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A FEASIBILITY STUDY OF THE MARKETING OF FACILITY SERVICES
FOR THE GREAT FALLS INTERNATIONAL AIRPORT,
GREAT FALLS, MONTANA

By

J. Neil Noffsinger

B.A., Indiana University, 1973

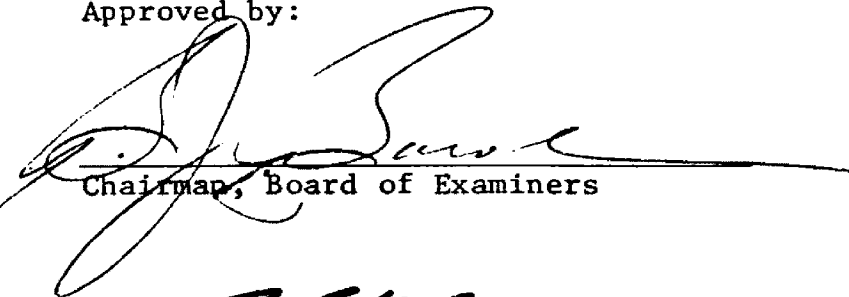
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1980

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CHAPTER I

INTRODUCTION

Background

Americans long ago witnessed the decline of the horse and buggy as the principle means of transportation. This was followed by the decline of the locomotive in favor of automobiles for long distance travel, and is currently manifest by the continuing upsurge in popularity of air transportation at the expense of railways. This pattern is supported by the fact that individuals are placing more and more emphasis upon both the amount of time involved in traveling and the ease of relocation. This reflects the changing lifestyles and attitudes of individuals in both the domestic and international markets. The dramatic increase in air travel has necessitated renovation of air transport facilities. Airport runways, terminals, and also management philosophies have changed markedly to keep pace with the changing profile of the air transportation industry.

The operation of airlines has branched into a number of definitive self-supporting channels. The domestic and international airlines have added to the tour and charter businesses, usually run by locally based operators, and also the continually expanding air freight business.¹

¹John Blake, Aviation: The First Seventy Years (London: Copplestone Publishing, Ltd., 1973), p. 119.

One factor which contributed to the growth in the airline industry since World War II was the increasing safety of airline travel. Several illustrations highlight this fact: an individual would have to travel 263 million miles in an airplane, but only 41 million miles in an automobile, before he ran an equal chance of being killed. To reach that statistical point, one would have to fly nonstop at top jet speed a total of 40 years. Stated another way, a person has a 99.999917 probability of successfully completing a flight.²

The increase in air traffic resulted in nationwide efforts to expand airport facilities. Gone are the days when an airport functioned exclusively as a point for the landing and dispatching of airplanes. The airline growth and increased passenger traffic resulted not only in improvement of the basic conveniences, but also in a vast expansion of the services offered. This effort was summarized in a statement by an executive of Stanray Corporation: "Remodeling of existing airports to meet increasing passenger volumes is a major market . . . even if new airport construction is slowed by airline and government financial pinches and the environmentalists' opposition."³

The need for increased airport facilities is a problem faced not only by officials at Great Falls International, but at many domestic and international locations. It has been predicted by Mr. Harold Watkins, Transportation Editor of Aviation Week and Space Technology magazine, that the "massive increases in airline passenger volume forecast over the

²Nate Cott and Stewart Kampel, Fly Without Fear (Chicago: Henry Regnery Co., 1973), pp. 100-101.

³"Airport Equipment Faces Steady Market," Aviation Week and Space Technology, 28 May 1973, p. 81.

next twenty years will generate worldwide requirements for new airports and improvements to existing ones."⁴ There are a myriad of standards by which the success of an airport may be judged, such as boarding passenger traffic, total revenue, operating income, total facilities usage rate, etc., and each of these provides insight into various aspects of the composite operation. The problem, though, is that each of these measurements is useful only within the limited scope of its individual field.

There are two questions which must be answered by individuals having responsibility for any specific airport: (1) is the airport facility achieving the greatest success possible, and (2) is it generating the maximum benefit for the people in the community which it serves?

Historical Development

Tracing the development of the Great Falls International Airport from its inception to the present status involves a span of over a decade. Reviewing this history is valuable because trends will be seen which have significant impact upon the current status of the facility.

In late 1962, the Great Falls City Council commissioned two engineering firms and an architectural firm to prepare a master plan for modernization of the existing airport which had been in operation since 1939. The 175-page plan was published two years later, recommending construction of a completely new terminal facility. This recommendation hinged on several factors, including the problems of the existing airport. The basic facilities were inadequate, which was illustrated by the fact that at times, seven flights were on the ground while only four loading

⁴Harold D. Watkins, "Traffic Sparks Airport Needs," Aviation Week and Space Technology, 28 May 1973, p. 66.

gates were available for use by the passengers. In addition, Great Falls International was the fastest growing airport in the United States for cities which approximate the size of Great Falls; the increase was 600 more persons per month boarding planes than in the previous year.⁵ It was recognized at that time that air travel was one of the city's greatest assets. Additional passenger facilities were severely lacking, as recognized by Homer L. Holman of Holman Aviation, "Airport profits cannot be realized by fees paid by airlines or airplane users. Profits have to come from concession situations such as restaurants, air insurance, rent-a-car agencies, taxis, lodging, souvenir stands, and other concessions that are feasible for a particular airport."⁶

The Great Falls City Commission initiated a three-phase project in 1967 for upgrading the airport. The first phase was to update the airport master plan which had been prepared three years earlier. The second was preparation of preliminary plans and sketches by the architectural firm of Davidson and Kuhr based on the revised use projections. Finally, they were given the responsibility for determining available means of financing the renovation effort. The concluding phase was preparation of the finalized plans and drawings.

Primary emphasis was placed upon the development of a new terminal. As concluded in a study by James C. Buckley, Incorporated, the influx of both aircraft and people presented problems directly connected with the terminal building. Under Montana law, there were two options open for

⁵"Airport Needs Expanding, Chamber Committee States," Great Falls Tribune, Great Falls, Montana, 16 February 1966, p. 1.

⁶"Concessions Provide Profit for Airport," Great Falls Tribune, Great Falls, Montana, 20 July 1966, p. 12.

financing the proposed project. First would be an inter-local agreement which would permit any municipality or county to enter into an agreement with any other municipality or county. This consisted of simply drawing up an agreement and submitting it to the State Attorney General. The second alternative was by ordinance of the city and resolution of the County Commissioners, wherein a city and county were allowed to enter into a contract for the joint operation of an airport.⁷

There was never any expectation of making a general tax obligation for the proposed renovations. The portion of the project to be financed locally was to be financed by the users. It was determined the new airport runway and terminal could be constructed with a \$6 million revenue bond issue. Plans were formulated on a revenue bond basis which would allow the money to be available immediately for construction, with payment of the bonds to be made from airport operating revenue.

The proposed new airport was projected to serve as a major assembly and distribution point for passengers from a large area in central and western Montana. (See Figure 1.) If revenue from general airport operation was insufficient to pay the bonds, there still would be no property tax levy. The burden would then fall upon the lending company. After the bonds were sold, plans continued to develop for the new facility and the ground-breaking for the expansion was held in March, 1973. As construction progressed and operational requirements began to materialize, the Great Falls City Commission created a Municipal Airport Authority to oversee the operation and general development of the facility. The initial members of

⁷"Two Options Open for Funding of City-County Airport Here," Great Falls Tribune, Great Falls, Montana, May 29, 1969, p. 8.



Fig. 1--Map of Great Falls and Surrounding Service Area.

the Authority and their qualifications were as follows: Stephen Birch, a local contractor, former school trustee, and president of the Economic Development Corporation of Great Falls; Patrick Goodover, owner of radio station KARR/KOPR, and former member of the Airport Commission; William Conklin, City Attorney and Chairman of the Board of Directors of Opportunities, Incorporated; Forest Hedger, president of Northwestern Bank of Montana, leader in several United Fund campaigns, and an active member of the Great Falls Area Chamber of Commerce; and Wayne Chestnut, vice-president and manager of the local office of the investment financing firm of Dain, Kalman and Quail, Inc., and a former member of the Billings, Montana Airport Commission.⁸ It is evident the Authority possessed a great deal of expertise in managerial functions and represented a broad spectrum of civic leadership.

