketing agency (Chernoff Newman), which will not only work to provide the Airport with a new parking branding, but will also provide more traditional marketing services focused on the media, print and outreach.
- Both companies will promote the Airport parking programs and the access to these services via the Airport new redesigned website and brand new mobile app.

# CLT Mobile App and Website Launch





# What it will look Like....

## Book your parking in 4 easy steps

1

2

3

4

5

Select travel datesChoose your spaceTravel extrasYour detailsConfirmation

Our International Airport offers safe, secure, convenient and economical parking options for long or short-term travel, so pre-book today and guarantee your space

Entry Date

Select Time

Exit Date

Select Time

05/23/2019

5:00 PM

05/30/2019

5:00 PM

Book now

[Apply Promo Code](#)

Back

1

2

3

4

5

Select travel datesChoose your spaceTravel extrasYour detailsConfirmation

Change entry date and time

Change exit date and time

05/23/2019

5:00 pm

05/30/2019

5:00 pm

Apply

Sort by price (low-high)

P Long Term

Free shuttle - Every 10 mins  
15 mins

- On-airport parking for less
- Complimentary shuttle service is provided to and from shelters in each lot

Remote Lot Prices

\$43.00

Book now and save \$12.00

Book now

More Info

Map

P Daily Deck

Free shuttle - Every 5 mins  
5 mins

- Combining cost & convenience
- Complimentary shuttle service to and from the terminal

Our closest Park & Ride

Only 1 space left

\$56.00

Book now and save \$14.00

Book now

More Info

Map

P Business Valet

Free shuttle - Every 5 mins  
2 mins

- Non-stop shuttle service to and from upper level curbside
- Select 'More Info' for more reasons to book
- See 'More Info' for more reasons to book

We'll do the parking for you

50 spaces left

\$80.00

Book now and save \$18.00

Book now

More Info

Map

P Curbside Valet

Walk to terminal  
1 min

- No searching for a space, we'll move your vehicle for you
- Book to secure a 50% discount from our car wash services
- See 'More Info' for more reasons to book

Our most premium service

13 spaces left at this price

\$175.00

Book now and save \$70.00

Book now

More Info

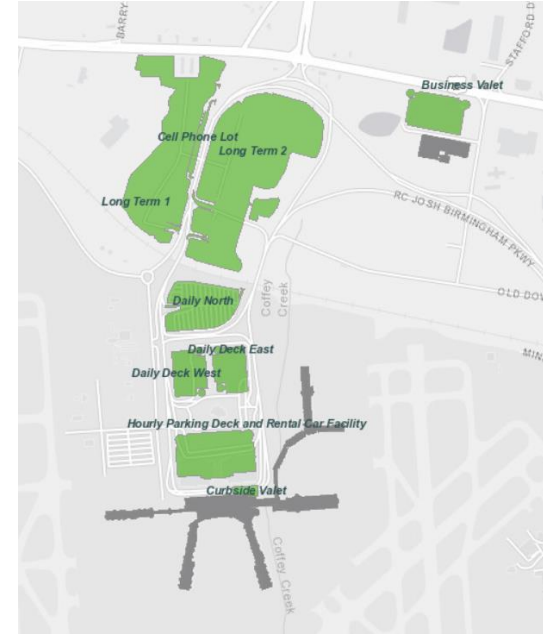
Map

Login

Manage Booking

# What it will look Like....

Once you complete your booking, the website will provide you with a mapping guide, and then provide you with your chosen access credential to utilize at the chosen parking product



# Access Credentials

CLT will have the ability to allow customers to utilize the following mechanisms to provide access into the various parking products:

- License Plate Recognition (LPRs)
- Credit Card in/out
- Proximity Cards for registered parkers (including employees)
- QR Codes for public registered parkers



