



Martin Moodie

Founder & Chairman
The Moodie Davitt Report

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FORUM 2018



上海机场集团

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DIAGEO
GLOBAL TRAVEL

DUFRY
WorldClass WorldWide.

Lagardère
TRAVEL RETAIL

L'ORÉAL
Travel Retail

MARS WRIGLEY
confectionery
INTERNATIONAL TRAVEL RETAIL


Pernod Ricard
Global Travel Retail


AL FAKHER

SHISEIDO
TRAVEL RETAIL


السوق الحرة - دبي
DUBAI DUTY FREE

la prairie
SWITZERLAND

VGI
GLOBAL MEDIA


VICTORINOX

FURLA
ITALY 1927

Perricone MD


GODIVA

Happy Socks
Est. 2008 Sweden

LACOSTE
LIFE IS A BEAUTIFUL SPORT SINCE 1933


Leonidas


MAG

 NESTLÉ | INTERNATIONAL TRAVEL RETAIL

SWEET'S
The natural way to go


IFS

TOUS
JEWELLERS SINCE 1920

cabin zero.


Oettinger Davidoff



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Vichai Srivaddhanaprabha
Chairman of Leicester City Football Club
Chairman of King Power International Group



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“In Khun Vichai, the world has lost a great man. A man of kindness, of generosity and a man whose life was defined by the love he devoted to his family and those he so successfully led.” – Leicester City Football Club



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In loving memory
Vichai Srivaddhanaprabha



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The changing airport and travel retail commercial eco-system

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CNN BUSINESS Markets Tech Media Success Perspectives Video International Edition

Sears, the store that changed America, declares bankruptcy

By Chris Isakson, CNN Business
Updated 18:58 GMT (10:58 HKT) October 15, 2018

TOP STORIES

- GOP lawmaker Steve King's rhetoric under scrutiny in wake of...
- Jimmy Carter: Confirming...

SEARS ROEBUCK & CO.

New York (CNN Business) - Sears, the once-dominant retail chain that changed shopping and lived, has filed for bankruptcy.

The 132-year-old company has been struggling for several years and is dro...

Bloomberg Opinion

Nothing Lasts Forever, Not Even the Mighty Sears

A lesson in creative destruction as the once dominant retailer seeks bankruptcy protection.

By Joe Nocera
15 October 2018, 13:12 BST

We're researching algae biofuels to help reduce CO₂ emissions.
Learn more about algae>>>
EgonMobil

Late last week, after Bloomberg News reported that Sears Holdings Corp. was preparing to file for bankruptcy protection - a prediction that came true in the wee hours Monday morning - I decided to visit a Sears store, something I hadn't done in at least 30 years. There's still one left in New

REUTERS World Business Markets Politics TV

Debenhams to close 50 stores as posts biggest loss in its 240-year history

Paul Smiddy

LONDON (Reuters) - Struggling British department store chain Debenhams (DEB.L) is closing up to 50 of its underperforming stores, putting about 4,000 jobs at risk, after it reported a record full-year loss of nearly 500 million pounds.



The Guardian UK edition

Debenhams in decline: what has gone wrong?

The retailer is grappling with formidable challenges such as high rents and online shopping.

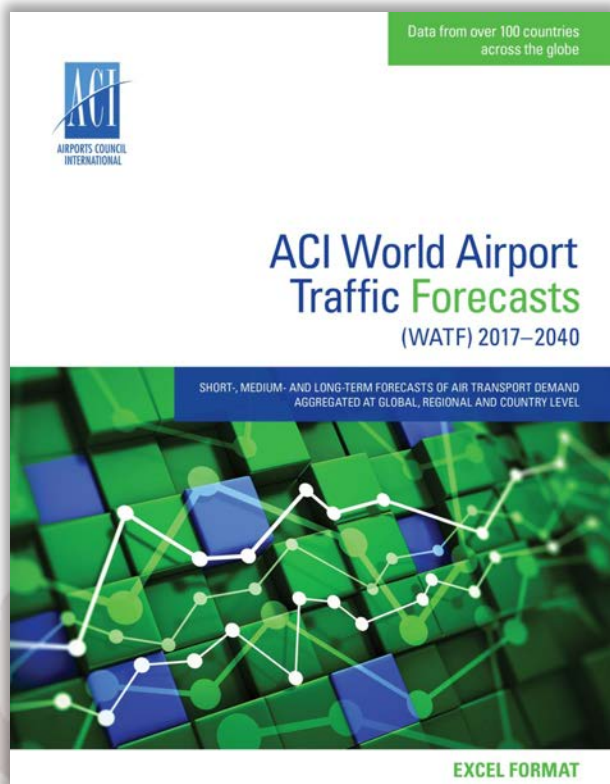
Zoe Wood
@zoeswoodguardian
The 26 Oct 2018 13:52 BST

