

MAXIMIZING AIRPORT REVENUES

10-12 DECEMBER 2019

PROGRAMME

DAY I

10 DECEMBER | TUESDAY

08:30 *Arrivals, Coffees, Registration*

09:00 *Introductions, Ice Breakers, Experience Exchange*

09:30 **Opening: Enhancing the Experience & Driving Performance**
Concession Basics:

- Limiting Factors to Maximizing Revenues
- Key Principles in Concession Management
- Importance of Understanding the Customer
- Driving Performance

Terminal Re-development case study:

- ➔ Overview of Commercial Objectives
- ➔ Process & Considerations of space planning

Sammy Patel – CEO, Midway Partnership, VANTAGE AIRPORT GROUP, USA

10:45 *Networking Coffee Break*

11:00 Practical Discussion: Commercial Challenges for Smaller Airports:

- ➔ Limited opportunity in the Retail Program
 - Fewer passengers - Less demand
 - Fewer locations/ Limitations on the leasing approach
 - Limited variety within retail program
- ➔ Lower spend per passenger
 - Lower sales per square meter at retail locations
 - Greater square meterage per pax
- ➔ More likely to have traffic variability
 - Seasonality
 - First-slot "peakiness"
- ➔ All leading to Suboptimal contract provisions
 - Longer concession agreements
 - Lower percentage rent
 - Exclusivity/privileges for concessionaires

Rawley Vaughan – Director, RICONDO, USA

12:00 Workshop: Experiential Discussions & Sharing Common Problems:

In groups please share your daily challenges (such as operational, tenant mix, optimizing commercial spaces, internal or external relationship management). Our experts will facilitate a group discussion on potential solutions and areas of exploration.

Robbie Gill – MD, The Design Solution

Sammy Patel – CEO, Midway Partnership, VANTAGE AIRPORT GROUP, USA

Rawley Vaughan – Director, RICONDO, USA

13:00 *Networking Buffet Lunch at the restaurant*

14:00 *Stock Market Lessons: **What is your bargaining power?***

- ➔ What are the profit drivers of Dufry, Autogrill / HMSHost, SSP, and Areas
- ➔ Creating "Sense of place" at your airport through Food & Beverage Concessions
- ➔ Subcontracting, Joint Venturing, using Wholesalers, or Doing It Alone: exploring the alternatives

Jaafar Mestari - EXANE BNP PARIBAS Leisure Equity Research Analyst & former J.P. MORGAN Equity Researcher

14:45 *Networking Coffee Break*

15:00 *Practical session: **Contract negotiation & renegotiation:***

- ➔ Creating confidence and capability in the art of negotiation
- ➔ Learn techniques to use in negotiating commercial contracts as both a supplier and a service provider
- ➔ Practical application of bargaining skills
- ➔ Human interaction, reading body language, using persuasion.

WORKSHOP: In Groups: Negotiate a win-win deal using persuasion in the given setting. Discuss what not to say and do in negotiation.

Adrian Ritchie - THE GAP PARTNERSHIP Partner, Global Negotiations

17:00 *Welcome Networking Drinks Reception & collection of Prize Draw Questionnaire*

DAY II

11 DECEMBER | WEDNESDAY

09:15 *Arrivals, Coffees, Announcement of the Prize Draw Winner*

09:30 *Analysis & Data: **Fixing the Reasons why Passengers Don't Buy:***

- Common problems that damage passenger experience
- Understanding buying behaviour & intention to purchase
- Getting passengers to change their mind
- Practical Strategies to Grow Per-Passenger Spent through Customer Profiling and Passenger Traffic Analysis

Damien Kobel – DKMA Managing Director, former PwC Advisor and former ZURICH AIRPORT Director, Switzerland

10:30 *Practical Case Study: **GTAA Capitalisation on Pax Experience:***

- How to use vast amounts of data to generate additional revenue?
- Consumer Spending Behaviours
- Managing Passenger Flow
- Analytics to forecast trouble points

Rami Hindieh- GREATER TORONTO AIRPORTS Director, Data, Canada

11:20 *Networking Coffee Break*

11:35 *Practical Case Study: **Importance of Chinese Customer Market:***

- Chinese customer consumer characteristic in Chinese airport
- Chinese customer consumer demand and habit
- The solutions for boost the Chinese market revenue

Gang Lei - BEIJING INT. AIRPORT Director of Food, Beverage & Retail, China

12:35 **WORKSHOP:** In Groups: Discuss the issues around F&B market, operation of restaurants, new ideas and approaches

Simon Black – HARPER DENNIS HOBBS, Director, Travel Retail and former Head of Luxury Brands, Heathrow Airport

13:00 *Networking Buffet Lunch at the restaurant*

13:45 Bingo Game: Tick the concepts seen in the videos

14:00 **PRE-SESSION EXPERIENCE EXCHANGE:** Share your experience of online sales and e-commerce strategy with everyone.

14:15 **Hands-On Case Study: Digital Channels & eCommerce:**

- What happened and also what went wrong in the beginning
- Forming a new strategy (shifted focus from plain online-sales to a wider strategy taking into account all our available channels, trying to reach more customers more often)
- Merging Services
- Mistakes made within our organization and how they were corrected
- The Future - merging more services under a Single Sign On & setting up Centralized Collection points for an airport-wide logistics system

Jens Paul - FRAPORT Vice President E-commerce, Germany

15:00 **Analysis & Data: Business Class Pax – How to grow their spent?**

- How can airports and airlines share data
- Understanding Business Travellers' needs
- High Value Travellers' Experience and loyalty
- Product Gaps

Eric Tyree - CARLSON WAGONLIT TRAVEL Chief Data Scientist

15:40 *Networking Coffee Break*

16:00 **Conclusion: Innovative Revenue Streams:**

- Mindset: "Guest"
- Trends: Consumer, Retail operator, F&B
- New advertising revenue: Gate branding and Videowindow
- Sense of place, plants, materials and toilets
- The WOW factor

Johan Schölvink – IATA, Airport Non-Aviation Business, Netherlands

17:00 **1-ON-1 EXCHANGE:** Please share any points/ideas that you will be taking back with you from the event.

17:20 *Farewell Champagne Reception* & Certificate Awards & Group Photos

DAY III

12 DECEMBER | THURSDAY

08:20 meeting at Marriott foyer and **at 8:30 leaving to the Paddington station**

OR 8:50 meeting at Paddington Station Heathrow Express concourse

09:10 Heathrow Express train leaves (at 09:30 arrive to T5 & drop bags)

London Heathrow's T5 commercial tour and discussing best practice with Store Managers:

- BOOTS - Health & Beauty Retailer & Pharmacy Chain
- Travelex – airport's foreign exchange

- WHSmith – retailer chain selling books, stationery, magazines, newspapers, entertainment products and confectionery
- T5 Gallery - unique commercial space; one of the few permanent commercial fine art galleries in the world to be situated in an airport
- VIP Lounge (Travel Spa, Refreshments)

12:30 *Farewell lunch at The George British Pub* with Heathrow Commercial decision makers:

Heathrow Airport, UK – Retail Director

Heathrow Airport, UK - Head of E-business and CRM

Heathrow Airport, UK - Head of Research and Commercial Insights

Heathrow Airport, UK - Senior Experience Manager

13:00 Questions & Answers

14:00 Departures