**Questions?**

# Thank You!

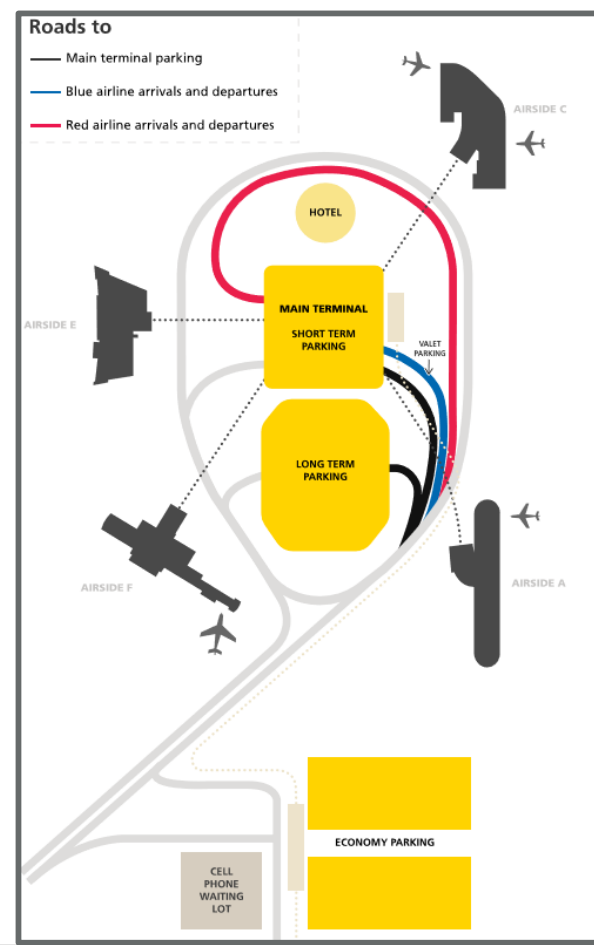


# The Next Generation in Airport Parking Business Models



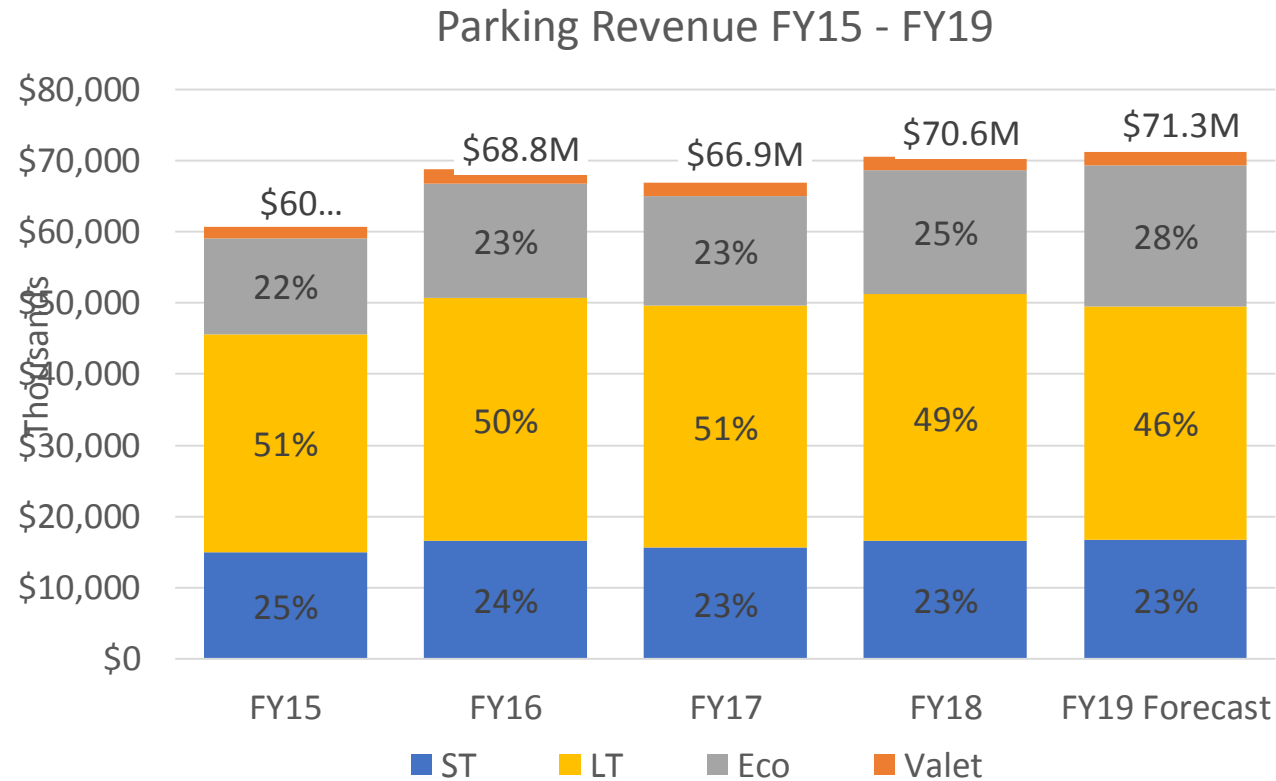
# TPA Parking Overview

- \$71M annual revenue
- 95% market share
- Short Term Garage – 3,571 spaces
  - \$20 Daily maximum rate
  - Annual occupancy 65%
  - Valet Parking
- Long Term Garage – 7,945 spaces
  - \$18 Daily maximum rate
  - Annual occupancy 68%
- Economy Parking Garage – 11,290 spaces
  - \$10 Daily maximum rate
  - Annual occupancy 45%





