**Background**

The purpose of this document is to set the strategy and develop an executable plan for achievement of the objectives defined herein. In order to establish the objectives and organize the plan, Think Patented was hired to complete primary research, assimilate the conclusions, and develop a plan for execution. This way, the organization stays on track and puts the force of the entire Board in a concerted effort to optimize success.

Board members Niels Winther and Maury Williams were appointed Committee Co-chairs and organized the efforts of the research, and the development of this plan in conjunction with Board Chair, Michael Quiello, President and Vice Chairman, David Brixey, and the support of Executive Director, Amy Spowart. A total of 15 Board members, staff, and volunteers were interviewed via telephone to gather their valued input. This plan is a summation of their ideas and suggestions in establishing the strategy and the executable plan contents.

The initial background work on this project was handled by the University of Dayton Entrepreneurship Capstone Team. Their initial research and analytical work kicked off the project and has been incorporated throughout this document. The entire summary report from the Capstone Team can be found in the Addendum of this document.

**Current National Aviation Hall of Fame Tagline**

“Honoring Aerospace Legends to Inspire Future Leaders”.

**Heritage Hall and Education Center Vision**

To capture the imagination of the next generation of aerospace leaders through an evolving storyline of previous legends’ challenges and accomplishments in a realistic, hands-on, immersive environment so engaging that it becomes an inspirational and educational destination.

**Current National Aviation Hall of Fame Mission**

The National Aviation Hall of Fame is dedicated to honoring America’s aviation pioneers, those individuals who have made significant contributions to America’s rich legacy of air and space accomplishments through individual acts of great vision, technical innovation, skill and courage.
Objectives

1. Increase the national visibility of the National Aviation Hall of Fame through programs and outreach.
2. Establish a new funding channel targeting Corporate America to grow giving by $7.5 million.
   a. $5.0 million endowment and $2.5 million for the transition
3. Transform the Learning Center into the Heritage Hall and Education Center, a flexible, ever-changing destination to stimulate return visits, serve as the showplace for immersive educational experiences, and inspire the next generation.

Target Audiences

As discussions during the primary research suggested, a total of 4 target audiences have been identified. With any categorization, there will always be overlap and often room for differing opinions, but generally, these are the segments that we have been identified:

- Children - ages 3 to 11
- Youth - ages 12 to 18
- Civilian adults - ages 19 to 99
- Active and retired military - ages 18 to 99

Strategic Priorities and Action Items

Strategic Priority #1: National Awareness and Brand Revitalization

Increase national awareness and recognition of the value the National Aviation Hall of Fame provides to young and old, from all walks of life, and refresh our branding to become the revitalized voice and imagery of our mission.

Action Items

1. Re-evaluate our brand promise, personality, and value proposition.
2. Create a voice that speaks to target audiences through new messaging that is supportive of past aerospace legend recognition and the new immersive learning environment, with hands-on, realistic experiences.
3. Refresh brand standards documentation to ensure brand consistency and align all aspects of brand identity throughout the National Aviation Hall of Fame organization.
4. Create a marketing communications plan focused on increasing the national awareness of the National Aviation Hall of Fame.
5. Target STEM students, trending travel destination websites/bloggers, and other audience segments to drive traffic to the Heritage Hall and Education Center.
6. Establish a database marketing program to target prospective National Aviation Hall of Fame membership increases as well as drive attendance at the Heritage Hall and Education Center.
    a. Investigate the use of terminals or kiosks at the entryway to the Heritage Hall and Education Center to capture contact information and facilitate membership sign-up.
b. Maintain a database of prospective members, donors, sponsors, etc.
c. Select and utilize a marketing automation solution to store, sort, recall, and send outbound direct mail and email blasts.

7. Evaluate the website to determine whether a fresh look and content updates are needed.
8. Host a grand opening of the revitalized Heritage Hall and Education Center with full media coverage.
9. Establish satellite Heritage Hall and Education Centers in select cities across the U.S. with the Dayton location serving as the hub or headquarters.

