



# ACI-NA COMMERCIAL MANAGEMENT COMMITTEE OVERVIEW

January 2019

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# COMMERCIAL MANAGEMENT COMMITTEE

## MISSION STATEMENT



The ACI-NA Commercial Management Committee is the forum for the discussion and development of policies and programs that relate to airport non-aeronautical revenue. The main non-aeronautical sources at airports are parking and airport access, in-terminal concessions, rental car operations, land rental, and advertising. Committee members focus on creative sources of non-aeronautical revenue and new ways to enhance and entice the airport experience of traveling passengers.

The Commercial Management Committee collaborates with various other ACI-NA committees with input regarding non-aeronautical revenue topics, and assists in coordination of selected initiatives. Annually, the committee completes the ACI-NA Concessions Benchmarking Survey that allows airports to evaluate best practices of airports based on similar size or geographic location. In addition, the leadership of the committee assists ACI-NA with the coordination of the annual ACI-NA Business of Airports Conference and the Excellence in Airport Concessions Awards.

The Commercial Management Committee has the following working groups:

- Airport Best Practices Forum
- Airports Only
- Airport Innovation
- Concessions Benchmarking
- Parking & Ground Transportation
- Stakeholder & Membership Engagement

# ACI-NA COMMERCIAL MANAGEMENT COMMITTEE STRUCTURE



<sup>\*</sup> Only open to airport employees

<sup>x</sup> Collaboration with Business Diversity, Business Information Technology, Finance, Human Resources Committees

# ACI-NA CONFERENCES



- ACI-NA hosts nearly 20 committee conferences and seminars annually, covering topics ranging from concessions, technology to international aviation issues.
- Specifically, the ACI-NA Business of Airports Conference and the ACI-NA Annual Conference & Exhibition are targeted to the Commercial Management Committee.



[www.airportscouncil.org/education/conferences/](http://www.airportscouncil.org/education/conferences/)

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# 2019 ACI-NA BUSINESS OF AIRPORTS CONFERENCE

## JUNE 10 - 12, 2019 // SCOTTSDALE, AZ



- The 2019 ACI-NA Business of Airports Conference is the industry's forum to help airports and stakeholders better understand the evolving airport business model. Join us and take a deep dive into concessions management, financial management, workforce planning, and new trends in aeronautical and non-aeronautical revenue.
- The 2019 ACI-NA Business of Airports Conference will also celebrate the achievements in airport concessions, human resources, finance, and business diversity during an awards gala dinner on June 12, 2019.
- Previous educational session topics include:
  - ACI-NA Concessions Benchmarking
  - Airport Roundtable
  - Insight From the Airport C-Suite
  - Ground Transportation Challenges & Opportunities
  - Intersection of Concessions and Technology
  - Pricing Methodology & Menu Flexibility
  - Concession Trends
  - Airport Advertising

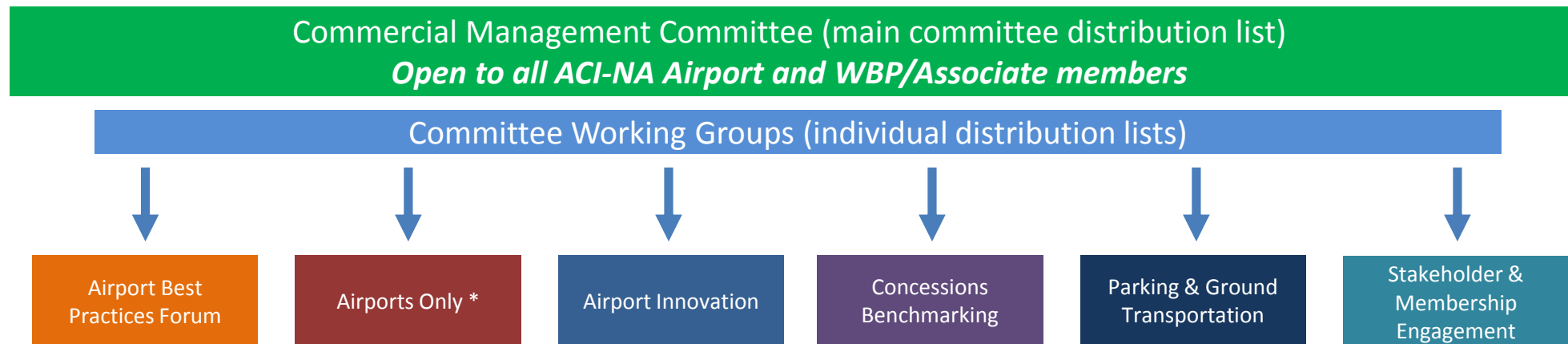
Cross Committee Collaboration  
(Business Diversity, Finance,  
and Human Resources)