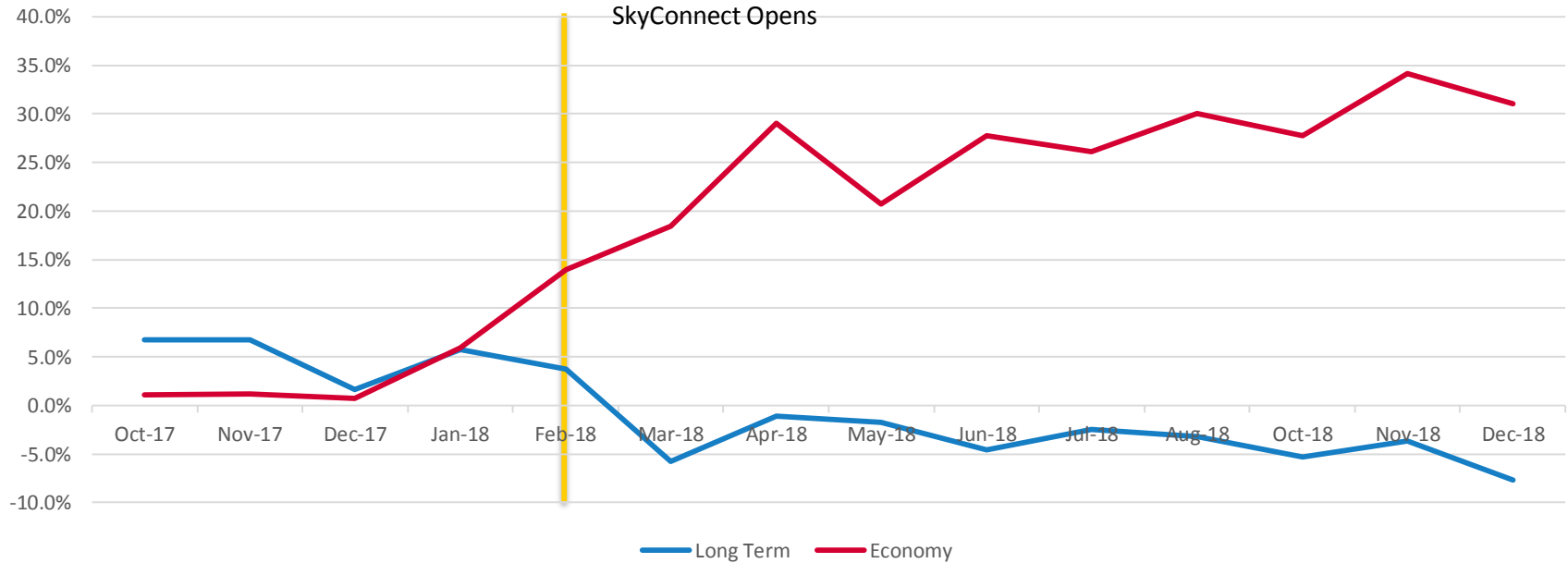
# Historical Parking Revenue





# Parking Update

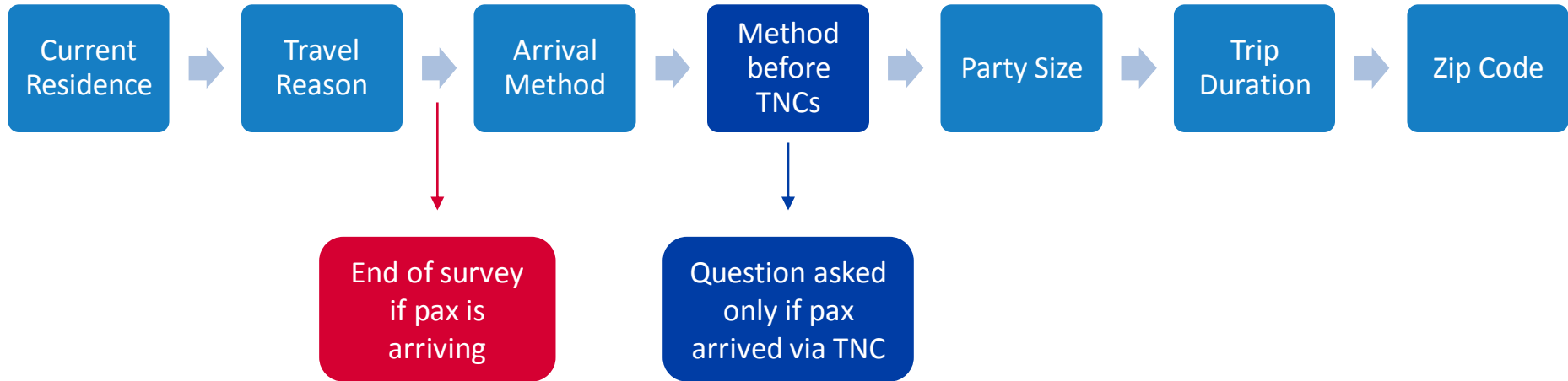
SkyConnect has transformed parking demand at TPA



