2025-2030 Strategic Plan

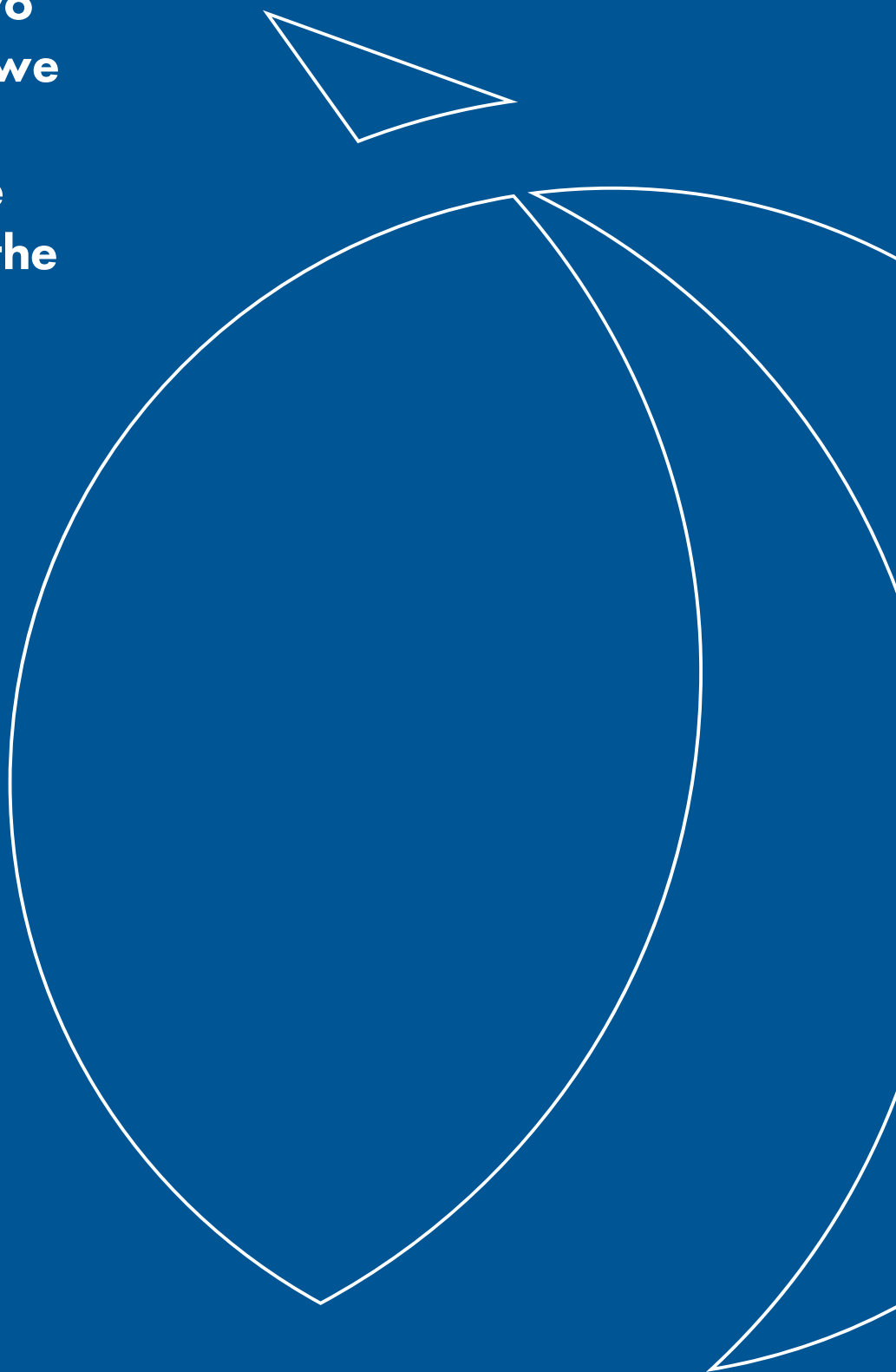# FLIGHT PLAN FOR THE FUTURE

PENSACOLA INTERNATIONAL AIRPORT

> **"There are only two lasting bequests we can hope to give our children. One of these is roots, the other, wings."**
>
> JOHANN WOLFGANG VON GOETHE

LETTER FROM THE DIRECTOR

I am pleased to present the 2025-2030 Strategic Plan for Pensacola International Airport. It is titled, "Flight Plan for the Future" to reflect our vision and our commitment to becoming the hub of travel and the runway for economic vitality in our region. This plan is our roadmap, or aeronautical chart, for getting there.

It was shaped by a research and planning process that spanned a year and engaged a cross section of stakeholders. It builds on the strengths of our Fly Easy promise and our position as the front door to the Pensacola Experience. It reflects the hopes and aspirations of our team and pushes us forward to the future we envision.

I am grateful for the community stakeholders, elected officials and PNS leadership team who contributed to this report.

These five areas of strategic focus will serve as our guideposts:

1. **Customer Experience:** We elevate the Fly Easy promise. By embedding a modern, but historically rooted, sense of place, innovating to meet the needs of all travelers and supporting local food and beverage options, we will enhance customer experience.

2. **Strategic Growth:** We grow to meet the needs of our community. By expanding flight offerings, infrastructure and services while supporting community efforts to create connections to points of interest, we will grow airport revenue.

3. **Regional Prosperity:** We collaborate to support economic opportunities. By maintaining an active role in the business support community, increasing engagement with the tourism industry and supporting the military mission, we will increase regional prosperity.

4. **Workforce Engagement:** By attracting and retaining key employees, providing professional development opportunities and engaging badge holders with the airport culture, we will support an engaged workforce.

5. **Brand Development:** We actively manage our reputation. By engaging local groups, providing transparent information to the community about potential impacts, and enhancing internal and external communications, we will position the airport as a respected, trusted and relevant organization.

After reading this plan, I hope you will be as optimistic as I am about the evolution of Pensacola International Airport and the future we are building for the region we call home.

We will reach new heights. Together.