Progress on the project was rapid and the new terminal facility was dedicated on June 14-15, 1975. Local officials attended as well as executive representatives from the major airlines to be serviced at the facility such as Western, Frontier, Northwest and Hughes Airwest.

The bar, dining room and coffee shop were operated by Dyneteria, Incorporated of Dunn, N. C. The firm guaranteed \$21,900 annual minimum to the Authority and agreed to pay the following fees (based on sum total of all food and liquor sold) 4 percent of the first \$200,000; 6 percent of the second \$100,000; and 7 percent of anything over \$200,000. A ten year lease contract was signed with a five year renegotiation option. The ultimate goal was for the restaurant to be an excellent place to eat,

⁸"Great Falls New International Airport," Great Falls Tribune, Great Falls, Montana, 13 June 1975, supplement.

comparable to any other facility in Great Falls. The dining room opened in July, 1975, and together with the bar and coffee shop, served over 1,000 people per day the first several weeks.

In October of 1975, the airport management and Airport Authority decided to aggressively seek out foreign business, the primary objective being to persuade foreign airlines to stop in Great Falls to clear their passengers through U.S. Customs and U.S. Immigration and Naturalization. The first contact was with KLM, Dutch National Airlines, in an attempt to divert their stop from Winnipeg, Manitoba to Great Falls International. A representative of the Airport Authority flew to Amsterdam, The Netherlands, to talk with KLM officials. As an incentive, the Authority was willing to waive the usual fuel flowage fees for the foreign airline. This was seen as a primary inducement due to the increasing awareness of fuel costs during this period. Airport representatives were assured by U.S. Customs officials that they would have staffs to handle jumbo jet passenger volumes, assuming some terminal physical plant and operational changes. The major competition for KLM's Winnipeg flight were Salt Lake City, Utah, and Edmonton, Alberta. The contract with KLM, however, was never achieved. Negotiations next began with officials of Martinair-Holland, which resulted in two trial stops in Great Falls. Although the local facility was not awarded the Martinair contract, these stopovers went very smoothly, with the major advantages of Great Falls aptly demonstrated; "good" landing weather 90 percent of the time, and faster clearance through U.S. Customs and U.S. Immigration and Naturalization.

In order to cope with the projected growth and expanding operations at the airport, the Chamber of Commerce next established six functional sub-committees, international development, domestic route development,

freeport development, cargo freight facilities, aviation week promotion, and general aviation.

Talks also began with Condor Airlines, a luxury charter subsidiary of Lufthansa German Airlines. These flights, however, would necessitate expansion of the customs facilities because of the increased passenger load. This would enable faster clearing at Great Falls than in Los Angeles and other West Coast destinations. Condor Airlines would station a resident engineer in Great Falls who would supervise refueling, maintenance, loading and unloading. The opportunity arose initially because Condor was seeking alternative landing sites due to delays associated with the tremendous passenger volume at Chicago's O'Hare Airport. The agreement was finalized, with three flights scheduled per week which were projected to bring in \$52,527 per year, enabling the airport to repay in approximately two years the \$100,000 loan for remodeling of the customs facilities. There was, however, no time guarantee from Condor beyond one year.

Unfortunately, seven weeks prior to Condor's first landing, U.S. Customs officials announced they would be unable to support the increased traffic volume due to personnel limitations. After much deliberation, and trips to Washington, D.C. to talk with U.S. Customs officials and Senate and Congressional members, there was no change in the U.S. Custom's position, and the agreement with Condor, previously finalized, was cancelled with a loss to Condor of \$500,000.^{9,10} The charter from Frankfurt, Germany to

⁹"Charter Airline Won't Land at Falls Airport," Great Falls Tribune, Great Falls, Montana, 30 May 1977, p. 1.

¹⁰Interview with William F. Utter, Chamber of Commerce Building, Great Falls, Montana, 9 January 1978.

various West Coast destinations was rescheduled and now stops at Minneapolis-St. Paul. In March of 1977, the International Arrivals Building at Great Falls International opened, which again presented opportunities for serving and clearing passengers on international flights. Since that time, however, no significant additions to either the airport's facilities or operations have occurred.

Purpose of This Paper

The primary objectives of this research were to identify and define the positive marketable concepts of the Great Falls International Airport. Recommendations of this study would be presented to the Airport Authority, the Chamber of Commerce, and the airport manager in development of future marketing programs. After these objectives were accomplished, the study took additional steps to prioritize the specific aspects, furnish recommended guidance for the comprehensive development of one of the items, and suggest several areas for future emphasis and study. No attempt was made to assign the overall marketing responsibility to any one person or group of individuals, but comments for possible adoption and implementation are provided in Appendix A.

CHAPTER II

THE PROBLEM AND ITS SETTING

Statement of the Problem

In attempting to define any problem, one is faced with a number of difficulties. This is especially evident when dealing with the field of marketing. It is necessary, at this point, to provide a definition of marketing which is applicable to this project. There are, however, many definitions of "marketing." This suggests that an acceptable definition is not easily obtained. Further illustration of this is provided by Peter Drucker's comment that, "Marketing is so basic that it cannot be considered a separate function. . . .It is the whole business seen from the view of its final result, that is, from the customer's point of view."¹ The broad scope of services offered by Great Falls International must be considered when attempting to arrive at a workable and useful definition of marketing. The American Marketing Association states that marketing is, "the performance of business activities that direct the flow of goods and services from producer to consumer or user."² This is a somewhat narrow definition, however, which does not fully address the Great Falls International case. Due to the diverse purposes of an airport and its relationship with both

¹Philip Kotler, Marketing Management (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1976), p. 3.

²Committee on Definitions, Marketing Definitions: A Glossary of Marketing Terms (Chicago: American Marketing Association, 1960), p. 15.

the passengers which it serves, other patrons of its facilities, and members of its supporting community, the most feasible focus of marketing lies in the systems approach. This necessitates all factions concerned at the airport combining their activities for a successful overall operation. Stated simply, marketing will be viewed, for the purpose of this project, as a total system of interacting business activities designed to plan, promote, and distribute needed services to both present and potential customers.³

Once a workable definition of marketing has been obtained, the general problem applicable to Great Falls International may be examined. Although the failure to finalize the contract with Condor would be attributed directly to a lack of marketing, the requirement for increased marketing emphasis had been revealed by active civic leaders who realized the need to determine the positive factors at the airport and make plans for promoting them.⁴ Another representative view was illustrated by Mr. Patrick Goodover, former member of the Airport Authority, when he commented, "More intensive marketing of the services available at Great Falls International Airport is necessary to develop maximum revenue. . . .It's not being sold, not being marketed now."⁵

³William J. Stanton, Fundamentals of Marketing (New York: McGraw-Hill Book Co., 1975), p. 5.

⁴Interview with Bob Lockhart and Nick Cetto, Chamber of Commerce Building, Great Falls, Montana, 9 January 1978.

⁵"Potential for Airport Evaluated," Great Falls Tribune, Great Falls, Montana, 12 January 1976, p. 6.

Rationale for the Study

A variety of factors contributed to the limited marketing program at the Great Falls International Airport. The biggest underlying element was the actual assignment of the overall marketing responsibility for the airport. Unfortunately, the accountability thus far has been somewhat circular. The airport manager feels the burden for promotional activities at the airport should lie with the people benefiting most from increased airport usage; that is, the City of Great Falls, represented in general by the Chamber of Commerce, and specifically, by the Airport Authority. This statement is a reflection of his belief that the success and progress of an airport are positively correlated with the economic and population growth of the community it serves.⁶ Conversely, representative members of the Chamber of Commerce feel the responsibility should rest upon the airport manager, falling within the natural scope of his position and function as manager.

The controversy, however, is not simply a question of which individual or body of individuals should possess the ultimate responsibility for marketing the airport. The roots of this problem lie in assignment of fiscal burden, that is, which agency must provide the monetary resources for funding a marketing program. Neither body desires to commit itself to any extended program of marketing, though both admit the need for such a project. Failure to make this determination has resulted in lack of a positive marketing program.

Currently, there is no marketing advisor nor public relations

⁶ Interview with William F. Utter, Chamber of Commerce Building, Great Falls, Montana, 9 January 1978.

representative to act on behalf of the airport. This may be related to the failure to assign general marketing responsibility and, of course, is subject to budgetary restrictions. Nevertheless, it presents itself as a significant contributing factor.