[View Conference Sponsorship Opportunities](#)

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# HOW TO JOIN THE COMMERCIAL MANAGEMENT COMMITTEE OR WORKING GROUPS

- Any employee of an Airport Member or WBP/Associate Member of ACI-NA can request to join the Commercial Management Committee and the various working groups by notifying the appropriate ACI-NA staff member who will place them on the distribution list.
- ACI-NA members can have multiple representatives from an airport/organization participate on the Commercial Management Committee and the various Working Groups.



\* Only open to airport employees

# ROLE OF THE COMMERCIAL MANAGEMENT STEERING GROUP (LEADERSHIP)

- Steering Group members are elected positions by the Commercial Management Committee and the terms can range between 1 – 4 years. The Steering Group shall consist of a minimum of 6 and a maximum of 21 airport and WBP/associate members.
- Steering Group members hold regular leadership conference calls to discuss committee business and topics including committee working groups, meeting planning, committee work products, etc. Leadership calls are held at least monthly and if necessary, more frequently when committee business and topics necessitate the added communication.
- Steering Group members:
  - Actively provide the ACI-NA Board and other ACI-NA Committees with input regarding non-aeronautical revenue and business development issues.
  - Initiate and complete an annual work plan of projects that will benefit the airport industry as it relates to non-aeronautical revenue and business development
  - Plan and execute educational sessions with the coordination of ACI-NA staff for the annual ACI-NA Business of Airports Conference
  - Assist ACI-NA with the coordination of the annual Excellence in Airport Concessions Awards
  - Assist ACI-NA with the coordination of the annual Concessions Benchmarking Survey
  - Facilitate the development of commercial opportunities in all areas of non-aeronautical revenue development.

Call for Steering Group Nominations are sent out to the ACI-NA Commercial Management Committee in September of each year

# 2019 ACI-NA EXCELLENCE IN AIRPORT CONCESSIONS AWARDS



- ACI-NA's Annual Excellence in Airport Concessions Awards promotes the innovative spirit of the airport concessions industry and recognizes excellence in airport concessions programs.
- The winners are announced at a dinner gala awards presentation during the annual Business of Airports Conference in June.
- The concessions awards are open to all ACI-NA members, regardless of whether you work for an airport, concessions operator or service provider.
- Commercial Management Committee members will receive an email notification when the awards open.





# AIRPORT BEST PRACTICES FORUM



- The Airport Best Practices Forum conducts webinars on issues related to the Commercial Management Committee. The forum is to offer a prime opportunity to create a discussion to identify and characterize common airport practices and ultimately develop best practices. The success will ultimately depend on relevant content, practical application and participant commitment.
- Working Group Accomplishments:
  - Report of ACI-NA Multi-Committee Task Force on Airport Concessions
  - Marijuana Legalization and The Impacts on Airports Webinar
  - Pouring Rights Webinar
- Examples of work products could include, but are not limited to:
  - Data/Statistics Resources
  - Educational Webinars
  - Educational Presentations
  - Guidance Papers
  - Policy Recommendations
  - White Papers