Matthew Coughlin

Matthew Coughlin, Director
Pensacola International Airport

Acknowledgments

REPORT STRUCTURE OVERVIEW

> **Efficiency is doing things right; effectiveness is doing the right things. ”**
>
> PETER DRUCKER

I. INTRODUCTION

Pensacola International Airport is experiencing record growth as a driver of economic vitality in our region. To build upon our momentum, we embarked on a journey to strategically position the airport for success, while also meeting the evolving needs of our customers and community. Leveraging the expertise of an external partner to develop a five-year strategic plan, PNS' future is more reflective of our identity, goals and potential.

The strategic plan presented in this report emerged from a multi-stage research process. We engaged diverse voices from PNS' leadership, stakeholders and community, delving deep into the heart of the organization to uncover and clarify the organization's identity and internal narrative. This process also revealed the organization's core strengths and aspirations for the future.

Based on the findings, the organization's identity is now systematized and presented as an Identity Map that clearly defines the purpose, values, vision and mission of the organization. These elements serve as the compass for an Identity Narrative, the story that breathes life and meaning into PNS' identity. Further building upon this foundation, the Integral Strategic Plan lays the roadmap for living that story over the next five years.

Collaboratively, PNS' leadership and the strategic planning focus teams have meticulously crafted a plan to align the organization's identity, performance and perception. The plan is shaped around five areas of strategic focus that are supported by clearly defined goals and key performance indicators. By capitalizing on the best of who we are, this plan is our guiding light as we work toward realizing our vision—where our top-tier air transportation facilities and services make us the hub of aviation and the runway for economic development in our region.

We appreciate your participation in this transformative journey. Your dedication and ongoing efforts to deliver our Fly Easy promise will ensure that 2030 is defined by how we enhance the quality of life for all in our community.

II. RESEARCH METHODS

WHAT TECHNIQUES DID WE USE TO ANSWER THE RESEARCH INQUIRY?

Action Research and Grounded Theory

Action research is a model that leverages direct inputs from stakeholders to derive effective outcomes through collaboration.

Grounded theory is a qualitative research methodology that uncovers answers grounded in the participants' own interpretations or explanations. The grounded theory research method differs from other types of qualitative research methods in that it constructs a theory from data after it has been collected and analyzed, rather than seeking to prove or disprove a theory.

Please see the appendix of this report for further details on the research design for this project.

Mixed Methods

Findings emerged from a mix of qualitative and quantitative primary research methods. Additional context was provided through review of secondary research sources.

Data Points

PRIMARY DATA

- Design Team Discussions
- Leadership & Community Dialogue Session
- Stakeholder Dialogue Session
- Community & Stakeholder Survey
- Above the Line Strategic Plan Workshop Series
- Below the Line Operational Plan Workshop Series

SECONDARY DATA

- Provided by PNS:
  - 2018 Master Plan
  - 2022-2023 Strategic Branding & Communications Plan
- Immersion Research
  - Competitive Analysis
  - 2023 Customer Experience Surveys
  - 2023 Community Surveys

Strategic Planning Process Timeline

MARCH THROUGH OCTOBER   2023

- Immersion Research Begins
- Strategic Planning Landing Page Launched
- Leadership & Community Dialogue
- Stakeholder Dialogue
- Community & Stakeholder Survey
- Combined Findings, Insights & Recommendations Presentation

NOVEMBER THROUGH DECEMBER   2023

- Strategic Planning Landing Page Updated
- Identity Map Developed
- Areas of Strategic Focus Defined
- Identity Narrative Created
- Strategic Planning Workshop Series Completed
- Below the Line Objectives Workshop Series Begins

JANUARY THROUGH MARCH   2024

- Below the Line Objectives Workshop Series Completed
- Final Review of Identity, Strategy & Objectives
- Final Strategic Planning Report Completed
- Designed Report & Tri-Fold Brochure Provided to Leadership Team

III. RESEARCH OUTCOMES

> **"**
> **If you want to go quickly, go alone. If you want to go far, go together. "**
>
> AFRICAN PROVERB

IN THIS SECTION:

PENSACOLA INTERNATIONAL
AIRPORT IDENTITY MAP

PENSACOLA INTERNATIONAL
AIRPORT IDENTITY NARRATIVE

PENSACOLA INTERNATIONAL
AIRPORT INTEGRAL STRATEGIC PLAN

PENSACOLA INTERNATIONAL AIRPORT IDENTITY MAP

The airport's Identity Map provides the storylines of the organization—who it is and its aspirations for the future.

EXPRESSION

ORGANIZATION DRIVERS

CORE

CORE

The core identity of the airport includes its purpose and values, which typically remain stable over time.

PURPOSE

Why do we exist?

A purpose statement reflects the deep motivations that propel all aspects of the organization.

As a public servant we enhance the quality of life for all in our community as a facilitator of economic impact and a connector to the world.

VALUES

What guides our behaviors?

Values are fundamental truths or propositions that serve as the foundation for a system of beliefs that guide behaviors and decisions.

Hospitality: We believe the Pensacola International Airport is the front door to our community. Therefore, we warmly greet every visitor in a welcoming environment which reflects why people choose Pensacola as the place to live, work and play.

Engagement: We believe we are an integral part of the growth and vitality of the community. Therefore, we serve and build relationships by staying connected and knowledgeable of the needs and priorities of our stakeholders.

Customer-Focused Service: We believe that meeting and exceeding customer expectations is why we are here, and that listening is the key to understanding and meeting those needs. Therefore, we seek opportunities to consistently demonstrate a positive attitude and eagerness to elevate our performance through continuous improvement efforts.

Resilience: We believe in cultivating a culture of agility and mutual trust able to recover quickly from disruptions. Therefore, we build a team trained to anticipate, manage and recover from interruptions in our services.

Integrity: We believe our actions must reflect our principles. Therefore, we lead with honesty and build trust by consistently holding ourselves accountable to the highest standards of performance.

ORGANIZATION DRIVERS

The Organization Drivers define how the airport's
purpose and values are brought to life.

VISION
What do we aspire to become?

The vision sets the destination an organization is striving to reach and thus serves as the focus of the organization's strategy.

Our top-tier air transportation facilities and services make us the hub of aviation and the runway for economic development in our region.

