

Exhibit A



September 30, 2016

Office of the Milwaukee County Clerk
Room 105, Courthouse
901 North 9th Street
Milwaukee, WI 53233

To Whom It May Concern:

By way of this letter, we would like to formally express our interest in assisting the General Mitchell International Airport with its Air Service Development & Consulting and Market Research needs.

We are a Texas-based corporation offering our clients a customized, relationship-driven approach to air service development. Our team brings to the table nearly 65 years of combined airline industry experience, including over 27 years of Air Service Development Consulting.

As consultants, we've worked on behalf of airports and communities of all sizes – both domestic and international. This is in addition to the many airport and airline relationships we forged during our time in the Network and Planning organizations of Southwest Airlines and Delta Air Lines, as well as the Revenue Management and International Planning departments at American Airlines.

Per the Milwaukee County's "Invitation to Submit Proposals for Air Service Development & Consulting and Market Research," we are pleased to enclose our firm's response to your inquiry.

Although the entire Ailevon Pacific team would contribute to the General Mitchell International Airport's air service consulting services, Rhett Morgan would serve as the official Project Manager for all work. Any administrative matters, including contract execution, should be directed to our Corporate Officer, Will Berchelmann, at our address in Texas, as provided below.

Thank you for your consideration of our proposal. We are anxious for the opportunity to partner with the General Mitchell International Airport.

Best regards,

William J Berchelmann
Managing Director

E-mail: will.berchelmann@ailevonpacific.com

Asia Pacific

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**Proposal for Air Service Development & Consulting
and Market Research
at
General Mitchell International Airport**

Official Notice# 7140

September 30, 2016

Offered by:

Ailevon Pacific Aviation Consulting
4423 West University Blvd.
Dallas, TX. 75209-3856


CLEAR INSIGHTS,
SOARING RESULTS

 **AILEVONPACIFIC**

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EXECUTIVE SUMMARY



Executive Summary

Ailevon, LLC dba "Ailevon Pacific Aviation Consulting" is a Texas-based S-corporation offering our clients a customized, relationship-driven approach to air service development. We bring to the table nearly 65 years of combined airline industry experience, including 27 years of direct air service development consulting.

As consultants, we've worked on behalf of airports and communities of all sizes - both domestic and international. This is in addition to the many airport and airline relationships we forged during our time in the Network and Planning organizations of Southwest Airlines, Delta Air Lines, and United Airlines, as well as the Revenue Management and International Planning departments at American Airlines and Delta Air Lines.

We certify that we meet all the minimum requirements listed in the Milwaukee County's Notice #7140 for Air Service Development & Consulting and Market Research at *General Mitchell International Airport*. Direct evidence of our recent experience with clients of similar size and scope can be found on **slide 8, slides 12-13, and slide 25**. Additionally, our specific experience delivering the requirements of this RFP may be found on **slides 26-31**, which document examples of our previous work, as well as **slides 32-33**, which contain the long list of air service wins we have delivered to our global clients during the past five years.

We are pleased to enclose Ailevon Pacific's response to this RFP issued by the Maryland Department of Aviation. Should the Department of Aviation select Ailevon Pacific for its air service development needs, we pledge to bring the same quality, professional, and timely deliverables to the contract that we have demonstrated in our response on the following slides. We look forward to the opportunity to partner with *General Mitchell International Airport*.



OUR TEAM



Our Team

In today's competitive air service environment, it is critically important that airports employ a comprehensive strategy that focuses not just on developing air service, but developing customers. For airlines evaluating U.S. markets, customer segmentation has become a more critical factor than ever before. Therefore, for most U.S. airports today, including MKE, the surest path to improving air service includes identifying, adopting, and implementing comprehensive strategies and plans to attract and retain more of the kinds of customers airlines want to serve.

Ailevon Pacific and LexVolo share a common belief that airports must adopt practices appropriate to the new reality of commercial aviation. Simply re-packaging information airlines already possess in an effort to persuade them to serve markets they've already decided not to serve - based on that same data - will not generally get airports or airlines what they seek. LexVolo understands that successful airports must adopt new practices that make them attractive to airlines based on what airlines value today, not yesterday - and that means profitable customers. BrandIQ and 2-Story will complement LexVolo's ability to identify, influence, and increase MKE's target customers -- through research expertise and local knowledge, respectively -- thus enabling customer development and new air service opportunities, both today and into the future.

In summary, the Ailevon Pacific / LexVolo / BrandIQ / 2-Story team provides a unique opportunity for *General Mitchell International Airport* to take a comprehensive approach to Customer Development. Together, we offer a robust relationship with the airport's airline partners while focusing on the ever-evolving intricacies associated with today's airport's Customer Development needs.





QUALIFICATIONS

About Ailevon Pacific Aviation Consulting

Ailevon LLC, dba "Ailevon Pacific Aviation Consulting," is a boutique air service development firm serving the needs of airports and communities across the nation and around the world. We maintain offices in Dallas, Texas; Atlanta, Georgia; Seattle, Washington; and Sydney, Australia. Our U.S. locations enable direct headquarters access to four major U.S. carriers: Southwest, American, Delta Air Lines, and Alaska Airlines. We are an active member of ACI-NA (Airports Council International - North America).

The U.S. predecessor to Ailevon Pacific, Ailevon Air Service Consulting, was founded in March 2011 by Will Berchelmann and Brad DiFiore. In early 2014, Ailevon merged with Sydney, Australia-based Pacific Aviation Consulting to form Ailevon Pacific Aviation Consulting. The Ailevon Pacific team offers over 65 years of airline industry experience, including over 27 years of Air Service Development Consulting. All told, we directly support 46 airports and related entities throughout the Americas, the Asia Pacific region, and Europe.

Ailevon Pacific is the lead organizer of the Airport Roundtable Series. Roundtables are designed to help airport Marketing and Air Service Development staff learn from each other, airline representatives, and consultants in an intimate group setting. For 15 years, we've held these events across the country. During that time, we've helped staff from numerous airports learn how to be more successful at their jobs.

"It's not every day that airlines receive accurate and reasonable route pitches, but with Ailevon Pacific I can count on insightful advice coming from respected industry colleagues. Ailevon Pacific champions Roundtable events that offer sharing of best practices, airline updates, and meaningful industry discussion with aviation professionals. I would recommend these events for all airports regardless of size and for all airlines that enjoy zero-pressure discussions about the industry we love."

Will Livsey

Senior Manager of Air Service Research & Development
Memphis Shelby County Airport Authority
(Formerly American Airlines)



Capabilities and Services

Our consulting team draws upon a breadth of experience from within airlines, airports, and management consultancies. We have specific experience in the Planning departments at Southwest Airlines, American Airlines, Delta Air Lines, and United Airlines, making the Ailevon Pacific team members uniquely suited to assist *General Mitchell International Airport* with its long-term air service development goals. We have worked with our clients to present opportunities to all levels within airlines: network planning, strategy, revenue management, fleet planning, finance, marketing, sales & distribution, country management, and leadership teams. Knowing how to work effectively across these teams, and across airlines, is critical to achieving our clients' success.

In addition, we have over 15 years of experience developing, negotiating, and implementing **air service incentive programs**. We have personally managed the implementation of several incentive programs from both the airline and airport sides. We've helped develop an extensive array of programs, including Minimum Revenue Guarantees, Ground Handling Support, Airport Fee Waivers, and Airport Marketing Programs. We also have noteworthy experience building air service partnerships with outside organizations such as Destination Marketing Organizations, Chambers of Commerce, and local corporations. We've also worked with State and local governments in support of client air service goals.

Our Portfolio of Services

- Market Catchment / Leakage Analyses Using ARC Market Locator Data
- Full Market Assessments
- Airline Headquarters Meetings
- Full Client Representation at Industry Conferences & Events, such as Jumpstart and Routes
- Customized Air Service Exhibits & Presentations
- Air Service Statistical Reporting & Data Access via Diio Mi and Data Base Products The Hub (for U.S. DOT) and IATA AirportIS
- Complete In-House Preparation of All Analyses & Presentations
- Route Forecasting & Market Performance Analyses
- Review of DOT-Docketed Airline Applications & Comments
- SCASD Grant Applications
- Incentive Program Development
- Community Outreach Visits/Education

"The Ailevon Pacific team has been invaluable to the Gerald R. Ford International Airport in retaining and growing our air service portfolio. Their enthusiasm, air service development philosophy and connections with airline planning officials are key to their success. Brad and Will are well respected in the industry and have earned the trust of airline planning officials worldwide. They are the best in the business!"

Phil Johnson
Deputy Executive Director
Gerald R. Ford International Airport



Conferences / Community Outreach / Incentives

Conferences

Ailevon Pacific regularly attends most industry air service development conferences each year, including the UBM Routes events (World Routes, plus most of the regional conferences), Jumpstart, Allegiant Airport Conference and several other ACI/AAAE-sponsored gatherings. These events provide one-stop shopping for airports to meet with airline planners and industry colleagues from around the world, all in one place.

The airline-airport meetings in particular give airports the opportunity to pitch their communities during short, one-on-one presentations. Oftentimes, they are a precursor to a formal invitation to continue discussions at an HDQ gathering. Ailevon Pacific attends these conferences with our clients, prepares all presentations and analytics on their behalf, and sits in on all of the carrier meetings to help facilitate the discussions, as requested.

Community Outreach

We are also available to do Community Outreach presentations, where we typically provide a high level review of the trends and developments impacting the airline industry. We then tie those trends back to the specific dynamics at play in a given market. In the past, we have had good success giving these presentations to both Airport Board members and local business leaders alike, as it usually provides additional perspective that can help solidify or validate the messages / feedback that they may already be hearing from Airport staff members.

Incentives

As needed, Ailevon Pacific is able and willing to assist our clients with all forms of airport-airline negotiations, including incentive packages, service guarantee agreements, SCASD grants, and any other discussions related to guidelines or limits for air service.

Recently, our work with *General Wayne A. Downing Peoria International Airport* in Peoria, IL included development of an incentive package that ultimately led to American Airlines' planned commencement of service to Charlotte. We have extensive experience across our entire client base with similar work, and we would be able to step in and guide discussions between *General Mitchell International Airport* and a new air carrier when called upon.

Analytical Approach

Route Forecasts

Our past experience working in airline Network Planning departments has taught us that route forecasting is more than just data analysis. It's a quantitative and qualitative process that balances the fine line between art and science. Plenty of available tools can generate a forecast output, but we take it a few steps farther.

We use a proprietary, QSI-based forecasting model developed in-house that provides a sound basis for estimating passenger demand and revenue at the segment level. We then further apply our experience running route forecasts to fine-tune our projections. Our results initially combine the strong analytics of our base model with our past experience reviewing both flown and forecast performance within an airline.

As the final (and most important) step, we consider the local economic and regional nuances that make each community's narrative unique. It is this "secret sauce" that ultimately enables us to tweak the turn-key results, yielding projections that stay faithful to the intrinsic analytical basis of forecasting, while recognizing that no two opportunities are alike.

Data

Our portfolio of services depends on accurate and timely data. We provide our clients with a full suite of quarterly reports that compare and contrast your market with nearby competing airports. We also monitor weekly and monthly capacity changes, enabling us to identify schedule changes and opportunities for carrier discussions long before a flight leaves the gate.

Getting out in front of the data is just as important as analyzing it after-the-fact, and we'll ensure that *General Mitchell International Airport* is never caught off guard when it comes to market and flight changes. At times, circumstances beyond anyone's control, such as strategy changes at a carrier, can lead to schedule and market adjustments. No airport should ever be caught flat-footed in situations where a market has been under-performing. We'll work with you and your carriers to ensure that we stay one step ahead of potential changes and strategic re-alignments.

Ailevon Pacific Global Clients

Current International Clients

Air New Zealand
Alice Springs Airport (ASP)
Auckland Airport (AKL)
BAE Systems
Bermuda Int'l Airport (BDA)
Brisbane Airport Corporation (BNE)
Darwin International Airport (DRW)
Eurobodalla Shire Council (MYA)
Kangaroo Island Council (KGC)
Launceston Airport (LST)
Melbourne Airport (MEL)
McDonald's
Newcastle Airport (NTL)
Northern Territory Government
Department of Transport
Perth Airport (PER)
Queenstown Airport (ZQN)
Sunshine Coast Airport (MCY)
Tourism Australia
Tourism & Events Queensland
Tourism Northern Territory
Tourism Victoria
Tourism Western Australia
Vancouver Int'l Airport (YVR)

Current Domestic Clients

Brownsville/South Padre, TX (BRO)
Cedar Rapids, IA (CID)
Crawford, Murphy & Tilly, Inc.
Columbia, SC (CAE)
Flint, MI (FNT)
Fort Wayne, IN (FWA)
Grand Rapids, MI (GRR)
Gulfport-Biloxi, MS (GPT)
Hawai'i Tourism Authority
(HNL/OGG/LIH/KOA/ITO)
Huntington, WV (HTS)
Lake Charles, LA (LCH)
Las Vegas Convention and Visitors Authority (LAS)
LexVolo
Oakland, CA (OAK)
Omaha, NE (OMA)
Peoria, IL (PIA)
Rochester, NY (ROC)
Savannah, GA (SAV)
Spokane, WA (GEG)
Stewart, NY (SWF)
Tampa, FL (TPA)

Former Clients

Allentown/Bethlehem, PA (ABE)
Christchurch Airport (CHC)
London Gatwick (LGW)
Melbourne, FL (MLB)
Nashville, TN (BNA)
New Haven, CT (HVN)
Québec City, QC (YQB)
St. Louis, MO (STL)

"I've had the pleasure of working with Brad DiFiore and Ailevon Pacific over the past few years. Brad's enthusiasm for the industry and air service development is contagious and it's always a pleasure to discuss new air service opportunities with him. I've found him to be very knowledgeable about all types of markets, large and small, and I feel he does a tremendous job on behalf of his clients. He was instrumental in bringing Allegiant back to Savannah, GA. Based on my experience, I highly recommend Brad and Ailevon Pacific to airports and communities looking for qualified assistance with their air service development aspirations."

Thayne Klingler
Manager, Airports
Allegiant Travel Company

AILEVONPACIFIC

Domestic Client Portfolio – Contact Information

Ailevon Pacific has developed a client portfolio that is deep and diverse. We've been entrusted by airports of all shapes and sizes to help them compete in the 21st Century.

| <u>Client</u> | <u>Primary Contact</u> | <u>Contact Details</u> | <u>Engagement Year(s)</u> |
|---|--|--|---------------------------|
| Brownsville, TX (BRO) | Bryant Walker – Airport Director | (956) 542-4373 bryant.walker@cob.us | 2011- |
| Columbia, SC (CAE) | Dan Mann - Executive Director | (803) 822-7878 d.mann@columbiaairport.com | 2011- |
| Crawford, Murphy & Tilly, Inc. | Brad Hamilton - P.E. C.M. | (217) 787-8050 bhamilton@cmtengr.com | 2011- |
| Eastern Iowa Airport – Cedar Rapids (CID) | Marty Lenss - Airport Director | (319) 731-5711 M.Lenss@eairport.org | 2015- |
| Flint, MI (FNT) | Pat Corfman - Director of Marketing and Public Relations | (810) 235-6560, ext. 120 pcorfman@bishopairport.org | 2011- |
| Fort Wayne-Allen County Airport Authority (FWA) | Scott Hinderman - Executive Director of Airports | (260) 446-3428 hinderman@fwairport.com | 2016- |
| Grand Rapids, MI (GRR) | Phil Johnson - Deputy Executive Director | (616) 233-6050 pjohnson@grr.org | 2011- |
| Gulfport-Biloxi, MS (GPT) | Clay Williams - Executive Director | (228) 863-5951, ext. 3013 cwilliams@flygpt.com | 2011- |
| Hawai'i Tourism Authority | Randy Baldemor - Chief Operating Officer | (808) 973-2261 Randy@gohta.net | 2011- |
| Huntington, WV (HTS) | Jerry Brienza - Airport Director | (304) 453-2801 jbrienza@tristateairport.com | 2011- |
| McGhee Tyson Airport (TYS) | Jim Evans - Vice President of Marketing and Air Service Development | (865) 342-3012 Jim.Evans@tys.org | 2016- |
| Omaha Airport Authority (OMA) | Steve McCoy - Manager of Airline Affairs | (402) 661-8211 steve.mccoy@flyoma.com | 2016- |
| Oakland, CA (OAK) | John Albrecht - Aviation Marketing Manager | (510) 563-2898 jalbrecht@portofoakland.com | 2011- |
| Lake Charles Regional Airport (LCH) | Heath Allen – Executive Director | (337) 477-6051, ext. 204 HAllen@flylakecharles.com | 2015- |
| Las Vegas Convention and Visitors Authority | Brig Lawson - Director of Business Partnerships - Industry Relations | (702) 892-2929 blawson@lvca.com | 2015- |
| LexVolo | Edward Shelswell-White – Chief Customer Officer | (214) 731-7591 esw@lexvolo.com | 2014- |
| Peoria, IL (PIA) | Gene Olson - Executive Director | (309) 697-8272 golson@flypia.com | 2014- |
| Rochester, NY (ROC) | Andy Moore – Deputy Executive Director | (585) 507-6388 amoore@monroecounty.gov | 2014- |
| Savannah, GA (SAV) | Lori Lynah - Director, Marketing & Air Service Development | (912) 964-0514, ext. 3304 llynah@savannahairport.com | 2012- |
| Spokane, WA (GEG) | Larry Krauter - CEO & Airport Director | (509) 455-6455 lkrauter@spokaneairports.net | 2011- |
| Tampa International Airport (TPA) | Christopher D. Minner – Vice President of Marketing | (813) 870-8794 cminner@TampaAirport.com | 2016- |



Geographic Locations – North America

Ailevon Pacific's offices are strategically located in three cities that, combined, cover the corporate headquarters of four of the five largest air carriers operating in the U.S.:

- Our office in **Atlanta, Georgia** is home to the corporate headquarters of Delta Air Lines.
- Our office in the **Dallas / Fort Worth Metroplex** means convenient meetings due to American Airlines and Southwest Airlines both having their corporate headquarters there.
- Our office in **Seattle, Washington** is home to the corporate headquarters of Alaska Airlines.

Our strategic locations in airline HDQ cities enables Ailevon Pacific to maintain close contact with the airline planners in these cities through frequent lunches and other informal discussions. In fact, many of our core relationships with key airline planners transcend the traditional business day and extend into social activities outside normal operating hours. We fundamentally approach all relationships with our airline partners with professionalism and integrity, but we also believe that informal, casual rapport can be an equally instrumental component of successful air service development efforts on behalf of our clients.



Timely and local access to multiple airline partners in their HDQ cities.

Convenient and plentiful low-cost flight options from Ailevon Pacific locations to/from MKE to conduct on-site business with airport officials.

Locations in airline HDQ cities reduces travel costs and time.

AILEVONPACIFIC

On-Call & Hourly Task-Orders – Experience

We take great pride in the quality of our work. Our reputation depends on our ability to produce reliable, high-quality analyses that clients understand and airlines trust. We aim to ensure this high-quality work by the use of both internal and external review. We encourage our clients to carefully critique all of our work in the spirit of collaboration. We never forget that our work represents them.

The nature of Air Service Development work is such that deadlines are not always apparent. While meetings and conferences provide structure, much of our value comes from activities that are not defined on a timeline. We believe frequent communication with our clients is essential to ensuring that projects are completed and goals are met in a timely manner. Therefore, we speak with our clients weekly, at a minimum, but usually more often.

Although we generally employ a flexible, open-ended approach to air service development with our airport partners, many of our largest clients, including *Metropolitan Oakland International Airport (OAK)* and *Las Vegas Convention and Visitors Authority (serving LAS)*, rely almost exclusively on task-order assignments and on-call deliverables. In the case of the Las Vegas account, we employ a dedicated, full-time resource available at any time to service the needs of the client. We recognize that our largest clients typically have little flexibility with deadlines given that they are often coming via up-line requests from their own customers - be they airlines, the media, community partners, or internal co-workers. The ability to deliver quality, professional assignments on short notice and/or based on a pre-defined set of requirements is *de rigueur* at Ailevon Pacific. It is our responsibility to get the job done, which means we always ensure we have the resource flexibility to expect the unexpected.

In summary, fostering close working relationships with our airport partners, their local communities, and the airlines serving them forms the basis of the way we do business. Our desire to maintain a close relationship with our valued clients means that we are ever-cognizant of our work load; we never want to jeopardize our ability to provide the level of service our airports expect and deserve. Our desire to work with *General Mitchell International Airport* stems from our confidence that, were we to be awarded a contract for service, we would continue to meet our clients' high expectations now and into the future.

"The Ailevon Pacific team is knowledgeable and consistently provides high-quality analysis. They represent their clients well."

John Kirby
Vice President – Capacity Planning
Alaska Airlines



Capabilities and Services – LexVolo

LexVolo was founded to help airports learn to compete for customers in the post-2007 environment. After 2007, volatile fuel prices and a sagging economy combined to bring real capacity discipline to airlines. Airports are now in direct competition with each other for incremental capacity. Unless an airport can show airlines how they provide the best opportunity for successfully allocating that incremental capacity, airlines will tend to allocate it somewhere else that makes a more compelling argument.

Typically, what airlines want is some combination of:

- **More customers**
- **Higher-yielding customers**

LexVolo specializes in helping airports identify their target customers - the kinds that airlines most want to serve - using the kinds of commercial and marketing strategies and practices that airlines themselves use, and then designing and implementing multi-year and annual strategies and plans to increase demand from those customers for the airport's services.

