



ACI-NA Commercial Management Committee Overview

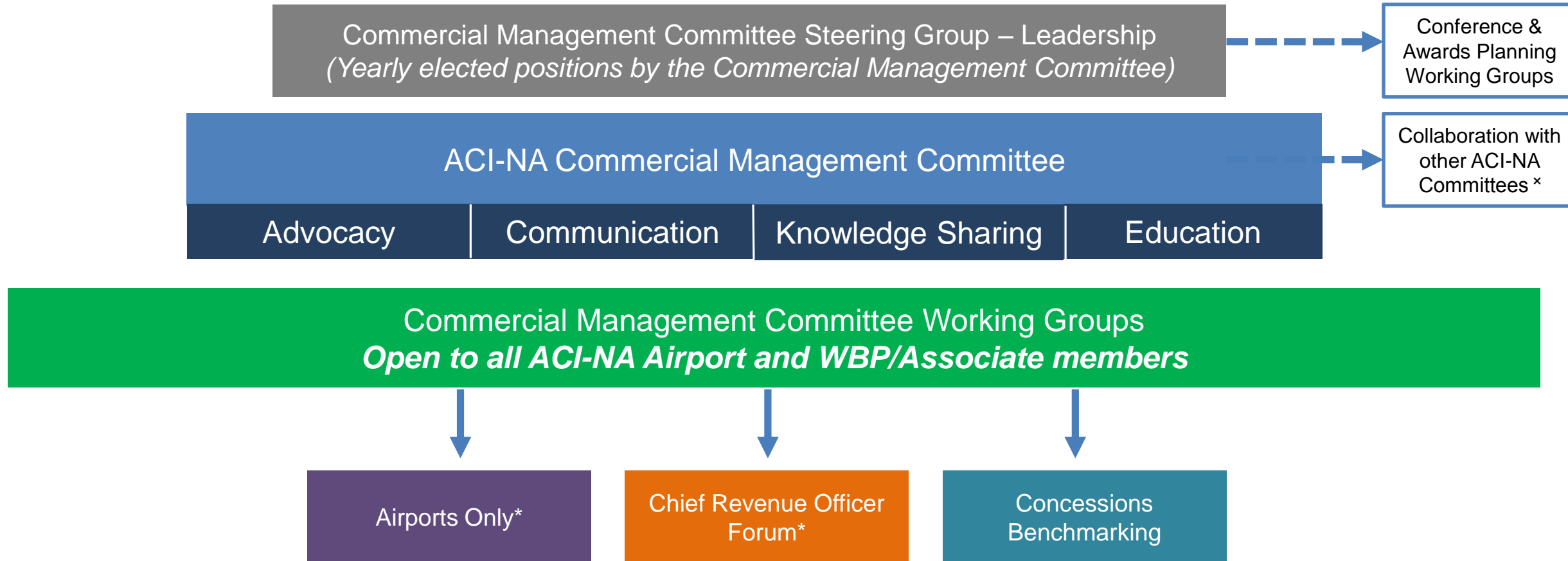
January 2021

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.

Commercial Management Committee Structure



* Only open to airport employees

× Collaboration with Business Diversity, Business Information Technology, Finance, Human Resources Committees

Role of the Steering Group

- 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 33 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

How to Join The Commercial Management Committee

- The difference between the Commercial Management Committee and the Commercial Management Steering Group (Leadership).
 - **Commercial Management Committee:** 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 (unlimited) representatives from an airport/organization participate on the Commercial Management Committee and the various Working Groups. (*over 600 members*)
 - **Commercial Management Steering Group:** Members are elected positions by the Commercial Management Committee and the terms can range between 1 – 4 years. Steering Group members provide leadership to the full committee. (*33 positions*)

Steering Group Nomination Process

- Annually, the appropriate ACI-NA staff member requests nominations from members of the Commercial Management Committee to serve as members of the Commercial Management Steering Group (Leadership) for the following year, in accordance with the Commercial Management Committee Participation Plan.
- Historically, there is a 25% turnover of Steering Group members, which includes: three airport representatives (4 Year Term) and two WBP/associate representatives (4 Year Term).
- The election results are reviewed by the Steering Group Officers (Chair, Vice Chair, Second Vice Chair, Immediate Past Chair, and Associate Rep) and the composition of new Steering Group members are determined by the following, but are not limited to: committee/working group participation, airport size, and diversity. In addition, the Officers determine the new Second Vice Chair, and this position is only eligible to current airport Steering Group members.
- The official start date for newly elected Steering Group members (including the Chair, Vice Chair, and Second Vice Chair) is January 1.



Committee Work Plan and Board Reports

- **Committee Annual Work Plan:** The Commercial Management Steering Group creates an Annual Work Plan (January) of projects that will benefit the airport industry as it relates to non-aeronautical revenue and business development. The Work Plan is built on the foundations of the various Working Groups and the educational conferences the Steering Group organizes.
- **Committee Board Report:** The appropriate ACI-NA staff member produces three Committee Board Reports annually, for the ACI-NA Board of Directions (winter, summer, and fall) and the Committee Officers review and provide comments, if necessary.
- **Committee Participation Plan:** In accordance with the Operational and Procedural Guidelines for ACI-NA Standing Committees, Steering Groups, Working Groups and Task Forces, the Commercial Management Committee has a Participation Plan posted to the ACI-NA website. The participation plan includes: committee purpose, committee structure, leadership roles & responsibilities, Steering Group meetings, steering group term limits, nomination and election process, committee membership and working group participation.

