

MAXIMIZING AIRPORT REVENUES

8 – 10 DECEMBER 2020

BARBADOS

Strategies to rebuild airport revenues during COVID-19 era

DAY I

8 DECEMBER | TUESDAY

08:30 *Arrivals, Coffees, Registration*

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

09:30 **Opening: Adapting to the pandemic...**

Building the response

- First phase, new e-commerce platform service
- Second phase, on-ground services: "Click and Collect"
- Third phase, concierge services: delivering purchases to your gate or seat

Enhancing the Experience & Driving Performance Concession Basics:

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

Smart, Contactless and Seamless travel from baggage drop through the commercial areas all the way to the aircraft, Terminal Re-development

Case Study:

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

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

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

In groups please share your daily challenges in the current situation (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.

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

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.

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

DAY II

9 DECEMBER | WEDNESDAY

08:15 *Arrivals, Coffees, Announcement of the Prize Draw Winner*

08:30 *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

09:30 *Practical Case Study: **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

10:20 *Networking Coffee Break*

10:35 *Practical Case Study: **Importance of Chinese Passenger Market:***

- Chinese passenger consumer characteristics in Chinese airport
- Chinese passenger consumer demands and habits
- The solutions to boost the Chinese market revenue

11:30 **WORKSHOP:** In Groups: Based on the cases discussed, how will you resolve the common problems of why passengers do not buy and please make a case on how you will change their mind and what innovative revenue streams you can apply to your airport and share with everyone.

12:00 *Networking Buffet Lunch at the restaurant*

12:45 Bingo Game: Tick the concepts seen in the videos

13:00 **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

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 an App/QR Code on smartphone can be used for...

- What happened and 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

WORKSHOP: In Groups: working with your marketing team and other regional stakeholders to restore air services and win new ones

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

15:40 *Networking Coffee Break*

16:00 **Conclusion: Millennial Pax - The Travellers to Change It All:**

- Basic statistics about Millennials
- Understanding Millennials travel habits and online activity
- The necessary tools to succeed
- How different are the ideas going on in Millennial minds

17:00 **Adapting to the pandemic...**

Panel Discussion for Innovative Solutions:

- Implementation of A.I - e.g autonomous cleaning & helpdesks
- Staff Rostering
- Accurate update of the website
- Airport Real Estate & Airport City
- Parking and Car Rentals
- Land Rentals
- Terminal Rent by Airlines

17:40 *Farewell Champagne Reception* & Certificate Awards & Group Photos

DAY III

10 DECEMBER | THURSDAY

9:00 – 12:00 Premium commercial airport visit at the Barbados Grantley Adams International Airport

12:30 *Farewell lunch*

13:00 Questions & Answers

14:00 Departures