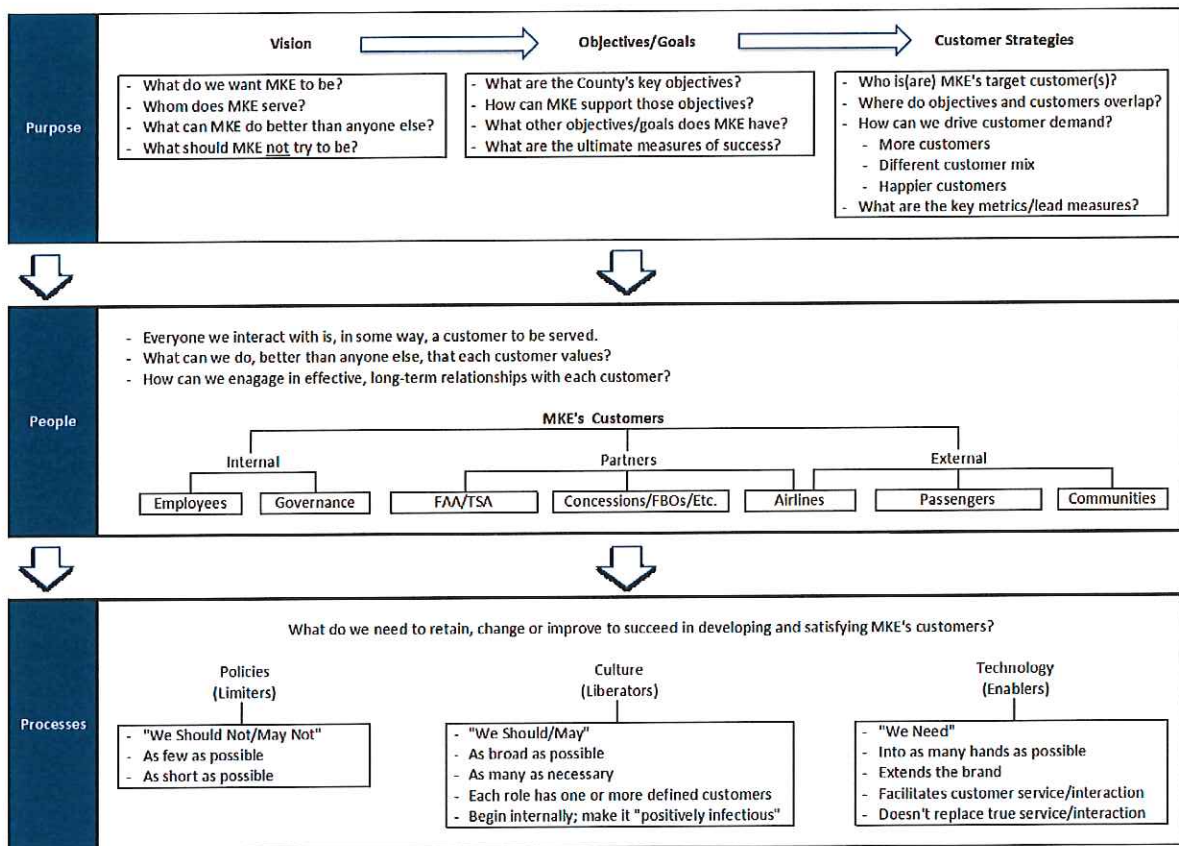
LexVolo Portfolio of Services

- Scoping, definition, and management of customer insights research
- Integration of customer research with industry data
- Customer strategy development
- Customer experience options and selection
- Integrated tactical plan development
- Media strategy, planning, and buying
- Campaign implementation and management
- Lead and lag measure definition
- Dashboard development and reporting
- Airline incentive and cooperative marketing plans
- Cooperative marketing campaigns with
 - Airlines
 - CVBs



Helping Airports **Compete** for the Future

LexVolo Exhibit – Customer Strategy ProcessSM



Helping Airports **Compete** for the Future

Capabilities and Services – BrandIQ

BrandIQ is a Los Angeles-based custom market research, brand strategy, and innovation firm with full-service qualitative and quantitative capabilities. Our team forges the perfect balance between science, art, intuition, and logic with a human-centered approach. Since 2002, we've been delivering integrated consumer-focused solutions that allow our clients to thrive, grow, and win in a radically changing world.

Our goal is to help companies understand their value through their consumer's perspective for ongoing competitive success. We arm leadership with actionable plans for immediate and long-range achievement.

BrandIQ has a long history of expertise across industries, including hospitality and aviation. We help America's best-loved companies win and grow in a rapidly changing world. At BrandIQ, we navigate by the principle of the Triple Win –measuring success by producing measurable and meaningful change for the client, consumer, and community.

BrandIQ Portfolio of Services

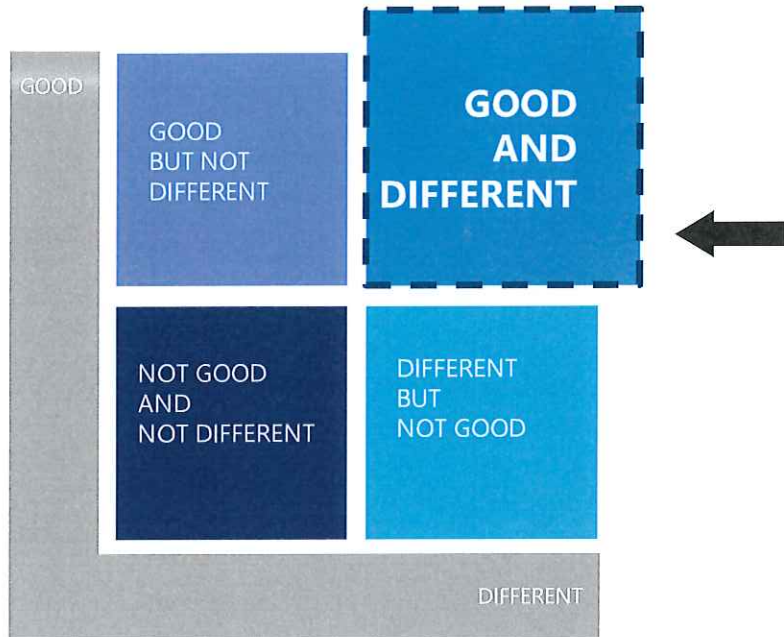
- Custom market research and consultants specializing in brand strategy, communications, advertising, customer satisfaction, consumer segmentation, etc.
- Full quantitative and qualitative research capabilities
- Brand strategy consulting
- Design strategy
- Media and communications strategy
- Brand tracking, dashboard development and reporting
- Product line innovation
- Consumer co-creation

BrandIQ is proud to be a certified B Corp: B Corp is to business what Fair Trade certification is to coffee or USDA Organic certification is to milk. B Corps are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency. Visit bcorporation.net to learn more.



BrandIQ's Focus...

... Begins with helping you be **Great and Different**

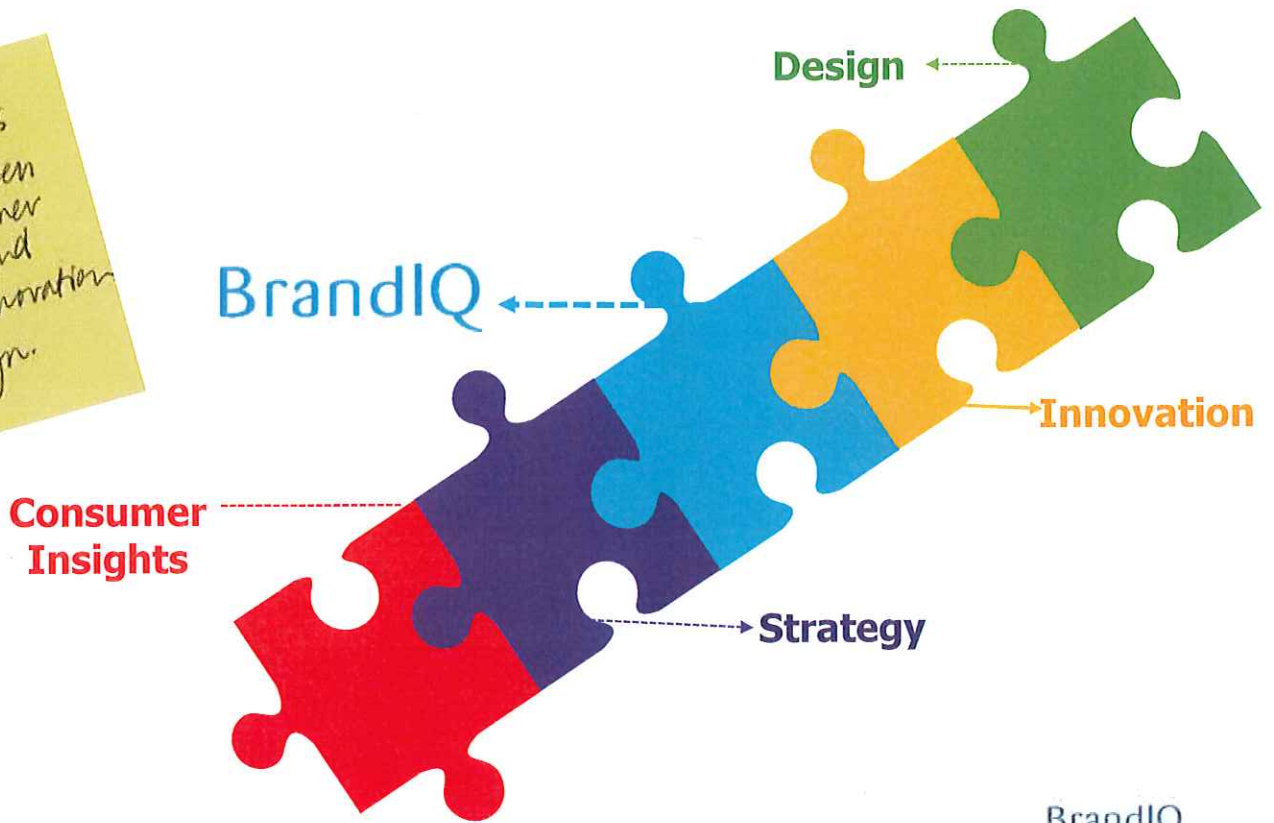


BrandIQ is expert at helping you uncover the insights needed to begin to increase consumer demand for the MKE airport in a way that is relevant, compelling, and uniquely differentiated in the minds of your target consumers.

BrandIQ – The Mind of An Innovator...

...the heart of a researcher

BrandIQ bridges the gaps between custom consumer research, brand strategy, innovation and design.



BrandIQ's Strategic Partnership Model



Capabilities and Services – 2-Story

With roots stretching back to 1994, 2-Story Creative (2-Story) is an award winning marketing and communications firm located in Milwaukee's Walker's Point neighborhood. A commitment to the revitalization of the neighborhood drove the decision to purchase a two-story building, rehab it completely, and relocate the business there in 2007.

At 2-Story, the entire approach involves collaboration. We bring a fresh perspective and communications expertise, while clients provide the invaluable understanding of their products/services and goals. By working together, we best communicate your message to the appropriate audience(s).

Successfully growing as a true woman-owned business without partners or outside funding, Ellen Homb, president of 2-Story, has qualified for several City, State, and Federal certifications (EBE, DBE, WBE).

2-Story Portfolio of Services

- Research
- Brand development and management
- Digital marketing
- Marketing plan development and implementation
- Website development
- Social media strategy and implementation
- Advertising (print, radio, television, online)
- Direct mail
- Sales collateral
- Public Relations
- Special events

The logo for 2-Story, featuring a large, bold, red number '2' followed by the word 'STORY' in a smaller, red, sans-serif font.



EXPERIENCE & REFERENCES



Team Experience:

Ailevon Pacific / LexVolo / BrandIQ / 2-Story

Our experience working with LexVolo goes back many years and extends beyond the founding of each firm several years ago. During their respective tenures at Southwest Airlines, Ailevon Pacific members Will Berchelmann and Rhett Morgan both worked closely with LexVolo's Edward Shelswell-White. Will's and Rhett's roles in Network Planning required close liaison with Edward's Market Strategy & Performance team, which led Marketing efforts to derive and execute market-specific strategies and plans to increase customer demand, satisfaction, market share, and unit revenue across the Southwest Airlines network.

In recent years, Ailevon Pacific and LexVolo have collaborated on multiple joint-client projects, including leakage studies, market assessments, and other client analyses - all working towards a common goal of new air service opportunities. Our firms "click" because we share a common belief that numbers alone don't always tell the full story. We're also jointly passionate in our approach to client relationships and customer service, which we learned through our exposure to the customer-friendly business principals that have been the hallmark of Southwest Airlines since its inception.

Ailevon Pacific's relationship with BrandIQ is new, but after multiple conversations with several firms, we believe their business acumen and experience bring the right consumer-centric expertise to assist our efforts to define, increase, and retain new passengers at *General Mitchell International Airport*. Importantly, BrandIQ has worked on three airport projects with LexVolo, and is the leader in true consumer insights research for airports. Ailevon Pacific is also just beginning a similar project with BrandIQ at Long Island MacArthur Airport.

2-Story is also new to the Ailevon Pacific / LexVolo team. Their combination of local knowledge and previous MKE experience will be invaluable to MKE and the rest of the project team in defining the best strategies and tactics to consider, while minimizing duplication of previous MKE efforts. 2-Story will also be tapped for any paid or earned media efforts that might be called for after the initial research and strategy development is complete.

Deep Airline Experience: Global Coverage Has Helped Our Clients Achieve Outstanding Success



Highlighted Experience – Domestic

Ailevon Pacific has completed numerous, successful air service development projects for its clients, including catchment analyses, master plan forecasts, comprehensive market assessments, and airline HDQ meetings and conference representation. While the majority of our North America clients are small and mid-size airports, we are also the air service consultancy of record for several large hub airports and their associated partners, such as the *Las Vegas Convention and Visitors Authority* (serving LAS), the *Hawai'i Tourism Authority* (HNL/OGG/LIH/KOA/ITO), and our newest client, *Tampa International Airport* (TPA). We also work with key medium-hub facilities serving large air service markets with multiple airports, such as our engagement with *Metropolitan Oakland International Airport* (OAK) in the San Francisco Bay Area. Across the border, our ongoing work with *Vancouver International Airport* seeks opportunities to increase the airport's evolving international air service portfolio.

Frontier Airlines Las Vegas Focus City Expansion (2016)

Through numerous meetings and a headquarters strategy planning session, worked with Frontier Airlines on a Las Vegas expansion strategy. So far, these efforts have yielded 11 new markets and 73 additional weekly flights flown by Frontier to Las Vegas. Frontier continues to rely on Ailevon Pacific's analysis with their Commercial VP even stating, "Your (APAC) analysis is aligned with exactly how we are looking at new opportunities."

Expansion of Spirit Airlines in Las Vegas (2016)

From 2015-2016, Ailevon Pacific saw Las Vegas win Spirit air service to no less than six new dots on the map. Seattle, Boston, New Orleans, Atlanta, Cleveland, and Latrobe all joined the Las Vegas network on Spirit's hard-to-miss yellow airplanes. Our close relationship with the leadership of Spirit Airlines has enabled Ailevon Pacific access to the latest decisions and thought processes of this fast growing ULCC leader.

Delta Air Lines Point-to-Point Market Investments to Las Vegas (2016)

Most network airlines focus on connecting their spokes to the main hubs. In the case of Delta, we have been able to win multiple point-to-point routes from Las Vegas, including San Diego and San Jose. To convince a legacy network airline to fly to a destination from a non-hub is a significant accomplishment with which Ailevon Pacific is proud to have assisted Las Vegas.

Highlighted Experience – Domestic

Cedar Rapids (CID) to Charlotte on American (2016)

Working with the local community and Network Planning officials at American, secured new, x2 daily nonstop service to Charlotte, which is slated to begin this November using two-class CRJ-700 equipment.

Peoria (PIA) to Charlotte on American (2016)

Lobbied American Airlines on behalf of *General Wayne A. Downing Peoria International Airport*. Successfully convinced AA that PIA was the best option among multiple airports in the Central Illinois region for new nonstop service to CLT. Service begins in November with x2 daily CRJ flights.

Savannah/Hilton Head (SAV) Allegiant Destination Project (2015)

Worked for three years, against significant internal resistance at the airline, to establish SAV as a destination for Allegiant flights. Initially the carrier launched service from three markets in Ohio in 2015, but has now indicated a significant expansion into 2016, including to *Baltimore Thurgood Marshall International Airport*. Our credibility with the carrier helped keep the discussion alive and eventually convinced them the market would work.

Virgin America Announces Hawai'i Service (2015)

Began a relationship with Virgin America in 2009. Provided support in developing the business case, evaluating operational concerns, and nurturing relationships between Virgin America and Hawai'i stakeholders.

Sun Country Begins Gulfport-Biloxi (GPT) Service from Minneapolis / St. Paul (2015)

Built an innovative service opportunity with Sun Country in conjunction with a winning SCASD grant application. This led to seasonal nonstop service from Minneapolis / St. Paul to GPT. The seasonal flights began in August 2015 and will return again during Fall 2016.

Highlighted Experience – Domestic

Gerald R. Ford International Airport (GRR) Charlotte/Philadelphia Project (2014)

Successfully convinced American Airlines that it should add both Charlotte and Philadelphia to the GRR route map as one of its first moves after merging with US Airways.

Gerald R. Ford International Airport (GRR) Washington D.C. Project (2013)

Despite service to MKE on Southwest Airlines, we identified a need for additional service to the D.C. area. We worked closely with potential carriers, ultimately netting service on United into *Washington Dulles International Airport*, which began in May 2013.

Hawai'i Tourism Authority Washington (Dulles) Project (2013)

Successfully recruited United to begin service in the *Washington Dulles International Airport* - Honolulu market.

Post-Merger Southwest Airlines Retention Projects (2012-13)

Akron/Canton International Airport (CAK)

Bishop International Airport in Flint MI (FNT)

Gerald R. Ford International Airport in Grand Rapids, MI (GRR)

In the wake of the Southwest acquisition of AirTran, dozens of airports were faced with the possibility of losing the only low-fare air service they had access to. We built the business cases that convinced a skeptical Southwest Airlines that these smaller markets deserved to remain a part of the Southwest network. In each case, we fought conventional wisdom and made the argument that Southwest could succeed and grow from these airports. Since the carrier's affirmative decisions, it has indeed grown in each market.

Gulfport-Biloxi International Airport (2013) - Market Opportunity Assessment

A comprehensive study to assess the airport's future opportunities for renewed low-fare and new network carrier service alike. The work entailed a full market assessment and airline-specific review, P&L route-level forecasts, an analysis that studied the potential cost of an air service incentive and/or a risk-mitigation package based on the forecast results, and an economic impact study that estimated the incremental financial impact such service might have in the region. The results were instrumental in identifying low-hanging fruit opportunities, which are now the focus of the airport's ongoing air service development efforts.

Highlighted Experience – Domestic

Lexington Blue Grass Airport (2012) - Master Plan Forecast & ARC Catchment Analysis

As part of an overall Master Plan update for Lexington, Ailevon Pacific was asked by engineering firm Crawford, Murphy, & Tilly to prepare a refreshed catchment analysis for Lexington. Ailevon Pacific used ARC Market Locator to update leakage rates by market, which had become increasingly less susceptible to the impact of Cincinnati due to Delta's continued reduction of service in that market. Our work also quantified the likely impact of AirTran's planned departure from Lexington using a combination of DOT and passenger zip code data found in the ARC information. The results formed the basis of future passenger traffic prognostications that we delivered to the client, which were incorporated into the final Master Planning document sanctioned by the FAA.

Flint-Bishop International Airport (2012) - ARC Catchment Analysis

In the wake of the AirTran / Southwest Airlines merger announcement, Flint asked Ailevon to examine the traffic patterns in the SE Michigan region, which has included the Delta hub at nearby Detroit Metro Airport. The airport had long assumed that most of its traffic came from a region Ailevon defined as the "Flint / Detroit Contention Zone," which is home to some of the wealthiest residents in the region. However, our study revealed that this zone accounts for only 18% of Flint's traffic, and Flint itself only captures 6% of the traffic in that area, with most of it going to Detroit. The study provided real insight into the potential benefits that new and increased Southwest Airlines service at the airport (beyond the existing Florida and Atlanta service on AirTran) might have on the airport's future traffic base.

Stewart International Airport ARC Catchment Analysis (2014)

Brownsville South Padre International Airport ARC Catchment Analysis (2013)

Grand Rapids - Gerald R. Ford International Airport ARC Catchment Analysis (2013)

Melbourne International Airport ARC Catchment Analysis (2012)

Columbia Metropolitan Airport ARC Catchment Analysis (2012)



Highlighted Experience – International

10-Year China Market Forecast for *Tourism Australia*

Working with *Tourism Australia*, Australia's national tourism body, we developed a forecast of air travel demand to Australia for 190 Chinese cities. This forecast identified likely markets and carriers between each of Australia's gateway airports, as well as airline carrier opportunities. We proposed a number of concurrent 'streams' for developing Chinese demand, including working with key existing carriers, attracting new carriers, and dual-destination market opportunities for trans-Tasman access.

A National Latin America Strategy

On behalf of the New Zealand Government, we worked to analyze and identify opportunities, and necessary policy settings, for New Zealand to become a major hub for Asia/Pacific-Latin American air travel.

Attracting Foreign Carriers

Analysis, presentation, and advocacy for a major airport seeking their first Chinese service; attracting Chinese carrier competition; and finally launching a new Chinese gateway. We have worked closely with a number of leading Australian and New Zealand airports to attract the 'big three,' as well as second-tier Chinese carriers.

Building the 'A' Team

We have worked with Australian government tourism and investment attraction teams to identify annual priorities, market approaches, and team resource allocation, as well as the alignment between the organization and key partner organizations. We used various sessions to understand issues that had beset the team, investigate what was holding the team back, refine or reset team approaches and cooperative strategies, and deploy techniques to avoid identified inefficiencies.

Attracting a new domestic airline base in Australia

We worked with a key airport to develop a flight plan, hubbing strategy, and incentive structure to attract a foreign airline franchise. As part of this project, we identified target route opportunities (including unserved markets), identifying technical limitations at each airport, hub connection structures, and a long-term growth and incentive plan.

Highlighted Experience – International

Las Vegas Low Cost, Long-Haul Air Service Strategy - Norwegian Air

By positioning the unique characteristics of the Las Vegas market relative to other West Coast gateways in the U.S., Ailevon Pacific has been assisting Las Vegas with securing major trans-Atlantic wins. These efforts have resulted in a significant investment from Norwegian Air with nonstop 787 service from Copenhagen, Oslo, and most recently, London-Gatwick. These accomplishments were the result of coordinating multiple efforts beyond the “traditional” analysis and low-cost carrier research we conducted on behalf of Las Vegas. In fact, it was through hours of effort invested in the Norwegian relationship, including assisting its political and marketing initiatives, such as gathering community and industry support for the airline’s desire to secure DOT approvals for its trans-Atlantic services, as well as supporting their ongoing ramp-up of Sales and Marketing initiatives tied to the new flights.

Pioneering Las Vegas to China Service - Hainan Airlines

For years, Las Vegas’ only source of Asia flights has been less-than-daily service on Korean Air. Despite its success, no other Asian carrier has been willing to make an investment from other Asian countries with significant demand until now. After conducting market research, analysis, forecasts, and advocacy on behalf of the Las Vegas Convention and Visitors Authority, as well as McCarran International Airport, Hainan Airlines announced 787-9 service from Beijing, China to Las Vegas starting in December 2016. The announcement was the culmination of not only deep scrutiny of emerging market trends in areas with large gaps in data, but also in forming and strengthening the relationships with decision-makers of Hainan that embraced the Chinese norms and customs. It was the experience, capabilities, and knowledge of both Ailevon Pacific’s technical capabilities, as well as international relationship building, that resulted in this success.

Expanded European Service to Las Vegas

Through hyper-focused marketing, research, and relationship building, we have been able to grow seats from Europe to Las Vegas by over 250 seats per day each way. Multiple headquarters visits, presentations, and research projects have yielded additional service from **British Airways, Edelweiss, Condor/Thomas Cook, Norwegian, and Virgin Atlantic**. Not only have these carriers invested capacity, but also they have brought a significant influx of additional premium seats (Business Class) into the market.

Winning LCC Bases

We worked with a major international airport to attract their first low cost carrier base, focusing on overall regional development to source incentive funding, development of new tourism market opportunities and infrastructure advantages. By combining rigorous analyses, a compelling package, and a carrier-centric approach, we became this carrier’s first foreign base.

