

## COMMERCIAL MANAGEMENT TRACK

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### A BRAND NEW CONFERENCE EXPERIENCE FOR 2023

ACI-NA is excited to implement several conference and exhibition enhancements to increase value and improve the overall attendee experience in 2023. New changes for 2023 include:

- A more comprehensive and balanced conference schedule.
- Expanded educational sessions with brand new tracks.
- Enhanced networking opportunities, including a host welcome celebration.
- More thought leadership on the future of the airport industry.
- Improved exhibition hall hours to better showcase industry solutions.

What's more, your conference registration allows you to attend any session open to registered conference attendees while with us in Long Beach! [Check out the latest conference agenda](#) to learn about our full range of educational sessions, workshops, committee meetings, exhibition hours, and networking events.

This track agenda compiles all the educational sessions and workshops related to [airport commercial management and development issues](#) into one place!

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### Saturday, September 30, 2023

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- 7:30 AM – 5:30 PM      **Check-in / Registration**
- 8:00 AM – 9:00 AM      **Networking Breakfast**
- 9:00 AM – 5:00 PM      **Commercial Management Committee Workshop**  
*Open to all registered attendees*
- 9:00 AM – 09:15 AM      **Committee Welcome and Opening Remarks**
- Speaker:**  
*Deven Judd, Chair of the Commercial Management Committee & Vice President/Chief Commercial Officer, Greenville-Spartanburg International Airport*
- 9:15 AM – 10:00 AM      **Non-Aeronautical Revenue: Benchmarking North America against Global Trends**
- In this session, ACI World and ACI-NA will present KPIs related to non-aeronautical revenue in North America and put them in perspective with the rest of the world.
- Speakers:**  
*Catherine Joyal, Manager, Airport Economics, ACI World*  
*Philippe Villard, Vice President, Economic Policy, ACI North America*
- 10:00 AM – 10:30 AM      **Networking Break**
- 10:30 AM – 11:15 AM      **Harnessing the Potential of Digital Transformation for Airports**
- The roundtable discussion will focus on the transformative power of digital tools in airport commercial activities. Join a discussion with airports and concessionaires on how airports are leveraging digital technology to maximize revenues and enhance the passenger experience. Explore innovative strategies to grow non-aeronautical revenues through targeted digital marketing, utilizing advanced wayfinding solutions to promote concessions, and optimizing customer engagement through personalized digital experiences.
- Moderators:**  
*Francisco Cuellar, Chief Commercial Officer, Houston Airport System*

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- 11:15 AM – 12:00 PM **The Evolving Landscape of Request for Proposals (RFPs) for Airport Concessions**  
Join our roundtable discussion on RFPs for airport concessions. Exchange with airports and concessionaires on the latest trends and changes in rent structures, financial considerations, capital structure, and developments shaping the most recent RFPs that have been issued. Engage with industry leaders and experts as they share their experiences, insights, and best practices in navigating the complexities of airport concession RFPs. Gain valuable knowledge on optimizing financial outcomes, enhancing concession offerings, and staying competitive in an ever-changing market. Concessions.
- Moderators:**  
*Chris Czarnecki, Director, PDX Business & Properties, Portland International Airport*  
*Cassandra Bozeman, Vice President, Business Development, Paradis Lagardère*
- 12:00 PM – 1:00 PM **Networking Lunch**
- 1:00 PM – 1:45 PM **The Future of Airport Lounges: Elevating the Passenger Experience... Without Damaging Concession Revenues**  
Join our dynamic roundtable discussion on the latest developments in airport lounges and their impact on customer behavior. Explore how lounges have transformed the airport experience and influenced passenger preferences and their spending habits at airports. Discover innovations that are changing lounge offerings and enhancing customer satisfaction. Explore how changes in airport lounge products impact – positively and negatively – airport non-aeronautical revenue. Delve into the strategic positioning of lounges in relation to concessions and uncover the best practices for optimizing their locations.
- Moderators:**  
*Theodore Kaplan, Chief Business and Innovation Officer, Charlotte Douglas International Airport*  
*Chris Gwilliam, Vice President of Global Business Development, Airport Dimensions*
- 1:45 PM – 2:30 PM **Recruit, Retain, Reward: Today's HR Challenges**  
Embark on a comprehensive roundtable discussion centered on the HR challenges for airports and airport concessions, with a specific focus on best practices and the evolving needs in recruiting a stable and skilled labor and management workforce. Assess the impact of critical factors such as wages and labor costs; remote working schedules; flexibility in operating hours; needed skills vs experience or education; daycare and transportation challenges. What

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innovative strategies and best practices could be considered to create a customer-centric mindset necessary for effective concession management?