Another element which contributed to the difficulty of developing a consistent marketing program was the limited control which the airport management had over the tenants at the airport. The agreements were made with tenants on a lease basis. A significant problem, which existed, was the relationship with the initial operators of the restaurant facility at the airport. Much dissatisfaction occurred, illustrated by a simple comment from one of the City Commissioners that, "the airport food and service are terrible."⁷ Although the facility had changed operators and was now "Victor's" operated by Victor Bersch, this comment raised the question as to whether the airport was being deprived of revenue because of the poor reputation which the restaurant operated by Dyneteria, Incorporated, had initially earned. A related question which must be considered was, if people were still not patronizing the facility, what positive effect could be accomplished by attempting to promote the airport's restaurant? Patrons must be somewhat satisfied after their initial trip, or "word-of-mouth" advertising would negate any other promotional efforts on its behalf.

An additional factor which should be mentioned is the loss of certain flights which are preclearing at other airports. One of Great Falls International's biggest assets, resulting in increased airline traffic

⁷"Some Whining About Dining," Great Falls Tribune, Great Falls, Montana, July 8, 1976, p. 8.

flow, was preclearance service for arriving international flights. This enabled passengers entering the United States to clear through U.S. Customs and U.S. Immigration and Naturalization before reaching their final destination such as Los Angeles or San Francisco. The primary advantage of preclearance in Great Falls was that Great Falls International was much less congested than the facilities in the larger airports at the final destinations. This enabled passengers who precleared in Great Falls to be processed much more rapidly, with less confusion and less "time on the ground." Corresponding benefits to the airport were increased cargo weight landing revenues, percentage revenue from cash flow to the retail tenants, such as the gift shop, dining room, coffee shop, and lounge, and also the increased use of facilities and services provided by the Fixed-Base Operations for fuel and maintenance. However, permission for preclearance servicing was granted to Calgary International Airport, Alberta, Canada, and effective March 1, 1978, flights which ordinarily had used Great Falls International have been diverted.⁸ This decreased overall traffic flow and is seen as a very unhealthy trend.

General Approach to Solving the Marketing Problems

The general approach to arriving at a proposed solution is four-fold. Initially, the positive elements of Great Falls International are enumerated and defined in general terms. These are the concepts which ideally would be attractive to present and prospective customers at the airport. Secondly, this list is ranked with respect to several factors: current as well as projected status of the particular component, previous work which had been accomplished in any specific area, and estimated chance

⁸Cetto, interview.

for the success of marketing the individual factors. Next, recommendations for the development of one of the items are presented. Finally, specific ideas for attracting passengers are listed. Although some of the proposals are unconventional, their purpose is to provide a catalog of ideas for management in developing new marketing approaches.

CHAPTER III

THE MARKETABLE FACTORS

General Description

It was virtually impossible to place oneself in the position of the "typical" airport user, thus, being able to detail exactly which features and services offered by the airport are desirable. The primary difficulty arises due to the wide range of services offered. Nevertheless, interviews with the airport manager, members of the Airport Authority and selected tenants of the airport, revealed factors which, in their expert opinions, are considered to be positive.

One item which is certainly evident as a positive factor at the Great Falls International Airport is the terminal building. Although very functional in design, it is also a beautiful structure which appeals to one's aesthetic sense (see Figure 2). The 113,236 square foot building's exterior is cast concrete with brick panels, and the tower-like structures on each end house the air conditioning equipment. Facilities for airline service desks and car rental agencies are located on the first floor, while passenger waiting areas, dining room, gift shop, coffee shop, bar and observation lounge are located on the second floor. Extending from the terminal are concourses which allow passengers to board and deplane without being exposed to the weather.¹ The aesthetic aspect of

¹"2-Story Terminal," Great Falls Tribune, Great Falls, Montana, February 18, 1973, p. 13A.

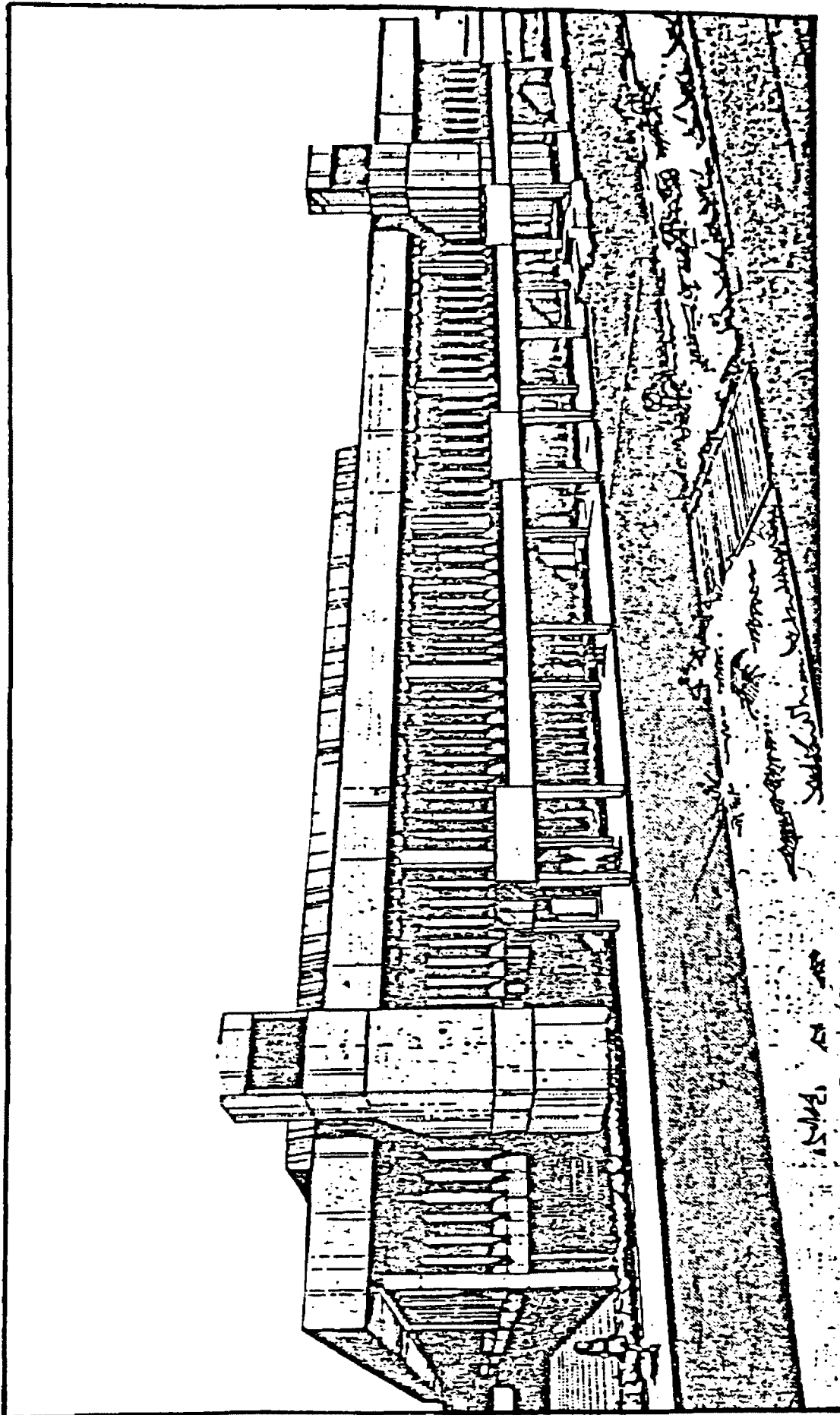


Fig. 2--Terminal Building Exterior

the airport was further recognized by the fact that Great Falls International's architects, the firm of Davidson and Kuhr, were recipients of the First Honor Award from the Montana Chapter, American Institute of Architects for the airport facility.²

Dining and bar facilities are located within the terminal building itself as indicated above. The dining room has been open since July of 1975. It is a new and modern and attractive facility. There is adequate room for serving a group in excess of 200 people. The dining room employs approximately 30 persons. The restaurant, featuring an international menu, is situated on the southeast side of the building providing a beautiful view of the Highwood, the Big Belt, and the Little Belt Mountains and the city of Great Falls. In the evenings, this is a particularly spectacular scene. The complement to the dining room is the bar and lounge. The bar seats 60 persons and is located on the north face of the terminal, providing a view of the runway and aprons, which is a favorite sight of patrons in the facility. For quicker meal service, there is also a coffee shop which has tables as well as counter service and has a seating capacity of 133 persons.³

On the second floor of the terminal are two shops with appeal to airline passengers. The Hayloft is a duty free and tax free shop which offers items for consumption and use outside the boundaries of the United States. The shop encompasses 1,200 square feet and items for sale include western wear, pottery, art, dishes, jewelry, whiskey, and tobacco. To

¹"Great Falls Architects Claim 2 Awards," Great Falls Tribune, Great Falls, Montana, March 6, 1977, p. 41.