\*Paid Transactions excluding September as it was skewed by Irma

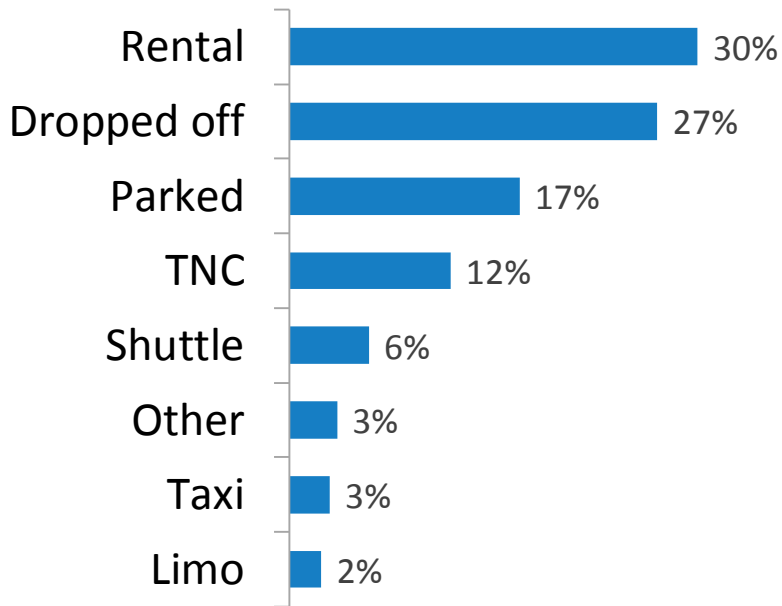
# TNC Impacts

## Survey Questionnaire

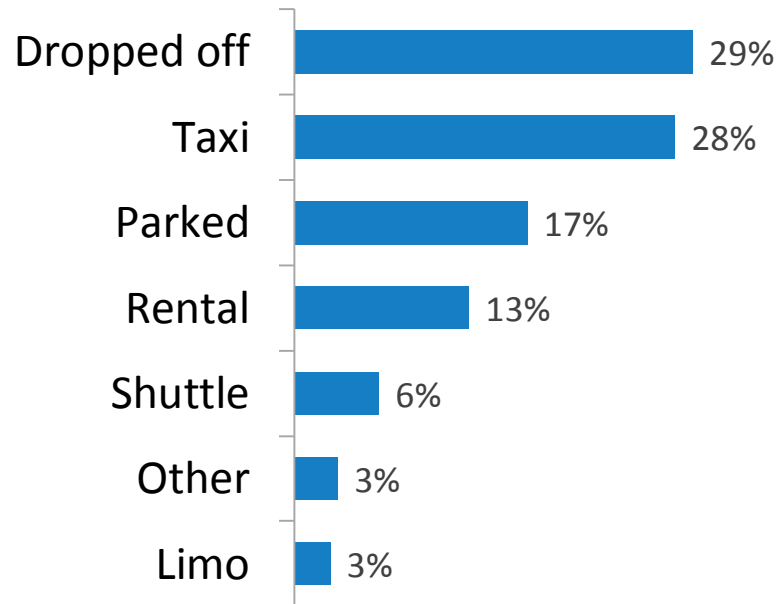


