

# Indianapolis International Airport (IND)

Indianapolis, Indiana

Indianapolis Airport Authority  
Invites Applications for  
Director of Business Development



Indianapolis Airport Authority

*Executive Search Services Provided by ADK Consulting & Executive Search*



## THE AIRPORT –

As you land in Indianapolis, the first thing you'll notice is the airport. And not just in that “now-where-did-they-put-the-baggage-carousel-this-time” way. IND is the first new international airport in America designed and built after 9/11, (Indianapolis cut the ribbon to its 1.2 million square foot airport complex off I-70 on November 11, 2008). Indianapolis International Airport has been named the best airport in North America in 2013, 2012, and 2010 in service quality by Airports Council International and has been rated #1 (on everything from security to baggage claim) by travelers in a J.D. Power & Associates poll.

The airport averages 133 daily flights to 35 nonstop destinations on eight major airlines. In 2013, enplanements were 3,598,718. IND is also the eighth largest cargo center in the U.S. and home of the second-largest FedEx Express operation in the world. Approximately 2.2 billion pounds of cargo were managed at IND in 2013. IND is an important catalyst for economic development in Central Indiana and the Midwestern region, generating an annual economic impact of more than \$4.5 billion for the area.

Established as a municipal corporation by the General Assembly in 1962, the Indianapolis Airport Authority (IAA) owns, develops, and operates six airports in the Indianapolis metropolitan area. The Indianapolis Airport Authority is governed by a board of nine voting members appointed by the mayor of Indianapolis and representatives from Marion, Hamilton, and Hendricks counties. The board also has one non-voting member representing Morgan County.

There are approximately 400 employees at IND and the airport has an Operating Revenue Budget for the current fiscal year of \$134,326,753 and an Operating Expense Budget of \$63,696,701, excluding debt service and depreciation. No state or local taxes are used to operate or manage IND. Operations for year ending 2013 were 153,382.

### A selection of significant operators at the airport:

- Federal Express Corporation
- Delta Airlines
- Southwest Airlines
- US Airways, Inc.
- United Airlines
- American Airlines
- Frontier Airlines
- Signature Flight Support
- MillionAir
- AAR Corp

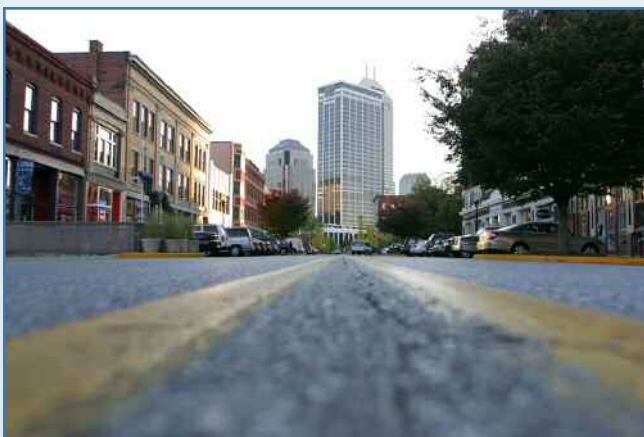
### Most recent significant capital improvements include:

- Stormwater and Deicing Controls and Capacity - Phase 2
- Rehabilitate Runway 5L-23R Phase I and Phase II



Indianapolis Airport Authority

Additionally, there are 24 food and beverage concessionaires, 8 car rental companies and approximately 25 specialty, gift and news retailers. IND's concessions program has won numerous awards since moving into the current terminal facilities in 2008.



## THE COMMUNITY

Indianapolis is the capital and most populous city of Indiana, and is also the county seat of Marion County. As of the 2010 census, the city's population is 820,445.

Both *Forbes* and *Livability.com* rank Indianapolis as one of the best downtowns in the United States citing "more than 200 retail shops, more than 35 hotels, nearly 300 restaurants and food options, movie theaters, sports venues, museums, art galleries and parks" as attractions. Indianapolis' vibrant downtown, less than 15 minutes from the Indianapolis International Airport, helped Indianapolis secure its position as the #1 convention city in the U.S. by USA Today's reader's poll.

