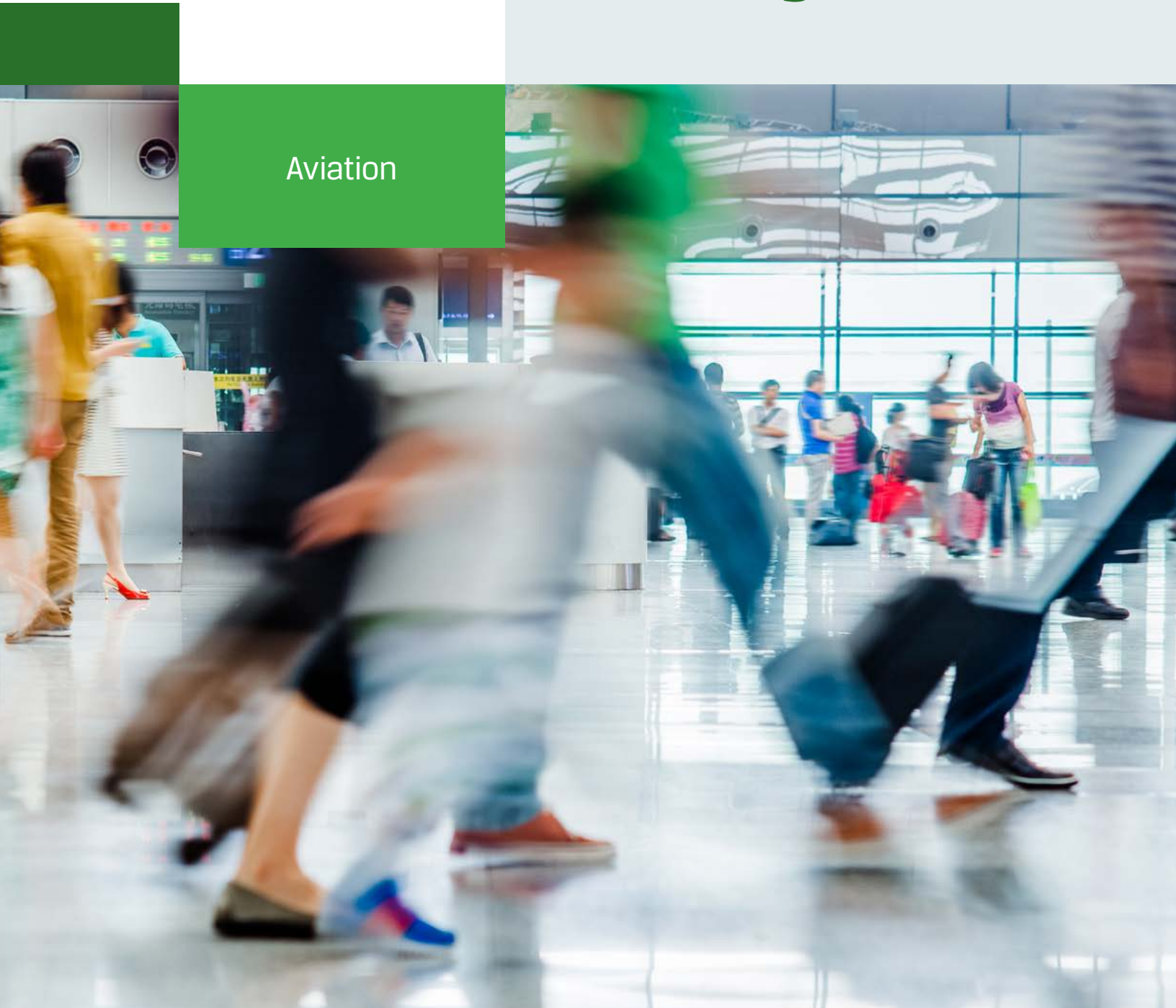




# Airport Strategic Planning

Aviation





ICF's airports team includes seasoned experts in strategic planning, organizational development, and governance, with experience as trusted advisors to the management teams of many of the top 100 airports. Our services include the following:

**Strategic planning:** Development of strategic plans and associated action plans; provision of support for implementation of the plans

**Organizational development:** Review and design of organizational structure, capabilities, resources, and processes required to achieve organizational goals and objectives; provision of organizational development support

**Governance advice:** Advice as required, for example, on separation of management and board roles, refinement of powers and jurisdictions, and transition to alternate governance forms such as authorities or commissions