MISSION
What will we do to support our vision and purpose?

The mission articulates what the organization commits to doing to reach its desired future.

To be the preferred hub of aviation-related activities in the region, trusted and respected for our commitment to customer-focused performance excellence, managing growth and evolving to meet the needs of stakeholders.

UNIQUE VALUE PROPOSITION
What do we offer that is unique and valuable to our stakeholders?

The UVP defines the unique offering provided to stakeholders that competitors cannot claim.

As the hub of commercial and private aviation services, we offer unparalleled service to the wide range of travelers and businesses we serve. Our location, size, customer-centric attitude and connections to the world provide a unique value to this region.

ORGANIZATION DRIVERS

The Organization Drivers define how the airport's
purpose and values are brought to life.

ARCHETYPE
What is our persona based on human desires and values?

Archetypes reflect the assumptions, attitudes and personality traits of the organization.

Pensacola International Airport shares the foundational traits of the Hero, Creator and
Everyperson archetypes. These personas reveal attitudes that reflect the desired personality
and values of the organization.

HERO
The Hero organization is successful at producing consistent results, creating systems to fulfill
objectives and giving their all to achieve a goal.

CREATOR
Creator organizations are most successful when developing distinctive services and
innovating new solutions.

EVERYPERSON
Everyperson organizations provide a sense of belonging and seek to do the right thing
without fanfare.

ASPIRATIONAL REPUTATION STATEMENT
How does our organization wish to be perceived by others?

The aspirational reputation statement articulates the beliefs we want others to hold about our organization.

Pensacola International Airport is known as the front door to the Pensacola Experience–
beautiful, welcoming, safe, authentic, easy and efficient.

By exceeding expectations of the communities served, PNS has earned a reputation among
customers and across the world as the most respected, trusted and preferred airport in the
region.

EXPRESSION

The elements of Expression define how the airport will build trust and advocacy through communications.

PERSONALITY
What image do we want to project?

The personality paints a picture reflecting the desired voice and traits of the organization.

We combine easy-going Gulf Coast charm with a zeal for performance excellence.

We demonstrate a welcoming, friendly, positive and open attitude while being determined to earn the trust of those we serve through our passion for protecting our travelers, proactively addressing challenges and our commitment to continuous improvement.

Personality Descriptors:

- Welcoming
- Positive
- Open

- Reliable
- Resourceful
- Determined

- Protective
- Proactive

PROMISE
What can consumers expect from our brand across all touchpoints?

The promise defines the quality and experience exhibited during interactions.

Pensacola International Airport is focused on helping you reach your destination through streamlined, frictionless and outcome-focused service.

Our promise to business partners: Reach New Heights with PNS
Our promise to air travel customers: Fly Easy with PNS

EXPRESSION

The elements of Expression define how the airport will
build trust and advocacy through communications.

POSITIONING STATEMENT

What value will we communicate versus other options available?

The positioning statement is a brief description of how the organization fills the particular needs of its stakeholders.

For travelers and businesses wanting to reach their destination through streamlined, frictionless and outcome-focused customer service, PNS offers an easily accessible location and size, customer-centric attitude and connections to the world that provide a unique value to this region.

PENSACOLA INTERNATIONAL AIRPORT IDENTITY NARRATIVE

The airport's Identity Map is translated into the organization's Identity Narrative—a co-created story about "who we are and where we are going." The narrative is further activated through the Integral Strategic Plan.

At Pensacola International Airport, we Fly Easy. The seamless experience enjoyed by travelers, businesses and our community is a testament to our homegrown hospitality. Our easy going Gulf Coast charm is backed with a serious passion for performance excellence. It makes us the nexus of commercial and private aviation services in our region, where we deliver streamlined, frictionless and outcome-focused capabilities.

As a gateway to the world, we embrace a role that goes far beyond aviation. Pensacola International Airport is the front door to the Pensacola Experience. It's more than a welcome; it's a promise to reflect our community's warmth, hospitality and legacy of aviation excellence.

Customer satisfaction is our relentless pursuit – we listen, continuously improve, and deliver unparalleled service with a positive attitude. In times of turbulence, our resilience shines through because our team is trained to anticipate, manage and recover swiftly.

Our ability to elevate the quality of life is not confined to runways and boarding bridges. We imagine a future where our top-tier aviation facilities and services propel economic prosperity. Being a good neighbor means deeply rooting ourselves in Pensacola's growth and vitality. As needs and priorities evolve, we stay engaged with a wide range of stakeholders in our region, so that all may reach new heights with our service and support. In growing and thriving with our community, we show the world why we are trusted and respected for our commitment to excellence.

We are Pensacola International Airport, where the spirit of our community takes flight.

PENSACOLA INTERNATIONAL AIRPORT INTEGRAL STRATEGIC PLAN

The following areas of strategic focus will serve as guideposts over the next five years – defining outcomes which indicate PNS is living its mission and values and advancing a shared vision. Each of the five areas include a statement of intention capturing the aspiration for the area of focus, the goals defining what the organization is working toward, key performance indicators measuring movement toward the goals over the five-year plan, and the shorter term objectives which will create that movement.

CUSTOMER EXPERIENCE

STRATEGIC GROWTH

REGIONAL PROSPERITY

WORKFORCE ENGAGEMENT

BRAND DEVELOPMENT

01

Area of Strategic Focus #1: **CUSTOMER EXPERIENCE**

Elevate the Fly Easy Experience

Statement of Intention

We elevate the Fly Easy promise. By embedding a modern, but historically rooted, sense of place, innovating to meet the needs of all travelers and supporting local food and beverage options, we will enhance customer experience.