Summary of Key Air Service Wins 2011-2016

Trans-Pacific

| Airline | Client | City |
|-------------------|-----------------|--------------------|
| Air China | HTA | Beijing-Honolulu |
| Air Australia | HTA | Brisbane-Honolulu |
| Air New Zealand | Auckland | Buenos Aires |
| Asiana | HTA | Seoul-Honolulu |
| China Airlines | HTA | Taipei-Honolulu |
| China Eastern | HTA | Shanghai-Honolulu |
| Delta | HTA | Fukuoka-Honolulu |
| Hainan Airlines | Las Vegas | Beijing |
| Hawaiian Airlines | HTA & Auckland | Auckland-Honolulu |
| JetStar | HTA & Brisbane | Brisbane-Honolulu |
| Jetstar | HTA & Melbourne | Melbourne-Honolulu |
| United | Melbourne | Los Angeles |
| Virgin Australia | Melbourne | Los Angeles |

North America (International)

| Airline | Client | City |
|------------|-------------|-------------------|
| Aeromexico | Brownsville | Monterrey |
| WestJet | HTA | Calgary-Honolulu |
| WestJet | HTA | Calgary-Maui |
| WestJet | HTA | Edmonton-Honolulu |
| WestJet | HTA | Edmonton-Maui |

Middle East

| Airline | Client | City |
|---------------|-----------|-----------|
| Ethiad | Brisbane | Abu Dhabi |
| Ethiad | Melbourne | Abu Dhabi |
| Ethiad | Perth | Abu Dhabi |
| Qatar Airways | Melbourne | Doha |
| Qatar Airways | Perth | Doha |

Asia-Pacific International

| Airline | Client | City |
|---------------------|-----------|---------------|
| Air Asia | Darwin | Bali |
| Air Asia X | Melbourne | Bali |
| Air China | Auckland | Beijing |
| Air China | Melbourne | Beijing |
| Air India | Melbourne | Delhi |
| Air New Zealand | Auckland | Bali |
| Air New Zealand | Auckland | Singapore |
| Aircalin | Melbourne | Nouméa |
| China Airlines | Auckland | Taipei |
| China Eastern | Auckland | Shanghai |
| China Southern | Auckland | Guangzhou |
| China Southern | Perth | Guangzhou |
| Emirates | Melbourne | Kuala Lumpur |
| Fiji Airways | Auckland | Suva |
| Garuda Indonesia | Perth | Jakarta |
| Jetstar | Auckland | Melbourne |
| Jetstar | Auckland | Singapore |
| Jetstar | Brisbane | Bali |
| Jetstar | Darwin | Manila |
| Jetstar | Melbourne | Phuket |
| Jetstar | Melbourne | Singapore |
| Jetstar | Melbourne | Tokyo |
| Jetstar | Perth | Lombok |
| Malaysia Airlines | Darwin | Kuala Lumpur |
| Malaysia Airlines | Perth | Kota Kinabalu |
| Philippine Airlines | Darwin | Manila |
| Qantas | Brisbane | Tokyo |
| Royal Brunei | Melbourne | Brunei |
| Scoot | Melbourne | Singapore |
| Scoot | Perth | Singapore |
| Sichuan Airlines | Melbourne | Chengdu |
| Silkair | Darwin | Singapore |

Oceania

| Airline | Client | City |
|------------------|----------------|----------------|
| Air New Zealand | Auckland | Sunshine Coast |
| Air New Zealand | Christchurch | Perth |
| Air New Zealand | Perth | Christchurch |
| Air New Zealand | Sunshine Coast | Auckland |
| Aimorth | Darwin | Townsville |
| China Airlines | Auckland | Brisbane |
| China Airlines | Auckland | Sydney |
| Jetstar | Auckland | Adelaide |
| Jetstar | Auckland | Dunedin |
| Jetstar | Melbourne | Auckland |
| Jetstar | Melbourne | Ayers Rock |
| Jetstar | Melbourne | Queenstown |
| Jetstar | Melbourne | Wellington |
| Jetstar | Perth | Gold Coast |
| Jetstar | Queenstown | Gold Coast |
| Qantas | Auckland | Perth |
| Qantas | Melbourne | Karratha |
| Qantas | Melbourne | Port Hedland |
| Qantas | Perth | Auckland |
| Qantaslink | Melbourne | Coffs Harbour |
| Tigerair | Alice Springs | Melbourne |
| Tigerair | Alice Springs | Sydney |
| Tigerair | Brisbane | Adelaide |
| Tigerair | Brisbane | Darwin |
| Tigerair | Darwin | Brisbane |
| Tigerair | Melbourne | Alice Springs |
| Tigerair | Melbourne | Cairns |
| Virgin Australia | Alice Springs | Adelaide |
| Virgin Australia | Alice Springs | Darwin |
| Virgin Australia | Darwin | Alice Springs |

Europe

| Airline | Client | City |
|-----------|-----------|----------------|
| Norwegian | Las Vegas | Stockholm |
| Norwegian | Las Vegas | Oslo |
| Norwegian | Las Vegas | London-Gatwick |
| Condor | Las Vegas | Munich |

"Ailevon Pacific is more than just an aviation consultant firm. They are a true extension of our staff. Knowledgeable and dedicated, they make our air service goals their own and help us achieve them one-by-one. I can say with certainty that their assistance was vital to us in the retention of AirTran Airways as Southwest Airlines in our market."

Pat Corfman
 Director of Marketing
 and Public Relations
 Flint Bishop
 International Airport

List includes only route campaigns where Ailevon Pacific was actively involved in business case and/or relationship development



Summary of Key Air Service Wins 2011-2016

North America

| Airline | Client | City |
|----------------|----------------------|--------------------------|
| Allegiant | Brownsville | Las Vegas |
| Allegiant | HTA | Honolulu-Las Vegas |
| Allegiant | HTA | Honolulu-Los Angeles |
| Allegiant | HTA & Spokane | Spokane-Honolulu |
| Allegiant | Savannah/Hilton Head | Akron/Canton |
| Allegiant | Savannah/Hilton Head | Cincinnati |
| Allegiant | Savannah/Hilton Head | Columbus |
| American | Cedar Rapids | Charlotte |
| American | Peoria | Charlotte |
| Delta | Bermuda | New York (LGA) |
| Delta | HTA | Minneapolis/St. Paul |
| Delta | Savannah/Hilton Head | New York (JFK) |
| Frontier | Allentown | Denver |
| Frontier | Grand Rapids | Denver |
| JetBlue | Savannah/Hilton Head | Boston |
| JetBlue | Savannah/Hilton Head | New York (JFK) |
| Silver Airways | Savannah/Hilton Head | Orlando |
| Southwest | Grand Rapids | Baltimore/Washington |
| Southwest | Grand Rapids | Denver |
| Southwest | Grand Rapids | Ft. Myers |
| Southwest | Grand Rapids | Orlando |
| Southwest | Grand Rapids | St. Louis |
| Southwest | Grand Rapids | Tampa |
| Southwest | Flint | Baltimore/Washington |
| Southwest | Flint | Las Vegas |
| Southwest | Flint | Orlando |
| Southwest | Flint | Tampa |
| Sun Country | Gulfport/Biloxi | Minneapolis/St. Paul |
| Sun Country | Savannah/Hilton Head | Minneapolis/St. Paul |
| United | Flint | Chicago (ORD) |
| United | Grand Rapids | Washington (IAD) |
| United | HTA | Hilo-Los Angeles |
| United | HTA | Hilo-San Francisco |
| United | HTA | Honolulu-Washington (AD) |
| United | Peoria | Houston (IAH) |
| United | Tampa | San Francisco (SFO) |
| US Airways | Grand Rapids | Charlotte |
| US Airways | Grand Rapids | Philadelphia |
| Virgin America | HTA | Honolulu-San Francisco |
| Virgin America | HTA | Mau-San Francisco |

North America

| Airline | Client | City |
|-----------------|-----------|----------------------|
| Allegiant | Las Vegas | Casper, WY |
| Allegiant | Las Vegas | San Antonio, TX |
| Allegiant | Las Vegas | Oklahoma City, OK |
| Allegiant | Las Vegas | St. Louis, MO |
| Allegiant | Las Vegas | Montrose, CO |
| Allegiant | Las Vegas | El Paso, TX |
| Allegiant | Las Vegas | Knoxville, TN |
| Allegiant | Las Vegas | Santa Rosa, CA |
| Allegiant | Las Vegas | Albuquerque, NM |
| Allegiant | Las Vegas | Oakland, CA |
| Allegiant | Las Vegas | Destin, FL |
| Allegiant | Las Vegas | Kansas City, MO |
| Delta | Las Vegas | San Jose, CA |
| Delta Express | Las Vegas | San Diego |
| Frontier | Las Vegas | Houston, TX |
| Frontier | Las Vegas | Miami, FL |
| Frontier | Las Vegas | San Francisco, CA |
| Frontier | Las Vegas | Milwaukee, WI |
| Frontier | Las Vegas | Colorado Springs, CO |
| Frontier | Las Vegas | San Antonio, TX |
| Frontier | Las Vegas | Salt Lake City, UT |
| Frontier | Las Vegas | Columbus, OH |
| Frontier | Las Vegas | Pittsburgh, PA |
| Frontier | Las Vegas | Tampa, FL |
| Frontier | Las Vegas | Nashville, TN |
| Southwest | Las Vegas | Newark, NJ |
| Southwest | Las Vegas | Long Beach, CA |
| Spirit Airlines | Las Vegas | New Orleans, LA |
| Spirit Airlines | Las Vegas | Seattle, WA |
| Virgin America | Las Vegas | Dallas, TX |



List includes only route campaigns where Ailevon Pacific was actively involved in business case and/or relationship development



Highlighted Experience – LexVolo

LexVolo has engaged with airports across the country to increase demand for their brands from their target customers, primarily:

- The airlines they want to attract and retain
- The kinds of passengers those airlines covet

Clients whose scopes of work are relevant to what we anticipate at MKE include:

| Airport | Duration | Consumer Research | Customer Marketing Strategy | Airline Marketing Strategy | Tactical Plan Development/Implementation |
|---------|----------------|-------------------|-----------------------------|----------------------------|--|
| ONT | 2012-2015 | ✓ | ✓ | ✓ | ✓ |
| LAX | 2015 | ✓ | ✓ | | |
| ABQ | 2012-Present | | ✓ | ✓ | ✓ |
| ISP | 2016 - Present | ✓ | ✓ | ✓ | TBD |
| GSP | 2014 - Present | ✓ | ✓ | ✓ | ✓ |

Highlighted Experience – BrandIQ

BrandIQ has engaged with airports and brands in a variety of other industries to determine target consumers' attitudes, perceptions, and preferences for these clients versus their competitors.

Clients whose scopes of work are relevant to what we anticipate at MKE include:

| Client | Duration | Qualitative Research (Focus Groups) | Quantitative Research (Online or Other) | With LexVolo |
|--|----------------|-------------------------------------|---|--------------|
| ONT | 2012-2015 | ✓ | ✓ | ✓ |
| ISP | 2016 - Present | ✓ | ✓ | ✓ |
| GSP | 2014 - Present | ✓ | ✓ | ✓ |
| IHOP | 2013 - Present | ✓ | ✓ | ✓ |
| Xanterra Yellowstone National Park | 2013 - Present | ✓ | ✓ | |
| Great Wolf Lodge | 2015 | ✓ | ✓ | |
| Airbnb | 2013 - 2014 | ✓ | ✓ | |
| Google ATAP | 2015 - Present | ✓ | ✓ | |
| 3M | 2016 | | ✓ | |



Highlighted Experience – 2-Story

2-Story has created effective communications and campaigns for well-known Wisconsin brands and many governmental agencies:

- Currently provide advertising and creative services to General Mitchell International Airport
- Currently provide social media and website development to Milwaukee County Economic Development Division
- Currently working with the City of Milwaukee as well as the Milwaukee Metropolitan Sewerage District on several public awareness campaigns such as Household Hazardous Waste disposal, Lead-free Water education, Streetcar branding and more
- Currently plan and develop integrated marketing campaigns for YMCAs across the country
- Currently provide creative services to the Milwaukee Brewers / Brewers Community Foundation

| Client | Duration | Creative Services | Strategy/Research | Digital Marketing |
|--|--------------|-------------------|-------------------|-------------------|
| General Mitchell International Airport | 2013-Present | ✓ | ✓ | ✓ |
| Milwaukee Metropolitan Sewerage District | 2011-Present | ✓ | ✓ | ✓ |
| City of Milwaukee | 2012-Present | ✓ | ✓ | |
| Milwaukee County Economic Development | 2013-Present | ✓ | ✓ | ✓ |
| YMCA | 2004-Present | ✓ | ✓ | ✓ |



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EXAMPLE PROPOSAL



Savannah Hilton Head (SAV) JetBlue Recruitment – 2014

Unlike unsuccessful past attempts by the airport to lure JetBlue, we focused on the Savannah/Hilton Head Island visitor market, as we recognized that New York and Boston were the biggest sources of visitor demand outside of the drive market. We also understood that JetBlue did not view JFK as a “business” airport, so we focused our efforts on building the narrative of Savannah/Hilton Head as a destination. In 2013 we brought JetBlue an overwhelming business case and a comprehensive incentive package procured from several regional partners. Within two weeks of our meeting, JetBlue announced service to both JFK and BOS effective February 2014.

Market Research: Savannah Hilton Head was a burgeoning visitor market, but its long-term visitor potential was being hampered by high fares and limited service options. We used existing visitor profile data and historical traffic performance in both local and proxy markets to identify the best carrier and markets on which to focus our initial efforts to attract low-fare service.

Concept: We used the existing network profile of JetBlue to illustrate the Savannah Hilton Head opportunity in the context of the airline’s existing focus city strategy, whereby we focused on Savannah Hilton Head’s potential as a lucrative leisure destination from both JFK and BOS. We similarly identified the inbound opportunities from Savannah to these same markets, knowing that if we could sell the destination concept, the northbound originating traffic from Savannah would be icing on the cake.

Strategy: We knew that JetBlue was happy with their performance in nearby Charleston, so we built a route case and sensitivity analysis (forecast) to illustrate that the results in Savannah typically mirror a carrier’s experience in Charleston. Our strategy was to bring familiarity to a previously unfamiliar market by not only comparing it to its nearby proxy, but by also being fully transparent about the how’s and why’s the previous low-fare attempts at Savannah Hilton Head had not lasted, and what had since changed.

Supporting Tactics: In addition to a comprehensive market analysis and proxy market review, we fully developed the air service pitch on the following slides in-house. We used the combined creative and analytical talents of our company to showcase the highlights of Savannah Hilton Head in a way that was colorful and fresh, yet built upon strong analytics and credible, actionable opportunities.

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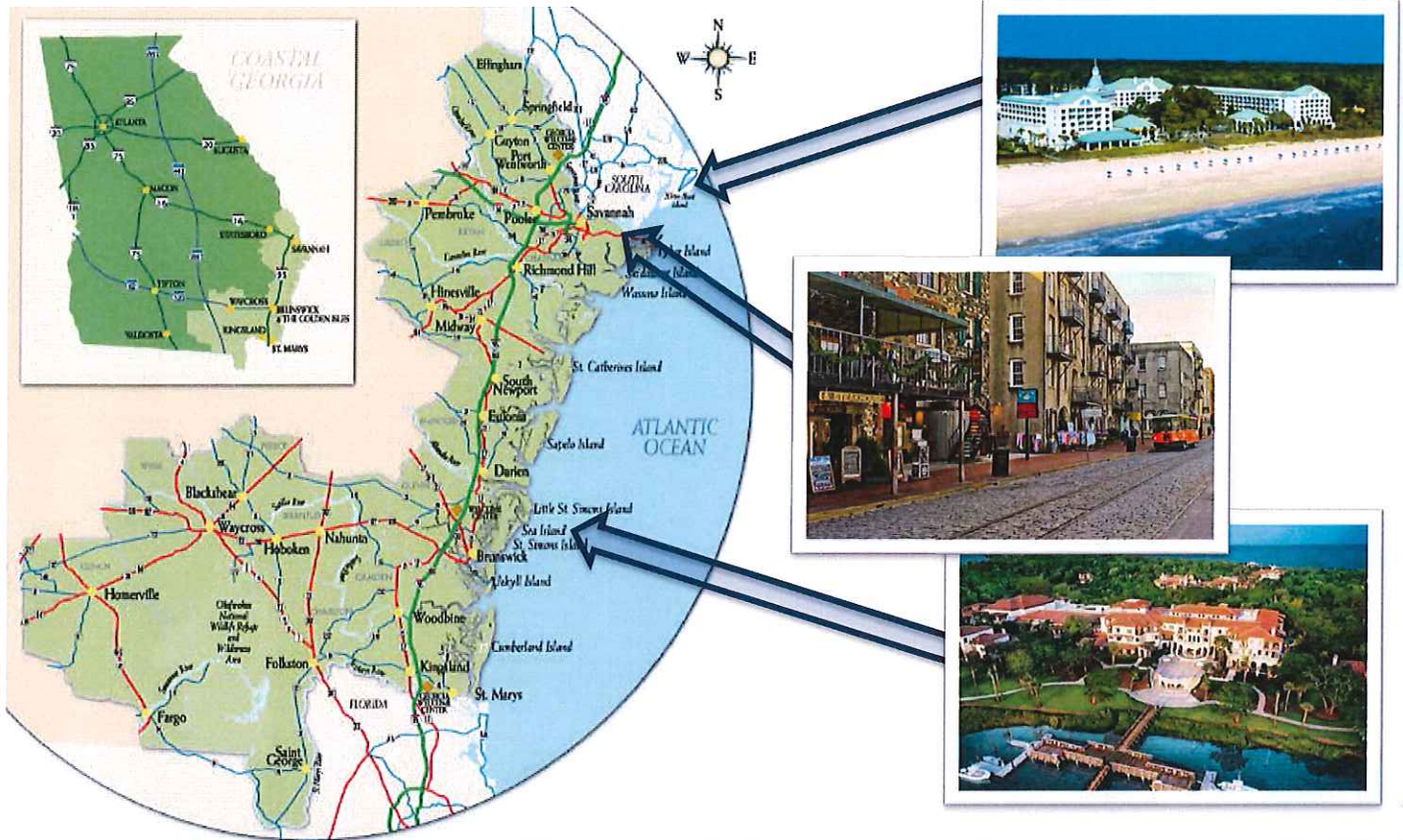


SAV & JetBlue – August 2013



CONFIDENTIAL

SAV Serves the Entire Georgia Coastal Region



VISIT SAVANNAH
 SAVANNAH CONVENTION & VISITORS BUREAU
 EST. 1733



GOLDEN ISLES
 GEORGIA



HILTON HEAD ISLAND
 come away with me

SAVANNAH HILTON HEAD
 INTERNATIONAL

Savannah Is One Of America's Greatest Getaways

"Top Ten Cities in the USA" - *Condé Nast Traveler Magazine October 2012*

"Top 10 Cities in the US and Canada" - *Travel + Leisure Magazine*

"America's Most Mannerly City" - *Charleston School of Protocol and Etiquette*

"The Best Places to Retire in 2012" - *Forbes.com*

"15 Coolest Cities in North America" - *MSN.com*

"Best Southern City" - *Southern Living Magazine*

"Top 10 American Travel Destination" - *Condé Nast Traveler Magazine*

"Top 25 City for the Arts" - *American Style Magazine*

"50 Great Cities to Visit in America" - *London Daily Telegraph*

"America's Prettiest Towns" - *Forbes Traveler*

"Top 100 Places to Retire" - *Money Magazine*



*Savannah Convention & Visitors Bureau



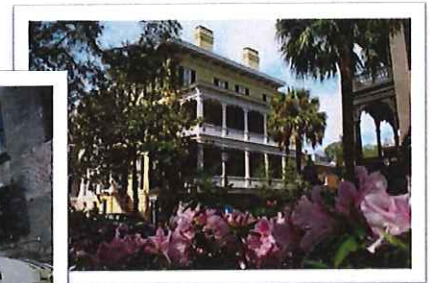
7.9 Million Annual Overnight Visitors to Savannah

Over **15,000** hotel rooms

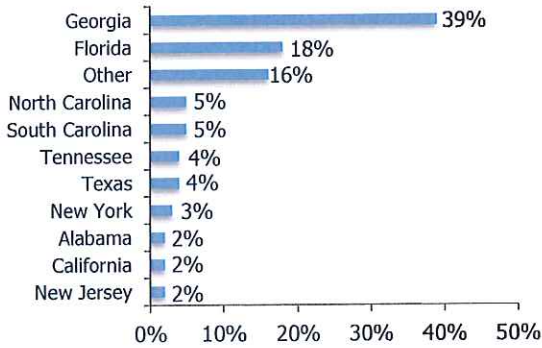
Savannah's visitor profile **is focused on short-term stays**

Visitors primarily attracted from nearby states due to **lack of affordable air service**

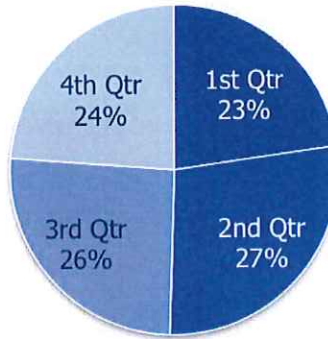
Only **15%** arrived by air in 2010



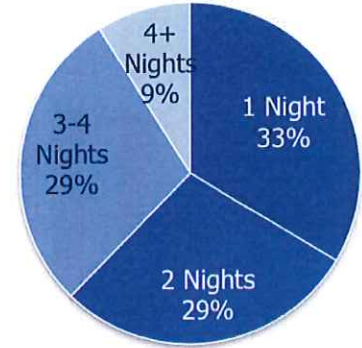
Visitor Origin



Time of Year



Length of Stay



*Savannah Convention & Visitors Bureau



15,000 Hotels Rooms in the City of Savannah



THE WESTIN
SAVANNAH HARBOR
GOLF RESORT & SPA



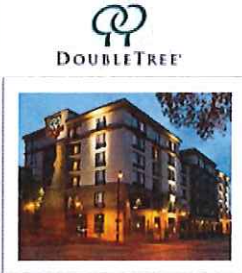
MANSTON
ON FORTYFTH FARR



Marriott
SAVANNAH RIVERFRONT



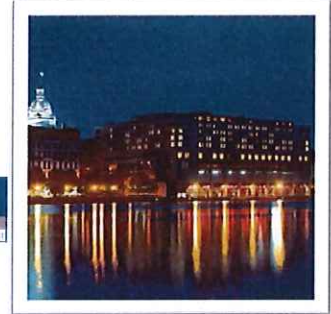
COURTYARD
by Marriott



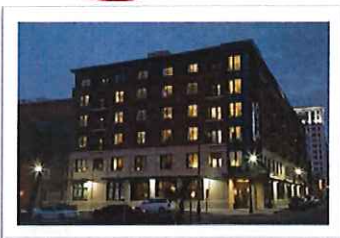
DOUBLETREE



RIVER STREET
INN



HYATT
REGENCY
SAVANNAH



ANDAZ

INN AT ELIZABETH SQUARE



SPRINGHILL
SUITES
by Marriott

Hilton
SAVANNAH



VISIT
SAVANNAH
SAVANNAH CONVENTION & VISITORS BUREAU
EST. 1733



GOLDEN ISLES
GEORGIA



HILTON HEAD ISLAND
come away with me

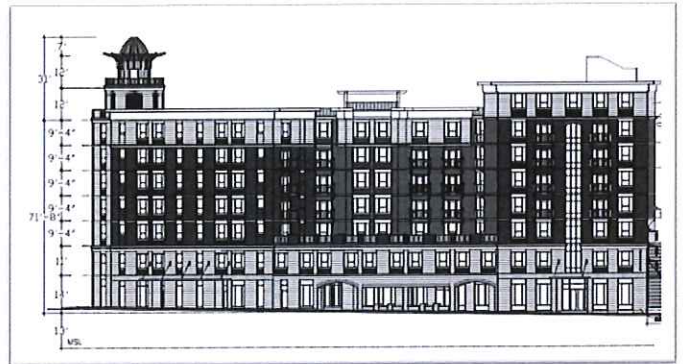
SAVANNAH
HILTON HEAD
INTERNATIONAL

New Hotel Developments Continue Savannah's Growth Trajectory



Grand Bohemian Hotel

Two High-End Boutique Hotels with 210 total rooms
\$90+ Million Investment - Opening 2016



River Street East End Project

Two New Hotels – Over 300 Rooms
\$100M investment
Opening Early 2015



Sail Loft Hotel

60 Room Boutique Hotel
Opening Late 2013

Embassy Suites

150 Rooms
Opening 2014



Plus Two Major Re-Flag/Renovations in Spring 2013:

- Mulberry Inn to become a **Kimpton**
- Inn at Ellis Square to become a **Hotel Indigo**

Savannah's Open Secret: It's a Really Good Time!