Both the state and the city of Indianapolis provide a strong business environment, with Indiana ranking 2nd in the nation by Site Selection Magazine as a competitive state and 5th in the nation by Chief Executive Magazine as one of the best states for doing business. Indianapolis is ranked 4th in the U.S. by *Forbes* as a top city for high-tech industry job growth and 7th in the U.S. by Kiplinger as a great city for starting a business.

As is typical in much of the Midwest, Indianapolis has four distinct seasons. Summers are hot and humid, with a July daily average temperature of 75.4° F. High temperatures reach or exceed 90° F an average of 18 days each year, and occasionally exceed 95° F. Spring and autumn are usually pleasant, if at times unpredictable; midday temperature drops exceeding 30° F are common during March and April. Winters are cold, with an average January temperature of 28.1° F.

**Culture:** Indianapolis prides itself on its rich cultural heritage. Several initiatives have been made by the Indianapolis government in recent years to increase Indianapolis's appeal as a destination for arts and culture.

Indianapolis has designated six official Cultural Districts. They are Broad Ripple Village, Massachusetts Avenue, Fountain Square, The Wholesale District, Canal and White River State Park, and Indiana Avenue. These areas have held historic and cultural importance to the city. In recent years they have been revitalized and are becoming major centers for tourism, commerce and residential living.



## CULTURAL TRAIL

Constructed between 2007 and 2013, the Indianapolis Cultural Trail is an urban bike and pedestrian path that connects the city's five downtown Cultural Districts, neighborhoods and entertainment amenities, and serves as the downtown hub for the entire central Indiana greenway system. The trail includes benches, bike racks, lighting, signage and bike rentals/drop-offs along the way and also features local art work. It was officially opened in May 2013.

The city is second only to Washington, D.C., for the number of war monuments inside city limits.

- The Soldiers' and Sailors' Monument, located at Monument Circle in the geographic center of the city.
- Indiana World War Memorial Plaza
- Medal of Honor Memorial
- USS Indianapolis Memorial
- Landmark for Peace Memorial
- Project 9/11 Indianapolis

**Restaurants:** Indianapolis has hundreds of top notch restaurants, ranging from Shapiro's (which *USA Today* called one of America's greatest delis), to Goose The Market (ranked by *Bon Appetit* as one of their Top 10 U.S. sandwich shops), to St. Elmo Steak House (home of the hottest meal in the world, as declared by the Travel Channel), along with IND's own Harry & Izzy's, named Best U.S. Airport Food by *USA Today*.

**Things to See:** Their many attractions include The Children's Museum of Indianapolis—which is the largest children's museum in the world, and has been rated simply “the best” by *Child* magazine. The Indianapolis Zoo (located in the nation's only urban cultural state park) is ranked among the nation's top 10 zoos by TripAdvisor, and the Indianapolis Museum of Art—one of the country's 10 largest and oldest general art museums—won the 2009 National Medal for Museum and Library Services (the nation's highest honor for museums and libraries).

**Shopping:** Circle Centre, a four-level urban mall anchored by Carson Pirie Scott, is a downtown landmark. On the city's north side, The Fashion Mall at Keystone presents such options as Saks Fifth Avenue, Tiffany's and Crate & Barrel. And smaller, uniquely local shops are found within the city's various Cultural Districts.

**Sports, Arts and Entertainment:** Indy's many stages support thriving local music and theater scenes, while welcoming touring shows of all kinds. Some of the nation's best performing arts organizations include the Indianapolis Symphony Orchestra, Indianapolis Repertory Theatre, Dance Kaleidoscope, and the Cabaret. And in a city that built its reputation on sports both amateur and professional, you'll almost always find some sort of competition going on. As host of the world's 1st and 2nd-largest single-day sporting events (the Indianapolis 500 and the Brickyard 400)—and as the host of Super Bowl XLVI in 2012—they know how to show guests a good time.



## JOB DESCRIPTION

This is a director level position requiring extensive knowledge and experience in formulating and implementing revenue management strategies to support the airport's strategic business plan. Under general direction of the Sr. Director of Commercial Enterprise, the Director of Business Development manages the airport's business development strategy, including land development and air service operations, as well as negotiating strategies for new and critical revenue generating areas. Primary focus will be new development and/or significant redevelopment in supporting IAA's land development strategy, and establishment of strategic direction on critical revenue streams.