Goals

1.1 Embed a Modern but Historically Rooted Sense of Place

1.2 Innovate to Meet Needs of All Travelers

1.3 Support Local Food & Beverage Operations

Key Performance Indicators (KPIs)

Survey question: How do you feel about how well we lived up to our Fly Easy promise?
- Baseline: 75%
- Target: Maintain 75% During Challenges Of Terminal & Parking Projects
- Data Source: Passenger Experience Survey
- Frequency of Reporting: Annually

Survey question: How do you feel about your experience with the food and beverage services available at the airport?
- Baseline: 69%
- Target: Maintain 69% During Challenges Of Terminal & Parking Projects
- Data Source: Passenger Experience Survey
- Frequency of Reporting: Annually

01

Area of Strategic Focus #1: **CUSTOMER EXPERIENCE**
Elevate the Fly Easy Experience

Objectives

1.1.1 - The Assistant Airport Director – Planning & Engineering and the Assistant Airport Director – Strategy & Development will collaborate with the design team to integrate local elements into the environment which will result in a 100% completion of the implementation of a newly defined sense of place by 2027.

1.1.2 - The Assistant Airport Director – Strategy & Development will reach out to Pensacola Art Museum, Pensacola Museum of History, and Pensacola Museum of Commerce to see if they would be interested in starting a program at the Airport that would showcase pieces from their collections which will result in a 100% completion with the addition of at least one art installation in terminal by 2027.

1.1.3 - The Assistant Airport Director – Strategy & Development will develop ideas to show what our community has to offer beyond tourism which will result in a 100% completion with the addition of an immersive experience which showcases what the City has to offer beyond tourism by 2027.

1.2.1 - Assistant Airport Director – Finance will implement technologies that will improve the customer parking experience which will result in a 100% completion with the installation of license plate recognition technology in all Airport parking lots by the end of 2025.

1.2.2 - The Assistant Airport Director – Finance and Assistant Airport Director – Strategy & Development will Develop ideas that will allow the Airport to increase non-airline revenues that will assist the Airport in meeting our patrons needs which will result in a 100% completion upon implementation of one or more changes in concessions, market place or advertising in 2026.

1.3.1 - The Assistant Airport Director – Planning & Engineering will collaborate with the design team for the modernization of existing terminal and construction of a new concourse project to ensure space for food options are in key locations which will result in a 100% completion with the build out of a new concession area by 2027.

1.3.2 - The Assistant Airport Director – Finance and Airport Properties Manager will collaborate with the design team to determine what local elements need to be included in the food and beverage areas which will result in a 100% completion of the refurbishment of existing concession areas in 2025.

02

Area of Strategic Focus #2: **STRATEGIC GROWTH**

Grow Flights, Infrastructure & Revenue

Statement of Intention

We grow to meet the needs of our community. By expanding flight offerings, infrastructure and services while supporting community efforts to create connections to points of interest, we will grow airport revenue.

Goals

2.1 Expand Flight Offerings

2.2 Expand Infrastructure While Maintaining Fly Easy Promise

2.3 Expand Services to Support Non-Aeronautical Revenue

2.4 Support Community Efforts to Create Connections to Points of Interest

Key Performance Indicators (KPIs)

Expand Nonstop Options to Top 30 Markets
- Baseline: 60% of Top 30 Markets
- Target: 65% of Top 30 Markets
- Data Source: Airport Air Service Consultant
- Frequency of Reporting: As Requested

Connect to Additional Hubs
- Baseline: Nine Hubs
- Target: Twelve Hubs
- Data Source: Airport Air Service Consultant
- Frequency of Reporting: As Requested

02

Area of Strategic Focus #2: **STRATEGIC GROWTH**

Grow Flights, Infrastructure & Revenue

Objectives

2.1.1 - Assistant Airport Director – Strategy & Development, with assistance from the Airport's Air Service Development Consultant, will determine unserved markets and if there is enough of a demand to connect to those markets which will result in a increase in the number of routes to unserved markets as determined by Air Service Development Consultant by 2028.

2.1.2 - Assistant Airport Director – Strategy & Development, with the assistance from the Airport's Air Service Development Consultant, will determine if there is demand to connect to hubs with one-stop destinations which will result in an increase in non-stop and one-stop connections by 2028.

2.1.3 - Assistant Airport Director – Strategy & Development, with assistance from the Airport's Air Service Development Consultant, will determine if there is demand for international markets and pursue potential expanded services with partners which will result in an increase in connections to international destinations by 2028.

2.2.1 - Assistant Airport Director – Finance and Assistant Airport Director – Planning & Engineering will work to obtain funding for modernization of the existing terminal and construction of a new concourse which will result in a 100% completion of the modernization of existing terminal and construction of new concourse by 2028.

2.2.2 - Assistant Airport Director – Planning & Engineering will collaborate with the design team for the modernization of the existing terminal to ensure a redesign of the curbside will meet the growing needs of the Airport which will result in a 100% completion of a new curbside area by 2030.

2.2.3 - Assistant Airport Director – Operations & Maintenance will improve reliability of Airport Infrastructure across a number of fronts which will result in the Airport having fewer mechanical outages by 2026.

02

Area of Strategic Focus #2: **STRATEGIC GROWTH**

Grow Flights, Infrastructure & Revenue

Objectives

2.3.1 - Assistant Airport Director – Planning & Engineering will work to find options that will allow the Airport to increase available parking for patrons which will result in a 100% completion of additional parking spaces in the second quarter of calendar year 2025.

2.3.2 - Assistant Airport Director – Finance and Airport Contracts Manager will review branded food and beverage offerings offered under the existing concession agreements in terms of market performance, contemporary appeal, service to traveling public, competitive appearance, and revenue generated for the Airport which will result in 100% completion of review in 2025.

2.4.1 - Assistant Airport Director – Strategy & Development will reach out to various hotels to see if they would be interested in running shuttles between the various hotels and the Airport which will result in a 100% completion with verbal confirmation that a hotel will provide service between the Airport and the various hotels or consortium in 2025.

03

Area of Strategic Focus #3: **REGIONAL PROSPERITY**

Collaborate to Support Regional Economic Opportunity & Prosperity

Statement of Intention

We collaborate to support economic opportunities. By maintaining an active role in the business support community, increasing engagement with the tourism industry and supporting the military mission, we will increase regional prosperity.