**Strategic Priority #2: Sustainable Corporate Funding Channels**

*To acquire the financial means to support our vision, we will initiate a capital campaign and establish a sustainable operational funding channel targeting corporate partnerships.*

**Action Items**

1. Identify a Capital Campaign committee to develop and execute a plan to fund the revitalization of the Heritage Hall and Education Center and the national awareness campaign.
   a. Evaluate the establishment of a tiered sponsorship program such as:
      i. Diamond (example: $500K sponsorship with naming rights for displays, major areas of the facility, etc.)
      ii. Gold (example: $250K sponsorship with naming rights for displays, drone flight center, etc.)
      iii. Silver (example: $100K sponsorship with naming rights for activity centers, e.g., flight simulators, immersive space launch, etc.)
      iv. Bronze (example: $50K sponsorship with communication system infrastructure sponsorship, etc.)
   b. Develop a high-end Capital Campaign brochure with artist’s rendering of envisioned Heritage Hall and Education Center.
2. Develop and execute a corporate sponsorship fundraising program in support of National Aviation Hall of Fame operations.
3. Offer corporate sponsorships of the new displays, activities, sections, rooms, etc., in the new Heritage Hall and Education Center.
4. Investigate and develop a plan for execution of a “spoke and hub” structure for the NAHF with satellite Heritage Hall and Education Centers nationwide and a headquarters in Dayton, Ohio, each financially supporting the other. Replication of displays and interactive activity equipment would reduce costs.
5. Investigate “donation boxes” and “cashless donation options” for every Heritage Hall and Education Center – headquarters and satellites.
6. Maintain the NAHF relationship with the USAFM to share movie and meeting facilities for groups, cooperate on joint display scheduling, and share other expenses as appropriate to minimize costs to the NAHF. Focus the USAFM emphasis on equipment, with the NAHF emphasis on the people aspect.
7. Investigate the addition of a full-time development/fund raising person to increase sponsorships and other revenue sources.
Strategic Priority #3: Destination-Based Heritage Hall and Education Center

Create immersive, hands-on learning environments that will capture the imagination of visitors, educate them to the remarkable achievements of legendary heroes, and inspire our youth to complete the next chapter of our continuing storyline, making learning real and creating a reason for visitors to return.

Action Items

1. Identify displays, realistic hands-on activities, the latest technologies to be included, innovative legend recognition, etc., to ensure that the new Heritage Hall and Education Center becomes a destination point.
2. Prepare an RFP and identify suppliers to whom the RFP will be sent, nationwide.
3. Evaluate RFP responses and establish a budget to be secured by the Capital Campaign.
4. Secure a signed contract with the selected supplier and manage production and payments.
5. Evaluate the following ideas for inclusion in the Heritage Hall and Education Center. Ideas were gathered from the primary research interviews with Board members and Volunteers:
   a. Virtual reality
   b. Holograms
   c. Drones (actual flying of drones)
   d. Immersive Flight Simulator experience (dog fight)
   e. Immersive Ejection Seat experience
   f. Immersive Rocket Launch experience
   g. Cell phone-based communications system, explaining the importance of the displays, legend accomplishments, etc. (QR Codes, Heritage Hall and Education Center software solution, etc.) Note: we need cell phone coverage in the Heritage Hall and Education Center(s).
   h. Individually guided tour software (Headsets, VR, etc.)
   i. Character cards/bios handed to each visitor to experience the individual legends’ challenges and accomplishments
   j. Displays and activities for all age ranges – engage visitors’ 5 senses as much as possible
   k. Provide challenges that will excite visitors, educate and inspire as well
   l. Provide opportunities for youth to learn by doing – bring modern, immersive educational practices into the Heritage Hall and Education Center
   m. Theater for live presentations
   n. Keep the new displays and activities realistic, inspirational, interactive, immersive – something for all ages. Do not think cost. Think innovation and imagination. Think Disney, COSI, Holocaust Museum, Smithsonian as examples. Turn the legends into role models.
   o. Balance the activities and displays to address all ages of children. Match the levels of display with specific age groups’ level of learning.
   p. Create a high-tech, innovative display at the entrance of the Heritage Hall and Education Center to draw more visitors inside.
   q. Recognize and promote the technical elements of aerospace with emphasis on our involvement with STEM students.
6. Consider retaining these displays:
   a. Aircraft Carrier
   b. Space Suit
   c. Legend Recognition (Inspiration Wall)
7. Create a loyalty program (first time visitor certificate, second time visitor astronaut level patch, third time visitor pin or poster, etc.)
8. Create a “junior” membership level for children with a membership medal rather than a card.
9. Emphasize National Aviation Hall of Fame membership in the Heritage Hall and Education Center with “benefits” signage and sign-up capabilities.
10. Design the Heritage Hall and Education Center to accommodate “continuous change” to keep the story ever evolving and the inspiration level high