Visitors enjoy Savannah's relaxed Open Container laws.

One of only six cities in the U.S. that allow open containers of alcohol on the streets.

St. Patrick's Day Parade and Celebration have been Savannah traditions for 200 years.

Attracts about 400,000 Irish and honorary Irish visitors each year.



Hilton Head is One of America's Top Beach Destinations

Top 10 Islands of North America – *Conde Nast Traveler*

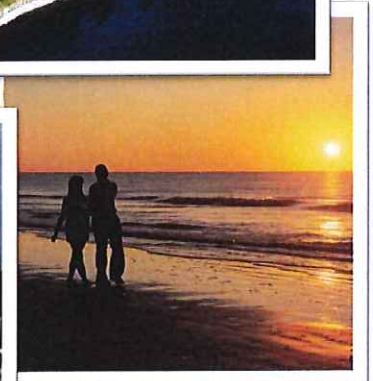
Top 10 Family Beach – *MSNBC.com*

Top 10 Best Family Destinations – *Southern Living Magazine*

"Think top-of-the-line spas, world-class resorts, tennis courts and golf courses galore, upscale shopping, and snazzy restaurants....Hilton Head is a family-friendly destination with miles of uncrowded beaches

--- The Miami Herald

Over 770 stories/mentions and broadcast segments on Hilton Head Island last year resulting in over **378 million** impressions.



Source: Hilton Head/Bluffton Chamber of Commerce



2.5 Million Annual Visitors to Hilton Head Island

The visitor make-up to Hilton Head Island differs somewhat from Savannah
Longer stays make it more of a drive market today

Over **6,000 hotel rooms**

Average visitor income: **\$100K**

Average Length of Stay: **5.6 days**

70% Visitor **Return Rate**



| Top Visitor Markets | |
|---------------------|-----------------|
| 1 | Georgia |
| 2 | New York |
| 3 | Ohio |
| 4 | Illinois |
| 5 | Pennsylvania |
| 6 | New Jersey |

Source: Hilton Head/Bluffton Chamber of Commerce



Major Investments on Hilton Head Island

More than **\$125M** in renovations underway or completed at several premier HHI properties

WESTIN
HOTELS & RESORTS **\$30M**




OMNI HOTELS
& RESORTS
\$17M



H Holiday Inn
Resort **\$5M**

Marriott
HOTELS & RESORTS
\$22M



The Golden Isles Are a Truly Unique Destination

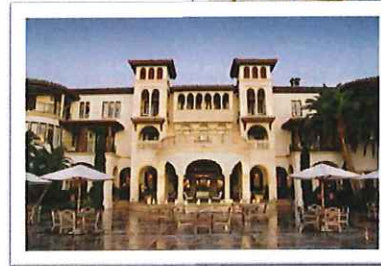
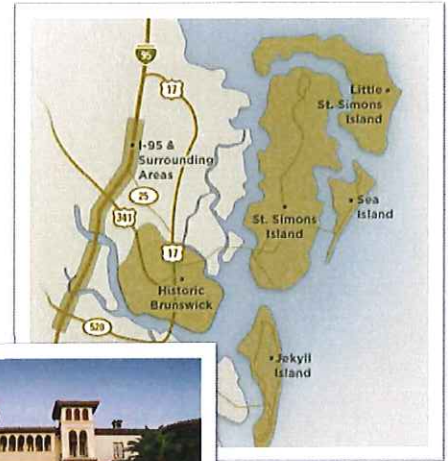
A **beach and golf paradise** located midway between Savannah and Jacksonville.

Over **2 million annual visitors**.

Nearly **7,000 hotel rooms** and **198 holes** of golf.

The typical visitor has a household income of \$145,000. 77% are likely to return.

Like Savannah and Hilton Head, Golden Isles visitors are **overwhelmingly arriving by automobile** today.



Sea Island Golf Club is **rated #1 in the U.S.** among the "World's 50 Best Golf Hotels" by Golf Digest



But the Region Is About More Than Just Tourism

Historical & projected population and employment growth is expected to **outpace the U.S. average**

The local economy can be broken down into five categories

Manufacturing

- Largest Economic Driver – Over \$2 Billion in Economic Production

Transportation/Port of Savannah

- 4th Largest Container Port in the U.S. in Terms of Dollar Value of Cargo

Tourism

- Nearly \$3 Billion in Tourism Spending in Savannah/Hilton Head Island

Military

- Fort Stewart and Hunter Army Airfield Contribute over \$1 Billion Annually
- Marine Recruit Depot at Parris Island

Retail/Services

- Many of the Largest Employers in the Area are Service Related



Source: Woods and Poole Economics

It's a Growing Manufacturing Center

Led by locally-based Gulfstream Aerospace with **over 7,000** local employees



Gulfstream®
A GENERAL DYNAMICS COMPANY

- World's largest manufacturer of corporate jets
- Currently in the midst of a **7-year, \$500M expansion** at SAV that will add 1,500+ additional employees



Savannah Top Manufacturing Employers

| COMPANY | Product/Service | Employment |
|---|---|------------|
| Gulfstream Aerospace Corporation | Jet aircraft/aerospace equip. | 7,300 |
| Georgia-Pacific Savannah River Mill | Paper products | 1,200 |
| International Paper | Paper products, chemicals, corrugated co | 606 |
| JCB Americas, Inc | Construction equipment | 500 |
| Imperial Sugar | Refined Sugar | 450 |
| Diamond Crystal Brand | Salt, Pepper, Sugar Packaging | 332 |
| Weyerhaeuser | Bleached pulp | 300 |
| Derst Baking Company | Bread, rolls, cakes | 275 |
| Arizona Chemical | Specialty Resins & pine-based chemicals | 175 |
| Mitsubishi Power Systems Americas, Inc. | Gas turbines and steam turbines used by | 144 |
| DIRTT Environmental Solutions | Modular internal walls for residential, com | 100 |



Port of Savannah Is the Nation's Fastest-Growing Container Port

The **2nd largest** in the Eastern United States
 2nd largest U.S. **export port**
 Planned \$650M Harbor Deepening



Port of Savannah Distribution Employers (100+ Employees)

| Company | Product/Service | Employment |
|----------------------------|---|------------|
| The Home Depot | Home improvement supplies | 440 |
| Dollar Tree Stores | Assundry product distribution | 229 |
| Coca-Cola Bottling Company | Soft drink/water bottling warehouse | 211 |
| Target | Assundry import center | 160 |
| Pier 1 Imports | Household goods | 150 |
| Schneider | Warehousing, distribution, export packaging | 150 |
| CalCartage | Warehousing for K-Mart | 140 |
| Chatham Steel Corporation | Steel service center | 120 |
| IKEA Wholesale Inc. | Furniture distribution | 100 |



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Current Savannah Air Service Overview



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The SAV Air Service Portfolio Lacks Low-Fare Service



| Cxr | Dest | Roundtrips | Daily Outbound Seats | Seats/Dep |
|--------------|------|-------------|----------------------|-----------|
| AA | DFW | 2.9 | 145 | 50 |
| DL | ATL | 9.8 | 1,269 | 129 |
| DL | DTW | 1.0 | 66 | 68 |
| DL | LGA | 2.7 | 194 | 72 |
| UA | EWR | 2.2 | 110 | 50 |
| UA | IAD | 3.6 | 181 | 50 |
| UA | IAH | 1.2 | 60 | 50 |
| UA | ORD | 2.4 | 123 | 52 |
| US | CLT | 8.7 | 649 | 75 |
| US | DCA | 2.3 | 116 | 51 |
| US | PHL | 1.6 | 114 | 70 |
| Total | | 38.3 | 3,025 | 79 |



Currently, SAV offers air service exclusively to legacy airline hubs. Despite the strong leisure attraction of the region, there is **no low-fare or point-to-point** service offered. This compares unfavorably to competitive markets like Charleston, SC (CHS) and Myrtle Beach (MYR), both of which offer an extensive array of diverse air service.

Source: Diio Mi – Schedule Extract (June 2013).



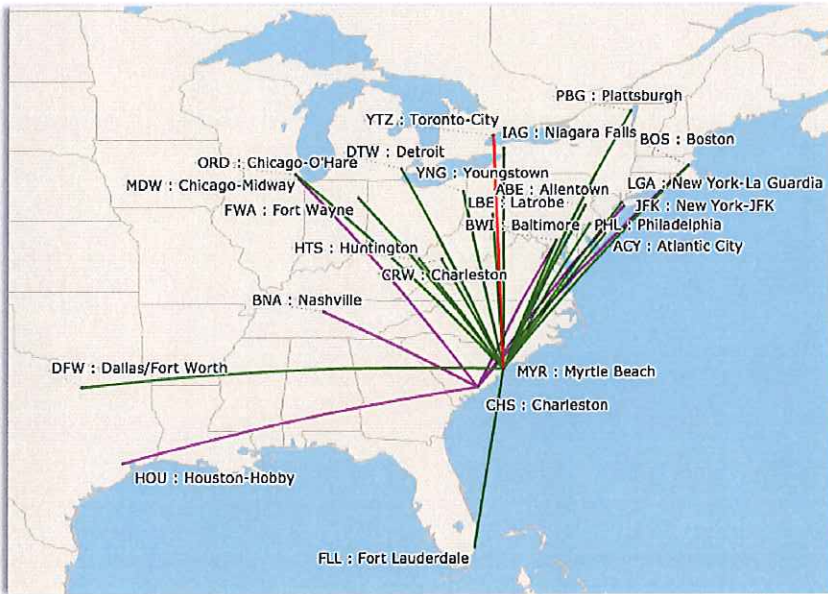
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Similar Markets Have a Proven History of Success



jetBlue



allegiant™
Travel is our deal.



porter

Both **CHS** and **MYR** have had recent success in attracting quality low-fare and point-to-point service. In fact, both markets have developed robust, diversified portfolios of non-legacy carrier air service.

Source: Diio MI – Schedule Extract (June 2013).



Economic Potential Is Limited by Air Service

The Savannah/Hilton Head/Golden Isles region will never be able to reach its economic potential without significant improvements in inbound air service.

While high airfares are challenging in any market, they are particularly **burdensome to a destination market like SAV.**

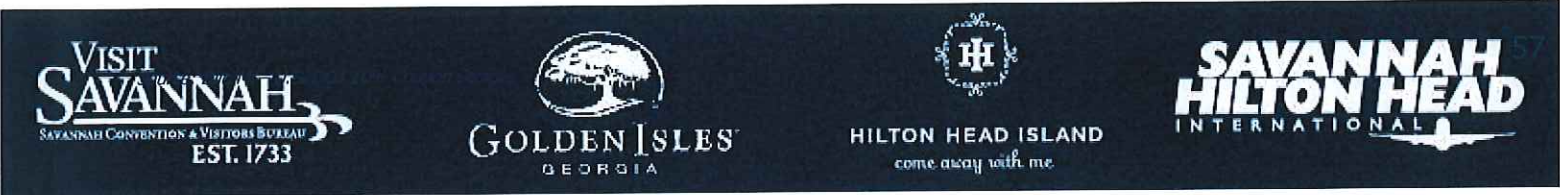
The combination of high fares and poor nonstop service options **pushes potential visitors to other destinations.**

Much like the impact we are beginning to see in Charleston (SC) from JetBlue's new service, we expect that the combination of **lower fares** and **nonstop service** will have a big impact on demand.

| Top 25 Highest Domestic Airfares | | |
|---|------------------------|-----------|
| Among the largest 100 U.S. Airports for YE 4Q12 | | |
| Rank | Market | Avg. Fare |
| 1 | Memphis | \$305 |
| 2 | Cincinnati | \$280 |
| 3 | Tulsa | \$272 |
| 4 | Dallas (DAL) | \$260 |
| 5 | Charlotte | \$249 |
| 6 | Birmingham | \$249 |
| 7 | Louisville | \$247 |
| 8 | Oklahoma City | \$246 |
| 9 | Little Rock | \$244 |
| 10 | Greenville-Spartanburg | \$244 |
| 11 | Savannah | \$244 |
| 12 | Knoxville | \$241 |
| 13 | Pensacola | \$239 |
| 14 | Greensboro | \$238 |
| 15 | Madison | \$236 |
| 16 | Charleston, SC | \$235 |
| 17 | Cleveland | \$233 |
| 18 | Nashville | \$230 |
| 19 | Houston (IAH) | \$229 |
| 20 | Richmond | \$225 |
| 21 | El Paso | \$222 |
| 22 | Des Moines | \$219 |
| 23 | Houston (HOU) | \$219 |
| 24 | Indianapolis | \$219 |
| 25 | Columbus, OH | \$217 |

Note: Fares among top 100 U.S. domestic airports are stage-length adjusted based on average 1,136-mile passenger haul length.

Low-fare air service will have a particularly strong impact in a leisure-oriented market like SAV



JetBlue Target Markets Account for Over 345 PDEW

Including nine markets in the SAV's Top 50

| Top 50 SAV Domestic Markets YE 4Q2012 | | | | | | | | | |
|---------------------------------------|-------------------------|--------------|-----------------|--------------|------|-----------------------|-------------|----------------|--------------|
| Rank | Name | PDEWs | RDEW | Avg. Fare | Rank | Name | PDEWs | RDEW | Avg. Fare |
| 1 | New York (LGA) | 121.0 | \$22,158 | \$183 | 26 | San Diego | 21.6 | \$5,907 | \$274 |
| 2 | Philadelphia | 86.4 | \$14,185 | \$164 | 27 | Nashville | 21.4 | \$3,788 | \$177 |
| 3 | Boston | 76.0 | \$13,418 | \$177 | 28 | Indianapolis | 21.1 | \$4,304 | \$204 |
| 4 | Chicago (ORD) | 73.4 | \$15,074 | \$205 | 29 | Providence | 19.0 | \$3,438 | \$181 |
| 5 | Dallas/Fort Worth (DFW) | 62.3 | \$13,488 | \$217 | 30 | Buffalo | 18.3 | \$3,334 | \$182 |
| 6 | Atlanta | 60.6 | \$9,005 | \$149 | 31 | Akron/Canton | 18.0 | \$2,700 | \$150 |
| 7 | Newark | 60.4 | \$12,515 | \$207 | 32 | San Antonio | 18.0 | \$3,991 | \$222 |
| 8 | Denver | 53.7 | \$8,930 | \$166 | 33 | Charlotte | 17.1 | \$2,078 | \$121 |
| 9 | Washington (DCA) | 49.7 | \$8,252 | \$166 | 34 | Dayton | 17.0 | \$2,866 | \$168 |
| 10 | Los Angeles | 48.6 | \$11,918 | \$245 | 35 | New Orleans | 16.7 | \$3,388 | \$203 |
| 11 | Detroit | 46.4 | \$9,107 | \$196 | 36 | Miami | 16.3 | \$3,389 | \$208 |
| 12 | Minneapolis/St. Paul | 41.8 | \$7,554 | \$181 | 37 | Cleveland | 15.6 | \$2,783 | \$178 |
| 13 | San Francisco | 41.4 | \$9,511 | \$229 | 38 | Austin | 15.0 | \$3,276 | \$219 |
| 14 | Washington (IAD) | 35.4 | \$6,608 | \$187 | 39 | Cincinnati | 14.7 | \$2,735 | \$186 |
| 15 | Baltimore | 32.6 | \$6,506 | \$199 | 40 | Portland, OR | 13.6 | \$3,653 | \$269 |
| 16 | Las Vegas | 32.1 | \$7,378 | \$230 | 41 | Salt Lake City | 13.3 | \$3,460 | \$261 |
| 17 | Seattle | 30.4 | \$7,662 | \$252 | 42 | Memphis | 13.2 | \$2,782 | \$212 |
| 18 | Pittsburgh | 30.3 | \$5,839 | \$193 | 43 | Rochester, NY | 12.9 | \$2,083 | \$161 |
| 19 | Phoenix (PHX) | 28.6 | \$5,820 | \$204 | 44 | New York (JFK) | 12.6 | \$2,260 | \$180 |
| 20 | St. Louis | 27.7 | \$5,267 | \$190 | 45 | White Plains | 11.9 | \$2,103 | \$177 |
| 21 | Houston (IAH) | 26.9 | \$7,053 | \$262 | 46 | Orange County | 11.2 | \$3,015 | \$270 |
| 22 | Kansas City | 26.9 | \$5,071 | \$189 | 47 | Albany | 11.1 | \$2,480 | \$224 |
| 23 | Hartford | 26.7 | \$5,344 | \$200 | 48 | Syracuse | 10.8 | \$2,122 | \$197 |
| 24 | Milwaukee | 23.3 | \$3,866 | \$166 | 49 | Louisville | 10.4 | \$2,255 | \$218 |
| 25 | Columbus, OH | 22.0 | \$4,045 | \$184 | 50 | Portland, ME | 9.9 | \$2,038 | \$206 |

Source: Diio Mi - U.S. DOT 10% Coupon Sample.

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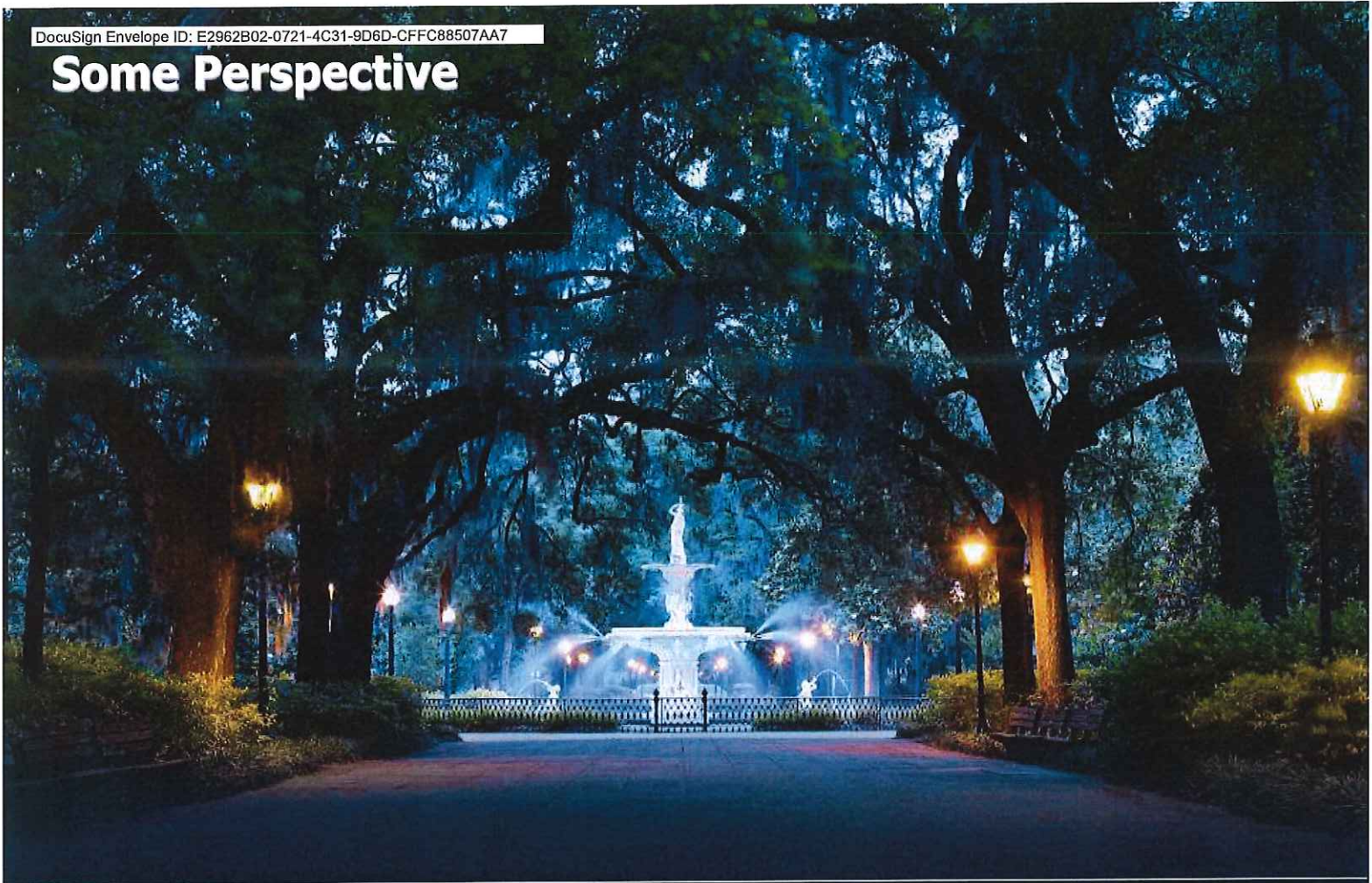

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Some Perspective



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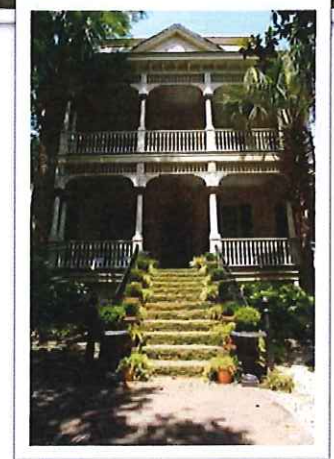
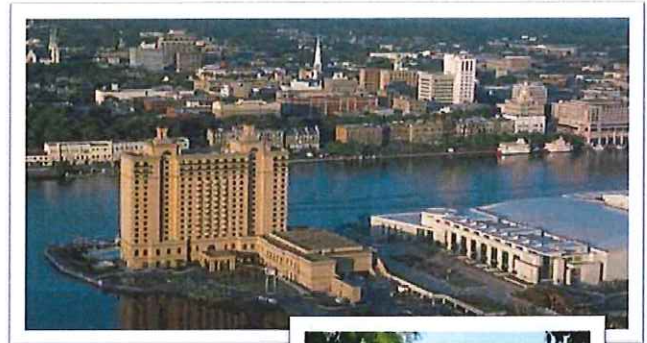
More Hotel Rooms – More Affordable Availability

Combined, Savannah, Hilton Head and the Golden Isles have **8,000+ more hotel rooms than Charleston, SC.**

Occupancy rates also generally run **4-5 points lower** than in Charleston.