Goals

3.1 Maintain an Active Role in the Business Support Community

3.2 Increase Engagement with the Tourism Industry

3.3 Support the Military Mission

Key Performance Indicators (KPIs)

Collaborative Initiatives
- Baseline: Four Collaborative Initiatives
- Target: Nine Collaborative Initiatives
- Data Source: Leadership Report
- Frequency of Reporting: Twice per Year

Objectives

3.1.1 - Deputy Airport Director will investigate organizations in the community that may be able to provide research into target markets, community opinions, and development opportunities that may result in identifying non-traditional revenues for paying for both capital and operating programs by 2025.

3.1.2 - Assistant Airport Director - Strategy & Development will identify organizations in the community to identify where the Airport's involvement may assist advancements in the local workforce annually.

3.2.1 - Assistant Airport Director - Strategy & Development will participate in existing tourism staff development initiatives to increase knowledge and visibility of the Airport for tourism staff annually.

03

Area of Strategic Focus #3: **REGIONAL PROSPERITY**

Collaborate to Support Regional Economic Opportunity & Prosperity

Objectives

3.3.1 - Properties Manager will explore options for additional amenities the airport may be able to provide to our service members and provide a feasibility report to the Deputy Airport Director annually.

3.3.2 - Assistant Airport Director - Planning & Engineering will research potential military grant and/or training programs that could be used to improve the Airport's infrastructure, operations and financial stability annually.

3.3.3 - Assistant Airport Director - Strategy and Development will identify and communicate to the public the important role our Military plays at our Airport and in our community at least annually.

04

Area of Strategic Focus #4: **WORKFORCE ENGAGEMENT**

Align Workforce Engagement around Values & Mission

Statement of Intention

By attracting and retaining key employees, providing professional development opportunities and engaging badge holders with the airport culture, we will support an engaged workforce.

Goals

4.1 Professional Development

4.2 Attract & Retain Key Employees

4.3 Engage Badge Holders with Airport Culture

Key Performance Indicators (KPIs)

Workforce Engagement Survey
- Baseline: Results of the 2023 Survey
- Target: Maintain Results for Each Category to Exceed City Average
- Data Source: City of Pensacola - (Sperduto & Associates)
- Frequency of Reporting: Annually

04

Area of Strategic Focus #4: **WORKFORCE ENGAGEMENT**

Align Workforce Engagement around Values & Mission

Objectives

4.1.1 - Each Airport Departmental Assistant Director will collaborate with the City Human Resources Department, job descriptions will match the knowledge, skills and abilities required for a position.

4.2.1 - The Deputy Airport Director will collaborate with all Assistant Directors to ensure current job descriptions match the needs and skills of each department's specialized skills and technological expertise, to support the Airport culture and mission of superior customer service and proactive safety and security practices.

4.3.1 - The Deputy Airport Director will collaborate with all Assistant Directors to ensure all Airport Stakeholders understand the vision and mission of the Airport, and all levels of badged employees take ownership of the roles and responsibilities for creating a positive work environment while maintaining a high level of customer service.

05

Area of Strategic Focus #5: **BRAND DEVELOPMENT**

Drive & Manage Reputation

Statement of Intention

We actively manage our reputation. By engaging local groups, providing transparent information to the community about potential impacts, and enhancing internal and external communications, we will position the Airport as a respected, trusted and relevant organization.

Goals

5.1 Engage Local Groups to Share Updates & Gain Insights

5.2 Provide Transparent Information to the Community about Potential Impacts

5.3 Enhance Internal & External Communications to Better Position PNS as a Respected, Trusted & Relevant Organization

Key Performance Indicators (KPIs)

Online Brand Sentiment Analysis
- Baseline: 60.9% Net Sentiment Score
    - Based on Monthly Average From Oct 1, 2022 - Sept 30, 2023
- Target: Maintain a Range of 60%-70% Net Sentiment Score Annual Average
- Data Source: Customer Intelligence Platform
- Frequency of Reporting: Annually

Passenger Survey
- Baseline: 76 Score for Overall Performance
- Target: Maintain a Range of 75-85 Score for Overall Performance
- Data Source: Annual Passenger Perception Survey
- Frequency of Reporting: Annually

Community Survey
- Baseline: 41.4 % Selected Option: "PNS provides excellent services and is an asset to Escambia County."
- Target: 50% Selected Option: "PNS provides excellent services and is an asset to Escambia County."
    - Data Source: Community Perception Survey Question: "Based on your current perceptions of PNS, which of the following statements would you most agree with?"
- Frequency of Reporting: Every other year

05

Area of Strategic Focus #5: **BRAND DEVELOPMENT**

Drive & Manage Reputation

Objectives

5.1.1 - The Airport Senior Leadership Administrative Team will collaborate with the marketing team to identify the Local Groups and the PNS speakers, and proactively schedule and track an agreed upon list of speaking opportunities each year.

5.2.1 - The Assistant Airport Director – Strategy & Development and marketing team will schedule and implement press releases and press conferences (earned media), appearances on local radio programs, the monthly newsletter, social media posts and other external communications solutions to showcase and share information that impacts passengers and the community.

5.3.1 - The Airport Senior Leadership Administrative Team will analyze historical passenger feedback and implement targeted improvements across identified challenges in the passenger experience. The team will document the needed changes in the overall satisfaction score in the next customer experience survey. This passenger research will be completed annually, contributing to an overall enhancement in the passenger experience at Pensacola International Airport.

5.3.2 - The Assistant Airport Director – Strategy & Development and the Airport Operations Team will analyze key community feedback from the community perception surveys and implement targeted messaging to maintain a range of 80-95% of passengers "impressed and pleased" with PNS in the next community perception survey. This will be completed by June 30, 2025 and a follow up survey will be conducted every two years, contributing to an overall enhancement in public perception of Pensacola International Airport within the local community.

5.3.3 - The marketing team will utilize the social listening metrics to conduct a comprehensive analysis of online brand sentiment and increase positive online brand sentiment. Monthly sentiment analysis reports will be generated, and insights will be actively used to engage with the online community, address concerns, and enhance the overall perception of Pensacola International Airport.

IV. CONTINUOUS IMPROVEMENT PROCESS

As the plan is implemented into operations, the process of continuous improvement will allow for monitoring of the performance indicators to improve progress toward the strategic aims of the organization.

