# Airport Retail Management and Concession Strategy Training Course

19 - 23 Oct 2026

Tokyo

5800 € (Per Person)

Ref: #AIR3370_77737

## Course Introduction / Overview:

The global airport landscape is evolving from mere transit hubs into dynamic commercial ecosystems, where non-aeronautical revenue is paramount to financial sustainability. This comprehensive course delves into the intricate world of airport retail management and concession strategy, providing a complete A-to-Z guide for maximizing commercial performance. Participants will explore the critical drivers of passenger spending, the art of curating an optimal tenant mix, and the science behind effective concession planning. Drawing upon established academic principles, such as those discussed by Dr. Anne Graham in her seminal work "Managing Airports: An International Perspective," this program bridges theory with real-world application. We will dissect successful case studies, analyze emerging travel retail trends, and equip attendees with the strategic foresight needed to navigate the challenges of the digital age. At BIG BEN Training Center, we have designed this training to empower professionals to transform their airport's commercial spaces into vibrant, profitable destinations that significantly enhance the overall passenger experience and drive sustainable growth.

## Target Audience / This training course is suitable for:

- Airport Commercial Directors and Managers.
- Concession and Retail Managers.
- Business Development and Strategy Executives.
- Airport Operations Managers.
- Leasing and Real Estate Managers for Airports.
- Marketing and Brand Managers in the aviation sector.
- Financial Analysts and Planners for Airport Authorities.
- Consultants specializing in airport commercial development.

## Target Sectors and Industries:

- Airport Authorities and Operators.
- Airline Companies.
- Duty-Free and Travel Retail Operators.
- Food and Beverage Concessionaires.
- Retail Brand Management Companies.
- Aviation Consulting Firms.
- Governmental bodies overseeing transportation and aviation.
- Investment firms with a focus on infrastructure and aviation assets.

## Target Organizations Departments:

- Commercial and Business Development Departments.
- Retail Operations and Management Departments.
- Marketing and Customer Experience Departments.
- Finance and Revenue Management Departments.
- Leasing and Property Management Departments.
- Strategic Planning Departments.
- Airport Operations Departments.
- Procurement and Contracts Departments.

## Course Offerings:

By the end of this course, the participants will have able to:

- Develop a robust airport commercial strategy aligned with overall business objectives.
- Analyze passenger demographics and behavior to optimize retail and service offerings.
- Master the principles of creating a compelling and profitable tenant mix.
- Structure, negotiate, and manage effective concession agreements.
- Implement key performance indicators (KPIs) to monitor and enhance retail performance.
- Leverage digital technology and innovation to improve the passenger retail experience.
- Formulate effective marketing and promotional campaigns for airport retail.
- Identify and capitalize on emerging trends in the global travel retail market.
- Enhance non-aeronautical revenue streams through strategic diversification.

## Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, engaging, and practical, ensuring that participants can immediately apply their learning in their professional roles. We move beyond traditional lectures to create a dynamic learning environment centered on real-world challenges and solutions. The course heavily utilizes case studies from leading international airports, allowing participants to analyze successful strategies and learn from complex scenarios. Interactive group discussions and workshops encourage the sharing of diverse perspectives and collaborative problem-solving. Practical exercises, such as developing a mock concession tender or creating a retail performance dashboard, will solidify understanding of key concepts. Our expert instructors facilitate sessions that blend theoretical frameworks with actionable insights, providing continuous feedback and guidance. This immersive approach ensures a deep and lasting comprehension of airport retail management, equipping participants with both the knowledge and the confidence to drive commercial success.

## Course Agenda (Course Units):

### Unit One: The Foundations of Airport Commercial Ecosystems

- The strategic importance of non-aeronautical revenue in airport business models.
- Understanding the modern air traveler and passenger segmentation.
- Analyzing passenger flow, dwell time, and key spending drivers.
- The unique characteristics of the airport retail environment.
- Key stakeholders in the airport commercial value chain.
- Global trends and benchmarks in airport retail performance.
- Introduction to the regulatory and competitive landscape.

### Unit Two: Crafting a Winning Concession and Retail Strategy

- Conducting market research and competitive analysis for airport retail.
- Developing a strategic vision for the airport's commercial offerings.
- Principles of tenant mix planning and category management.
- Integrating food and beverage, retail, and service concessions.
- The role of luxury brands and specialty retail in airports.
- Developing a unique sense of place through retail design and branding.
- Incorporating digital strategy and e-commerce into the airport retail model.

### Unit Three: Concession Tendering, Negotiation, and Management

- The complete concession tendering and selection process.
- Developing effective Request for Proposal (RFP) documents.
- Financial modeling and evaluation of concession bids.
- Key legal components of concession agreements and contracts.
- Negotiation strategies for creating win-win partnerships with tenants.
- Managing concessionaire relationships for long-term success.
- Frameworks for contract renewal, extension, and termination.

## Unit Four: Operational Excellence and Performance Optimization

- Setting and monitoring Key Performance Indicators (KPIs) for airport retail.
- Techniques for driving sales per passenger and revenue per square meter.
- Implementing effective airport-wide retail marketing and promotional campaigns.
- Enhancing the customer experience through service excellence.
- Leveraging technology for operations, sales analytics, and passenger engagement.
- Staff training and motivation in a multi-concessionaire environment.
- Managing logistics, inventory, and supply chains in the airport setting.

## Unit Five: The Future of Airport Retail and Strategic Innovation

- Identifying and adapting to emerging travel retail trends.
- The impact of personalization and data analytics on airport commerce.
- Integrating sustainability and ethical practices into the retail strategy.
- The rise of pop-up shops, experiential retail, and entertainment zones.
- Future-proofing the airport commercial model against disruption.
- Strategies for diversifying non-aeronautical revenue beyond traditional retail.
- Developing a roadmap for continuous innovation and growth.

# FAQ:

### Qualifications required for registering to this course?

There are no requirements.

### How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

## Something to think about:

How can airports effectively balance the drive for maximizing commercial revenue with the increasing passenger demand for a seamless, authentic, and stress-free journey?

## What unique qualities does this course offer compared to other courses?

This course distinguishes itself by adopting a holistic and strategic perspective on airport commercial management, moving beyond purely operational tactics. While many programs focus on general retail principles, this training is meticulously tailored to the unique, high-stakes environment of an airport, addressing specific challenges like security constraints, passenger dwell time, and the complex interplay between aeronautical and non-aeronautical activities. It integrates global best practices with forward-looking insights into digital transformation, sustainability, and the evolving expectations of the modern traveler. The curriculum is built upon a strong academic foundation, emphasizing analytical frameworks and data-driven decision-making rather than just anecdotal evidence. Participants will not only learn the "what" and "how" of airport retail but also the "why" behind successful strategies, empowering them to innovate and lead. The focus on concession agreement negotiation, financial modeling, and long-term partnership management provides a distinct commercial and legal acumen that is often overlooked in other training offerings, making it uniquely comprehensive.