More inventory and more availability mean more potential customers for JetBlue.

With more properties coming online, particularly in Savannah, the market is **ripe for new airlift.**



Hotel Inventory Overview - YTD June 2013

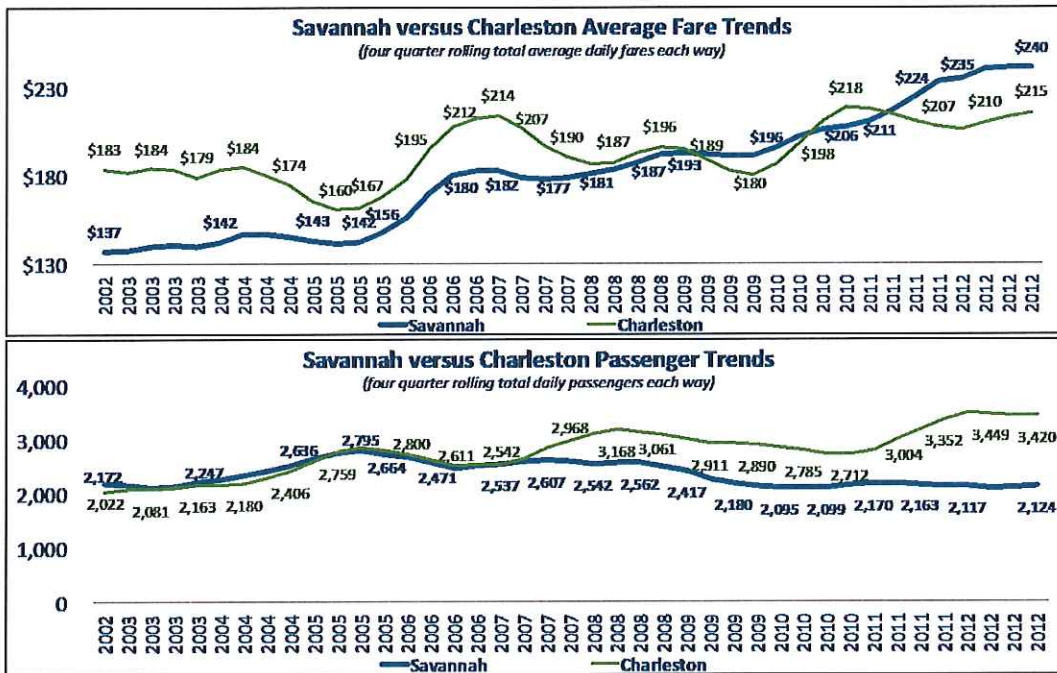
| Market | Hotels | Rooms | Occupancy |
|----------------------------------|------------|---------------|--------------|
| Savannah | 165 | 14,957 | 68.7% |
| Hilton Head | 46 | 6,034 | 72.8% |
| Golden Isles | 59 | 4,963 | 53.3% |
| Savannah/HHI/Golden Isles | 270 | 25,954 | 66.7% |
| Charleston | 165 | 17,824 | 70.4% |

Source: STR

Impact of Low-Fares - The CHS Comparison

Until 2007, SAV and CHS supported roughly similar amounts of passenger traffic. As the recession and industry restructuring set in, SAV began to fall behind.

Now we see a distinct separation between the markets.



Source: Diio Mi - U.S. DOT 10% Coupon Sample.



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SAV Is Next Best Unserved Opportunity from BOS

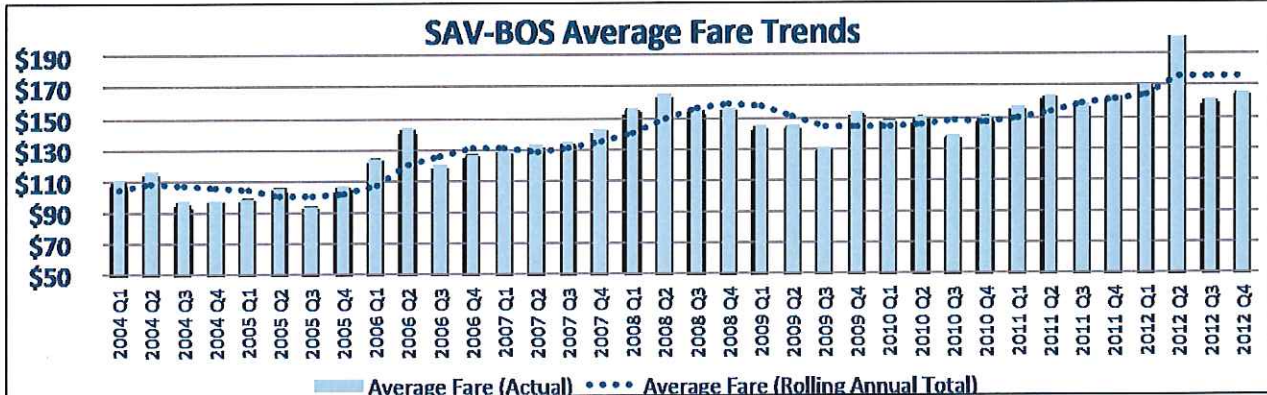
SAV is the **fourth largest domestic O&D market from BOS without nonstop service.**

The three larger markets are all significantly longer in stage length from BOS.

| Top Unserved Domestic Markets from BOS YE4Q2012 | | |
|--|-------------|------|
| Rank | Market | PDEW |
| 1 | Honolulu | 98.6 |
| 2 | Sacramento | 89.5 |
| 3 | Albuquerque | 87.9 |
| 4 | Savannah | 76.0 |



Since Delta ended its regional jet service in the market in 2007, we've seen average fares **rise from \$130 each way to over \$170.**

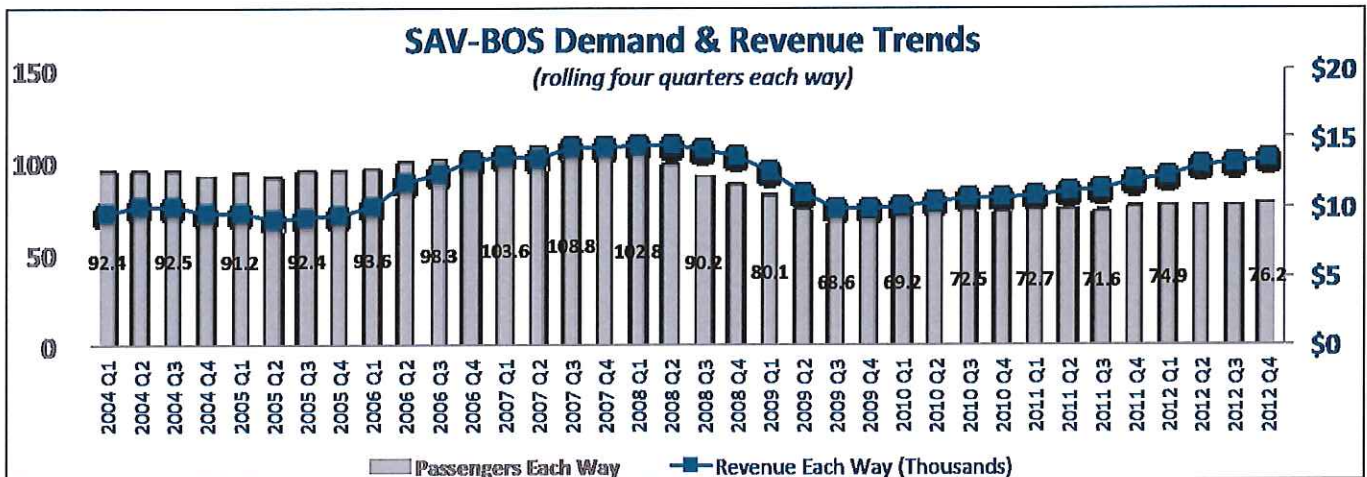


Source: Diio Mi - U.S. DOT 10% Coupon Sample.

BOS-SAV Revenues Approaching Record Levels

At the peak of Delta's once-daily regional jet service, the market was producing 109 PDEW and record industry revenues approaching \$15K per day.

Since then, rising fares have led to an environment where the market again generates \$15K per day, but on **no nonstop service and 33 fewer PDEW**.



Source: Diio Mi - U.S. DOT 10% Coupon Sample.

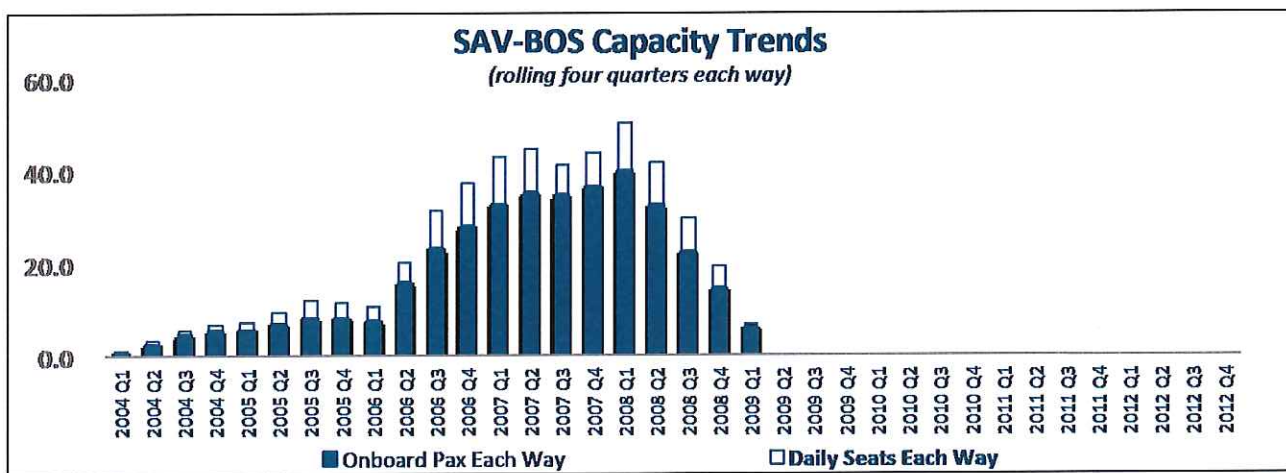


SAV Supported BOS In a Poor Environment

Delta served the SAV-BOS market beginning early 2004, beginning with weekend service.

- In 2006, the service became daily on 50-seat regional jet aircraft.
- In 2008, the service was hit with a triple-blow.
 - Delta de-emphasized its BOS operation.
 - The economy entered into a major recession.
 - The price of fuel spiked.

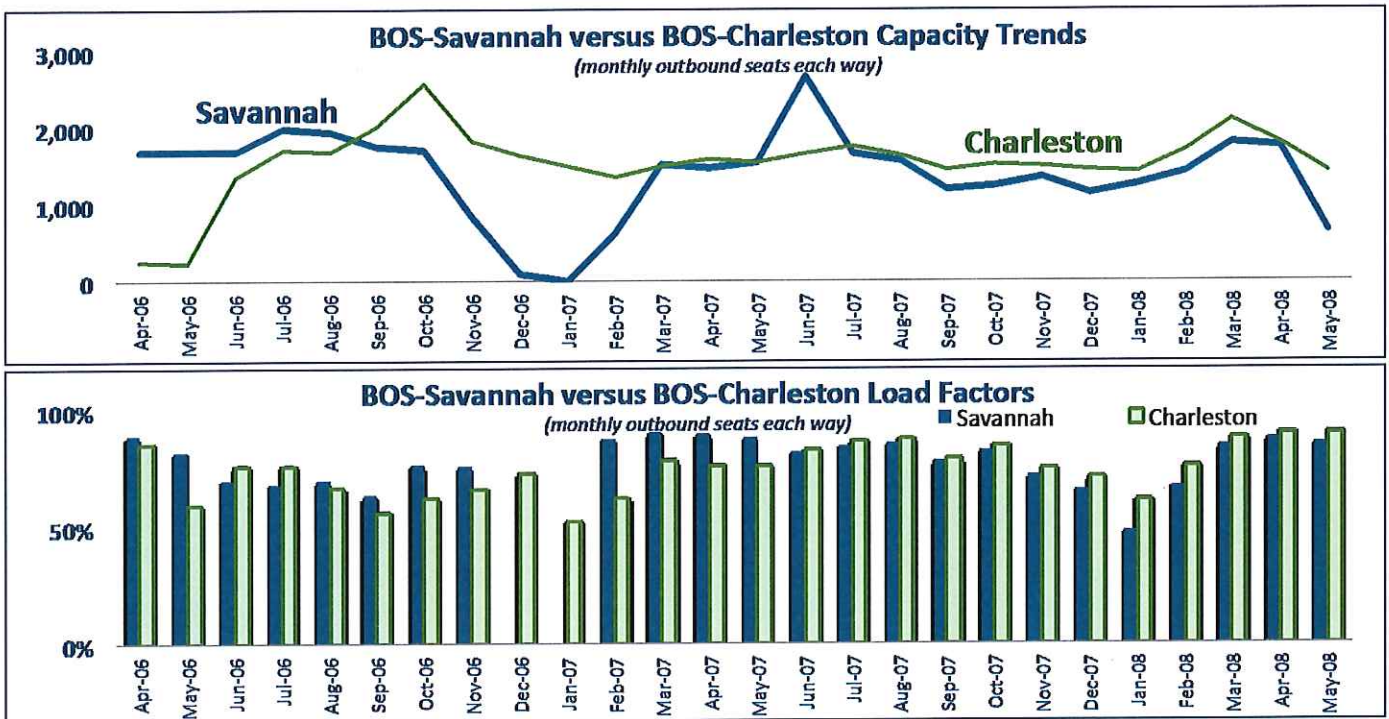
At 901 miles, the SAV-BOS was now beyond the economical operating range of the 50-seat RJ and service was discontinued.



Source: Dlio MI – U.S. DOT 10% Coupon Sample.

History Shows CHS-BOS is a Good Proxy for SAV-BOS

Both markets had roughly equivalent levels of nonstop service from Apr06-May08.
 SAV generally outperformed in terms of Load Factor.

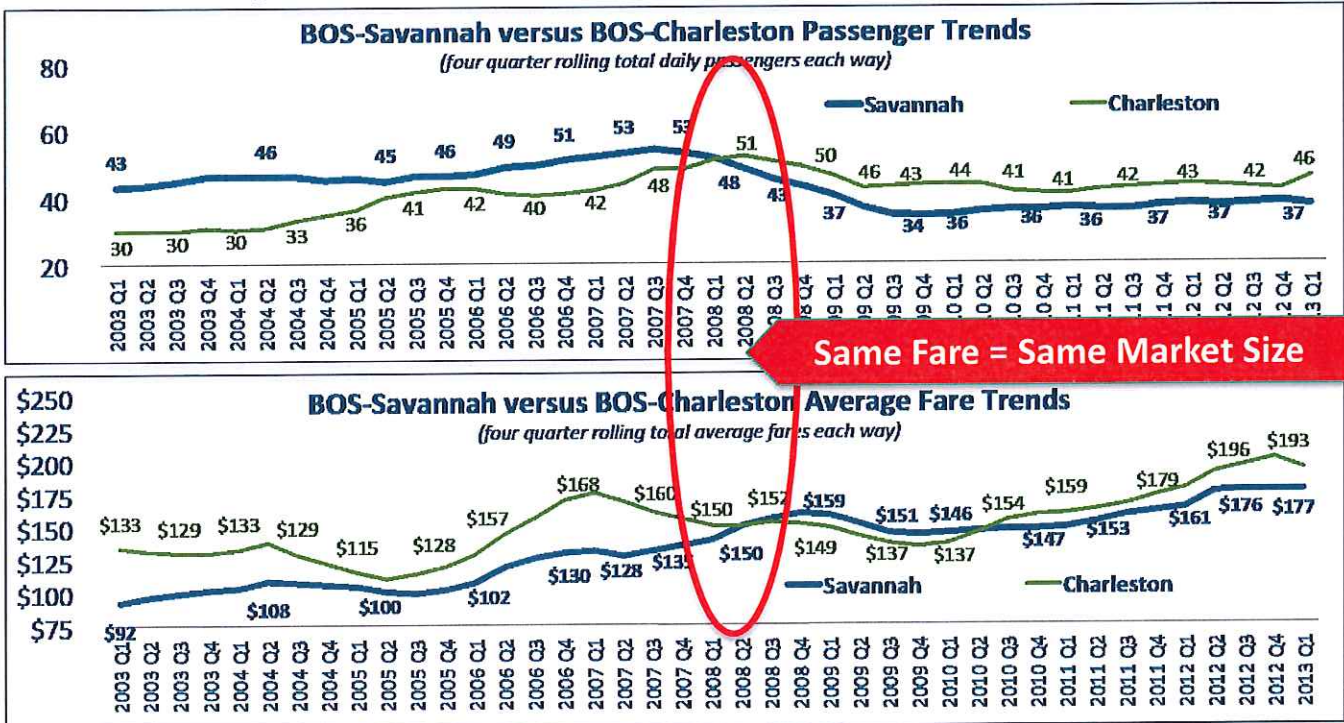


Source: Dlio MI - U.S. DOT T-100



When Both Markets Lost Service, They Were Roughly Equal

- In the period both markets maintained nonstop BOS service, **SAV** generated more traffic.
 - Also true during Dec06-Jan08 when SAV had no nonstop flights at all.



Source: Diio MI - U.S. DOT 10% Coupon Sample.

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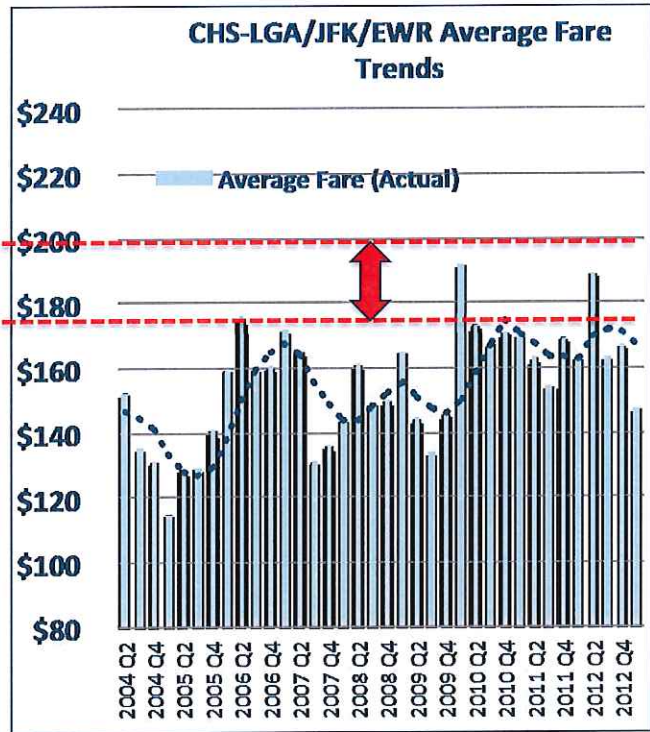
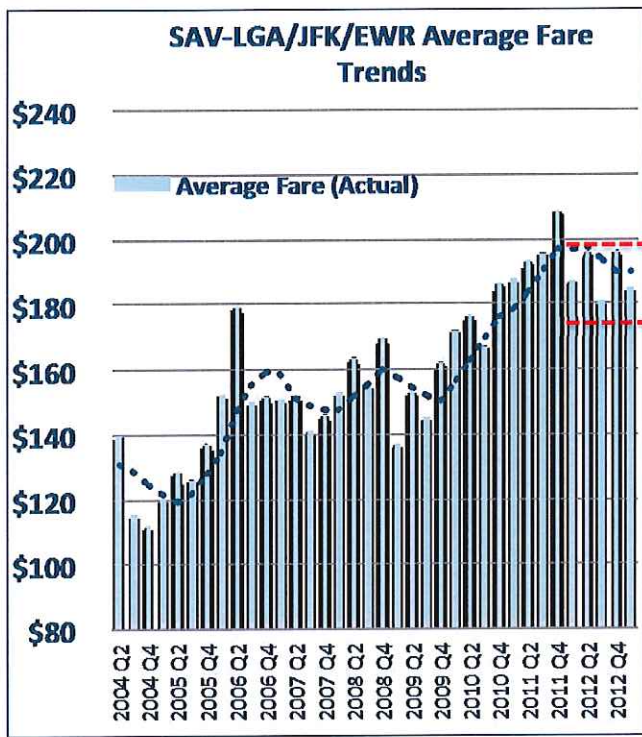

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SAV-NYC Fares Have Outpaced CHS Fares Since 2011

\$20-\$40 premium over the past few years has stalled traffic growth versus CHS.



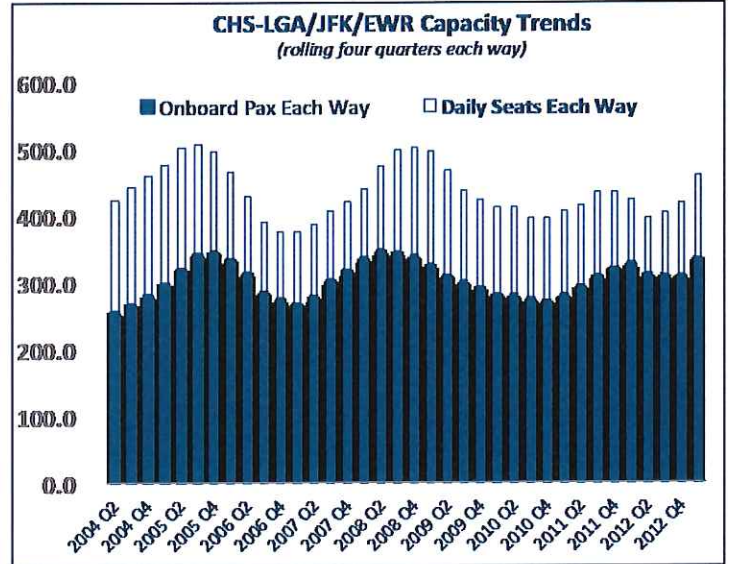
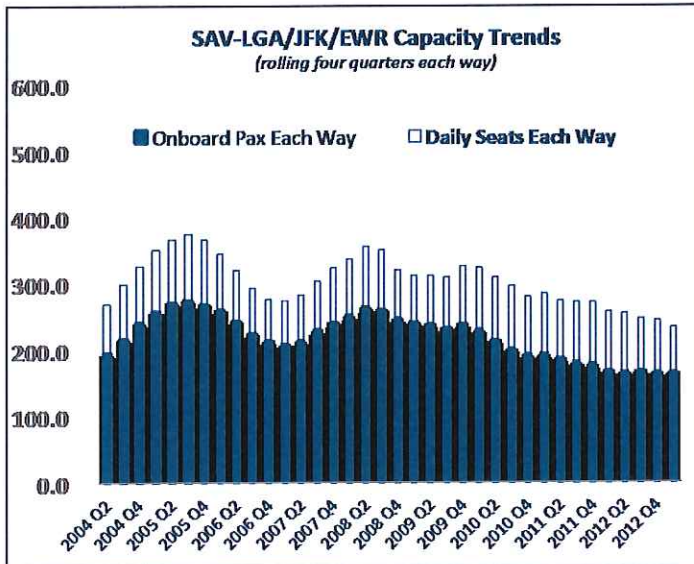
Source: Dilo Mi - U.S. DOT 10% Coupon Sample.