V. RESEARCH DESIGN

HOW DID WE APPROACH THIS PROJECT?

This strategic plan is intended to provide Pensacola International Airport with an aspirational, yet actionable, path toward becoming the front door to the Pensacola Experience, as the most respected, trusted and preferred airport in the region. The research design is informed by the Organization-Brand Ecosystem Model and is guided by the narrative-based, From the Core™ research and strategy development process. These produce the findings which are then developed into the Identity Map, Identity Narrative and Integral Strategic Plan.

Organization-Brand Ecosystem Model

Building on the principles of Systems Theory, we believe organizations thrive and grow when they function as an interconnected whole. On the other hand, lack of alignment creates disconnected and dysfunctional organizations that struggle to reach their full potential.

The Organization-Brand Ecosystem Model (Figure 1) developed by *idgroup* reflects the importance of aligning the organization's identity narrative, image and culture to advance the vision and reputation of the organization. This view of organizations rejects siloed planning in favor of a whole systems approach needed to support virtuous growth cycles.
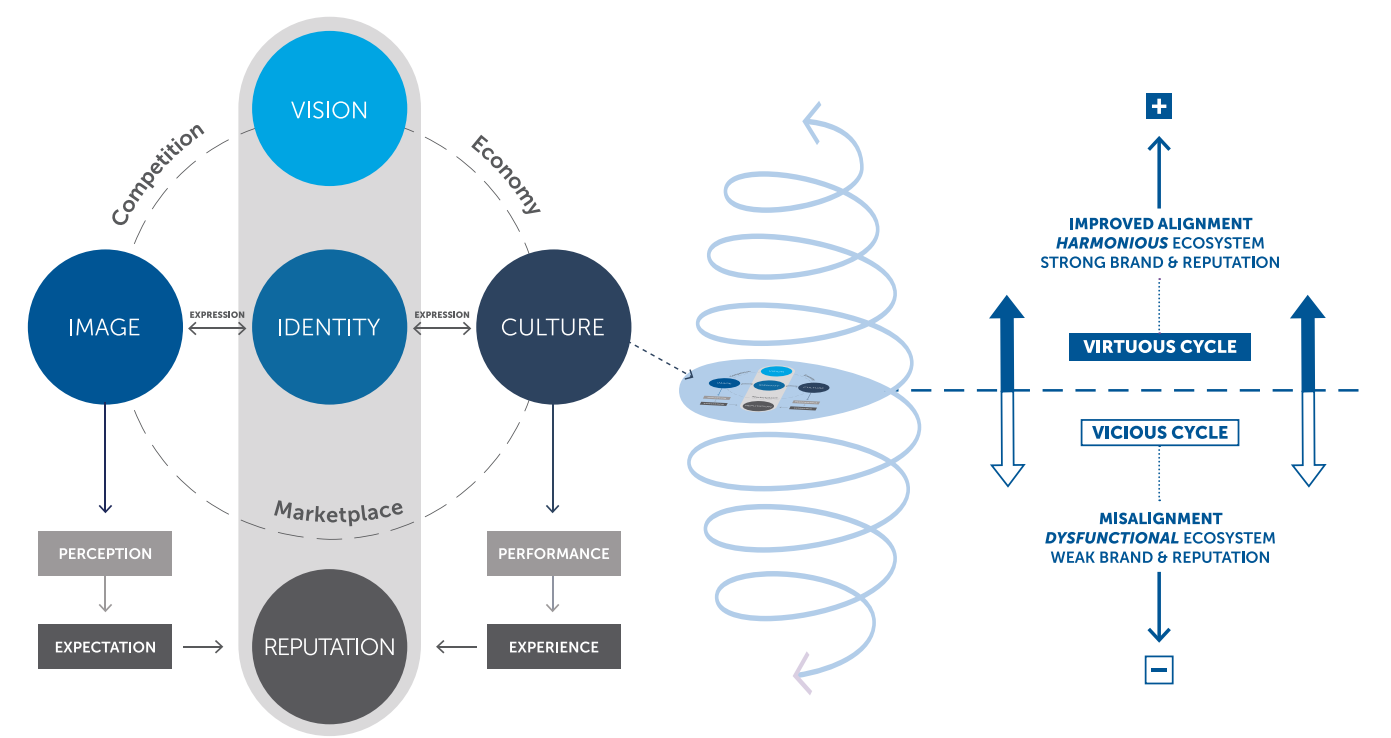

FIGURE 1: ORGANIZATION-BRAND ECOSYSTEM MODEL

Systems Theory refers to the study of social or organizational systems and their components, and focuses on understanding how individual parts of a system affects the function of that system.

From the Core™ Research and Strategy Development Process

From the Core™ is a multi-stage research and strategy development process that unleashes the positive potential of an organization (Figure 2). The process guides the creation of a collective vision and path toward the future through shaping, sharing and living the organization's identity.
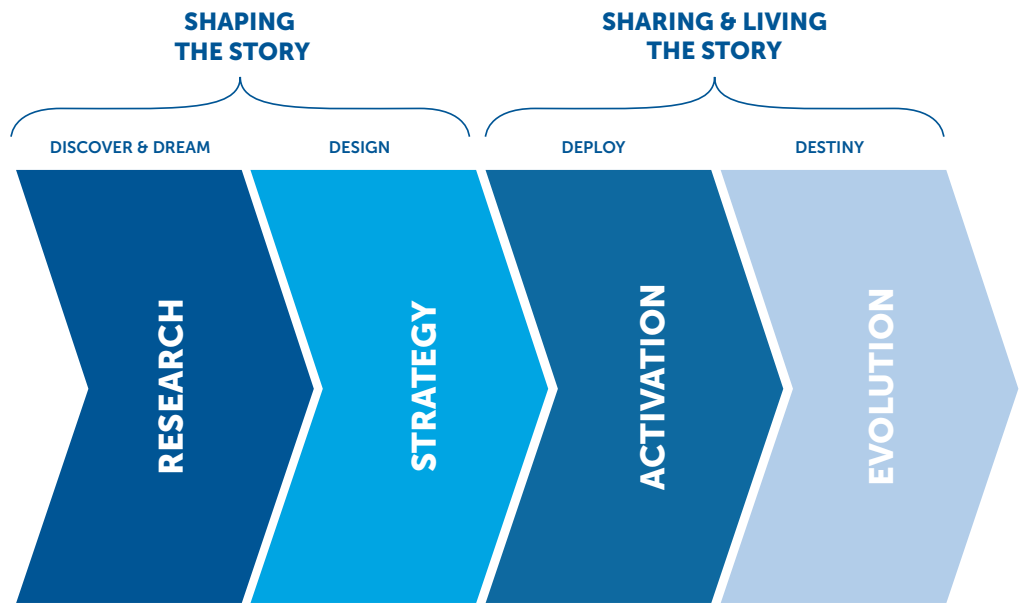

