



# Concessions Stakeholder Involvement & Worker Retention

Aviation Concessions Business

July 26, 2011



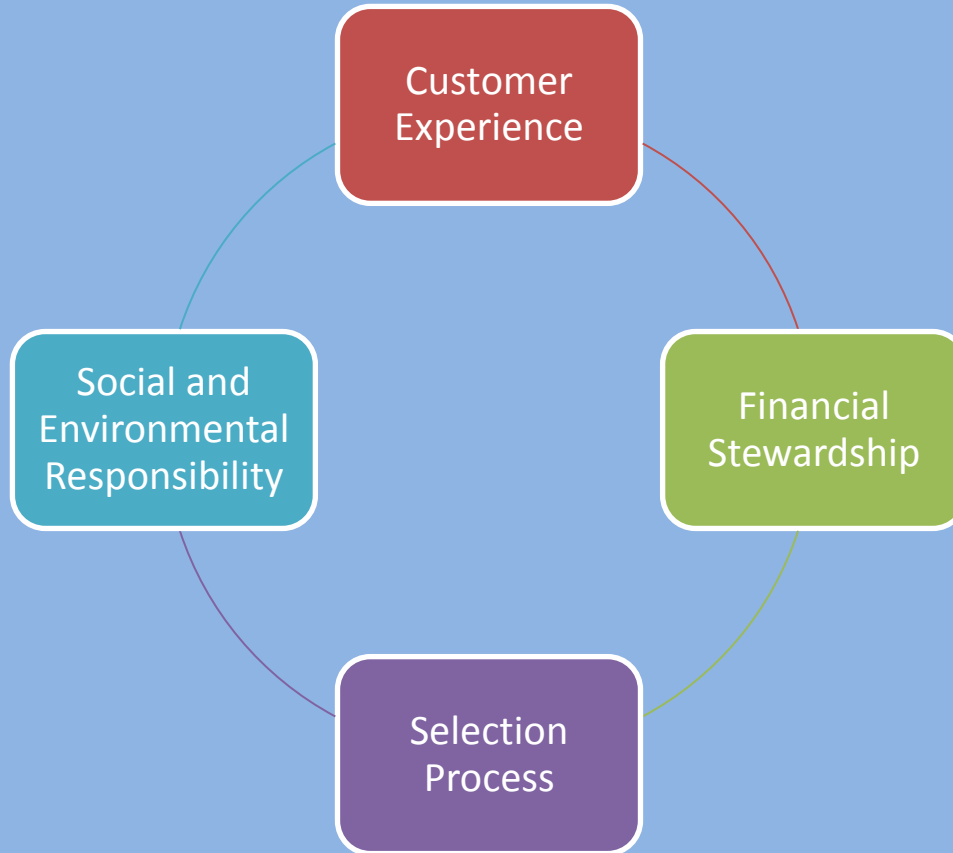
# Stakeholder Process Schedule

- Scope and schedule development – May (complete)
- Independent Facilitator – May (complete)
- Invitations to six stakeholder groups – May (complete)
- Articulate vision & goals – June (complete)
- Draft principles and practices – June (complete)
- Best practices research – June/July (complete)
- Initial stakeholder engagement – July/August
- Draft “Principles and Practices Guidance” – September
- Stakeholder review and input – October
- Final draft and recommendations – November

# Stakeholders

- Large Concessionaire Companies
- Concession Workers
- Small/Disadvantaged Business Enterprises
- Current Independent Operators
- Prospective Local Operators
- Airlines
- Traveling Public

# Articulate Principles & Practices



# Best Practices Research

- Operator Mix
- Leasing Methods
- Concept/Brand Selection
- Small Business/ACDBE Goals
- Worker Retention
- Ownership Concentration
- Environmental Innovation

# Worker Retention

- Relatively new concept in airport concessions
- Utilized during major transitions in concession programs
- With multiple prime concessionaires, move toward use of worker “pool” structure
- Issues:
  - Certainty for current workers vs. impact on new concessionaire(s)
  - Impact on smaller or specialized concessionaires