High Fares Driven By Less Capacity Than in CHS

SAV consistently averages about **100 fewer daily seats** in the NYC market.

But generates **higher Load Factor**.



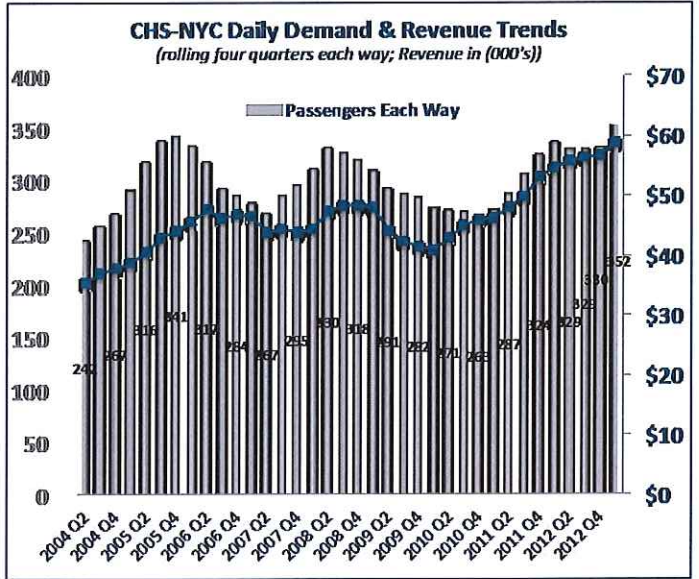
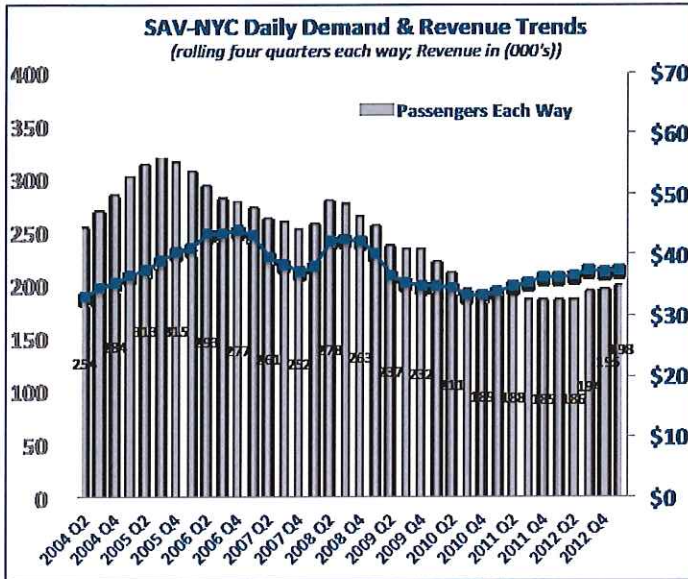
Source: Dlio MI - U.S. DOT T-100



High Fares and Constrained Capacity Limit the SAV-NYC Market

Recent fare growth and capacity cutbacks have led to flat revenue growth.

CHS has seen less fare growth and more capacity lead to strong revenue growth.



Source: Diio Mi - U.S. DOT 10% Coupon Sample.

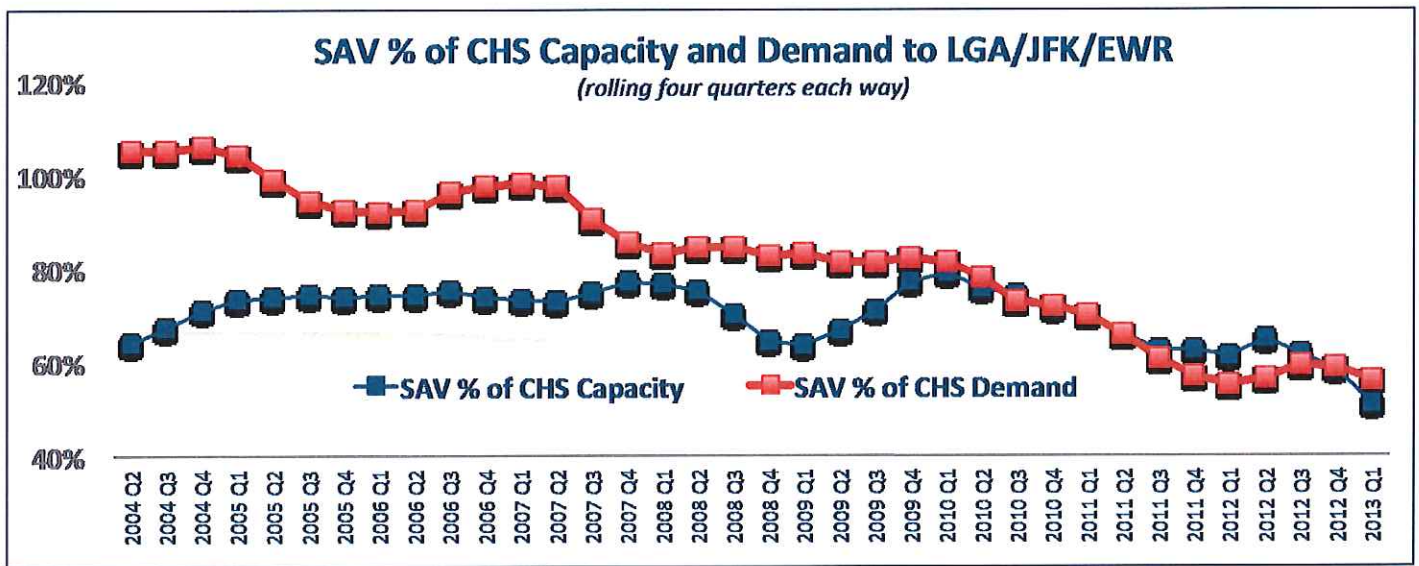


Industry Dynamics Have Stunted SAV vs. CHS

Until 2008, SAV generated between 83-105% of CHS NYC demand on 64-77% of the capacity.

Past few years have shown that SAV generates demand versus capacity at rate **similar to CHS**.

Indicates **strong upside** if JetBlue brings more NYC capacity to SAV.

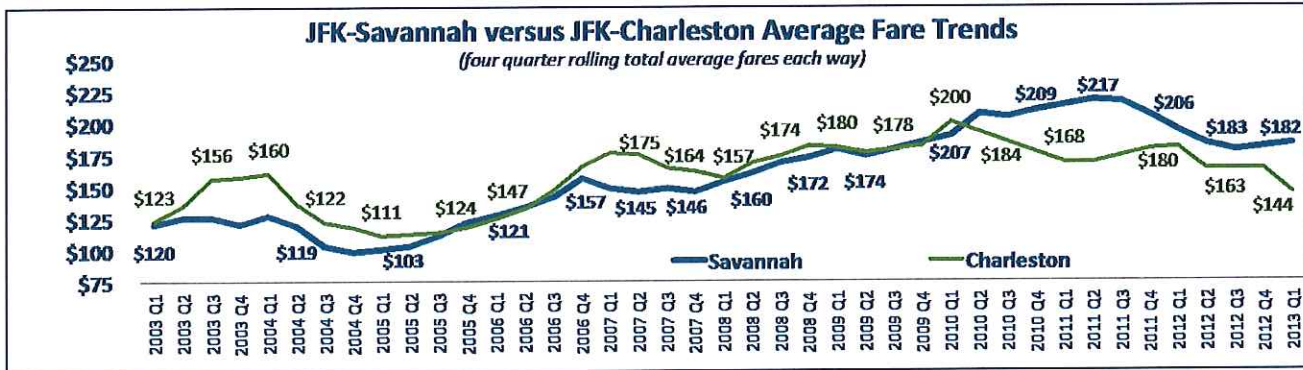
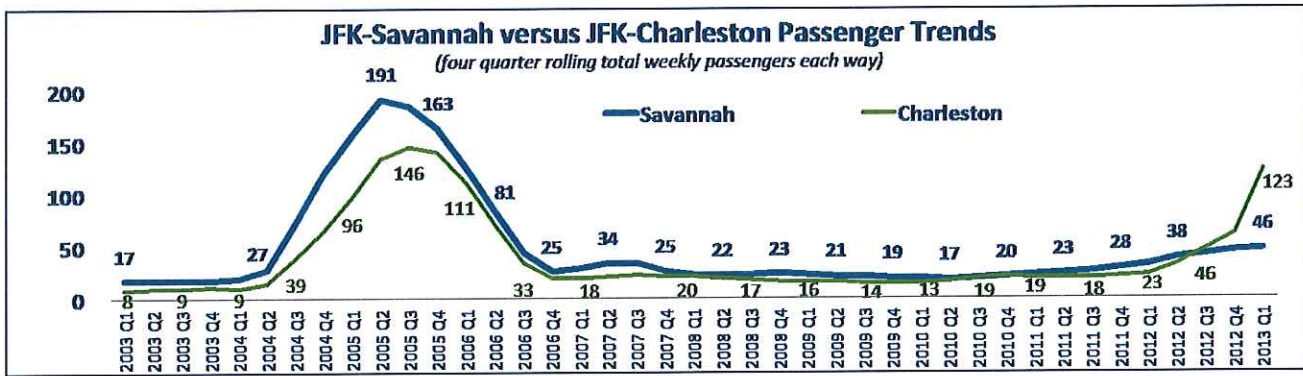


Source: Diio MI - U.S. DOT 10% Coupon Sample; T-100



SAV-JFK Consistently Generated More Traffic Until B6 @ CHS

Exhibits show weekly passengers due to small market size for both SAV & CHS.

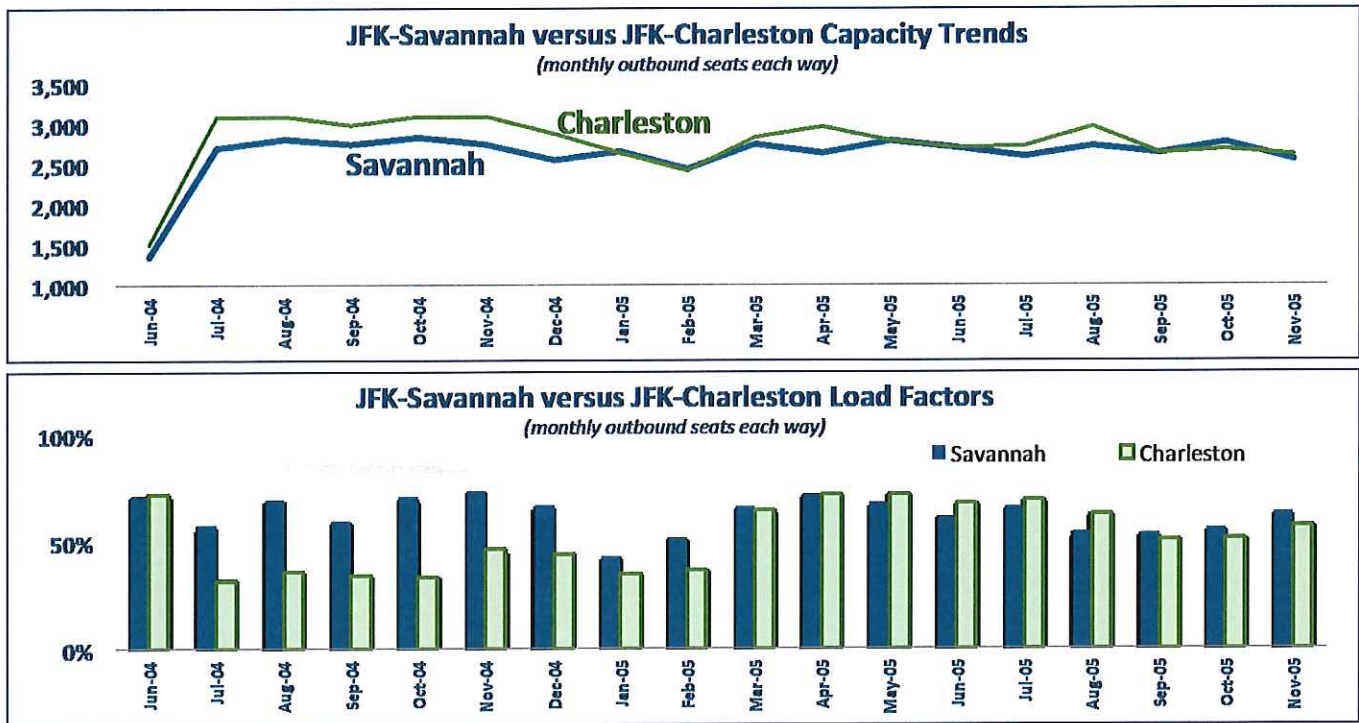


Source: Dilo Mi - U.S. DOT 10% Coupon Sample.



SAV & CHS Displayed Similar JFK Performance in '04-05

SAV had **higher Load Factors** when it suffered from a capacity deficit.



Source: Diio Mi - U.S. DOT T-100

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Ft. Lauderdale is an Immediate Opportunity for JetBlue

SAV had been connected to South Florida for years.

AA disconnected service to MIA in late 2011.

G4 was in FLL for less than one year.

Driving is **not an attractive option** in this market.

The discontinuation of MIA service means that passengers **have to fly north** to connect to Latin/Caribbean markets.

JetBlue can rectify that with online and interline connections at FLL.



Source: Google Maps

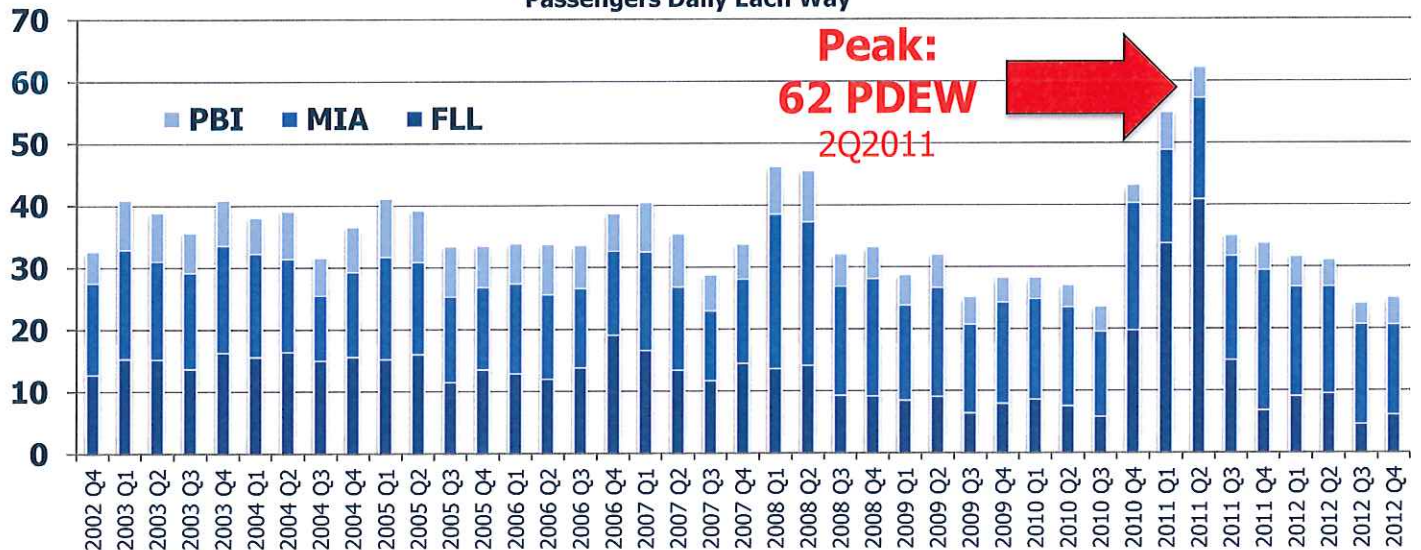


South Florida Has Consistently Supported Over 30 PDEW

FLL accounted for half of demand even when the only nonstop service was to MIA.

SAV-South Florida Traffic History

Passengers Daily Each Way



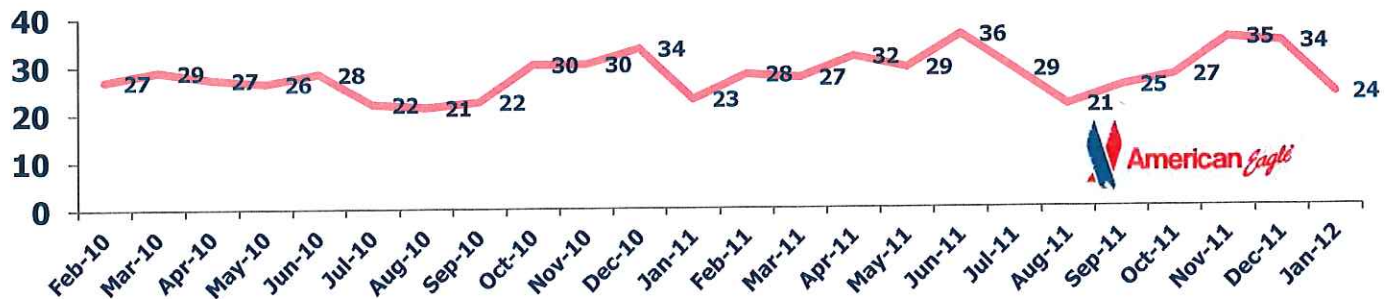
Source: Diio Mi



SAV Passengers Respond to Nonstop Florida Capacity...

SAV boarded nearly 170 passengers on nonstop flights on operating days in July 2011.

American Eagle SAV-MIA Passengers Per Flight



Allegiant SAV-FLL Passengers Per Flight



Source: Diio MI



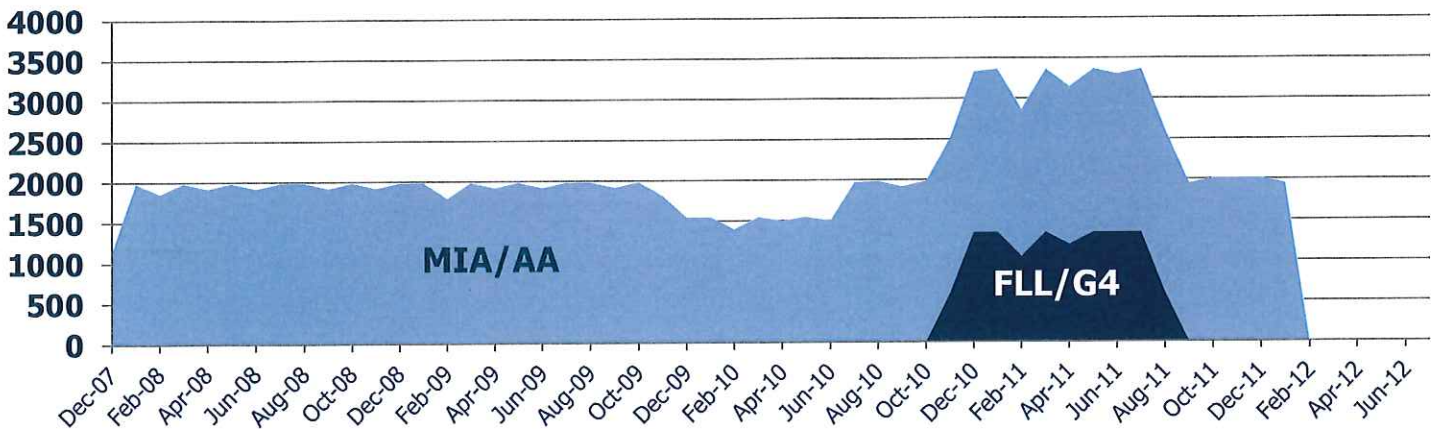
...But Now There is None

AA eliminated Miami service in January 2012 as it restructured its regional operations and removed ATR-72 aircraft from the hub.

Allegiant's short-lived FLL service was basically 2x weekly utilization flying that **didn't fit the needs** of this particular market.

MD-80's were too large and frequency was too sparse.

SAV-South Florida Monthly Seats



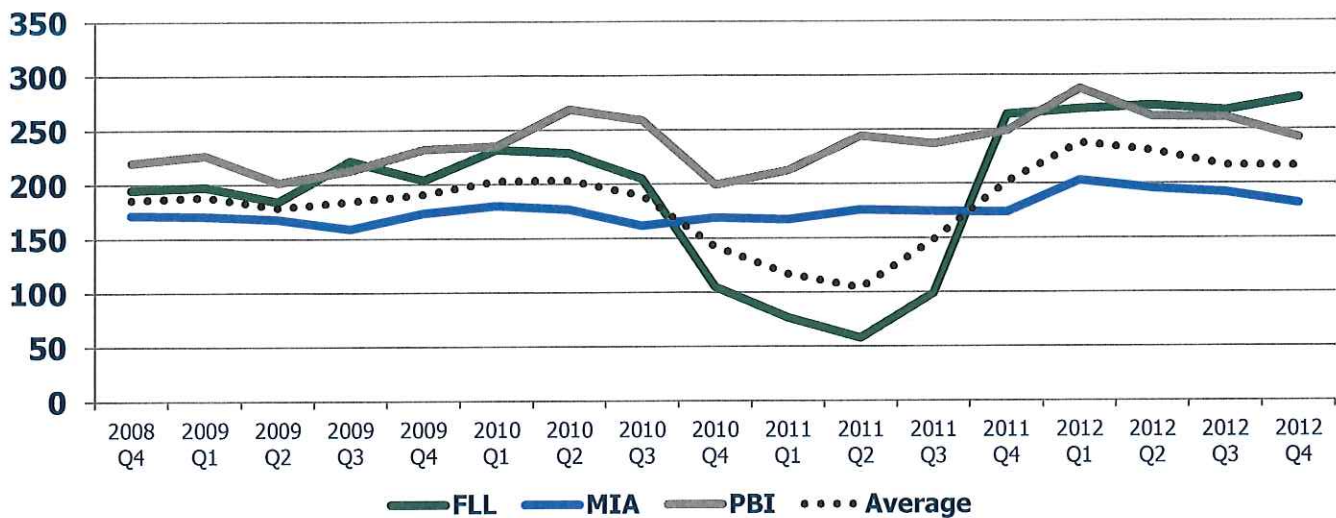
Source: Dilo MI

And South Florida Fares Are Robust

MIA & PBI fares remained **consistently high** even when FLL fares plummeted due to Allegiant's entry.

FLL fares traditionally hover around \$200 each way.