Steering Group Time Commitment

- ACI-NA is only as strong as our members and their active engagement. Steering Group members will help ensure ACI-NA continues its long history of advocating on behalf of the industry as the Voice of Airports®.
- ACI-NA staff fully understands that every Steering Group and Committee member has a full-time job. Participation on the Steering Group is a voluntary role, that members have accepted on behalf of their organization.
- ACI-NA provides a platform for members to address challenges, issues, and opportunities in various ways. As Steering Group members, you are in an ideal position to address topics that are affecting the industry to the Committee leadership and with the appropriate ACI-NA staff member(s).
- Steering Group members are expected to participate on monthly conference calls and in-person meetings. We also encourage you to engage other members of your organization to participate on the various ACI-NA Committees and Working Groups.
- ACI-NA staff members are always available to provide support and guidance to the Commercial Management Committee and we continuously look for feedback from members that increases your membership value on the Steering Group.

Steering Group Monthly Conference Calls

- The Steering Group has reoccurring monthly Steering Group calls to begin advancing the work of the committee. The monthly Steering Group Calls will be an opportunity to discuss:
 - Committee Business
 - Business of Airports Planning/Updates
 - Committee Working Group Updates
 - Other Business
- Steering Group Calls will be held on the 3rd Friday of every month at 2pm (ET)
 - If the appropriate ACI-NA staff member, Chair, and Vice Chair are unavailable then the monthly call may be rescheduled for the following Friday.
 - The appropriate ACI-NA staff member will send out the 2021 meeting invites for 12 months in January 2021.
- Additional Steering Group calls may be scheduled, if deemed necessary by the Committee Chair or the appropriate ACI-NA staff member.
- The first four months of the calendar year, the monthly Steering Group calls will be heavily focused on the planning for the Business of Airports Conference. However, the Committee Chair will always welcome other topics members would like to bring to the attention of the Steering Group.

Steering Group In-Person Meetings

- The Steering Group usually meets twice a year.
- The Steering Group in-person meeting schedule is:



- The Steering Group meeting in November is to primarily to plan for the Business of Airports Conference and discuss the Committee's Work Plan.
 - November meeting (one day): Provides an opportunity to assign moderators, speakers, and finalize topics for the Business of Airports agenda, review the committee work plan, and we would invite newly elected Steering Group members (their official start date is January 1).
 - Business of Airports Conference: There are time constraints in scheduling a Steering Group meeting during the conference, as this may reduce networking time. Another option is to schedule an "informal" dinner with Steering Group members on the Sunday evening, however we are also aware that members may have other commitments.

Steering Group Officers Role

- The Commercial Management Steering Group has Officer positions, which comprise of:
 - Chair (1 year term)
 - Vice Chair (1 year term)
 - Second Vice Chair (1 year term)
 - Immediate Past Chair (1 year term)
 - Associate Rep (2 year term)
- Only the Steering Group Officers review and solidify the Steering Group election results.
- Other than the nomination process review, the Steering Groups Officers role is similar to the other Steering Group members, with the exception of the Committee Chair who will facilitate monthly conference calls, in-person meetings with the guidance of the appropriate ACI-NA staff member.
- If the Chair and Vice Chair are unavailable to participate on a monthly Steering Group call, the call will be rescheduled by the appropriate ACI-NA staff member. At the minimum, the Chair and Vice Chair should attend all in-person meetings (ACI-NA Annual Conference, Business of Airports Conference, and the proposed in-person meeting)
- During the ACI-NA Annual Conference, the Commercial Management Chair should attend the Board of Directors/Committee Chairs Luncheon (Saturday), Committee Chairs Information Exchange Breakfast (Sunday), and facilitate the Commercial Management Steering Group meeting (Sunday).
- Also, current ACI-NA Committee Chairs are invited to the Annual CEO Forum (optional attendance)
- ACI-NA staff may communicate only with the Committee Officers if there is a sensitive topic that needs to be addressed by the Committee.

Steering Group Observers

- The Commercial Management Steering Group Observer was established in order to build up an efficient and accurate communications platform between airports and concessionaires.
- The observer position is only open for major concessionaires among ACI-NA's members (Platinum and Beyond). Observers must hold a Vice President or higher position from Associate/WBP members.
- If someone from the same Associate/WBP member is a current Steering Group member, there will not be an observer position for that WBP/Associate member. The valuable experience and knowledge of the concessions industry of the observers will be of great assistance as the steering group tries to identify and solve the challenges that face the entire industry.
- Current 2021 Commercial Management Steering Group Observers are:
 - HMSHost
 - Delaware North
 - Paradies Lagardère
- Commercial Management Steering Observers are treated equally as an elected Steering Group member, thus invited to all Steering Group meetings and receive the same communication as other Steering Group members from the appropriate ACI-NA staff member.
- Please contact the appropriate ACI-NA staff member if you need additional clarification or would like additional information regarding the Commercial Management Steering Group Observer.

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/committees-programs/business-diversity/>
- 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.

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 Steering Group and Committee members to communicate with ACI-NA staff if they feel a specific topic needs to be addressed within the industry.