²"Airport Dining Room, Coffee Shop, Serving 1000 Customers Per Day," Great Falls Tribune, Great Falls, Montana, August 6, 1975, p. 14.

ensure compliance with U.S. Customs regulations, purchased goods are delivered to the buyer on the airport concourse just prior to enplaning. The Seagull Gift Shop largely promotes Montana crafts in its retail merchandise. The work of over twenty Montana artists is handled, as well as craft items such as Indian dolls and moccasins. The shop also handles imported gifts from Sweden, jade statues, figurines of Russian stone, and tigereye, jade, pearl, and opal rings.⁴ Complementing the gift items are travelers' items such as magazines, newspapers, and stationery. Combined, these shops have much to offer the tourist as well as typical commuter.

The customs processing area is also associated with the terminal. The customs area allows processing of approximately 100 persons per hour on incoming foreign flights. The International Arrivals Building, opened in March of 1977, was yet another positive aspect to the U.S. Customs and U.S. Immigration and Naturalization processing facilities offered at Great Falls International. Additional terminal facilities included six boarding gates with room for expansion to nineteen if required, and a 10,500 foot runway which is the largest between Minneapolis, Denver, and Seattle.⁵

Another significant feature of the new terminal and its related facilities is its close proximity to the city limits, the downtown business district, sleeping accommodations, and dining room and lounge facilities, (see Table 1 and Figure 3). The quantity, quality, and availability of dining and sleeping facilities are of major importance to business travelers, transient tourists, and visitors to the city.

⁴"Airport Gift Shop," Great Falls Tribune, Great Falls, Montana, May 25, 1975, p. 25.

⁵"CF Dedicates Its Brand New \$3.8 Million Terminal Next Weekend," Great Falls Tribune, Great Falls, Montana, June 8, 1975, p. 1P.

TABLE 1
ACCESSIBILITY TO LOCAL FACILITIES

From Great Falls Airport Terminal To:	Distance (miles)	Driving Time (minutes)
Heritage Inn	2.6	3
Meadowlark Country Club	3.2	4
Sheraton Motor Inn	4.1	6
Holiday Village Shopping Center	4.6	7
Great Falls Civic Center	4.6	7
College of Great Falls	5.5	9
Malmstrom Air Force Base	10.1	16
Showdown Ski Area	73.0	90

Still another positive factor of the Great Falls Airport is the weather. Last year there were approximately 90 percent clear landing days for aircraft. This fact, coupled with the length of the runway and efficient customs facilities make Great Falls a definite alternative to the Seattle-Tacoma airport when overseas flights to that facility must be diverted due to inclement weather.

Figure 4 depicts runway locations and the general airport layout.

An additional significant element is the location of Great Falls International on the Great Circle Route. This placement is ideal for basing non-stop scheduled flights to Europe from Great Falls "over-the-Pole." Several recommendations for expansion of some services need to be incorporated into the existing facilities, but once accomplished, would open a wide span of possibilities for increasing customer usage of retail outlets, fixed base operator service and maintenance operations, as well as increased revenue from cargo weight landing fees.

- KEY: A. GF International
B. Heritage Inn
C. Meadowlark Country Club
D. GF Civic Center

- E. Holiday Village Shopping Center
F. College of Great Falls
G. Malmstrom Air Force Base

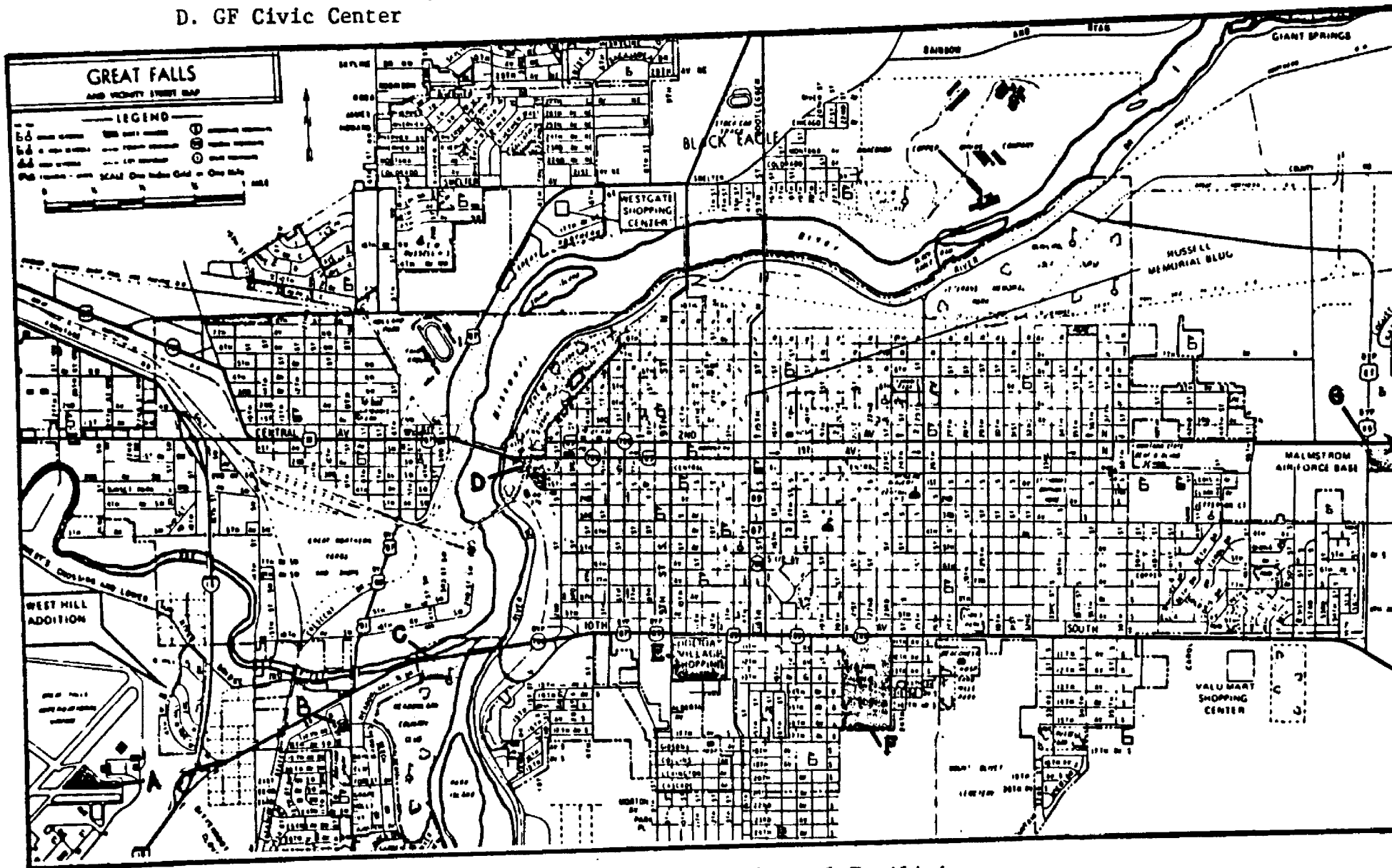


Fig. 3--Relative Location of Local Facilities

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- KEY: A. New Terminal Building
B. New Parking Area
C. Old Administration Building
D. General Aviation Area
E. Montana Air National Guard