SAV - South Florida Fare History



Source: Dlio MI



With AA Out of MIA, the Beyond Market Belongs to JetBlue

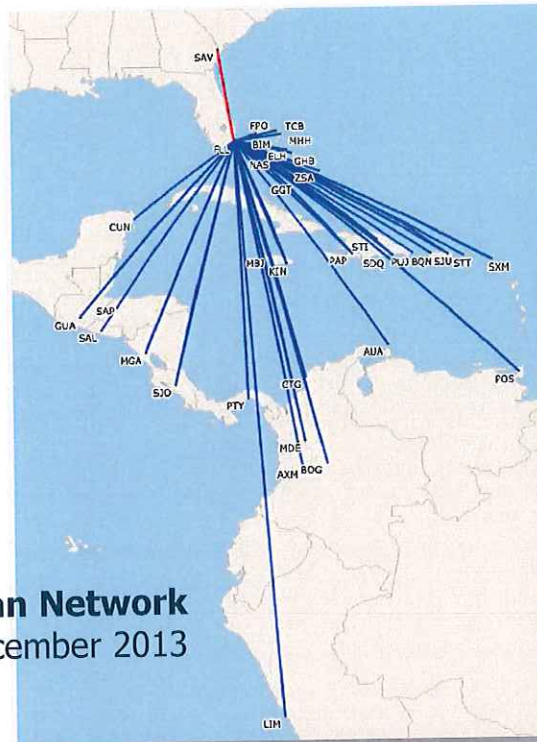
In YE4Q12, over 18 pax per day traveled beyond MIA on AA flights from SAV.

Only includes airlines reporting in T-100 database.

Majority of AA MIA beyond passengers are traveling to Latin/Caribbean markets served from FLL also.

Online and interline opportunities exist for JetBlue.

FLL Latin/Caribbean Network December 2013



Top 30 Beyond MIA Destinations YE4Q2012

| Rank | Airport | Pax/Day | FLL Nonstop |
|-------|---------|---------|-------------|
| 1 | STT | 1.15 | X |
| 2 | SJU | 0.84 | X |
| 3 | MBJ | 0.67 | X |
| 4 | DFW | 0.62 | X |
| 5 | ORD | 0.61 | X |
| 6 | PAP | 0.58 | X |
| 7 | CUN | 0.53 | X |
| 8 | BGI | 0.51 | |
| 9 | PTY | 0.51 | X |
| 10 | EYW | 0.45 | X |
| 11 | POS | 0.45 | X |
| 12 | STX | 0.42 | |
| 13 | SDQ | 0.42 | X |
| 14 | KIN | 0.40 | X |
| 15 | BZE | 0.39 | |
| 16 | PLS | 0.38 | |
| 17 | TGU | 0.36 | |
| 18 | CCS | 0.34 | |
| 19 | AUA | 0.32 | X |
| 20 | UVF | 0.32 | |
| 21 | LGA | 0.29 | X |
| 22 | NAS | 0.29 | X |
| 23 | MDE | 0.27 | X |
| 24 | GCM | 0.25 | |
| 25 | ELH | 0.24 | X |
| 26 | GUA | 0.23 | X |
| 27 | LIM | 0.23 | X |
| 28 | ANU | 0.22 | |
| 29 | SXM | 0.22 | X |
| 30 | LIR | 0.22 | |
| TOTAL | | 18.02 | |

Source: Diao Mi



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A Real Partnership



VISIT SAVANNAH
SAVANNAH CONVENTION & VISITORS BUREAU
EST. 1733



GOLDEN ISLES
GEORGIA



HILTON HEAD ISLAND
come away with me.

SAVANNAH HILTON HEAD
INTERNATIONAL

Ready to Make it Work

SAV and its community partners are prepared to offer JetBlue an extraordinary support package.

For the first two years of service, SAV will provide JetBlue:

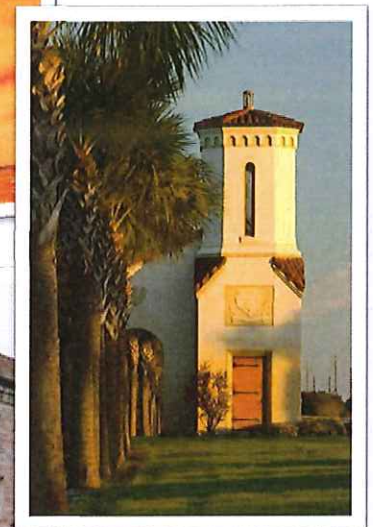
- ✓ Capitol start-up expenses, including space build-out and equipment.
- ✓ Waived airport rent, including ticket counter, office, baggage make-up, common-areas, and gate holdroom space.
- ✓ Waived landing and fuel flowage fees.
- ✓ XXX.
- ✓ XXX.
- ✓ XXX.
- ✓ XXX.
- ✓ XXX.

A coalition of partners will provide \$xxx for marketing

The **community partners have allocated \$xxx** over the two-year period to market JetBlue service in the origin markets and in the SAV region. Our partners understand that awareness will be a key component in the success of this market. A significant amount of money has been allocated in recognition that the Boston and New York media markets are quite expensive and will require a robust investment. In-kind marketing incentives will be focused on the local market.

Savannah/Hilton Head/Golden Isles Is The Right Choice

- The three regions combine to provide the discerning JetBlue traveler with a **unique, multi-personality destination**
- SAV offers a **true world-class destination** that would fit into the JetBlue business model
 - The market can support service from at least three JetBlue hubs.
- **What can we do** make it happen?



**SAVANNAH
HILTON HEAD**
INTERNATIONAL

jetBlue
AIRWAYS®

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CONFIDENTIAL

Thank You!



Lori Lynah

Director of Marketing &
Air Service Development
Savannah/Hilton Head International
(912)964-0514 ext. 3304 - Office
(912)313-1332 - Cell

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STAFFING



Proposed Team Structure

Our work for the *General Mitchell International Airport* would use the core strengths and subject matter expertise that span across Ailevon Pacific's entire organization. Our Corporate Officer, Will Berchelmann, would have final authority over all deliverables and would be supported by our Project Manager, Rhett Morgan, with as-needed input and contributions from Ailevon Pacific's other leaders, Brad DiFiore and Oliver Lamb.



Will Berchermann – Resume Summary

Will Berchermann is a Managing Director at Ailevon Pacific Aviation Consulting. Will has nearly 19 years airline industry experience. He spent seven years at Southwest Airlines in Network Planning and Scheduling, three years at American Airlines in Revenue Management and International Planning, and one year at Accenture LLP in the firm's Travel and Transportation Services group.

Prior to Ailevon Pacific, Will was Senior Manager of Airport Consulting Services at Sabre Airline Solutions from February 2008 to July 2011. At Sabre, Will brought extensive experience working with both DOT and global MIDT data, which he used to perform traffic and fare analyses, passenger and revenue leakage studies, and airline network strategic reviews.

Will believes that strong analytics are indispensable components of the air service development toolkit. However, he also understands that maintaining solid relationships with the key planning personnel at the airlines, understanding changes in the political environment, identifying macro economic trends, and recognizing a community's position on the global scene are equally important aspects of the air service development paradigm. He combines these considerations with the analytical components to paint a multi-faceted picture of a client's air service opportunities.

Will holds a Bachelor of Arts degree in French and International Studies from Northwestern University in Evanston, Illinois and resides in Dallas, TX.



"Ailevon Pacific always provides very pragmatic advice. Will Berchermann and Brad DiFiore do a good job of assisting airports in generating pertinent data and a streamlined message that aligns well with an airline's overall network strategy."

Clay Williams
Executive Director
Gulfport-Biloxi International Airport

Brad DiFiore – Resume Summary

Brad DiFiore is Managing Director at Ailevon Pacific Aviation Consulting. He is primarily focused on assisting communities with air service recruitment and retention. He works extensively as a liaison between airlines and communities.

Brad has long been a featured speaker at industry conferences, including the AAAE National Air Service Conference, the ACI-NA Air Service Data and Planning Seminar, and the Network USA Route Planning Event.

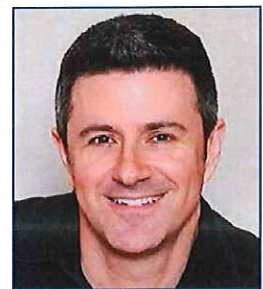
Prior to Ailevon Pacific, Brad was Director of Airport Consulting Services at Sabre Airline Solutions from January 2005 to July 2011. At Sabre, he managed a diversified portfolio of clients and engaged in projects in both domestic and international markets. Previous to joining Sabre, Brad had over thirteen years of experience at Delta Air Lines, with an extensive background in Network Planning and Scheduling. In his role at Delta, Brad was responsible for developing and maintaining relationships between the carrier and airports and communities worldwide. He acted as Delta's primary point-of-contact with communities on all air service-related issues.

Brad holds a Bachelor of Arts degree in Business Administration from Michigan State University and resides in Atlanta, GA.

"Brad was instrumental in our successful efforts to secure JetBlue service at Savannah/Hilton Head International. His extensive knowledge of our market and the experience of his team at Ailevon Pacific was recognized and greatly appreciated by staff, the Airport Commission and our stakeholders."

Lori Lynah

Director of Marketing & Air Service Development
Savannah/Hilton Head International Airport



Oliver Lamb – Resume Summary

Oliver Lamb is a Managing Director at Ailevon Pacific. He has substantial experience in the aviation industry in a wide variety of capacities, including airline operations, distribution, industry advocacy, airport business development, and strategy consulting.

Beginning his career at Canadian Airlines and Business Travel International, with a deep understanding of the aviation industry and fluent in English, French, and Spanish, his career has seen him working throughout the Asia-Pacific Region and Europe on the industry's most challenging issues.

Prior to co-founding Ailevon Pacific, Oliver was a strategy consultant for the aviation industry and for Port Jackson Partners, one of Australia's leading corporate strategy firms.

Oliver holds a Bachelor of Arts and a Bachelor of Commerce (Economics) from the University of Sydney and is a Member of the Financial Services Institute of Australia and the Institute of Management Consultants.



BUSINESS TRAVEL
INTERNATIONAL

Port Jackson Partners



Canadian Airlines



"Oliver and his team worked for me on a number of occasions. I appreciated his professional, yet personable, approach. His results were always on time and he often exceeded our expectations in delivering winning strategic aviation analysis and recommendations. I would highly recommend Oliver for any aviation related insights, advice and business development support."

Gareth Owen
General Manager - Marketing & Business Development
Christchurch Airport

Rhett Morgan – Resume Summary

Rhett Morgan is one of the newest additions to the Ailevon Pacific team. As a Director, he is responsible for helping clients build and maintain air service.

Rhett has over 12 years of airline industry experience. Prior to joining Ailevon Pacific, he was Senior Manager of Network Planning and Performance for Southwest Airlines. During his tenure at Southwest, he held various commercial leadership roles focusing on Network Strategy, Capacity Planning, and Integrated Commercial Planning.

Rhett has been a noted speaker at Network Planning conferences and air service development forums across North America. Previous to joining Southwest, Mr. Morgan had seven years of experience at Delta Air Lines, working in the areas of Revenue Management, Corporate Sales, and Network Planning.

He holds a Bachelor of Science in Accounting and Management from Kansas State University and a Masters of Business Administration in Aviation Management from Embry Riddle University. Rhett currently resides in the Dallas / Fort Worth area.



"I've had the pleasure of working with Rhett Morgan and Ailevon Pacific over the past few years. Rhett's enthusiasm for the industry and deep knowledge of air service development is contagious, and it's always a pleasure to discuss air service opportunities with him. Whether in his previous Southwest role or current position at Ailevon Pacific, I found Rhett to be knowledgeable about the core principles of capacity planning.

Rhett had a unique capability to look beyond the numbers and assimilate a compelling narrative on what a potential new market could add. Based on my experience, I highly recommend Rhett and Ailevon Pacific to airports and communities looking for qualified advisory services with a focus on air service development efforts."

Dave Harvey
Managing Director – Business Development
Southwest Airlines



Jonathon Nield – Resume Summary

Jonathon Nield has uniquely diverse airline industry experience. Prior to joining Ailevon Pacific, he was Regional Director of Airline Network & Fleet Planning for Boeing Commercial Airplanes. During his tenure at Boeing, he consulted airlines on their networks, fleets, and strategies all over the world, including North America, South America, Africa, Asia, and Europe. Before joining Boeing, Jonathon worked for Amazon, where he led the execution of their global last mile transportation network. Prior to that, he worked at Southwest Airlines in multiple roles, including reservations, ground operations, and network capacity planning.

Jonathon holds a Bachelor of Science in Marketing from Arizona State University and is finishing his thesis work in pursuit of a Masters of Technology in Aviation Management from Arizona State University. He currently resides in Seattle, WA.



"Ailevon Pacific provides trusted and balanced market analyses when representing their clients to United."

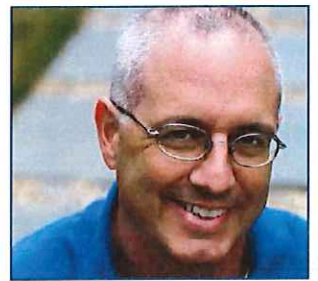
Jim Ferea
Director of Domestic Network Planning
United Airlines



Emil Kaneti – Resume Summary

Emil Kaneti has over 10 years experience with the three largest U.S. airlines, including stints in Network Planning and Revenue Management at American Airlines. He was on the Latin America Network Planning team at United Airlines, where he also did Network Planning and Scheduling for United Express. At Delta Air Lines, Emil was a member of the Domestic Network Planning team.

Emil has a Bachelor of Science in Economics from Bradley University and Masters in Economics from Iowa State University. In addition to his strong industry analytics and expert insights into industry trends and future network opportunities, Emil has a passion for acting and has appeared in over ten episodes of *The Walking Dead*. He currently resides in Atlanta, Georgia.



"Thorough, insightful, realistic, credible, helpful, knowledgeable about aviation history, always ready with reasoned opinions about now."

Matt Friebe
Director of Schedule
Development
Sun Country Airlines

Edward Shelswell-White – Resume Summary

Edward Shelswell-White is Chief Customer Officer and Principal at LexVolo, LLC. Edward has 27 years' airline and airport industry experience.

- **LexVolo, LLC, December, 2011 to present**

Edward focuses on helping airports compete for customers - airlines and passengers. He concentrates airports' efforts on things they can control that their target customers value. Building on and extending traditional industry data with customer insights research and brand strategy, he helps airport devise long-term strategies, short-term tactical plans, and lead metrics to define, and then stay on track to achieve, their customer-centric goals and objectives



- **Southwest Airlines Co., December 1989 to December 2011.** Experience included

- Director - Market Strategy & Performance, January 2008 to December 2011
 - In highest priority markets representing one-third of Southwest's capacity -- including BWI -- led Marketing efforts to derive and execute market-specific strategies and plans to increase customer demand, satisfaction, market share and unit revenue
 - Led confidential, inter-departmental projects to improve city, network and brand performance; e.g., evaluated potential new product line; identified commercial opportunities and risks in proposed acquisition
 - Developed initial ATL marketing strategy after acquisition of AirTran Airways
- Regional Director/Manager - Properties, August 1995 to January 2008
 - Directed Southwest's airport development strategies and tactics in the eastern half of the U.S.



Helping Airports **Compete** for the Future



Edward is a frequent speaker and panelist at airport industry conferences. He holds a Bachelor of Arts degree in Economics from Vanderbilt University. He resides in Dallas, TX.



Helping Airports **Compete** for the Future

BrandIQ Personnel – Resume Summary



Mike Murphy

Founder & Chief Energizing Officer

Mike is the Founder of BrandIQ and a veteran marketing professional. His distinguished career includes brand management positions with PepsiCo (Pizza Hut) and the Dial Corporation, as well as a term as CMO for Papa Gino's restaurants. He also created, owned, and operated his own award-winning restaurant in the Boston area.

Prior to founding BrandIQ in 2002, Mike co-founded and served as COO for Q2 Brand Intelligence, which was sold to ComScore and became the foundation of their custom research division. At BrandIQ, Mike spends his days finding new ways to help our clients grow and visualize success — with new insights, compelling and differentiated new products, and a deep understanding of key consumer targets. His personal passion and enthusiasm for helping BrandIQ clients win is contagious.

Mike works hands-on with the team to solve our clients' most difficult brand and business challenges, bringing his remarkable ability for integrating brand strategy and consumer insights into actionable business, brand, and innovation solutions.

He has consulted on more than 500 challenging client initiatives across diverse categories and industries including consumer products, restaurant, food and beverage, and retail apparel. Three of his most memorable recent challenges involved helping a leader in the travel share-company transform the travel experience both in the US and abroad; launching a new menu item for a well-established restaurant company that led to it being selected "Restaurant Stock of the Year" in 2013; and creating new television content targeted to Millennials for one of the largest media companies in the world.

Mike holds a BA in Finance from Iowa State University and an MBA from the University of Phoenix. He is a member of the Entrepreneurs Organization (EO) and a past board member for EO and the Kauffmann Center for Entrepreneurial Leadership. He speaks frequently on innovation, brand strategy, and new-product development, and is a guest lecturer within the California State University system.

BrandIQ Personnel – Resume Summary

Alice Gold

Senior Vice President,
Brand Strategy & Innovation



Alice leads the BrandIQ client service team and its clients. Tapped into emerging media trends, and experienced across a wide range of consumer goods and services categories, Alice partners with Fortune 500 companies and their ad agencies on strategic, communications and tracking research.

With her roots in ad agency account management, Alice has an extensive background in creative development and communications effectiveness. Most recently with Ipsos ASI and OTX, where she was at the forefront of in-market digital ad effectiveness, she partnered with innovative global brands using consumer insights to strategically help them grow their businesses. She graduated from UC Irvine with a degree in French Literature.

Carrie Robbins

Senior Manager,
Brand Strategy & Innovation



Carrie has managed research for Fortune 500 clients for over 5 years across a variety of industries, including aviation, hospitality, CPG, apparel, financial services, food and beverage, and beauty. At BrandIQ she manages all phases of the quantitative and qualitative research process. She also has extensive experience moderating focus groups, helping lead creative ideations, and presenting to C-suite executives.

Prior to joining BrandIQ she managed research at Lieberman Research Worldwide, working on a wide variety of custom and tracking studies. Carrie holds master's degrees in Global Media and Communications from both the London School of Economics and the University of Southern California. She is a graduate of Wesleyan University with a degree in Spanish and Italian languages and literature.

An East Coast transplant from Boston, Carrie has also worked and lived abroad in Spain, Italy, Argentina, and the UK. In her free time she loves to cook, listen to music, and go hiking and camping with her husband, son, and dog.

Ellen Homb– Resume Summary

2-Story Creative, Milwaukee, WI

June, 1994 - Present

Owner

Ellen Homb, owner of 2-Story, will lead the team. A University of Wisconsin-Milwaukee graduate with more than 30 years of experience in design and marketing communications, Ellen has received recognition as a business leader in the Milwaukee Business Journal, Small Business Times and on FOX 6. In 2011, she was also honored by the Milwaukee Brewers with the Jackie Robinson Most Valuable Diverse Business Partner Award - a Major League Baseball initiative.

Ellen's experience gave her the skills and drive to start her own firm in 1994. Through hard work, long hours and excellent interpersonal skills, she's steadily grown the business since then.

Her dedication to 2-Story is matched only by her commitment to Milwaukee. She is involved in several City of Milwaukee initiatives, and relocated her business to the Walker's Point neighborhood to demonstrate her belief in the area's future.

She also actively supports the community through volunteer positions on nonprofit boards and committees. These include:

- Near South Side Land Use Plan - Contract Management Team Member
- United Way of Greater Milwaukee - Marketing Committee, Leadership Committee and Cabinet Member
- Walker's Point Creative Placemaking Workgroup

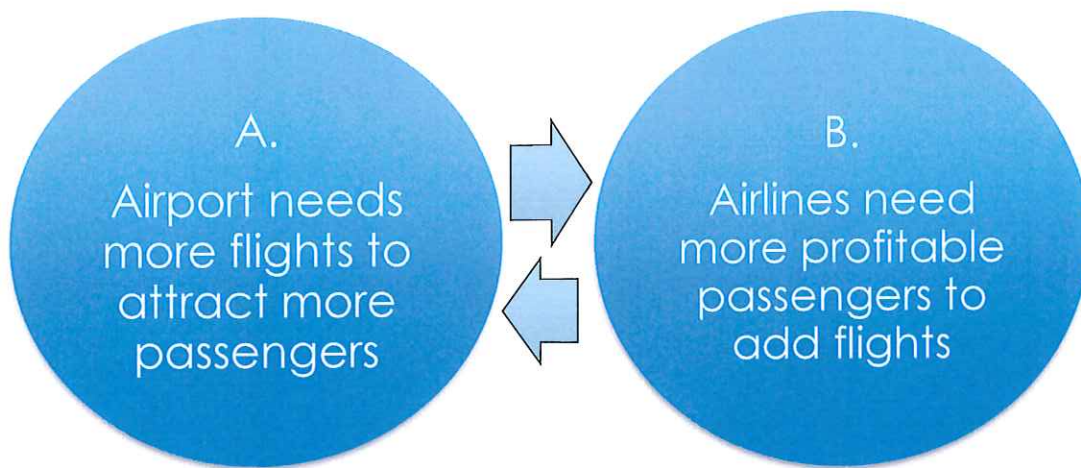
Her communications background gives her a competitive edge when serving as the point person for clients. This edge, coupled with strong business instincts, enables the creative process to start with the first meeting and results in greater efficiency throughout.





PROJECT APPROACH

Air Service Development: A Catch-22?