# Arrival Method

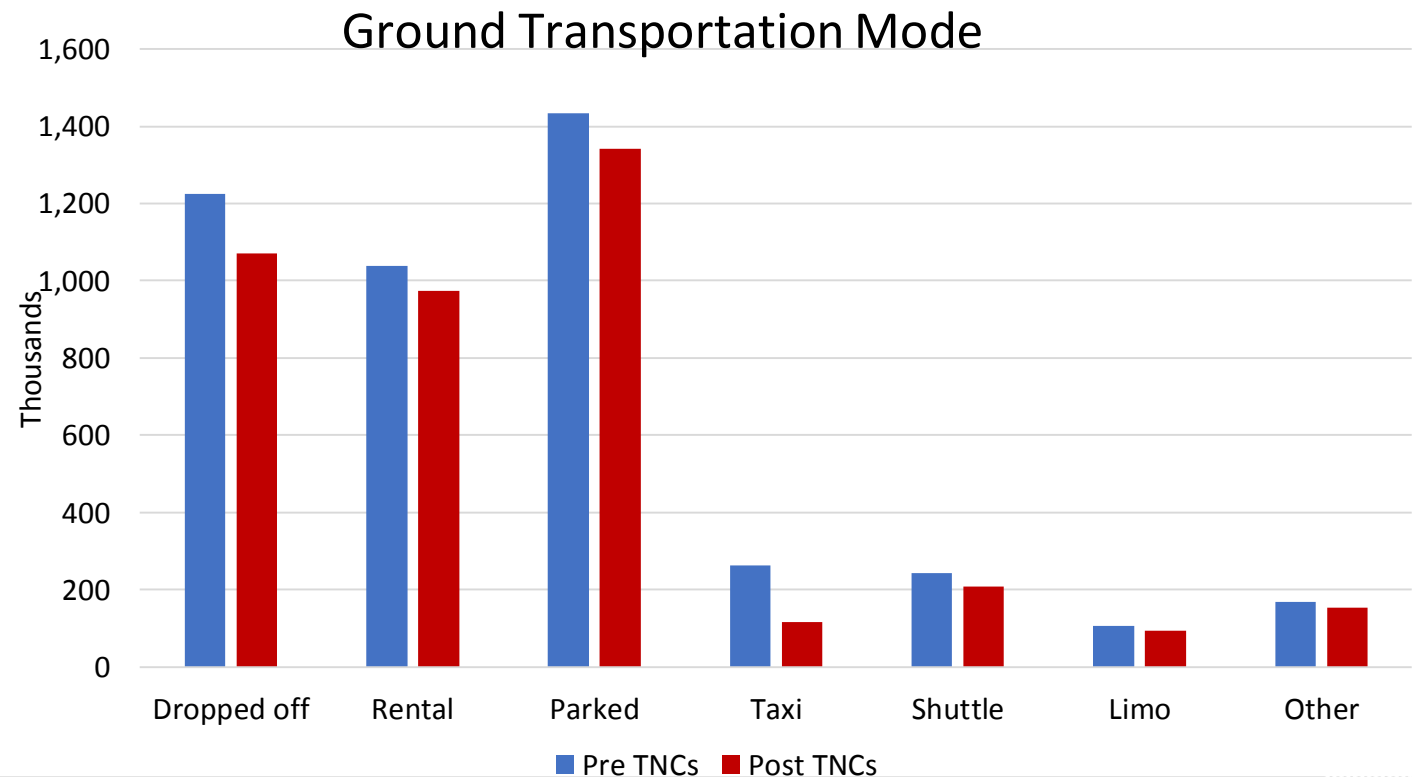
*By what means did you arrive at the Airport today?*



*Before rideshare services such as Uber and Lyft were available, what was your primary means of transportation to the Airport?*