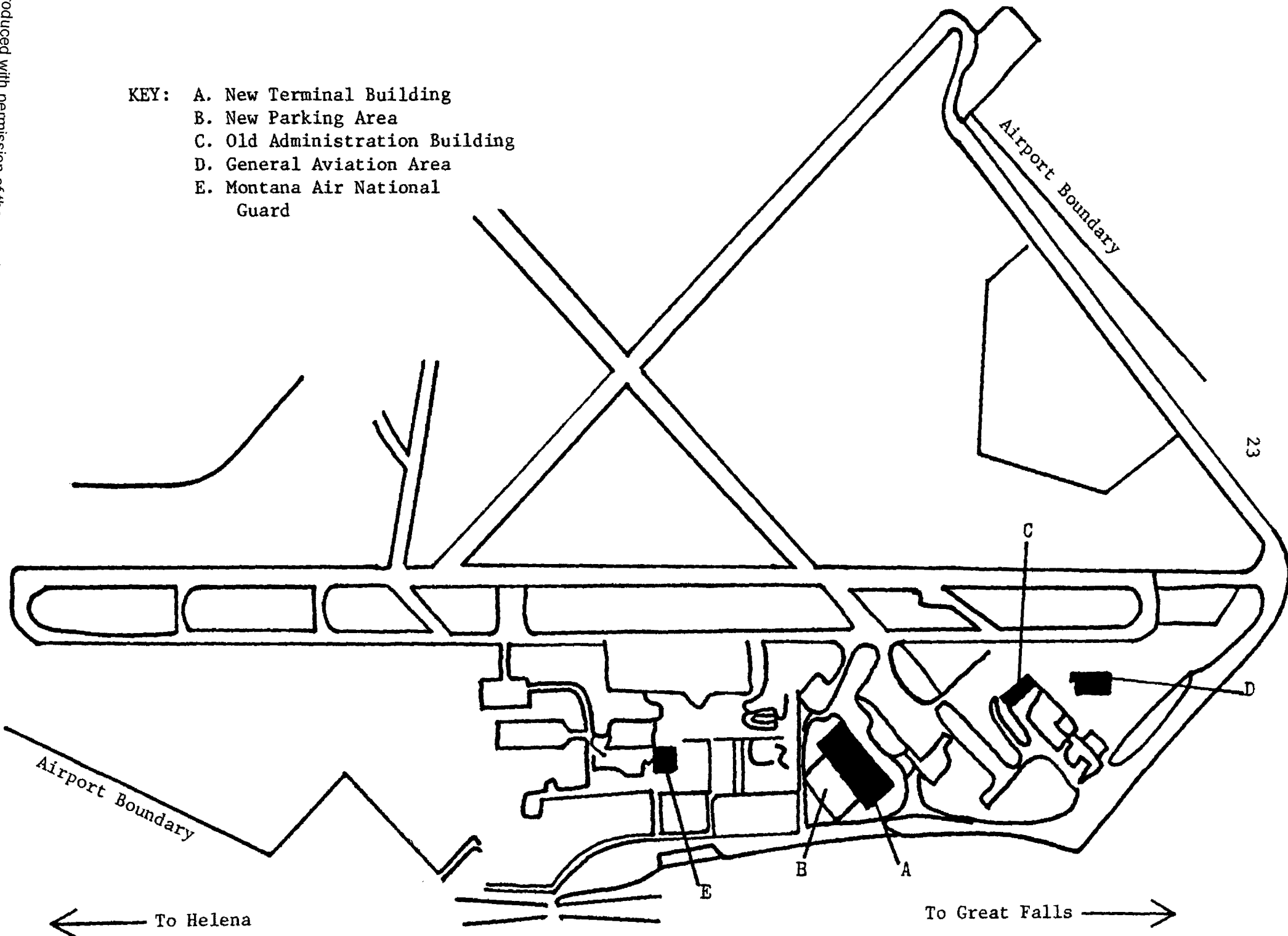


Fig. 4--Runway Locations and General Airport Lavout

The advantages which have been identified for the Great Falls International Airport are listed below in order of priority.

- (1) Great Falls International is located on the Polar Route to Europe.
- (2) The U.S. Customs Immigration and Naturalization facilities provide rapid and easy processing of international passengers.
- (3) The high percentage of "clear landing days" at this location is an important advantage.
- (4) The retail and service outlets in the terminal include the dining room, lounge, coffee shop, Seagull Gift Shop and the Hayloft duty-free shop.
- (5) Closeness of the terminal to local business districts, dining facilities, and overnight accommodations is an advantage not found in many cities.
- (6) The aesthetic value and convenience of the terminal building and corresponding facilities is very positive.

The ranking of these factors was not purely arbitrary. The first priority is to increase passenger traffic flow through the terminal. This would benefit the widest range of individuals. It serves to increase the overall airport revenue through increased cargo landing weight, while at the same time brings more people into the retail outlets and dining and lounge facilities. The various fixed-base operators' services would also be utilized more fully due to increased requirements for maintenance and related services. Because of Great Falls International's location on the Great Circle Route and the strong possibility of increasing airline traffic over this route, this factor was judged to produce the greatest overall benefit and thus was ranked first.

The U.S. Customs and U.S. Immigration and Naturalization facilities and services were ranked second in importance, but actually correspond highly with the first factor. Certainly one significant element which an airline evaluates when considering application for basing a new foreign

flight is the Customs facility. If the airport can offer modern conveniences and efficient processing of passengers, it is to be considered a major benefit.

The high percentage of good weather and the number of clear landing days was ranked third because it is less of a factor in bringing in new scheduled airline traffic. It is important, though, when evaluated with the first two factors. These three items complement each other for a very marketable package.

The retail and service outlets were ranked fourth primarily due to the consideration of time. The gift shop and the duty-free shop are acceptable now, but the dining facilities are still suffering from the problems mentioned above. Until meaningful improvements are made the negative reputation which the dining room and coffee shop have will persist and it will be very difficult to successfully market these services. Furthermore, increased use of these facilities will not contribute significantly to the overall revenue of the airport. Certainly people will not decide to fly from Great Falls simply because the restaurant is outstanding; it may, however, boost the desire of local townspeople to patronize the facility and thus increase the number of people using other businesses such as the gift shop and lounge. It could also have a positive affect upon charter and tour companies, as well as airline carriers attempting to choose among alternate landing sites.⁶

The fifth and sixth factors, excellent location of the terminal in regard to local facilities and the aesthetic value of the terminal building,

⁶Interview with Emery J. Johnson, ACRO, Inc., Great Falls, Montana, December 21, 1977.

do not have strong passenger draw, but are significant attributes once passengers or other patrons are in the facility. No matter what an individual's purpose for using the airport, be it business or pleasure, travel or simply to use the dining facilities, it is much more appealing if it can be accomplished in a pleasant atmosphere, within reasonable distance to other facilities.

Although this ranking is by no means irrefutable, it does provide a focal point for airport management in channeling its marketing program.

Current versus Future Options

In order to fully capitalize upon the airport's facilities, it is valuable to consider the important dimension of time; that is, current versus future alternatives. This is valuable in two ways, it forces the establishment of priorities with respect to time and requires the formation of realistic goals within the time periods. By defining current options as those which should be emphasized and promoted within one year, the most easily implemented alternatives may be highlighted. The most elementary items in this category are the U.S. Customs and Immigration facilities, the excellent percentage of good weather, the convenient location of the airport in regard to local attractions, and the beauty and layout of the terminal building. All of these items are available for promotion immediately. The most challenging item within the one year time span, however, is development and upgrading of the dining room and coffee shop. This cannot be accomplished instantaneously, but already shows progress. Outdoor advertising is currently being used to promote the facilities and demonstrate positive effort towards an "image change."

A future option is defined as an option whose implementation is projected for more than one year. This delves into the area of strategic

planning which is of great importance to successful airport development and marketing. This importance is illustrated in several ways. In most businesses, and particularly in the transportation industry, conditions change so fast that strategic planning is the only realistic way to anticipate and plan for future opportunities and problems.⁷

The primary emphasis in this area for Great Falls International should be promotion of its placement on the Great Circle Route and subsequent ease of over-the-Pole scheduled flights to Europe. Implementation would necessarily extend beyond one year due to the number and nature of contacts and approvals which would be required, but it would be an extremely beneficial concept for an extensive marketing program.

Specific Feasibility

Some preliminary work has already been accomplished concerning Great Falls' location on the Great Circle Route to Europe, and because of the significance of this positive factor, it has been examined further including some specific recommendations for contacts to promote the marketing program.