Typical airport air service development:

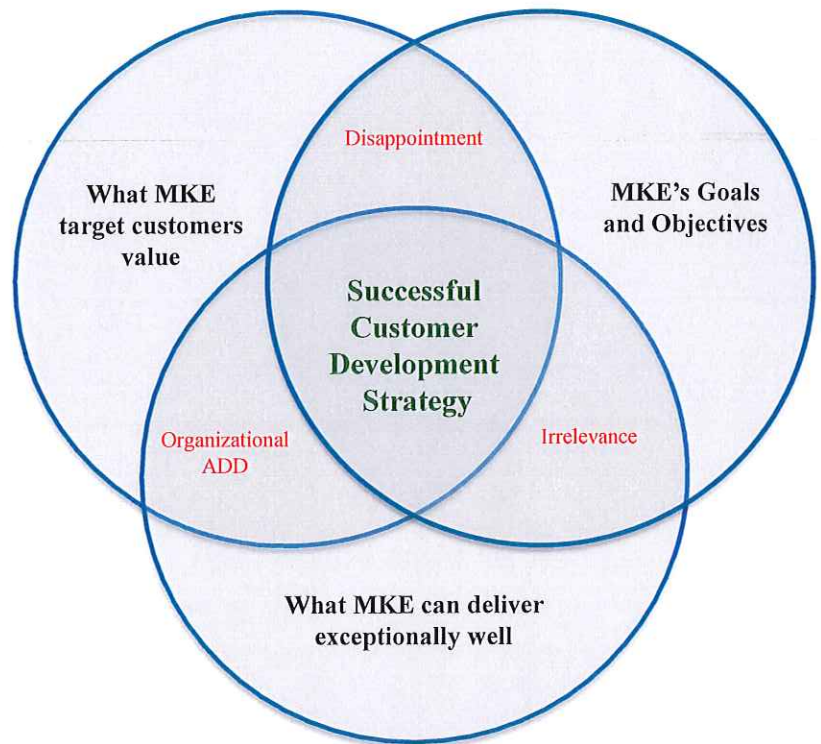
- Focuses disproportionately, even exclusively, on Circle A (what the airport wants)
- Does not adequately consider the needs of customers (airlines and passengers)
- Rarely is effective by itself

Solving the Catch-22

Redefine the Problem and Objective:
from Air Service Development, to Customer Development

The more overlap among the circles, the more successful the strategy:

- X Focusing efforts *outside* the triple intersection tends to decrease the amount of overlap
- ✓ Focusing efforts *inside* the triple intersection tends to increase the amount of overlap



Solving the Catch-22

Redefine the Problem and Objective: from Air Service Development, to Customer Development

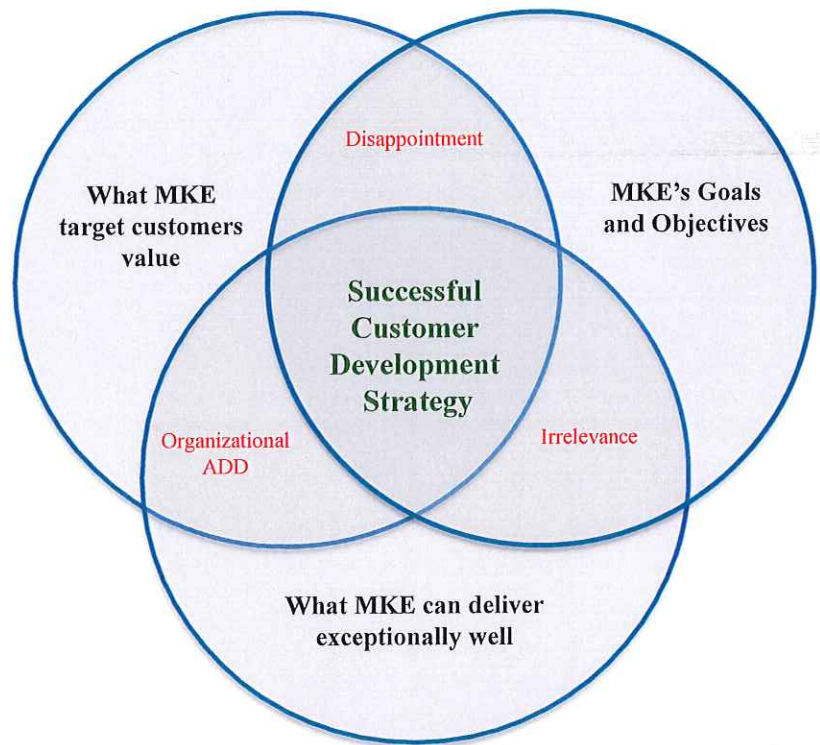
Airports typically know what their goals and objectives are

They tend to be less sturdy on:

- What their target customers value
- What they can deliver exceptionally well

We suggest combining Air Service Development data with Customer Insights Research:

- To become sturdy on the other two circles
- To develop a strategy and plan to increase the amount of overlap in the triple intersection (develop more customers for MKE)



MKE's Target Customers



Airlines – To be determined in Phase I of this program (see page 113)

Passengers – The demographic airlines covet:

| Type | Age | Gender | Household Income | Origination | Destination |
|----------|-------|--------|------------------|-------------|-------------|
| Leisure | 25+ | 55% F | \$75k + | ✓ | ✓ |
| Business | 25-64 | 66% M | \$150k + | ✓ | ✓ |

Specific zip codes to be determined in Phase 1 of this program



What MKE's Target Customers Want



Airlines – Subject to corroboration in Phase I, but typically:

- More passengers
- Higher-yielding passengers
- Ease of market entry

Passengers – To be determined in Phase I of this program, but typically :

- Proximity to home/office/destination
- Ease of highway or other access
- Predictability of drive time
- Low-stress
- Parking options
- Local flavor
- Productivity options during dwell time



Assumptions & Implications

1. Airlines are profitable at MKE
2. Airlines will not risk additional capacity at MKE until their target passengers demand more MKE service
3. Airline target passengers have insufficient awareness of MKE service and advantages (existing or potential)
4. The Scope of Work will produce actionable insight
5. We can define a multi-year strategy and plan producing a clear, consistent path to MKE success, including options to:
 - Increase demand from both originating and destination passengers
 - Act autonomously, and in concert with other local stakeholders
 - Improve the environment for airlines, both incumbent and prospective



Project Approach – Ailevon Pacific

We started Ailevon Pacific with the recognition that Air Service Development consulting is best done at a personal level. Larger firms have higher costs and lower levels of patience. Ailevon Pacific doesn't focus on billable hours and moving on to the next project. We build long-term relationships with our clients. These relationships are the cornerstone of our philosophy. Our decision to strategically locate our offices in airline HDQ cities aligns with our vision to bring high-value to our clients at the lowest possible cost. By remaining local and nimble, we're able to leverage our professional and personal relationships with carrier Network Planning officials more frequently. This means we can also advocate on behalf of our clients both privately and informally in a way most "fly-in" consultants cannot. On occasions where travel cannot be avoided, we do our best to consolidate multiple meetings into a single trip so no single client absorbs the full cost of meals, flights, or accommodations.

Our interest in the airline business is fundamental to who we are and why we do this work. We are in this business because we love it. Our commitment to our clients is that we will always be frank and honest, and we will always focus on the long-term goals. Our goal is to build partnerships that last. That means looking after long-term relationships, not short-term paychecks.

Our project approach is focused on building the community's story in addition to the traditional technical analysis. It is easy for outside consultants to get so lost in numbers and focused on production that they lose track of the community itself. However, we view the community as the core of the story, no matter whether focused on inbound or outbound travel demand.

At Ailevon Pacific, we customize our analyses to tell the story of the local community today *and* tomorrow. We will never use canned presentations or slides that fail to differentiate your airport's opportunities from other competing markets. That means we customize our presentations to tell the story of the community in a way that will appeal to airline planners. Our work will call attention to the unique attributes that give *General Mitchell International Airport* its potential.

Our analytical philosophy uses the baseline of history, but focuses on the promise of the future.

"I enjoy working with Ailevon Pacific because they are one of the few firms in the industry that strikes the right balance between style and substance. Ailevon Pacific is equally determined to have both healthy working relationships and to deliver quality insights based upon their considerable experience. This is a refreshing change from firms who would rather overwhelm planners with raw data or those who are unprepared for our difficult questions."

Nicholas Haan
Director – Capacity Planning
Alaska Airlines



Management & Airline Relationship Development

Our philosophy on airport/airline relationships is focused on developing long-term partnerships. Our experience on the airline side of the equation has taught us that it is beneficial for airport staff and consultants to have trusting, informal (yet professional) relationships with key airline planning staff. The process of making network planning decisions is often one of selecting amongst a group of relatively equal choices. A positive relationship oftentimes leads to a positive outcome for an airport. But negative, or even neutral, relationships can hurt an airport when decision time comes.

We've strived to build honest, open, and even fun relationships with our airline partners. We feel strongly that we've built a top-tier reputation among airline planners. We've done this partly by strategically planning our airline meetings to ensure that they are valuable to the carrier. Sometimes that involves a comprehensive pitch for new service, but other times it might mean taking the Network Planning team to dinner. Airlines appreciate it when airports know what sort of meeting is appropriate for the occasion.

Airline Headquarters Meetings

We have developed strong relationships with carriers across the industry by judiciously managing HDQ meetings. Airlines know that when we request a meeting, we've got something interesting to talk to them about. Our HDQ meetings develop a narrative about the community itself, before delving into network opportunities. It is critically important that the airline holistically understands the market before digging into the data.

Air Service Development Conferences

Our approach to these conferences is dependent on which carrier we are meeting with. For incumbents, it is critical to listen first. Often, a 20-minute discussion is more valuable than flipping through a presentation. For non-incumbents, setting the scene is more important. These events are our opportunity to introduce them to the community and the market. Regardless of who we are meeting with, we'll always be prepared for wherever the discussion goes.

"Ailevon Pacific truly understands JetBlue's strategy and makes our needs the #1 priority. While building a case for Savannah/Hilton Head, it became clear from the start that the market was a great fit our network, which was validated in the very first months of operations by the strong results in New York and Boston. From our very first work with the Ailevon Pacific, their consultants continue to demonstrate a 360-degree level of relevance, knowledge, transparency, and commitment to drive sustainable growth for the clients."

Andrea Lusso
Manager Network Planning
JetBlue Airways



Ability to Deliver On-Call Assignments

Ailevon Pacific offers a full suite of Air Service Development consulting services that we customize to meet the individual needs of each and every one of our airport clients. We take pride in our flexibility to support our clients' goals in whatever capacity best matches their work style, budget, or specific request.

In the case of the opportunity to work with the *General Mitchell International Airport*, we assume that some, if not most, of the hourly work could be task-order driven or on-call, including presentation preparation for air service development conferences or airline HDQ meetings. We also understand that we may be called upon at times to attend these meetings with officials from the airport. Finally, we understand that airport officials might be interested in having the chosen air service consultant develop a strategic plan that would help guide the airport's future air service development efforts and opportunities, including analyzing current deficiencies. Naturally, a lot of this would tie into LexVolo's customer development stream of work. However, on the following slides, we have outlined how we would initially use Ailevon Pacific's industry skills and experience to develop a comprehensive market assessment, including a leakage analysis, that would form the basis of our combined team's future, strategic approach to MKE's air service development risks and opportunities.

Regardless of how *General Mitchell International Airport* might choose to engage its consultant, we stand ready and able to deliver on any request, small or large. We've built our entire air service development business around the notion that our clients' needs always come first, and we're resourced for any type of on-call projects that might come out the scope of work contained in MKE's RFP for "Air Service Development & Consulting and Market Research." While many of our airline presentations are driven by task orders with flexible lead times, many are not. In fact, the work we do for our largest clients; including the Hawai'i Tourism Authority, Las Vegas, or Oakland; often requires same-day turn-around times, so adequate staffing that takes into account the "unknown unknowns" is the *de facto* nature of our business model. We staff to meet our clients unexpected needs, giving them the peace-of-mind that we can and will deliver the timely and professional products they've come to expect.

Market Assessment / Strategic Plan - Details

A key component of our client work revolves around proactive consideration and advocacy of air service opportunities to ensure that such opportunities are not missed. Therefore, it is standard Ailevon Pacific operating procedure to fully evaluate a client's air service market so we can develop a realistic, comprehensive list of new or enhanced air service opportunities at the onset of a new working relationship. The results of a Market Assessment and Strategic Plan, including an imbedded traffic leakage analysis using ARC and DOT data, would accomplish this important first-step, thus forming the bedrock of our future discussions and presentation content with the air carriers. Given the dynamic air service environment in the Greater Milwaukee area, we believe the leakage analysis component; married with the Marketing and Communication expertise of our partners LexVolo, BrandIQ, and 2-Story; would be especially critical to identify opportunities to shift existing traffic back to MKE or attract new passengers altogether.

After completing a Leakage Study, our Market Assessment would provide a general industry update that ties back to MKE, and it would review historical traffic/fare/revenue service trends at MKE. We would then prepare an air carrier review, including current network strategies and future capacity plans, relative to each airline's potential ability to commence and/or grow MKE service. Based on the results of the Leakage Study, we would assess the possibility to recapture passengers at MKE who are using other airports in the region either for originating or destination travel, estimate the airline P&Ls of identified market opportunities to glean a sense of any financial "gap" that might exist, and finally help MKE define the potential need for any incentives or cost-abatement measures, if requested.

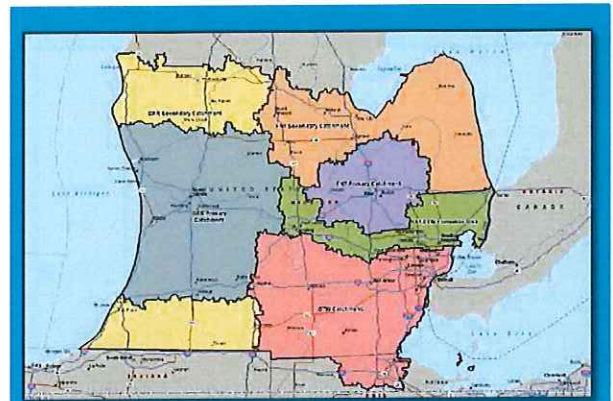
Out of the Leakage Study and Market Assessment, we would develop a five-year Strategic plan for MKE that would include, among other things, strategic and tactical initiatives reflecting current and projected industry dynamics. We would also define an airline or route specific engagement strategy(s) for new market opportunities or additional capacity in current markets, as well as identify strategies to retain current air service in any markets that could be at risk due to specific market performance or exogenous industry dynamics.

Passenger Demand / Leakage Analysis - Details

Our ability to deliver a quality leakage study hinges on our understanding of the greater Milwaukee Area, including the traffic dynamics at play at other airports in the area, particularly those in nearby Chicago. In fact, we believe that taking a holistic view of passenger travel patterns at all neighboring airports within a two to three hour car drive is a key part of the catchment analysis story we would develop for *General Mitchell International Airport*.

In our experience, some industry consultants confuse an airport's request for a "leakage study" for a literal review of traffic leakage. This is only part of the work in our view. Limiting the scope of work to "leakage" implies an airport is only entitled to traffic in a pre-defined region based on an assumption or historical trends. It imbeds a bias in the final results before the analysis even begins.

Ailevon Pacific prefers to approach a leakage assessment as a more broad "catchment analysis" that takes a truly clean-slate approach to assessing leakage. We let the data of all airports in a region define not only all primary and secondary zones, but also any "contention" swing zones where one can reasonably assume that two or more airports are competing for the same passengers. Leakage is not static between arbitrary geographical boundaries that ignore the transitional impact of competing airports. In our approach, a "leakage analysis" is merely a subset of a broader catchment analysis.



Example of a nuanced catchment map that includes a contention zone that is critical to truly understanding the SE Michigan market.

Leakage Analysis Methodology - Details

Although Ailevon Pacific takes a very programmatic approach to how we perform a catchment analysis, no two studies are ever the same. Every airport has a unique footprint of catchment areas, which typically include multiple “contention” zones with which it competes with other airports for the same passenger traffic. These zones are of varying size, shape, and driving distances depending on factors as diverse as geographic boundaries, road infrastructure, and the amount of service at competing airports.

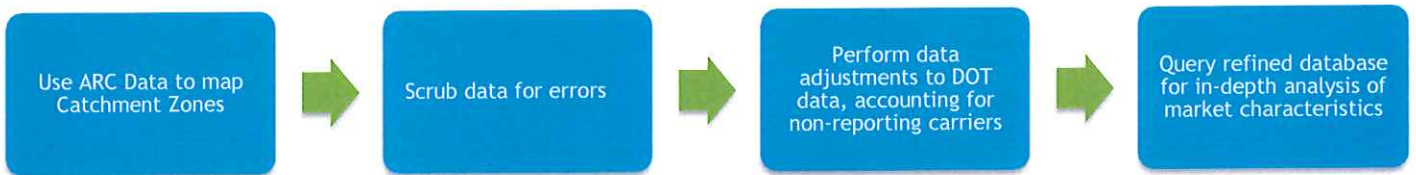
Defining the appropriate catchment areas is key to an effective - and realistic - leakage study. Ailevon Pacific will begin by pulling the most recent 12-months of ARC data for passengers using ALL the region’s airports. The passenger distributions by zip code of all airports will then be mapped together. In areas where there is no demonstrable overlap, we will morph these geographic spreads into primary and (if applicable) secondary catchment areas. We will then shape all competitive contention zones based on any airport overlap between zip codes.

Upon developing a draft of the geographic zonal map, Ailevon Pacific will share the initial results with airport staff for approval, as these zones will reflect the backbone of the leakage study.



The airline industry is constantly evolving. The issues and opportunities at *General Mitchell International Airport* will evolve, as well. The diversity of the local economy has made it a strong performer. That strength is reflected in the quality of air service the market currently enjoys. Our job is to package that great story, develop great relationships, and further develop air service at *MKE*.

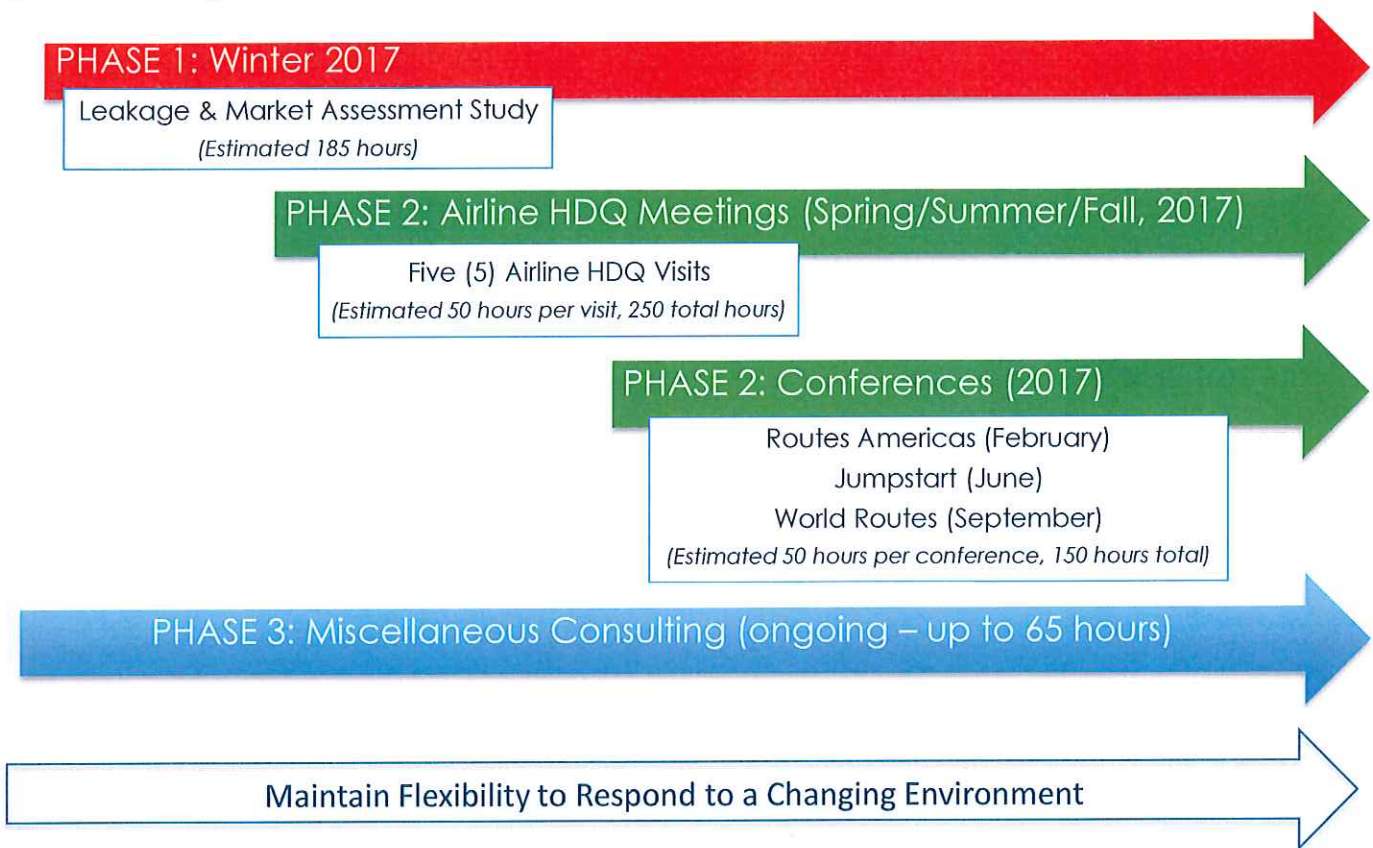
Leakage Analysis Methodology



Key Deliverables

- Definition of true catchment areas
- Airport usage within each catchment area
- Retention rates for each airport by catchment area and O&D
- Carrier-specific review of traffic and retention by catchment area
- Examination of leakage and reverse leakage
- Estimation of "true market size" for top domestic and international O&D
- New air service opportunity analysis

Proposed Project Timeline – Ailevon Pacific (Year 1)



Proposed Project Timeline – LexVolo / BrandIQ / 2-Story: MKE Customer Research & Strategy Development (Year 1)

PHASE 1: January to June, 2017

- Baseline Consumer Research
- 3-5 year Strategy Development
- Lag and Lead Measures
- Annual Tactical Plan Development

PHASE 2: July 1 to June 30, annually

- Annual Tactical Plan Implementation
- Campaign Reporting
- Tracking Research
- Strategy Adjustments
- Annual Tactical Plan Refresh



FEES



Fees – Ailevon Pacific Aviation Consulting (Year 1)

| Team Member | Hourly Rate | Model Hours | Extended Cost |
|------------------------|--------------|-------------|------------------|
| Corporate Officer | \$300 | 20 | \$6,000 |
| Project Manager | \$285 | 250 | \$71,250 |
| Senior Analyst | \$185 | 155 | \$28,675 |
| Junior Analyst | \$165 | 225 | \$37,125 |
| Total (Blended) | \$220 | 650 | \$143,050 |

Not inclusive of travel expenses or other miscellaneous expenses

MKE Customer Development Strategy

Proposed Budget (Subcontractors)

Phase 1 – Baseline Research, Strategy, and Annual Plan

| Team Member | Hourly Rate | Hours | Extended Cost |
|----------------------|-------------|-------|------------------|
| LexVolo | \$325 | 160 | \$52,000 |
| BrandIQ ¹ | \$186 | 974 | \$181,164 |
| 2-Story ² | \$125 | 104 | \$13,000 |
| Total | | | \$246,164 |

Not inclusive of travel expenses or other miscellaneous expenses

Hours and cost may be reduced depending on specifics of previous MKE research

1 – Includes DBE amount (percentage) of \$37,000 (20%)

2 – Includes DBE amount (percentage) of \$13,000 (100%)

MKE Customer Development Strategy Proposed Budget (Subcontractors) Phase 2a – Tracking Research, Annual Revisions

| Team Member | Hourly Rate | Hours | Extended Cost |
|----------------------|-------------|-------|------------------|
| LexVolo | \$325 | 40 | \$13,000 |
| BrandIQ ¹ | \$186 | 527 | \$98,022 |
| 2-Story ² | \$125 | 24 | \$3,000 |
| Total | | | \$114,022 |

Not inclusive of travel expenses or other miscellaneous expenses

1 – Includes DBE amount (percentage) of \$34,000 (35%)

2 – Includes DBE amount (percentage) of \$3,000 (100%)

MKE Customer Development Strategy

Proposed Budget (Subcontractors)

Phase 2b – Annual Campaign Planning/Implementation¹

| Team Member | Hourly Rate | Hours | Extended Cost |
|--------------|-------------|-------|---------------|
| LexVolo | \$325 | TBD | TBD |
| 2-Story | \$125 | TBD | TBD |
| Total | | | TBD |

Not inclusive of travel expenses or other miscellaneous expenses

1 – If desired, LexVolo and 2-Story can augment MKE staff time and expertise to execute the MKE strategy & tactical plan. Hours and Extended Cost depend upon the strategy and plan



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