Airport Positioning Strategy Initiative
Preliminary report

Twin County Airport

March 2012
TWIN SERVICES

Twin County - Expansion project
Developing a full service and training Center for fixed and rotary wing aircraft

2012
The Concept

The airport

Twin County Airport is already home to a well-known helicopter manufacturer who also provides maintenance, training and parts to its clients. The Airport is home to an average of 50 aircraft and offers two very nice runways (3/21 - dimensions: 5999 x 100 ft and 14/32 dimensions: 5100 x 100 ft) equipped with an ILS. The terminal can cater to all general and business aviation traffic and has the size and facilities to host small regional jets. The Airport owns land permitting aviation and non-aviation-related investment projects. The airport is also used by some local industries for cargo shipments.

The opportunity

The aviation industry, business and recreational, aviation have grown steadily for over five decades. While economic downturns affect this sector, on average every ten years, the number of aircraft in use continues to grow. The general aviation sector is strictly regulated by FAA and Transport Canada (across the border). Its rules and safety procedures require aircraft owners to have specific inspections and periodic maintenance done on several components. There are over 40 000 GA aircraft registered in Michigan, Wisconsin and the surrounding states. There are over 8 000 GA aircraft across the border in Ontario. Data around the world showcases a shortage of commercial pilots both here in the USA while Asia has urgent pilot training needs which will last for at least another ten years. In the meanwhile, Menominee County and Marinette County based companies are looking for better structured aviation services to support their own growth and their need to move employees and clients in and out of the region. We, therefore, propose to focus this project on the development of airport and aircraft services to cater to the three clienteles previously mentioned.
The Project

The Positioning
- To become a full maintenance service airport for general aviation aircraft.
- To become a renown pilot training center for both fixed and rotary wing aircraft.
- To provide key targeted passenger services to meet the local community’s requirements.

Target Clientele

Direct targets:
The pilots, aircraft owners and aircraft operators, maintenance shops, aircraft paint shops, engine shops, propeller shops, avionics shop and parts & component’s sales and distribution.

Indirect targets:
Aircraft leasing and purchasing service companies, potential charter clients;

The main challenges
Demonstrate to aircraft maintenance companies, charter operators and specialized maintenance groups, the market opportunities at Twin County Airport.

Attract a pilot training school possibility in conjunction with Enstrom Helicopter on the rotary wing side.
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The Context

Key drivers for the community

• This project will create a year-round destination for GA aircraft owners.
• The project will increase activity on the air and land side of the airport and generate more revenue for the airport from sale of gas and building rentals.
• Develop a project that will support investment attraction and marketing of the airport.
• The project should create between 30 to 50 jobs over the first three years.
• The project will provide more leverage to companies when they want to charter an aircraft or transport people to and from the region.

Airport Strength’s

• The airport has ample land available to implement the various hangars and buildings, required by the project.
• Length of both runways, the apron, the quality of the terminal and the hand-on FBO services are key assets for growth.
• Aerospace-related enterprises are already established or close by (engineering, plastics and composites, maintenance, FBO services).
• Airport is equipped with an ILS.
• The willingness of the Airport Board and of both Counties to see this strategic infrastructure grow.
• Attract or develop a fixed pilot training school.
• In conjunction with Enstrom attract or develop a rotary wing pilot training school.
• Provide recurrent training.

Fixed & Rotary Wing Pilot Ab-Initio and Recurrent Training Center

Targeted shops ----- 
Engine shop 
Propeller shop 
Avionics shop

Fixed & Rotary Wing Parts Sales & Distribution Center

Fixed & Rotary Wing Charter Operator

Technical & service center

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• Offer specialized maintenance services on major aircraft component and systems.
• Piston and turbo-prop Engine shops.
• GA aircraft propeller shops.
• Avionics maintenance, sales and installation.

• Attract or developed a charter operator to offer on demand flights to various destinations.
• Evaluate scheduled flights to hub airports (Green Bay, Chicago, Minneapolis).

• Evaluation service for purchase/sale of aircraft.
• Aircraft pre-selection.
• Technical advice for aircraft operation.
• Short and long-term storage.
• Aircraft ferrying.
• Support with aircraft financing, insurance and legal documents.

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• Support services like a paint shop and a refurbishment center can be added later.

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Phase 1
Development of the niche concept, definition of core activities of the project and validation of the project by industry leaders.

November 11/March 2012

Phase 2
Start of Phase 2:
- Selection of industry and strategic partners.
- 1st Steering Committee: Date TBC.

Objective: Review strategic positioning, service offerings and timeline with potential partners.

April 2012 ....

Phase 2...
- 2nd Steering Committee
- Advance definition of the project, business model review: operational and financial model.
- Definition of final studies to be conducted.

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Phase 3
Start of Phase 3
- Conducting final Business Plan preparation.
- Find required funding.
- Communication strategies.
- Begin project’s operations.
- Organize a press conference.

April - Dec 2013