One of the most positive elements involved in promotion of Great Falls International as a primary departure point for flights over-the-Pole to Europe is very simply that the need exists. Table 2 illustrates some of the inequalities in international air fare structure, specifically as it applies to western cities such as Great Falls. The fares and mileages are based on round trips for 22-45 day excursion fares. Distances are measured by Great Circle Routes between the points indicated. The Great Circle

⁷William F. Glueck, Business Policy: Strategy Formation and Management Action, (New York: McGraw-Hill Book Co., 1976), p. 6.

TABLE 2
 COMMERCIAL FARES TO LONDON: COMPARATIVE
 DIRECT COSTS AND COST PER MILE

Cities with Direct Service	Cost of Round Trip Ticket*	Direct Air Mileage**	Cost Per Mile
Los Angeles - London	\$573	10,900	\$0.0525
Seattle - London	\$469	9,600	\$0.0488
Calgary - London	\$424	8,700	\$0.4870
Average Cost Per Mile			\$0.0502
 <u>From Great Falls and Surrounding Cities:</u>			
Great Falls - London	\$555	8,960	\$0.0619
Billings - London	\$579	9,000	\$0.0643
Casper, WY - London	\$645	9,000	\$0.0716
Pocatello, ID - London	\$680	9,200	\$0.0739
Salt Lake City, UT - London	\$645	9,300	\$0.0693
Average Cost Per Mile			\$0.0682

SOURCE: T.A.P., Inc., "Montana to Europe Scheduled Air Services Feasibility Study," Bozeman, MT, 1976, p. 1-4.

*22-45 day excursion fare during Spring and Fall seasons.

**Mileages are based on non-stop round trips, using distances as measured by Great Circle Routes, which present the shortest distances.

Route is the shortest distance between two points on the globe determined by essentially cutting the earth in two equal hemispheres similar to what is done by the equator. These routes are the ones generally flown by

carriers transporting passengers to Europe because of the mileage advantage. Because of the inequalities, many international passengers, in order to save money, are accepting the inconvenience of either flying or driving to a location which offers a cheaper rate. Many persons from Great Falls and the surrounding area use Calgary, Alberta, Canada as a departure station.⁸

In a study performed by T.A.P., Incorporated in Bozeman, Montana, certain parameters were established as necessary for an airport accomodating non-stop flights on the Great Circle Route from Montana to Europe. The airport must have electronic landing and navigation aids, a 24-hour weather service, an air traffic control tower and a terminal complex capable of handling the large number of passengers enplaning and deplaning from international flights. In addition, the facility should have a runway length that will allow for departure of flights of 3,900 nautical miles or approximately 4,500 statute miles, and also have customs and immigration services available.⁹

With only one modification, Great Falls International fulfills these requirements. When the T.A.P. study evaluated runway length compared to type of aircraft, load capacity and temperature, it was determined that with the current length of 10,500 feet, not all international aircraft would be able to use Great Falls for non-stop flights to Europe with maximum passenger, cargo, and the required fuel load.¹⁰ Thus, extension of the runway to 12,000 feet was the single prerequisite for implementation and promotion of this activity.

⁸T.A.P., Incorporated, "Montana to Europe Scheduled Air Service Feasibility Study," Bozeman, Montana, 1976, pp. 1-4, 1-6. (Typewritten)

⁹Ibid., p. 3-1.

¹⁰Ibid., p. 3-10.

The study, completed in May 1976, estimated the number of passengers originating and terminating from Great Falls and the surrounding area, and determined an expenditure for a project of this sort was feasible. This conclusion was based upon two principal findings:

1. There was sufficient non-stop passenger traffic to and from Europe within this area to create a realistic base of traffic potential for a Great Falls based service to draw upon.
2. The attractiveness of a new service in terms of fare, time, and convenience was assumed to be large enough to draw a reasonable share of the existing traffic into the Great Falls market, and stimulate the existing market.¹¹

Once the feasibility of this project has been accepted, the initial marketing effort should proceed in three phases. The first is contact with all major tour, charter, and airline reservation agencies in the surrounding service area (see Appendix B). Promotion of Great Falls International's location and availability of Customs, Immigration, and other service facilities could stimulate Great Falls as a prime departure and arrival point for international tours and charter flights.

The second phase of this specific program should be making written and telephone contact with both U.S. and foreign based airline representatives to inform them of the many benefits which Great Falls International had to offer. In addition to emphasis on U.S. based flights to European destinations, focus should also be directed toward the many northwestern United States attractions which are easily accessed using Great Falls as a hub (see Table 3).

The third phase would consist of follow-up personal visits to the most promising contacts for the purpose of providing more specific details and discussing possible scheduling arrangements.

¹¹Ibid., p. 4-40.

TABLE 3

SPECIAL VISITORS ATTRACTIONS IN THE AREA

EDUCATIONAL FACILITIES

Montana State University
 University of Montana
 Idaho State University
 University of Wyoming
 University of Utah
 Utah State University

LOCATION

Bozeman, Montana
 Missoula, Montana
 Pocatello, Idaho
 Laramie, Wyoming
 Salt Lake City, Utah
 Logan, Utah

TOURIST ATTRACTIONS

Yellowstone National Park
 Grand Teton National Park
 Glacier National Park
 World Headquarters - Mormon Church

WINTER SKI/SUMMER RESORT AREAS

Showdown Ski Area	Kings Hill
Snow Bowl	Missoula
Big Sky of Montana	Bozeman
Bridger Bowl	Bozeman
Big Mountain	Kalispell
Red Lodge	Red Lodge
Sun Valley	Pocatello/Idaho Falls
Medicine Bow Park	Laramie
Jackson Hole	Jackson
Alta	Salt Lake City
Brighton	Salt Lake City
Park City	Salt Lake City
Solitude	Salt Lake City

Individual Programs

There is a wide variety of options open for increasing airport passenger volume. The tours, charters, and programs specified in this section form a pool of ideas to be expanded upon as facilities and opportunities increase. The following suggestions are provided for consideration by the Chamber of Commerce and airport management.

Big Mountain Ski Trip

The Big Mountain Ski Area is easily reached from Great Falls International. After arriving in Great Falls from the originating city, a charter tour would depart Great Falls and arrive at Glacier Park International Airport in Kalispell, Montana. From the airport, it is only nineteen miles to the ski area. There are three base area lodges to accommodate the charter; Big Mountain Chalet, Big Mountain Ski Lodge and Alplinglow Inn. The chalet has a lounge and dining room, while the main lodge has two dining rooms and two lounges. The Inn is the nicest and largest of the three facilities, and has a dining room, mezzanine social center, heated outdoor swimming pool and sauna baths. In Big Mountain's base city, Whitefish, there are eight motels, three lake resorts and a hotel, which further increase the range in choices for accommodations. The sales office at Big Mountain custom-bids each skiing group so that each party gets exactly the services it desires. The facility also caters to both types of skiers; there are some 28 miles of slopes for the alpine skier, with a professional ski patrol, certified ski school, and ski shop with equipment sales and rentals. There is considerable cross-country skiing in the immediate area, with shuttle bus service to Glacier Park for additional nordic skiing trails. One further attraction is that members of charters for a

ski-week each receive twenty silver dollars to spend any way they wish. Big Mountain is open from Thanksgiving through Easter, with the possibility of a "prime time" charter to coincide with the Winter Carnival in Whitefish. This event is referred to as the Mardi Gras of the Pacific Northwest and is a very popular activity.

Las Vegas "Long Weekend"

This program would involve a three day, two night trip to Las Vegas which could be promoted in the winter months as a chance to get away from Montana's cold weather and snow. Many Las Vegas hotels provide good packages by combining the cost of the room with drinks and tickets to shows.¹² Each of the major hotels and casinos features top name entertainment nightly which would provide Montanans and Canadians the opportunity to see first rate performers which would not normally be available to them in this vicinity. One specific example of such a trip is Frontier Airlines' "Fun Country" package including airfare from Great Falls to Las Vegas, accommodations in a luxury hotel for two nights/three days, with free cocktails and an evening show, all for the price of normal airfare.¹³

Mexico Tour

One of the countries with growing popularity is Mexico. According to Betty Duckett, owner-manager of Ducketts Travel Agency, a tour to Mexico is "an economical vacation that gets people to a warm sunny climate, where

¹²"Present Weather Conditions Just The Ticket For Travel Agents," Great Falls Tribune, Great Falls, Montana, February 1, 1978, p. 28.