**Moderators:**

*Stephen Clark, Deputy Director, Airport Commercial Development, Sacramento County Department of Airports*

*Amy Dunne, Vice President of Business Development, HMSHost*

*Susan Seubert, Vice President, Human Resources, HMSHost*

2:30 PM – 2:45 PM

**Concluding Remarks**

**Speakers:**

*Deven Judd, Chair of the Commercial Management Committee & Vice President/Chief Commercial Officer, Greenville-Spartanburg International Airport*

*Chris Czarniecki, Vice Chair of the Commercial Management Committee & Director, PDX Business & Properties, Portland International Airport*

2:45 PM – 3:15 PM

**Networking Break**

6:30 PM – 9:30 PM

**Host Airport Welcome Event**

## Sunday, October 1, 2023

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7:30 AM – 7:00 PM

**Check-in / Registration**

8:00 AM – 9:00 AM

**Networking Breakfast**

9:00 AM – 10:15 AM

**Educational Session**

**Responding to Investors and Stakeholders**

Has your airport recently received questions from stakeholders regarding ESG? If not, the questions are likely coming from investors and insurers. Come to this session to hear about how airports are developing their ESG materials, including perspectives from those that are starting from their sustainability reports, as well as airports starting from scratch. This session will also include an overview of the work that the ACI-NA cross-committee task group has undertaken on reporting and metrics.

10:15 AM – 10:45 AM

**Networking Break**

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- 10:45 AM – 12:00 PM **Educational Session**  
**Beyond the Runway: Airport Commercial Development**
- Airport properties accommodate different types of tenants and serve many different purposes. What is (and should be) FAA's role in airport development? What is the status of the Draft FAA Policy Regarding Processing Land Use Changes? Is Section 163 of the 2018 FAA Reauthorization Act (restricting FAA's authority over airport land use) helping airports compete in the commercial development marketplace? Will the new FAA Reauthorization Act change anything? What creative approaches can airports consider in lease models while adhering to their grant assurances? And how does an airport safeguard its rights and powers while allowing development on its land? This panel of attorneys will discuss property issues and policies and how airports can develop their land while maintaining the control they need.
- 12:00 PM – 1:15 PM **Networking Lunch**
- 1:15 PM – 2:15 PM **Educational Session**  
**Evolving World of Risk Management for Airports**
- With emerging risks, increased insurance premiums, retentions and pullbacks, this session will focus on how airports can manage and mitigate their risks in an evolving environment.
- 2:15 PM – 2:45 PM **Networking Break**
- 2:45 PM – 4:30 PM **Opening General Session**
- Sam Samaddar**  
*Airport Director, Kelowna International Airport*  
*Chair, ACI-NA*
- Cynthia Guidry**  
*Director, Long Beach Airport*
- Kevin Burke**  
*President and CEO, ACI-NA*
- Zanny Minton Beddoes**  
*Editor-in-chief, The Economist*
- Editor-in-chief of *The Economist* and named one of the “Most Powerful Women in the World” by Forbes, Zanny Minton Beddoes is a renowned global economics expert, sought-after for her authoritative perspectives on the world

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economy. She is renowned for delivering sophisticated insight on all facets of economic affairs. At the nexus of the global economy and policy, Minton Beddoes adeptly positions new developments that impact business and industry into the broader context of world events.

4:30 PM – 7:00 PM      **Exhibition Hall Grand Opening**  
*Reception in the exhibit hall*

## Monday, October 2, 2023

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8:00 AM – 4:00 PM      **Check-in / Registration**

8:00 AM – 6:00 PM      **Exhibition Hall Open**  
*The Exhibition Hall will remain open during all educational sessions on Monday, October 2.*

8:00 AM – 9:30 AM      **Networking Breakfast in the Exhibition Hall**

9:00 AM – 10:30 AM      **ACI-NA World Business Partner / Associate Member and Airport CEO Roundtable Breakfast**  
*Invitation Only, RSVP Required*

11:30 AM – 1:00 PM      **Networking Lunch in the Exhibition Hall**

1:00 PM – 2:00 PM      **Educational Session**  
**Getting the Memo: Internal Communications and the Workforce of the Future**

We have seen a rapid evolution in the way teams communicate and engage with the proliferation of more remote work options and an inter-generational workforce. With no shortage of communications tools and resources available, the real challenges are communicating with transparency, reaching the right audiences to make problem statements, actions, and goals known, and listening to feedback. From the c-suite to public relations to human resources, everyone has a role in internal communications. This session will focus on the best practices and principles of internal communications to align teams, drive effective action, and deliver results.

2:00 PM – 2:30 PM      **Networking Break in the Exhibition Hall**

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- 2:30 PM – 3:30 PM      **Educational Session**  
**Diversity, Equity & Inclusion at Airports – A Work in Progress but Differences Made**
- 4:30 PM – 6:00 PM      **Exhibition Hall Reception**

## Tuesday, October 3, 2023

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- 7:30 AM – 12:00 PM      **Check-in / Registration**
- 8:00 AM – 9:00 AM      **Networking Breakfast**
- 8:00 AM – 9:00 AM      **ACI-NA Women in Aviation Breakfast**  
*Invitation Only, RSVP Required*
- 9:00 AM – 10:00 AM      **Track 1**                      **Track 2**                      **Track 3**  
**Airports Only**              **Airports Only**              **WBP / Associates**  
**Roundtable**                      **Roundtable**                      **Roundtable**
- 10:00 AM – 10:30 AM      **Networking Break**
- 10:30 AM – 12:00 PM      **General Session Keynote and Closing Remarks**
- 12:00 PM                      **Adjourn**