**Airport organizations operate in a challenging and uncertain environment:**

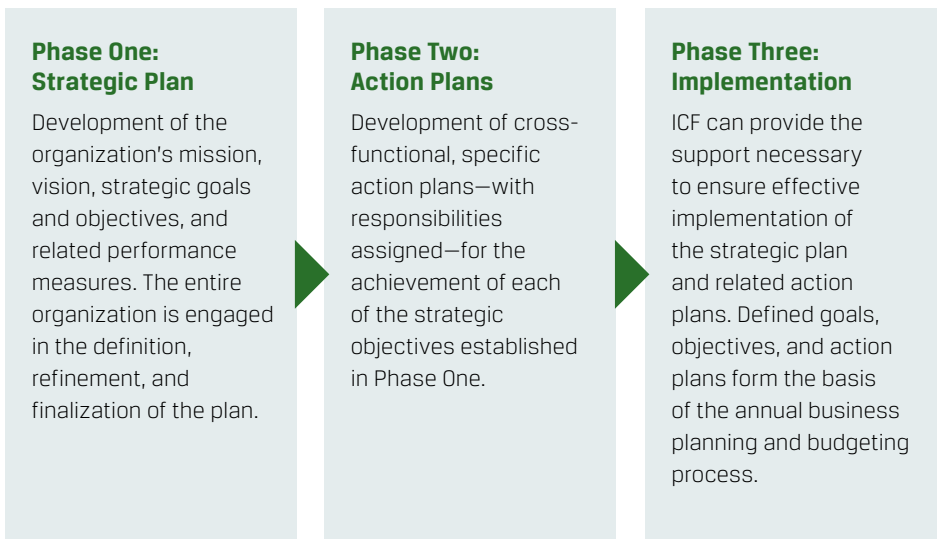
- Airline consolidation and route network rationalization means that airports are, more than ever, competing for air service
- Airports and airlines alike are under pressure to improve the passenger experience, and in doing so can take advantage of rapid technology developments
- Pressure on traditional revenue sources such as parking create the need to consider new revenue sources and business models
- Airports are subject to a variety of changes in the external environment, which may be predictable and gradual (introduction of new airport types) or unpredictable and sudden (events of 9/11)

**To address these challenges requires an effective strategic plan that:**

- Defines a clear future vision for the organization and how it will compete successfully
- Engages staff in carrying out a coordinated set of actions to reach the vision

## Our Three-Phase Approach to Strategic Planning

ICF has developed a proven, well-defined, three-phase approach to strategic planning in which we work closely with client staff:



**Phase One:  
Strategic Plan**

Development of the organization's mission, vision, strategic goals and objectives, and related performance measures. The entire organization is engaged in the definition, refinement, and finalization of the plan.

**Phase Two:  
Action Plans**

Development of cross-functional, specific action plans—with responsibilities assigned—for the achievement of each of the strategic objectives established in Phase One.

**Phase Three:  
Implementation**

ICF can provide the support necessary to ensure effective implementation of the strategic plan and related action plans. Defined goals, objectives, and action plans form the basis of the annual business planning and budgeting process.



## Six Key Elements of The Strategic Plan



## Why ICF's Approach Is Different

- We bring our industry expertise and facilitate the process, but it is your plan, developed by you—we do it with you, not to you!
- Our concentrated timeframe ensures discipline, continuity, and priority, resulting in a more effective process and a more useful product.
- We focus on key outcomes:
  1. Manageable number of goals and objectives avoids organization being overwhelmed by the process.
  2. Specific, cross-functional action plans with assigned responsibilities provide accountability.
- Representative leadership for plan development provides strong direction and cross-functional input.
- Our broad staff and stakeholder engagement ensures a collaborative working and consensus-building environment.

### About ICF

ICF (NASDAQ:ICFI) is a global consulting and technology services provider with more than 5,000 professionals focused on making big things possible for our clients. We are business analysts, policy specialists, technologists, researchers, digital strategists, social scientists, and creatives. Since 1969, government and commercial clients have worked with ICF to overcome their toughest challenges on issues that matter profoundly to their success. Come engage with us at [icf.com](http://icf.com).

For more information, contact:

**Nick Davidson**



[nick.davidson@icf.com](mailto:nick.davidson@icf.com) +1 415 677 7146

**Richard Batty**

[richard.batty@icf.com](mailto:richard.batty@icf.com) +1 703 713 8765

**Nigel Womersley De Zaldua**

[nigel.womersleydezaldua@icf.com](mailto:nigel.womersleydezaldua@icf.com)  
+44 20 3096 4931

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Typical Strategic Planning Pitfalls	ICF's Philosophy and Approach
1. Planning for planning's sake	A strategic plan developed purely for the sake of having one sits on the shelf. From the outset, a strategic plan should focus on staff engagement, implementation, and realistic outcomes.
2. Too much, too complex, too detailed	Plans frequently have so many goals and objectives that the organization is incapable of delivering them. Development of goals, objectives, and actions must consider what the organization realistically has the capacity to deliver.
3. Lack of executive management leadership	Executive management must demonstrate to staff the plan's importance and how it directly affects their priorities and actions.
4. Right people not involved in development	Strategic plans engage and galvanize the right people in the organization to achieve desired outcomes. For the plan to succeed, these people need to be involved in its development and must feel "ownership" of actions and outcomes.
5. Lack of accountability or follow-through	Implementation of the strategic plan must include a disciplined process of regular progress monitoring against defined actions and performance measures.

### An Experienced Team to Deliver Results



**Nick Davidson** has more than 30 years of experience in management consulting and is a recognized leader in airport strategic planning. He has led strategic planning efforts, organizational reviews, and governance studies for more than 25 organizations, including Los Angeles World Airports, Houston Airport System, the State of Hawaii Department of Transportation (Airports), the Port of Houston Authority, and Port of Seattle's Aviation Division.



**Richard Batty** has over 25 years of experience in business strategy and organizational effectiveness, mainly for airports and other transportation organizations. He has recently managed projects for Los Angeles World Airports, the Connecticut Airport Authority, the Port of Seattle's Aviation Division, and the City of San Jose Airport Department.



**Nigel Womersley De Zaldua** offers 17 years of strategy development for a wide range of major corporations and has focused exclusively on airports for the last nine years. He has conducted strategy projects at airports such as Phoenix Sky Harbor Airport, Helsinki Airport, Bahrain Airport, and Denver International Airport. Additionally, he acted as Head of Corporate Planning, Risk, and Performance at Abu Dhabi Airports Company for 4 years.