Debenhams has crashed to an annual loss of nearly £500m and confirmed plans to close almost a third of its stores. What has gone wrong?

Too many stores
Debenhams has 165 stores around the country, which is too many mouths to feed at a time when its sales are falling and costs are rising. The company had previously outlined plans to close 10 loss-making stores within five years but as its finances continue to deteriorate - it has issued three profit warnings this year - that figure has risen to 50.



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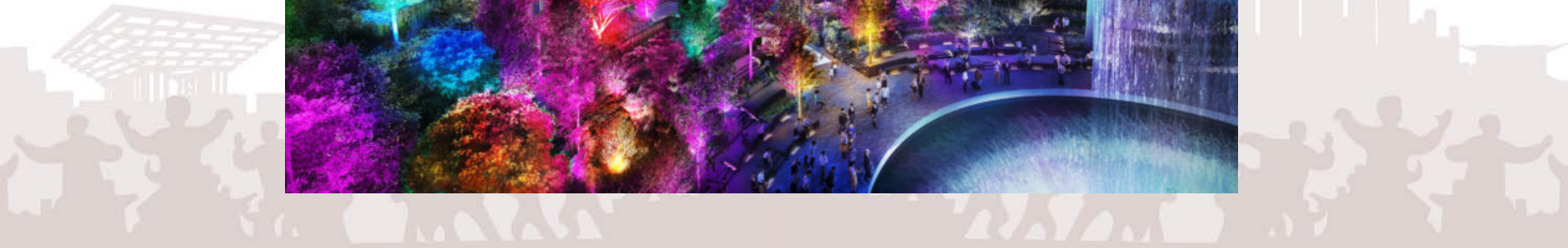


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BRANDS PRODUCTS SERVICES


Heathrow
BOUTIQUE


SEARCH 


 **EXPLORE OUR BRANDS**
Discover the range of brands at the airport



 **FREE RESERVE & COLLECT**
Reserve up to 24 hours before you fly

 **CONTACT US FOR MORE**
We can help if you don't see what you want



**COLLECT POINTS
ON AW18 FASHION**





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The Time-Honoured Trinity 'Thorn'!
The tender model





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“The airport does not demand or extort the rent from the retailer, hold a gun to their head, threaten to take their firstborn or hold them to ransom. The duty free operators offer a number which they believe they can afford, and one, you would think, which will bring them EBITDA.”

– **Andrew Gardiner,**
Chief of Retail, Melbourne Airport

“The investments are going to need to shift, for example from in-store communication to the full journey.

“The tender model needs to adapt to allow those investments in the different channels which will drive penetration.”

– **Dayalan Nayager, Managing Director, Diageo Global Travel**



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“We need to change the relationships we have today with airports. The concession business should evolve.”

“We have a concession contract structure today that doesn’t allow the right tools to allow us to create value and invest in being different.”

– Julián Díaz
CEO, Dufry

“We hear a lot about partnership, but real partnership is to understand the problems, conditions and consequences, then to adapt the concession portfolio and relationships with brands and drive the business forward.”

“We can create a sustainable business, but the basics are not right because we focus too much on the Minimum Guarantee.”



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Tiffany & Co. Eau de Parfum
Diamond Limited Edition

Exclusively at **THE SHILLA**
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Humanisation vs Digitalisation





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“The omni-channel model – led by an airline, because you need to be in partnership with the airline, and you need to be able to use the consumer data that the airline has – is the way forward.” –

Roberto Graziani



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Airline Report

AirAsia unveils **'OURSHOP'** a digital marketplace

Your Dreams OURSHOP

Watch later Share

PEACE
OF
MIND

A revolutionary shopping experience has arrived. Click on the arrow to view a trailer for OURSHOP.



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**“The sky is
falling down!”**





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