FIGURE 2: FROM THE CORE™ RESEARCH AND STRATEGY DEVELOPMENT PROCESS MODEL

RESEARCH

The process begins with Immersion Research to gain an understanding of the organization's current situation and contextual factors impacting its performance and image. This initial research informs the design and development of the Core Dialogue sessions.

The Core Dialogues are in-person gatherings that engage stakeholders in shaping the organization's identity narrative by uncovering core strengths, purpose, mission, values and impact. Building on these storylines, participants are challenged to reach into the future to dream about the possibilities of what could be, and then turn their attention to designing a plan for transforming their aspirations into their destiny.

The outcome of the research phase of the From the Core™ process is stakeholder engagement with multiple groups, a collective vision of an aspirational future and data about how to get there.

The major deliverable from this phase is the Identity Map (Figure 3) which provides clarity about how the organization defines itself and wants to be seen by others, answering the questions that are central to its healthy growth and development: Who are we, where are we going, what impact do we want to make, and how do we want to present ourselves to the world? As such, it defines the focus of Integral Strategic Planning.

The Identity Map consists of three nested rings. The first ring is the Core, which typically remains stable over time. The second ring includes the Organization Drivers, defining how purpose and values are brought to life. The third ring consists of the elements of Expression, which defines how the organization will build trust and advocacy through communications. All three rings live within the Operating Context, which are the external factors that influence decisions.
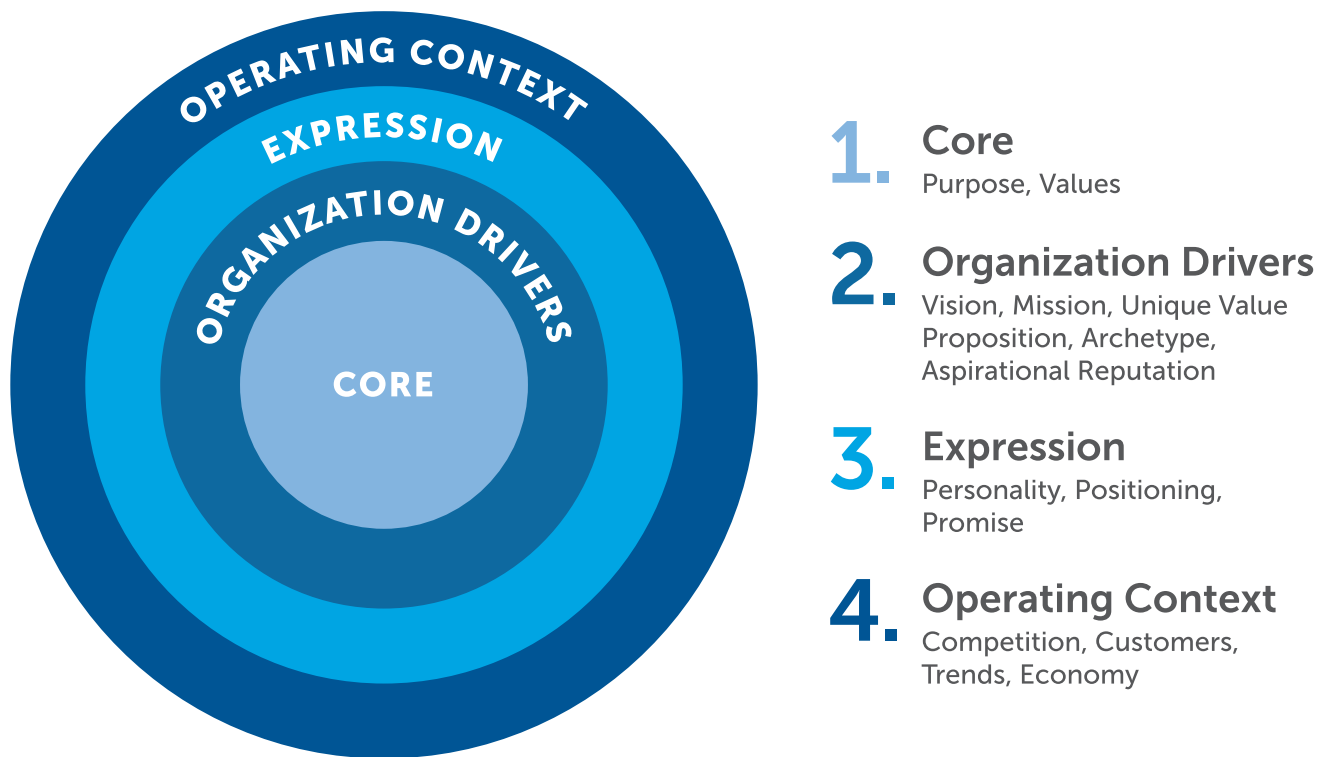

1. **Core**
Purpose, Values

2. **Organization Drivers**
Vision, Mission, Unique Value Proposition, Archetype, Aspirational Reputation