### The Director of Business Development:

- Develops and implements short and long-term strategies to maximize non-aviation revenues and increase customer satisfaction, in accordance with the IAA's strategic business plan and Board policies.
- Leads air service development efforts, in conjunction with Sr. Director of Commercial Enterprise, which includes initiatives to align the airport with corporate and community stakeholders, while building solid business case(s) to maintain and grow passenger and cargo air service at the airport. Works in coordination with other key entities (Indy Chamber, Visit Indy, IEDC, Develop Indy, etc.) to ensure development efforts support the communities air service needs.
- Leads and directs: the strategic planning and implementation of business initiatives for commercial land development, concessions and rental car activities, and redevelopment of existing facilities, consistent with the IAA's strategic plan; and the negotiation of business agreements with outside agencies in order to drive increased revenue. Works in conjunction with Property Director to implement tactical initiatives.
- Directs the negotiation of complex real estate-related ground leases, real estate-related development contracts, management contracts and other significant revenue generating contracts.
- Manages and directs policies, programs, activities and other matters related to commercial land development, and redevelopment of existing facilities.
- Directs and manages development and delivery of applicable IAA revenue budgets and P&L performance, as well as development and oversight of applicable capital projects to ensure IAA property / retail assets are developed, preserved and maintained to ensure maximum desired efficiency. Responsibilities also include the timely and accurate analysis of revenue, expense and capital reports to ensure delivery of financial targets and business strategy.
- Prepares and presents reports to Executive Staff and/or the Board relating to areas of responsibility.



## POSITION REQUIREMENTS

To be considered for this position, candidates must have a Bachelor's Degree in business, finance, marketing or related field and MBA or commensurate experience is preferred. Also required is eight years of extensive, increasingly responsible, management-level experience in strategic revenue planning and commercial strategy development and implementation; including profit and loss responsibility, with demonstrated success leading significant commercial transactions. Experience working with or in both public and private sectors is desirable.

The ideal candidate will possess the following skills, experience, knowledge and abilities:

- Established record of success in increasingly responsible positions as a strategic revenue leader. Proven track record as a top "sales/revenue" performer, with a focus on high levels of customer service
- Demonstrated experience in developing and closing complex commercial, land, and real estate transactions; air service / aviation experience preferred
- Experience in structuring public and private sector transactions desirable
- Skill in the implementation of a change effort or transformation of revenue management processes and introduction of best practices
- Demonstrated ability to use tools and methodologies to drive business process improvements and deliver solid business and revenue generating results
- Strong interpersonal skills with ability to lead, develop and direct a cohesive and efficient team
- Strong analytical skills, with experience building evaluating and clearly presenting complex business models
- Proven management skills and a capability to quickly analyze business problems and diagnose business strengths and weaknesses, identifying key issues, and developing strategies and plans
- Ability to systematically evaluate business opportunities and target those opportunities with the greatest potential for producing positive business results and revenue
- Ability to prioritize multiple concurrent projects

## SALARY AND BENEFITS

The salary for the Director of Business Development is commensurate with experience, and has an attractive package of benefits.



## HOW TO APPLY

A. Please submit, in PDF format, a cover letter, resume, and a minimum of five professional airport references. The references should be diversified and include at least one individual whom you have worked directly for and one individual who has reported directly to you. Include their contact information (email and telephone number) and specify your working relationship with them. Send to ADK Executive Search at: [IND@adkexecutivesearch.com](mailto:IND@adkexecutivesearch.com)

B. Your submission should include a separate supplement, in PDF format, with responses to the following:

1. Describe one of the most significant commercial transactions which you were responsible for leading. What is the size of airport/facility, community and/or corporation that you have served in a director capacity, including the operating budget / revenue responsibility, capital improvement budget, and staff you have managed? Relate your experience to that of IND in general and to this position in particular.
2. Why do you feel that this position at IND is right for you at this time in your career?

C. Please complete the ADK employment application form at: [ADK Application Form](#) (this is a secure link).



**Filing Deadline: Closed to new applications**

Only complete electronic submissions will be considered.

Email questions to [IND@adkexecutivesearch.com](mailto:IND@adkexecutivesearch.com)