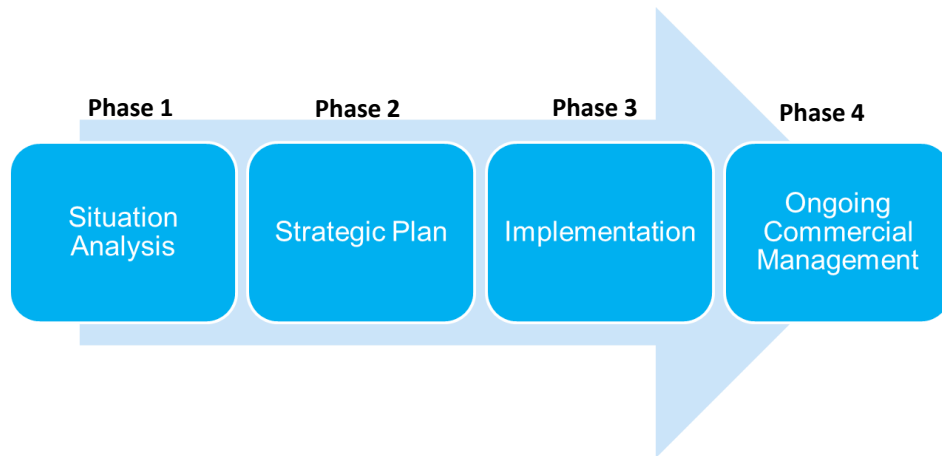


# Transaction Impacts



# Commercial Parking Business Evolution

- 2016
  - Onboard Parking Revenue Consultant
- 2017
  - Complete Situation Analysis
  - Onboard Director of Commercial Parking
  - Procured Online Booking System Provider
- 2018
  - Developed Online Booking System
  - Built Strategic Parking Plan
    - Rate change
    - Strategic Marketing Plan
    - Proposed Parking Policy Change
- 2019
  - Consolidate Parking Revenue and Operations
  - Begin Implementation



# Parking Strategy

## Benefits of Parking Strategy:

- Significant annual revenue growth
- Incentivizes customers to use higher-yield parking products
- Enhances customer service by offering value added services, promotional pricing, and customer upgrades
- Improves operational efficiency
- Provides staff with customer insights and data
- Remains top of mind for customers through active marketing
- Delivers on customer expectation for online capabilities

The screenshot displays the Tampa International Airport website's parking booking interface. At the top, the airport logo is on the left, and navigation links for 'MANAGE MY BOOKING', 'LOGIN', and 'REGISTER' are on the right. Below this is a progress bar with five steps: 'Choose Your Dates', 'Select Parking Option' (highlighted), 'Extra Services', 'Complete Your Information', and 'Confirmation'. The main content area shows search filters: 'Amend Search', 'Promocode' (with an 'Apply' button), 'Sort By' (a dropdown menu), and a 'View' button. Search parameters include 'Check In Date' (03/05/2019 8:00 AM) and 'Check Out Date' (03/06/2019 5:00 PM). Below the filters, a banner reads 'Florida's premier gateway for business and leisure.' with the airport logo. Three parking options are presented in columns: 'Valet Parking' (orange header, \$60.00), 'Short Term Garage' (red header, \$44.00), and 'Long Term Garage' (blue header, \$36.00). Each option includes a 'Select' button, 'Pre-booking Savings', a walking distance icon and time, and a list of amenities. A vertical banner on the right side of the parking options repeats the slogan 'Florida's premier gateway for business and leisure.' and includes the airport logo and website URL.

Parking Option	Price	Pre-booking Savings	Walking Distance	Amenities
Valet Parking	\$60.00	\$0.00	1 min by Walk	✓ Drop and go! Our fastest option ✓ Curbside drop off (8:30am - 5:30pm) ✓ Auto detailing available ✓ 24-hour parking attendants ✓ Covered parking ✓ Electric vehicle charging stations
Short Term Garage	\$44.00	\$4.00	2 min by Walk	✓ No waiting! Our most popular option ✓ Elevator access to the main terminal, ticketing and baggage claim ✓ Covered parking (Floors 4-8) ✓ Electrical vehicle charging stations
Long Term Garage	\$36.00	\$4.00	5 min by Walk	✓ Quick walk, great price! ✓ Direct covered access to the main terminal ✓ Automatic People Mover (APM) available ✓ Covered parking (Floors 2-7) ✓ Electric vehicle charging stations

# Parking Strategy

Parking at the  
Airport Means:  
No Hidden Fees



Economy Garage: **\$10 Daily**



Tampa  
International  
Airport

Parking at the  
Airport Means:  
Park it. Lock it &  
More Cash in your Pocket



Economy Garage: **\$10 Daily**



Tampa  
International  
Airport

# Discussion & Questions



# If You Don't Think Things Are Changing.....

- Joint venture between Terrafugia and Volvo
- Taking orders now
- Delivery scheduled for 2023