## AIRPORTS ONLY GROUP *NOT AFFILIATED WITH ACI-NA*

- The *Commercial Management Airports Only Group* is not affiliated with ACI-NA, however Steering Group members independently manage the group.
- The *Airports Only Group* meets once a year during the ACI-NA Business of Airports Conference.
- The *Airports Only Group* is a forum as a way to communicate with airport peers, pose questions to airports, and share developments and issues concerning your airport(s) related to business development and/or non-aeronautical revenue.
- The *Airports Only Group* has it's own distribution email list, which is similar to the discussion forums that other ACI-NA Committees utilize.
  - Members of this email list should be employed directly by an airport (authority, city, county, port etc.)
  - Members are encouraged to contribute to information/survey requests
  - Members request information from the group should compile the results and share the results with the group
  - Survey information and contact information must stay within the group and should not be shared or provided in any way to outside consultants or sales representatives

# AIRPORT INNOVATION



- Adjusting to and planning for the ever-changing airport environment is increasingly difficult. To move beyond innovation as a mere buzzword to tap its transformative potential, organizations need to understand that it's more than just technology; it's a focus on non-aeronautical revenue, business development, passenger experience, a process centered on people that requires a culture shift and executive level commitment.
- This new working group works in collaboration with the ACI-NA Business Information Technology Committee, Facilitation Committee, and other ACI-NA Committees.
- Collaboration on various projects include:
  - **ACI Airport Digital API Ecosystem** (*Airport Information Delivered by Airports*)
    - This Airport Digital API Ecosystem would be a platform aggregator and catalyst for facilitating the exchange of data and information to third parties based on the worldwide ACI Airport Community Recommended Information Services (ACRIS) standards.
  - **Innovation@Airports Forum** – January, 2019
  - **NEXTT** – a joint IATA and ACI initiative, is all about creating a common vision for the future of air transport.
    - The NEXTT Vision looks at the transformation of the complete ground journey for all the elements that currently move through the airport – the passenger, the baggage, cargo and of the aircraft.



**NEXTT**

A vision for the future of air  
travel and technologies

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# CONCESSIONS BENCHMARKING SURVEY



- The purpose of this working group is to review the Annual ACI-NA Concessions Benchmarking survey form, and recommend changes to increase the value of data for airport members and the industry.
- The Concessions Benchmarking survey consists of three parts: (1) general information on an airport's concessions program; (2) information on the food and beverage program; and (3) information on duty free, news/gift and specialty retail program.
- Working Group members in coordination with ACI-NA staff will encourage airport members to participate in the Concessions Benchmarking Survey.
- Only participating airports have access to the raw survey data and the summary results will be posted to the ACI-NA website.



# PARKING & GROUND TRANSPORTATION



- This working group is a forum for the discussion and development of policies and programs that relate to parking, airport access, and rental car operations.
  
- Working Group Accomplishments:
  - Car Parking Survey – ACI-NA and International Parking Institute
  - TNC Operations and Related Airport Revenues Task Force
    - Created a Multi-Committee group that produced guidance on ride-booking operations at airports for airport members
    - Hold regular conference calls with airport members to share best practices, challenges, and new developments of ground transportation providers
    - Members have access to the ride-booking resources center, which includes sample TNC agreements/permits, ad-hoc ground transportation surveys, and educational presentations.
    - Engaged with TNC operators and peer-to-peer car sharing companies to increase collaboration among airport members.

# STAKEHOLDER & MEMBERSHIP ENGAGEMENT



- The purpose of this working group is to identify and implement membership outreach initiatives. Working group members complete phone calls and email communications to airports that have not been participating on the Commercial Management Committee, ACI-NA Business of Airports Conference, ACI-NA Concessions Benchmarking Survey, or airports that have newly appointed concessions or commercial professional.
- This working group will ensure that ACI-NA engages as many airports as possible in the Committee projects and events.
- This working group sends out welcome letters to first time attendees of the Business of Airports Conference. Connect with first time attendees at the Conference to make them feel welcomed by the Committee.