¹³"Free: 3 Days/2 Nights in Las Vegas," Great Falls Tribune, Great Falls, Montana, February 5, 1978. Advertisement, Travel Supplement.

they have the feeling of being in a different culture."¹⁴ An example of one such trip would be a flight from Great Falls to Mexico City, with several days spent in the capital. Sightseeing from there would include Chapultepec Castle, the Pyramids, Temple of Quetzalcoatl, and the Shrine of Guadalupe. A bus tour may be taken further south through the Sierre Madre Mountains to visit other historical and cultural sights. The charter would then return to Great Falls from Mexico City. At least 200 Great Falls area residents are currently in Puerto Vallarta, on the west coast of Mexico, and another trip begins in late February to Mazatlan. The weather, culture, and the declining value of the Peso combine to make Mexico a desirable destination from Montana and Canada during the winter months.¹⁵

Glacier National Park

A tour or charter to Glacier National Park from Great Falls would be very attractive to arriving foreign passengers. Flights from Great Falls would land at Kalispell, Montana, with a short 35 mile trip by bus into Glacier Park. There is a wide choice of accommodations from luxurious inns and rustic cabins, to tent and camper facilities. The sightseeing over the Going-to-the-Sun Highway is spectacular, with a visitors' center located at Logan Pass on the Continental Divide. Nature trails, day hikes and overnight backpacking trips are available, as well as boat trips on the various lakes. One day of the trip could be spent in Waterton, Alberta, on the Canadian end of the park, which offers shopping and resort facilities. The charter would then return to Great Falls.

¹⁴"Present Weather Conditions Just the Ticket for Travel Agents," Great Falls Tribune, Great Falls, Montana, February 1, 1978, p. 28.

¹⁵Ibid.

Great Falls and Surrounding Area

Foreign flights to Great Falls for tours are feasible in both winter and summer seasons, because the majority of the facilities in Great Falls itself are not affected by the weather. Tours are available to the Charles M. Russell Gallery and Studio and the old copper and zinc refinery of the Anaconda Corporation. One of the world's largest fresh water springs, Giant Springs, is located in Great Falls and features a picnic area and nearby fish hatchery. Recreation facilities are abundant with public and private golf courses, outdoor swimming pools, plus a natatorium. Highlights in the surrounding area include Gates of the Mountains, 70 miles south of Great Falls. This historic wilderness site offers a visitor's center and motor launch trips through the mountains. In the winter months, Showdown Ski Area is a popular attraction. Located 70 miles southeast of Great Falls, the facility is part of the Lewis and Clark National Forest. The area is patrolled by professional and National Ski Patrol members, has certified ski instructors and features the Hole-in-the-Wall Saloon. Crosscountry tours, rentals, and lessons are also available. The slopes are open from late November through April, with ski busses leaving Great Falls Saturday, Sunday and holiday mornings, returning each evening.

For summer visitors, Great Falls is host for the Montana State Fair. This occurs in late July through early August each year and is designed to satisfy varied tastes. The night shows provide musical entertainment for rock and country listeners, and a rodeo gives an authentic view of rural Montana to visitors. Great Falls has appeal for all ages and backgrounds and would be a very logical two or three day stopover for a chartered tour by European or Canadian visitors.

Tucson/Phoenix Golf and Tennis Holidays

Trips from Montana to warmer climates are always popular during the winter months. A relatively inexpensive¹⁶ mini-vacation with appeal for Montanans and Canadians is offered by Pointe Resort in Phoenix, Arizona, which offers a full complement of vacation facilities. Also in Phoenix, the McCormick Ranch Inn offers a choice of professional golf courses, while tennis buffs would be scheduled for the world famous John Gardiner's Tennis Ranch. Tucson also has many facilities; the range of possibilities for northern visitors includes the Racquet Club Ranch for tennis, with 34 tennis courts and twelve climate-controlled racquetball courts. For nature lovers, Tucson offers the Brave Bull Ranch Resort whose specialties include scenic horse trails, overnight packhorse trips, and the beauty of the Santa Catalina Mountain's northern slopes. Such charters from Great Falls for three day weekends should have strong appeal during the winter months.

Yellowstone Winter Tours (Seven Days)

A variety of attractions at Yellowstone National Park are available as winter vacations. One of the most popular is the snowcoach tour. Tourist groups would arrive in Great Falls and take a charter flight to Bozeman, Montana. Chartered busses to West Yellowstone would complete the tour's arrival. A snowcoach tour consists of a ride in a big, heated ten or twelve passenger coach over deep snow, offering spectacular views of wildlife and winter scenery. The group would take two such tours, the first from West

¹⁶\$152.50 per person, double occupancy, plus tax, for seven days/six nights (not including airfare).

Yellowstone to the Grand Canyon of the Yellowstone. This trip is primarily through deep forests with views of many of Yellowstone's colorful hot pools. The second trip is from West Yellowstone to Old Faithful. This tour goes along rivers and meadows, typically with views of large herds of bison and elk. Also offered are views of geyser basins and Old Faithful. The mid-point is a visit to Snow Lodge, with restaurant and snack bar. The remainder of the seven day tour would be at the discretion of each individual. Three additional one day snowcoach tours are available, as well as ski touring and snowshoeing. Yellowstone's high, flat plateau country provides excellent conditions for these activities. Lessons, rental equipment and guide services are available, which enable even the novice to participate in the narrated Nordic Tours of the basin area and the Park Service Snowshoe Discovery Walk. The final day would be departure to the originating city.

Yellowstone Winter Tours (Three Days)

A shorter tour could also be arranged, again arriving at West Yellowstone from Great Falls, via Bozeman. The first day consists of morning departure from West Yellowstone, by snowcoach, to Old Faithful Snow Lodge. Sightseeing includes Firehole Falls, and lunch, dinner, and overnight accommodations are provided at the Snow Lodge. The second day consists of breakfast, lunch, dinner and another overnight at the Lodge, with the day spent at leisure in the Old Faithful area. The third day, breakfast and lunch are provided at the Lodge, followed by a return snowcoach trip to West Yellowstone, with sightseeing enroute. This proposal as well as the previous one should have appeal to a wide variety of visitors. They provide the opportunity for an overview of the area by visitors in

transit, or a detailed tour by northwest residents who simply have never spent any time in the Park.

Tour of Utah's Ski Areas

For local residents or Canadians who are seeking different areas for winter recreation, Utah offers several alternatives. A group of skiers could depart Great Falls for arrival in Salt Lake City, Utah, for a week of regional skiing. Using Salt Lake City as a base, daily chartered bus trips for all-day skiing would be scheduled to Alta, Brighton, Powder Mountain, Snow Basin, Sundance and Snowbird ski areas. Following the final day's skiing, the group would return to Great Falls.

Conventions

Contacts with various civic, service and professional groups to persuade them to use Great Falls as a convention center could lead to a significant increase of airline traffic into the city. It should be emphasized that these contacts should not be limited to intra-state organizations. One specific example of a source would be members of travel agencies in the northwest region. If a convention could be arranged for Great Falls, several benefits could be realized by the airport. First, volume would increase because of the convention traffic into the airport. Second, if the result of the conference is increased tourist and business traffic to the entire Northwest, Great Falls International would be in a position to capitalize upon the overall increase by ensuring that it remains competitive with the facilities and services offered by other regional airports in the Northwest.

These suggestions are not provided as a comprehensive list of future airport activities. They resulted from several brainstorming sessions and

merely illustrate the wide range of possibilities open for inclusion in a marketing program. Evaluation of these examples should reveal many other areas for emphasis and development.

CHAPTER IV

CONCLUSION AND RECOMMENDATIONS

This study has traced the development and progress of the Great Falls International Airport from its initial planning stages to its current status. The airport has faced several problems traceable to the area of marketing, and these items as well as significant factors which contributed to them were examined. The study specified and elaborated upon the positive concepts of the airport and its associated facilities which were determined to have good, marketable qualities. These factors were then ranked according to their estimated ability to generate revenue for the airport and the first ranked item was evaluated in terms of its composite marketability. A realistic assessment was then made of its impact on the operation of the airport. The conclusion is drawn that a concentrated marketing effort seeking to promote the airport's location on the Great Circle Route would be very advantageous to the overall operation of the facility. Additional promotion of any of the other factors would further enhance the airport's profitability.

