

2019

BUSINESS >> *of* AIRPORTS

Airport Roundtable



Eric L. Johnson

Director, Commercial Management & Airline Affairs

Minneapolis-St. Paul Metropolitan Airports Commission

Bradley International

Contact Information

Name: Roz Luongo

Title: Landside Operations Coordinator

Email Address: Rluongo@BradleyAirport.com

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. New retail and food and beverage venues
2. CONRAC will free up land currently leased by car rental companies.
3. Expand the size of our airport lounge

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Bradley International

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Cost of buildout
2. Procurement
3. Existing conditions of terminal

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Determination
2. Support from airport executives and board
3. Steady passenger growth

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Bradley International

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. We have been working with our leasing department to create a kiosk program at the airport. The airport will be purchasing several kiosks of similar design, but with versatile layout options. For the concessions already operating out of kiosks, we will replace their existing kiosks to keep a uniformed look. The other kiosks will be offered to local, small businesses to use under short-term lease agreements. Because we have absorbed the upfront cost of the kiosk, we hope to attract businesses that would otherwise not be able to operate at the airport. Not only will this offer passengers new purchase options, it will help bring a sense of place as we will be showcasing artist/businesses from our area. In addition, we hope it will increase our ACDBE participation.

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Nashville International Airport

Contact Information

Name: Margaret Martin

Title: Chief Development Officer

Email Address: margaret.martin@flynashville.com

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. New concession model (high local and ACDBE representation)
2. On-airport hotel
3. Parking and ground transportation updates

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Nashville International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Airport manpower: want/need to do everything now, but need more people
2. Old processes and procedures need updating and internal re-alignment
3. See #1 and #2!

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Smart, engaged, hard-working staff
2. A team large enough to support a larger airport
3. Data-based decision-making

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Nashville International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. Land development – aviation and non-aviation
2. WiFi RFP (outside terminal building)
3. Hotel
4. Parking/ground transportation enhancements
5. Local/ACDBE focused concession program

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Dayton International Airport (DAY)

Contact Information

Name: Sarah Spees
Title: Senior Airport Business Manager
Email Address: sspees@flydayton.com

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Entering Phase 1C of our Terminal Modernization Project, to be completed 4Q 2019
 1. All new front terminal, including 100% ADA curb, new Rental Car counter building, full glass façade and canopy, terrazzo flooring, restrooms, lighting, HVAC
 2. To be LEED Silver certified for new construction and commercial interior renovations
2. Phase 2 Terminal Modernization Project in final phase of securing funding
 1. Goal 2020-2022 start
3. Food/Beverage and News/Gift RFP's in 4Q 2019 – 1Q 2020
4. Continue to develop available airport land
 1. Distribution and warehouse
 2. MRO opportunities
 3. Hanger opportunities
5. Increase parking revenue
 1. Absorb the only Off-Airport parking company
 2. Use of dynamic pricing opportunities
 3. Alignment of parking rates

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Dayton International Airport (DAY)

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Air Service – Lack of support, understanding and help for smaller airports to increase service
2. Lack of universal support for increasing PFC
3. Off-Airport competition for parking revenue

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Continuous and steady growth in Air Service
2. Increase in PFC
3. Increase in non-airline revenue

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Dayton International Airport (DAY)

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. Food/Beverage and News/Gift RFP's
 1. Final concepts, locations details to be determined by 4Q 2019
 2. Term for current concessionaires ends 12/31/2020

2. Development of land around the Airport / MRO Opportunities
 1. 2.7 million sf development and 2,300 jobs in 3 years
 2. 3.0 million sf development space available

3. Phase 2 Terminal Modernization Project
 1. Currently funding being secured
 2. Goal to begin 2020-2022

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

DFW International Airport

Contact Information

Name: Zenola Campbell
Title: Vice President Concessions
Email Address: zcampbell@dfwairport.com

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Enhance grab and go and fast options to accommodate compressed dwell times
2. Self-Service/Omni Channel Retail
3. Blurring the lines to enhance offerings

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

DFW International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Space
2. Time to Market
3. Balance of revenue with the need for customer experience

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Optimizing current facilities and space
2. Utilize technology and automation to enhance personalization and efficiency
3. Policy Modernization to accommodate the ever-increasing customer expectations

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

DFW International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. Terminal F, Phase 1
2. RFP release 12 locations August 2019 (subject to change)
3. RFP release 13 locations June 2020 (subject to change)
4. RFP release 40+ locations May 2021 (subject to change)
5. RFP release 20+ locations March 2022 (subject to change)
6. RFP release 15+ locations March 2023 (subject to change)

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Detroit Metropolitan Airport (DTW)

Contact Information

Name: Staci J Saker

Title: Deputy Director, Concessions

Email Address: staci.saker@wcaa.us

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Incorporate kiosk / pop-up concepts to test new ideas
2. Increase research on opportunities
3. Manage for “Peak” and “Dwell” times

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Detroit Metropolitan Airport (DTW)

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Obtaining data necessary for decision making
2. Duration and timing of existing contracts and ability to change in shorter time periods
3. RFP Process

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Organizational willingness to change
2. Invest in relationships with Concessionaires and Key Stakeholders
3. Identifying the right mix; addition of Services to Retail and F&B

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Detroit Metropolitan Airport (DTW)

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. TBD

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Gerald R. Ford International Airport

Contact Information

Name: Alex Peric

Title: Chief Operating Officer

Email Address: aperic@grr.org

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Commercial Land Development
2. Advertisement/Loyalty Programs
3. Business Lounge/Concessions

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Gerald R. Ford International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Capital Funding
2. Human Capital
3. Building Capacity

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Air Traffic Control Relocation
2. Modernization (Technology/Facilities)
3. Real Estate Development Master Plan

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Gerald R. Ford International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. \$100M+ Hospitality Site Development Investment
2. 900+ Acres of Developable Land
3. 79 Acres of Free Trade Zone (can be split and located on any developable site)
4. Concourse A Expansion with 22,000 SQFT of new concessions space
5. Additional Parking Garage and parking reservations

Should we include these two?