3. **Expression**
Personality, Positioning, Promise

4. **Operating Context**
Competition, Customers, Trends, Economy

FIGURE 3: IDENTITY MAP

STRATEGY

When the research phase is complete and the Identity Map is approved, we then work collaboratively with the organization's strategic planning team to develop an Integral Strategic Plan (Figure 4) which builds on the strategic priorities identified within the research to create strategies that build trust by aligning Perceptions (what we say) and Performance (what we do). The outcome of the strategy stage of the process is a strategic plan reflecting those perspectives. The collaborative nature of this process leads to high levels of engagement and buy-in for the final plan while providing leadership with a deeper understanding of how to best align, and therefore leverage, efforts across all aspects of the Organization-Brand Ecosystem.
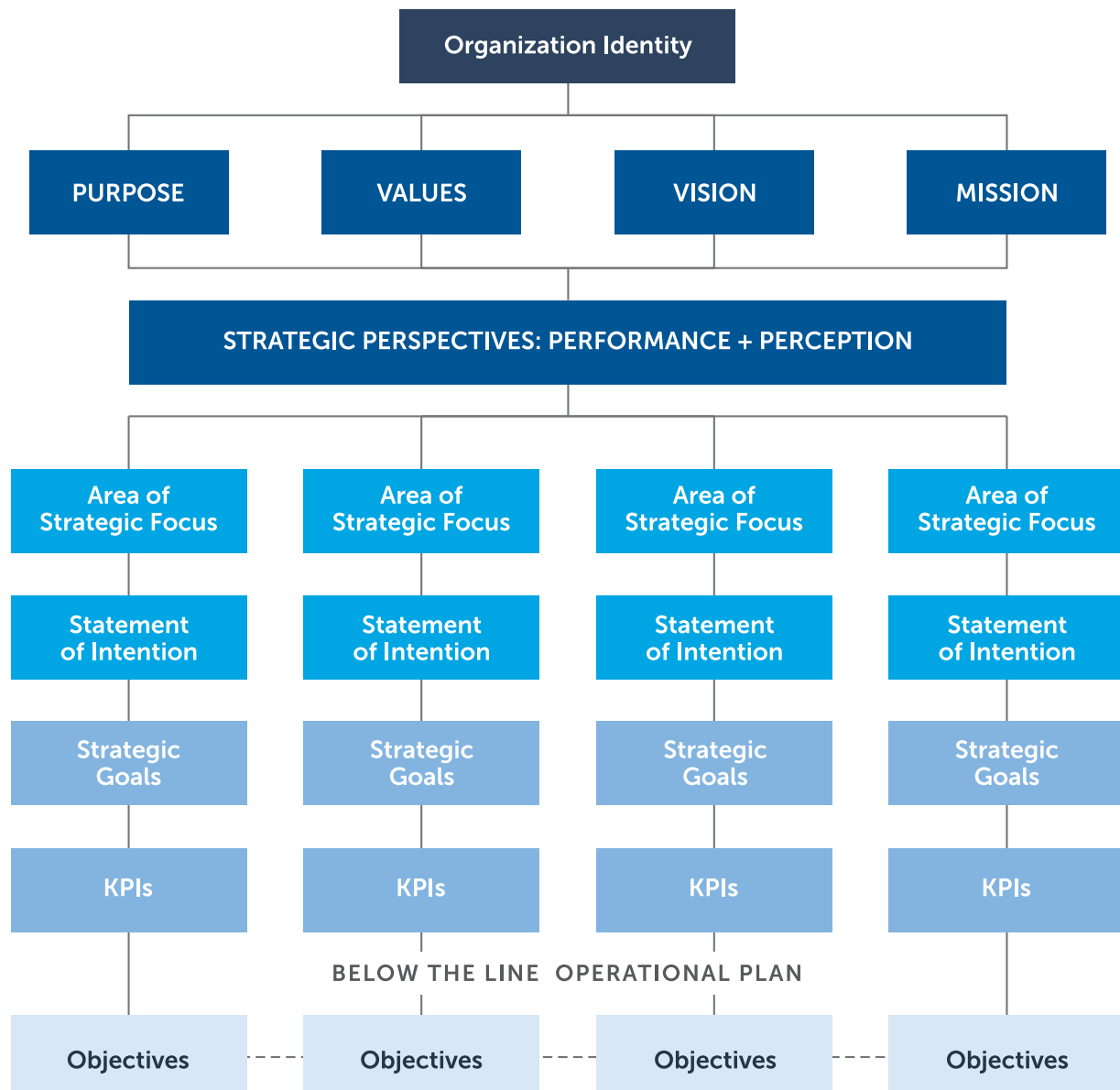
FIGURE 4: INTEGRAL STRATEGIC PLANNING OUTLINE

ACTIVATION & EVOLUTION

After the formal adoption of the Strategic Plan, it is time for action. The organization leadership is encouraged to prioritize what they would like to see accomplished in the first year. The staff can then be guided through developing short-term action plans to define how they will achieve the objectives which support those priorities. Those plans should be reviewed on a quarterly basis to ensure progress toward the overall goals of the organization.

From the Core™ Foundational Principles

THE POWER OF CO-CREATION

 People will defend and protect that which they help create. In order to create buy-in across multiple levels, the From the Core™ process encourages co-creation by opening up dialogue between leadership and organization stakeholders.

THE ANSWERS ARE IN THE ROOM

This process of stakeholder engagement uncovers innovative and unlikely solutions by bringing together diverse people and perspectives to share their hopes and dreams for the organization.

FOCUS ON WHAT WORKS

Organizations move in the direction of their focus. Through engaged dialogue we uncover strengths and identify shared aspirations for the future. We unleash the organization's positive potential by focusing on what is working and leveraging these strengths to build the future we envision.

CHANGE STARTS WITH DIALOGUE

Change does not happen overnight. The From the Core™ process works to unleash the passion of people to activate, ignite or reinvigorate the purpose of organizations. Change starts with a dialogue and is sustained through action.

CLOSING THOUGHTS

"

The sky is not the limit; it's just the beginning. **"**

ORVILLE WRIGHT

As our region continues to grow and thrive, Pensacola International Airport is committed to holding the door open for all travelers, businesses and members of our community. We are ready to take flight, strengthened by our values and promise to be a good neighbor. This plan provides a clear path forward to realize our vision to become the runway for economic development in our region.

Yes. Our vision is bold, some would say impossible. We don't think so. Pensacola International Airport and our partners are up to the challenge. Our vibrant community deserves a champion who reflects the absolute best that the Pensacola Experience has to offer.

We will all reach new heights.
Together.