It is realized the marketing problems faced by the Great Falls airport are by no means insurmountable. Once the positive factors have been acknowledged and steps are taken to seek their acceptance and promotion, a true marketing effort may originate. This action should be directed primarily toward any one or a combination of the five major categories of airport users:

1. General aviation
2. Downtown and local trade
3. Commercial passengers
4. Related industries, such as Federal Express and the fixed-base operators.
5. Third level carriers.

This study highlights areas for increased emphasis and is intended to serve as a catalyst for development and implementation of a combined marketing effort by airport management, the Great Falls Area Chamber of Commerce, and the airport tenants. As conditions at the airport change, the positive marketable concepts will change, but effort should be made to periodically conduct a critical review of the status of operations and, subject to budgetary limitations and restrictions, make an effort to promote the favorable elements. Simultaneously, action should be taken to cultivate the factors which are determined not to be positive, thus improving the total operation. Hopefully, Time magazine's observation that, "many airports are monuments of muddle, rapacity and discomfort....and the gap between ground technology and flight technology....is apparently widening,"¹ will never be applicable to Great Falls International.

Due to the scope of this study, many ideas and projects for possible future implementation could not be mentioned in detail. Based on this research project, it is recommended that the following items be more closely studied:

1. Contact should be made with the airport manager and Chamber of Commerce in Bangor, Maine. Publicity in the media shows that the officials

¹"Time's Guide to Airports: Jet Lag on the Ground," Time, July 18, 1977, p. 82.

there have been extremely successful in marketing its services.² Mr. Peter D'Errico, airport manager at Bangor International, feels that the airport in any community is an important resource for stimulating the local economy and stated that, for an airport to be truly successful, "it must be marketed."³ Size and facilities are similar to Great Falls International and evaluation of their marketing programs would certainly be worthwhile.

2. If budget limitations prevent hiring a full-time public relations representative, investigate the possibility of having business students from the University of Montana (Great Falls campus) or College of Great Falls perform direct studies for development of specific marketing or promotional campaigns.

3. Consider the possibility of having a part-time host or hostess to circulate through the terminal building to answer questions, provide directions, field complaints and generally serve as a buffer for commuters and other patrons.

4. Place suggestion boxes in prominent locations to obtain feedback from users on what is being done right or wrong.

5. Periodically send surveys or questionnaires to airline representatives, charter companies, travel agencies, etc., to obtain additional customer feedback on the airport's operation.

6. Conduct tours of the airport for student and civic groups to explain the airport functions and discuss some of its problems. This will

²"Bangor Pushing City Airport as Gateway," Aviation Week and Space Technology, August 30, 1976, pp. 36-37.

³Telephone interview with Peter R. D'Errico, Bangor International Airport, Bangor, Maine, January 31, 1978.

increase visibility and let management serve as a "sounding board" for suggestions and comments.

7. Make a positive effort to effectively use the convention directors who work for local facilities such as the Heritage Inn and the new Sheraton Motor Inn. Contacts with these individuals should be on a continuing basis in an attempt to provide incentives to draw conventions from both Montana-based and out-of-state organizations.

8. Investigate the possibility of publishing a brochure and/or a monthly status report. These could be distributed to local civic organizations and could also be available in the terminal for passengers. These would provide information on the current status of the airport and explain any operational changes at the facility.

APPENDIX A

Recommendations Concerning the General Marketing Responsibility

As research material for this project was collected, it became apparent there was no real delineation of marketing responsibility. It was not surprising to note the main issue involved was financial liability. Members of the Chamber of Commerce and the management of the airport both agree that the issue of "marketing responsibility" is important and should be resolved, but neither body will commit itself to funding a marketing effort. As referenced in the text of this study, both sides have arguable positions. Representative members of the Chamber of Commerce suggest the task of marketing falls within the scope of management and thus is the normal responsibility of the airport manager. Conversely, the management feels the burden should rest with the people and City of Great Falls because they are deriving the ultimate benefit. The City is in this instance personified by the Chamber of Commerce. There are valid points made by both sides, but all discussions and rhetoric aside, the problem still exists.

The tremendous success achieved at Bangor International Airport is attributed to total community involvement. Community leaders became concerned about the operation of the airport and involved themselves in plans for its future. The Bangor Chamber of Commerce carried forward the idea that the airport services must be "sold" to its users; that is, the airlines and their passengers. Quite simply, the responsibility for marketing has been assumed and is being carried out.

As the governing body of local politics, the Great Falls City Commission should be tasked with assessing this responsibility. One feasible alternative, which could be formalized by the Airport Authority, would be to derive a formula stipulating the City match the airport dollar-for-dollar, or in some pre-set percentage, for the funds spent on marketing activities. This could be closely monitored through the airport budget, which would demand the attention of the City Commission because it is its responsibility to review and place final approval on the budgeted items.

The matter of resolving this dilemma should receive high priority from all agencies concerned. The airport has been operational for over two years, and still there are no well defined guidelines for marketing emphasis. The combined efforts of airport management and city officials can result in significant successes for the local facility. Expert assistance from local service organizations and Great Falls area travel agencies would further help to supplement any marketing programs. The future of Great Falls International should not be left to chance; the airport should be aggressively marketed by responsible agencies assigned by the City Commission with sufficient funding to ensure its success.

APPENDIX B

SUMMARY OF MAJOR TRAVEL AGENCIES IN AREA

Location

Agency

MONTANA

Billings

AAA World Wide Travel Service
3220 4th Avenue North

Anderson-Elerding Travel Service, Inc.
123 North 26th Street

S M Cook Travel Service
2702 1st Avenue North

Grand Travel, Inc.
1201 Grand Avenue

M & S Travel Service
3109 1st Avenue North

Mr. Mic's Travel World, Inc.
1607 Alderson Avenue

United Travel Service
2814 3rd Avenue North

Bozeman

Hiawatha Travel Service of Bozeman
24 South Willson Avenue

Montana Travel, Inc.
209 South Willson Avenue

Butte

Caravan Travel Service
200 West Park

Hiawatha Travel Service
23 Dakota

Keith Travel Service
Finlen Hotel

World Travel Agency, Inc.
2455 Harrison Avenue

LocationAgency

Great Falls

Anderson-Elerding Travel Service, Inc.
309 1st Avenue NorthDucketts Travel Agency
Holiday Village Shopping CenterMalmberg Travel Agency
11 6th Street NorthTravel Center
303 Central AvenueWorld of Travel
600 Central Avenue

Helena

Adventure Travel Service
2301 Colonial DriveAtlas Travel Service
First National Bank BuildingMontana Charter Flights & Travel Service
Montana Club Building

Kalispell

Flathead Travel Service, Inc.
32 2nd Street WestMontana Tour and Travel
K-M Department Store

Missoula

All Points Travel
Missoula Bank of Montana BuildingGlobal Travel Agency
110 West Front StreetHappy Travelers
1541 South 3rd WestNorthwest Travel Service
1803 BrooksTravel International, Inc.
2210 BrooksWide World of Travel
117 West Front

IDAHO

Idaho Falls

Tandy and Wood Travel Agency
256 Broadway

LocationAgency

IDAHO

Idaho Falls

Magic Carpet Travel
581 Fourth Street

Zion's Tours and Travel
368 A Street

Pocatello

House of Travel
Center Plaza

Thora's Travel Agency
Gannock Hotel

WYOMING

Casper

All-Travel International
530 South Center

Business World of Travel
251 North Wolcott

Travel Management Agency, Inc.
150 South Wolcott

Westside Travel Management
1738 South Poplar

World Wide Travel System
First National Bank Building

UTAH

Salt Lake City

American Express Travel Service
10 West 200 South

Atlas Tours and Travel
269 Cottonwood Mall

Beehive Tours and Travel
1325 South Main

Century Travel Company
770 East South Temple

Debry Hilton Charters, Inc.
2040 East 4800 South

Dyer's International Travel
1332 Foothill Drive

Location

Salt Lake City

AgencyFaldno Tours, Inc.
88 West 500 South BountifulGlobe Travel Agency
247 South MainJames Travel Tours
2230 Scenic DriveMorris Travel
300 West 2500 SouthMurdock Travel Service
14 South MainThomas Travel Service
369 South MainTravel Center, Inc.
818 East South TempleThe Travel House
134 South Main

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