



GATE DELIVERY PROGRAM 'DEN EATS DELIVERED'

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IMPLEMENTING VISION 100



100 MILLION ANNUAL PASSENGERS

- SUSTAINABILITY & RESILIENCY • EQUITY, DIVERSITY & INCLUSION
- CONTINUOUS STAKEHOLDER INPUT/FEEDBACK • ENHANCING THE CUSTOMER EXPERIENCE

PILLAR 1



POWERING OUR PEOPLE

- Develop Workforce Leadership Strategy
- Establish Center of Excellence and Equity in Aviation
- Implement Career Pathways Program

PILLAR 2



GROWING OUR INFRASTRUCTURE

- Complete Major Infrastructure Projects
- Update Airport Master Plan
- Develop Infrastructure Plan for DEN Real Estate

PILLAR 3



MAINTAINING WHAT WE HAVE

- Complete Concourse Renewal Program
- Update Strategic Asset Management Plan
- Develop Science-Based Greenhouse Gas Emissions Target

PILLAR 4



EXPANDING OUR GLOBAL CONNECTIONS

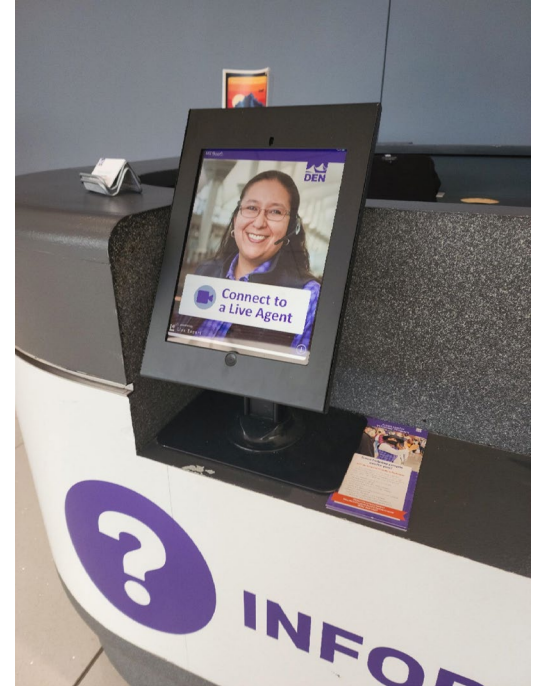
- Identify Air Cargo Opportunities
- Expand to Disconnected Destinations
- Grow Domestic Network

- Approve revenue contract with Grab AtYourGate JV, LLC for \$80,000 and three years, with two one-year options to extend, to provide food delivery service from participating airport concessionaires to visitors and staff at DEN – Resolution No. 22-0734

CUSTOMER EXPERIENCE ENHANCEMENTS



- DEN has implemented several recent customer experience enhancements to improve the overall experience at our airport
- Added a new channel for customer service
 - Live Agent allows customers to engage with an agent virtually, face-to-face, by
 - Scanning a QR code (located at several locations around DEN)
 - Initiating a call from our website
 - Using a kiosk at our information booths



CUSTOMER EXPERIENCE ENHANCEMENTS



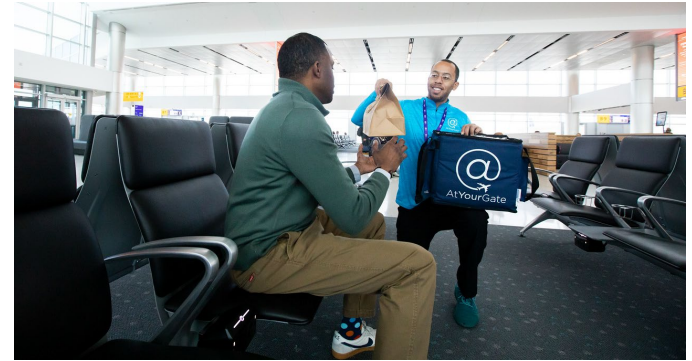
- Introduced complimentary Meet & Assist services for the traveling public
 - Customers can request curb-to-gate assistance from one of our agents
 - Customers greeted as they arrive at DEN and assisted with every step of the process for both arrival and departure
 - Helpful for customers needing extra care while traveling through DEN
 - Currently assisting an average of 385 passengers per month
- Expanded volunteer programs
 - The DEN Ambassador program now has specific tiers for both high school and college students
 - Provides opportunities for youth to become engaged in aviation while assisting customers and learning about DEN's various career opportunities