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Houston Airports

Contact Information

Name: Randy Goodman

Title: Director of Concessions

Email Address: randy.goodman@houstontx.gov

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Houston Airports

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. HOU Food and Beverage RFP – June 2019
2. IAH & HOU Luggage Carts and other Self-Serve Passenger Services RFP – July 2019
3. IAH & HOU Common Use Lounges RFP – Fall/Winter 2019

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Diego International Airport

Contact Information

Name: Eric Podnieks, IAP, AAE
Title: Program Manager, Strategy and New Business
Email Address: epodniek@san.org

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. On-Airport parking innovations
2. Integration and growth with upcoming 5G systems and advertising/sponsorships
3. Enhancements to the Food & Beverage, Retail & Services programs in the existing and proposed new terminals

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Diego International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Capital funding and its prioritization
2. Increased costs to airport and its stakeholders both in construction and labor
3. Ability to react to rapid change in traveling public demands and behaviors

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Creating lucrative partnerships and new revenue streams
2. Commitment to and consistency with airport brand initiatives --- providing Good Feelings...Nonstop
3. Accurate forecasting when establishing realistic goals

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Diego International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. Public parking program review and strategic planning
2. Food & Beverage, Retail & Services enhancements within existing terminals
3. New terminal development program

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Antonio International Airport

Contact Information

Name: Steve Milburn

Title: Properties, Concessions and Business Development Manager

Email Address: steve.Milburn@sanantonio.gov

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Expand food offerings and more sit down dining opportunities
2. Adoption of pouring rights – strictly revenue (not so customer friendly)
3. Common use lounge

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Antonio International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Punctuality of concessions opening on time and not closing early
2. Front line customer service / up selling -- Keeping product / display windows stocked at all times
3. Space limitation

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Quality local / Regional concepts/offerings
2. Use of technology to expedite transaction times
3. A new terminal with ample space to execute an aesthetic, customer service oriented, high-yield concession program

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Antonio International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. In a year we should be going out for a F&B Prime and a Retail Prime Concessionaire.

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Francisco International Airport

Contact Information

Name: Cheryl Nashir

Title: Director, Revenue Development and Management

Email Address: Cheryl.Nashir@flySFO.com

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Converting retail space to food/beverage space
2. Identifying new and innovative services and amenities
3. Developing large footprints with multi-product line, sometimes retail/food & beverage hybrid concepts

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Francisco International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Construction Costs, Tight Skilled Construction Labor Market
2. Recruitment and Retention, Concessions Front Line Staff
3. Complexity of working at the Airport, lack of affordable housing, full employment, wages

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Continuous Outreach and Visiting Off Site Locations for Inspiration
2. How to constantly innovate?
3. How maximize revenue and balance social responsibility and community sustainability initiatives

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

San Francisco International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

	Opportunity	No. of Locations	Date RFP Issued	Informational Conference	Proposal Deadline
1	Terminal 1 F&B Leases (Phases 3 & 4)	7	Aug 2019	Sept 2019	Dec 2019
2	T1 BA-B Retail Leases (Phases 3 & 4)	6-8	Aug 2019	Sept 2019	Dec 2019
3	T1 Common Use Lounge	1	Aug 2019	Sept 2019	Dec 2019
4	T3 West F & B Leases	5-8	Summer 2020	Summer 2020	Fall 2020
5	T3 West Retail Leases	5	Summer 2020	Summer 2020	Fall 2020

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Charles M. Schulz – Sonoma County Airport

Contact Information

Name: Lori Schandel

Title: Airport Property Specialist

Email Address: Lori.Schandel@sonoma.county.org

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Expansion of terminal.
2. Added flights and passengers.
3. Regional specialty items.

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Charles M. Schulz – Sonoma County Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Government regulations.
2. Shortage of rentable area in and outside of the terminal for commercial service and general aviation commercial business.
3. Personnel to create and manage new sources of revenue.

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Dedicating/Adding rentable space to expand commercial business opportunities.
2. Finding ways to partner businesses to lease rentable space (or share rentable space).
3. Digitalizing many services and retail opportunities (food orders, shopping, etc.).

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Charles M. Schulz – Sonoma County Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. RFP for Parking Facility Management (long-term and short-term lots).
2. Digital Signage/Interactive Displays

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Tampa International Airport

Contact Information

Name: Kate Webb

Title: Director of Concessions

Email Address: Kwebb@tampaairport.com

In regards to Commercial Business at your Airport

What are the three biggest opportunities in delivering new/improved revenue while enhancing customer experience?

1. Technology integration
2. Experiential and showcasing arrangements
3. Upselling and cross-selling maximization

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Tampa International Airport

In regards to Commercial Business at your Airport

What are the three biggest challenges in delivering new/improved revenue while enhancing customer experience?

1. Evolving and expanding with technology
2. Standardizing processes and platforms across multiple businesses
3. Collecting and synthesizing data

In regards to Commercial Business at your Airport

What are three essential components to realizing your vision for the commercial program at your airport?

1. Adopting new technology
2. Championing new ideas
3. Knowing, studying, and seizing trends

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.

Tampa International Airport

In regards to Commercial Business at your Airport:

Please share any upcoming related opportunities:

1. Shared Ride RFP
2. Parking Facilities Management RFP
3. Advertising Services RFP

Commercial Business includes all non-aeronautical activities. For example: concessions, ground transportation, advertising, land development, etc.