# ACI WORLD TRAINING – CERTIFICATE IN AIRPORT COMMERCIAL MANAGEMENT



- Through Airports Council International (ACI World), leadership offerings include executive management, professional accreditation, subject-matter competency, and personalized in-house training courses, as well as a wide range of web-based coursework.
- Online Learning Center courses include the new **Certificate in Airport Commercial Management**, that might be of interest to the Commercial Management Committee.
- Learn more about [ACI World global training opportunities >>](#)

# ACI-NA BUSINESS DIVERSITY COMMITTEE



- The ACI-NA Business Diversity Committee (BDC) is committed to developing proactive outreach and educational programs that provide a forum to discuss diversity issues and promoting best practices. The Committee monitors changes in legislation, regulatory requirements, and business practices affecting disadvantaged business enterprises (“DBE”), **airport concessions disadvantaged business enterprises (“ACDBE”)** and female, minority and small (F/M/S) businesses at airports. It contributes to ACI-NA policy recommendations on DBE/ACDBE/F/M/S business issues, as well as, promotes successful airport DBE/ACDBE/F/M/S/ business programs. The BDC is further committed to demonstrating that diversity is a good business practice in that it promotes supplier competition and helps develop an airport business environment and workforce that is reflective of the community in which it operates.
- The Business Diversity Committee holds monthly calls that are open to all committee members. The Committee also sends out frequent committee notices that are related to the Business Diversity Committee.
- The Business Diversity Committee Work Plan can be found online at: [https://airportscouncil.org/wp-content/uploads/2018/08/2017\\_winter\\_board\\_report-business\\_diversity-workplan.pdf](https://airportscouncil.org/wp-content/uploads/2018/08/2017_winter_board_report-business_diversity-workplan.pdf)
- The Business Diversity Committee and the Commercial Management Committee hold one joint meeting per calendar year at the Business of Airports Conference. The Committees also receive a joint FAA update:
  - FAA’s Disadvantaged Business Enterprise (DBE) and Airport Concession DBE (ACDBE) programs to help expand opportunities for small businesses owned and controlled by socially and economically disadvantaged individuals and to ensure compliance with federal regulations.



# INTELLIGENCE



- ACI-NA offers a variety of research and resources to help members stay ahead of the curve to best serve their passengers, customers and communities. From fact sheets on policy issues to surveys, reports and resources to travelers tools, ACI-NA has the tools you need to stay informed.
- Examples of resources that might be of interest to the Commercial Management Committee include:
  - ACI Annual Traffic Reports
  - Concessions Benchmarking Survey
  - Guest Experience Survey
  - Financial Benchmarking Survey
  - Traveler Tools
- Committee members and ACI-NA participate on the [Airport Cooperative Research Program \(ACRP\)](#) which is an industry-driven, applied research program that develops near-term, practical solutions to problems faced by airport operators. ACRP is managed by the Transportation Research Board (TRB) of the National Academies and sponsored by the Federal Aviation Administration (FAA). The research is conducted by contractors who are selected on the basis of competitive proposals.
  - Examples of reports that may be of interest to the Commercial Management Committee include:
    - Food and Beverage and Retail Operators: The Costs of Doing Business at Airports
    - Guidebook for Developing and Managing Airport Contracts
    - Resource Manual for Airport In-Terminal Concessions
    - Rethinking Airport Parking Facilities to Protect and Enhance Non-Aeronautical Revenue
    - Effects of TNCS on Airport Revenues and Operations
    - Transportation Network Companies (TNCs): Impacts to Airport Revenues and Operations

# INDUSTRY ISSUES, CHALLENGES & OPPORTUNITIES



- As the Voice of Airports®, it is ACI-NA's mission to advocate policies and provide services that strengthen commercial airports' ability to serve their passengers, customers and communities.
- ACI-NA is always conscious in a dynamic industry, that issues, challenges or opportunities arise within the industry that has an impact on airport and/or associate members.
- As an airport trade association, ACI-NA has the resources and capabilities to address these topics in a way that promotes membership engagement and transparency for the industry.
- This may involve collaboration with other ACI-NA Committees or government agencies and ACI-NA staff are in the position to provide guidance and support to the membership.
- ACI-NA can only provide the necessary support and membership value, if airports and/or associate members approach the appropriate ACI-NA staff member(s). Thus, we encourage members to communicate with ACI-NA staff if they feel a specific topic needs to be addressed within the industry.