



DENVER INTERNATIONAL AIRPORT

EXCELLENCE IN SERVICE PROGRAM

November 16, 2022

PENNY MAY
CHIEF COMMERCIAL OFFICER

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SENIOR VICE PRESIDENT, CONCESSIONS





BACKGROUND

- City Auditor's Office Recommendation
 - Discontinued Premium Value Concessions (PVC) Program
- 7/22/2022
- Vision 100



PROGRAM SUMMARY



Purpose:

- In alignment with Vision 100 and City values, the DEN Excellence in Service program is designed to motivate and reward its best-in-class concessions
- An incentive in the form of a 3-year contract term extension in alignment with Vision 100 and the City values.

Goal:

- DEN wishes to award the top-performing concessionaires and have high operating expectations throughout the life of the term. When our partners exceed in the core values of Vision 100, we create a more equitable environment while increasing passenger satisfaction and revenue.

PROGRAM SUMMARY CONTINUED



Commencement:

- Targeting to go live January 1, 2023
- Concession locations will be scored solely based on their own individual location performance

Eligible:

- Voluntary program
- Any concession location with natural term remaining after March of 2020
- Allows for at least 12 months of scoring, RFP, and Design/Construction Process.

SCORING CRITERIA



Scoring Framework

- Customer Service - (*Vision 100, Enhancing Customer Service - Guiding Principle*)
- Equity, Diversity, and Inclusion - (*Vision 100, Equity, Diversity & Inclusion - Guiding Principle*)
- Airport Concession Disadvantaged Business Enterprise (ACDBE) Compliance- (*Vision 100, Equity, Diversity & Inclusion - Guiding Principle*)
- Sustainability - (*Vision 100, Sustainability & Resiliency - Guiding Principle*)
- Contract Agreement Compliance - (*Vision 100, Maintaining What We Have - Pillar*)





Measurements

- Customer Service matters from day one of opening and is paramount to the success of our concessions program and achieving Vision 100. We've identified the following opportunities to measure and evaluate customer service experience on a regular cadence.
 - Monthly secret shopper
 - Quarterly customer intercept
 - Exploring continuous digital customer service survey

The forthcoming Joint Marketing Fund administrator will administer the Customer Service program.

EDI PLAN & ACDBE COMPLIANCE



Measurement

- DEN is committed to a focus on equity, diversity, and inclusion. To practice our commitment to prioritizing these initiatives, concessionaires participating in the Excellence in Service program will be scored based on their level of commitment and measurable outcomes of their efforts against their Equity, Diversity & Inclusion Plan.
 - New concessionaires are required to submit an EDI plan
 - Active Concession agreements will be required to submit an EDI plan in order to participate in the program
 - Evaluated by DEN on an annual basis
- Airport Concession Disadvantaged Business Enterprise (ACDBE) Compliance will be compared against their contractual obligation, including meaningful participation in the program
 - Evaluated by DEN on an annual basis



Measurements

- Staying true to Vision 100 and City values, sustainability efforts will be measured and applied toward the incentive award. According to DEN Sustainability Leadership, the Certifiably Green Denver has been deemed most important to DEN in relation to Vision 100.
 - Certifiably Green Denver
 - Increases sustainable business practices
 - Five core criteria and two electives
 - Annual Evaluation
 - [Certifiably Green Denver](#)

CONTRACT COMPLIANCE



Measurement

DEN is committed to maintaining what we have and ensuring our concession partners are operating to their fullest potential to be capable of serving our increasing number of passengers.

There are minor and major contract compliance infractions which could result in removal from the program.



SCORING TIMELINE & METRICS



Scoring Timeline

- Initial Scoring Phase January 1, 2023, through December 31, 2023
- Standard Scoring, Required Opening Date through 18 Months Prior to Expiration Date

Category Scoring

- Each measure is weighted equally using Pass/Fail method



Denver Concessionaires Association (DCA)

- Presented to DCA on August 18, 2022
- There were 9 members in attendance

DEN Concession's Community

- Presented to the Concessions Community on October 12, 2022
- There were 68 Concessionaires in attendance
- Informed all PVC Award Winners that DEN will honor their PVC Awards

PROGRAM COMPARISON



Attribute	Excellence In Service	Premium Value Concessions
Participation	Voluntary	Mandatory
Population	All concessions in terminal complex that had contract term remaining as of March 2020.	Concessions located in the concourses. Passenger Services program also included concessions located in the Terminal.
Program Benefit	Three-year extension. No capital requirements. Can earn Benefit one time.	New agreement with terms then in effect. Full construction build-out. Could repeatedly earn Benefit.
Scoring Measures	Customer service; Sustainability; Equity, Diversity, and Inclusion; ACDBE compliance; Contract compliance	Financials; Customer Service; Contract Compliance
Scoring Measures' Achievement	Pass/Fail	Top 1/3 of peer group each month would earn a point. Contract compliance scored as pass/fail.
Scoring Period	From Required Opening Date until 18-months prior to contract expiration.	Three years. Scoring period ends 18-months prior to contract expiration for the "main" program and 16-months for the passenger services program.
Competition	Self Competition	Compete against "peers" (similar concession concept types)
Administered By	DEN	Third Party Administrator



QUESTIONS?