GATE DELIVERY BACKGROUND



- In 2020, launched Eats Delivered – a pilot program that provides a touchless, digital payment and delivery option for customers and employees to order food, beverage and retail items from participating concessions at DEN and have them delivered directly to a specified location
- The program was extremely successful and resulted in positive results:
 - Ability to avoid lines and proximity to other travelers during the pandemic
 - A touchless payment option, where payment is completed through the delivery website or app, has eliminated the need for handing over credit card or cash to a concessions employee
 - Expanded offerings, as customers were no longer limited to the concessions located within their departure or arrival concourse



GATE DELIVERY BACKGROUND



- Concession participation was optional; 13 concessionaires joined pilot program
 - Concessions were made whole, meaning they received 100% of revenue collected by delivery partner, without fees or equipment expenses
 - DEN did not collect any sales percentages or fees during the pilot
- The pilot was proof of concept that a delivery service would be successful at DEN, and popular with employees and the traveling public



CONTRACT DESCRIPTION OVERVIEW



- This contract will take a proof of concept (pilot) and formalize it into a multi-year, revenue-generating customer experience enhancement at DEN
- The selected vendor, Grab AtYourGate JV, LLC, will provide both technology back-end and on-site delivery personnel – creating a one-stop-shop for all program needs
- Concession participation will remain optional
- Order technology will be incorporated into existing point of sale (POS) systems already installed at concession locations
 - If a POS system is not available, the concession will be given the option to purchase a small tablet
- Concessions will continue to be made whole, with all revenue going directly to the concessionaire
- DEN will receive a percentage of delivery fees as a small revenue-generating opportunity

ORDER PROCESS



- Visit DNEatsDelivered.com to place an order
- Delivery times are noted under each concession, so customers are aware prior to placing an order
 - Standard delivery is about 30 minutes or less
- Customers can choose from any participating concession (13 at program launch) regardless of concession location
- Full menus available, with same price as walk-up rates
- Customers finalize selections and indicate their location
 - Options include gates, service counters, baggage claim, and employee offices/ break rooms
- Payment is made using a credit card directly through the order website
- Customers receive confirmation and status text messages throughout the delivery process
- Customers receive a final “arrived at your location” text for easy identification of delivery personnel



- The contract was awarded to Grab AtYourGate JV, LLC through an informal competitive procurement
 - Through thorough industry outreach for the pilot program, it was determined that only six vendors perform this type of service
 - Of the six, only three are able to provide the full list of services required within an airport space
 - All three vendors were solicited for this opportunity
 - Only two vendors responded to the RFP, with the two vendors creating a joint venture and partnering for their response and subsequent award
 - Notable delivery services, such as Uber Eats and Door Dash, were contacted and both declined, stating they lack the technology back-end required for such service within an airport

- Revenue collection opportunity from this contract is low, with primary benefits being realized in customer experience enhancements
 - Customers pay a set delivery fee per order
 - \$4.99 for a traveling customer
 - \$2.99 for any active military member or DEN badged employee
 - All customers pay a set \$1.00 service fee per order
 - DEN collects 5% of all delivery fees
 - In years two and three, there will be a Minimum Annual Guarantee of 85% of fees paid to DEN in year one
 - DEN estimates that the service will generate approximately \$80,000 in revenue paid to DEN over the three-year contracted term
 - The Division of Small Business Opportunity determined a N/A regarding M/WBE participation

BUSINESS CASE SUMMARY



- Pilot program showed strong interest from traveling public and employees
- Benefits of touchless, line-free purchase process continues in both a pandemic and post-pandemic environment
- Provides additional customer choice, without limiting customers to concessions located on the departing or arrival concourse
- Benefits realized by concessionaires, with expanded sales opportunities by reaching customers and employees throughout DEN
- Benefits employees, by delivering meals to their work areas, maximizing break time allotments
- Provides convenience to DEN customers and enhanced experience at no cost to DEN (small revenue generating opportunity)
- Program compliant with delivery commission fee cap and “Skip the Extras” city ordinances

Q&A

