

DARE TO

REIMAGINING THE AIRPORT COMMERCIAL OFFER

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BE GREAT

GRAZIE **THANK YOU** شكرا جزىلا
谢谢 **Merci GRACIAS Danke**



VISION

To become the best airport:
Making a difference, connecting the world.



Passengers are saying we are
getting better

I AM
TORONTO
PEARSON

IAMTORONTOPEARSON.COM



...TORONTO PEARSON
HAS BEEN AWARDED
BEST LARGE AIRPORT
IN NORTH AMERICA*

*Best Large Airport in North America, by the Airport Council International's 2017 Airport Service Quality (ASQ) Awards.



5 Year Sales Performance



SPE

+\$4.53



DUTY FREE SALES

+98%



FOOD & BEVERAGE SALES

+78%

Just Imagine 2024...



65M

PASSENGERS



52K

EMPLOYEES



\$4B

IN CAPITAL
INVESTMENT



\$1B

NAR
SPE @\$30.00+

But...

Is the Concession Model Broken?

land·lord

noun

a person, who rents land, a building, or an apartment to a tenant.

a person who owns or runs a boarding house, inn, or similar establishment.

ten·ant

noun

a person who occupies land or property rented from a landlord.

verb

occupy (property) as a tenant.

TFWA

WORLD
EXHIBITION &
CONFERENCE

The Duty Free and Travel Retail Global Summit

30 September / 5 October 2018 – Cannes



ONE YEAR LATER ►





REIMAGINING THE AIRPORT COMMERCIAL OFFER...



“ Yes, you should wake up every morning terrified with your sheets drenched in sweat, but not because you’re afraid of our competitors.

Be afraid of our *customers*, because those are the folks who have the money.

Our competitors are never going to send us money. ”

Jeff Bezos, CEO, Amazon.com

2007

amazon

The Most Important Person in the Room



It's not about us,
it's about the
Customer



REIMAGINING THE AIRPORT COMMERCIAL OFFER... THROUGH RELATIONSHIPS

I AM
TORONTO
PEARSON

HOW CAN I HELP?



OTG



 **DUFRY**

Paradies Lagardère
TRAVEL RETAIL

Tim Hortons



Uber



IDEO

16x9
think. create. apply.™

2018

PARTNERSHIP SUMMIT

JOURNEY TO THE BEST



Partnership Summit in Action



Tim Hortons



DUFRY

PASSENGER DAY

Labour Day 2018 gave away
12,000+ free coffee and donuts

UBER EATS

Launch December 2018

WHISKY LAUNCH

Signature Wayne Gretzky Whisky
sold over 100 bottles in 1 hour

JOURNEY TO THE BEST

WE NEED YOUR HELP

OTG

L'ORÉAL
PARIS



U.S. Customs and
Border Protection

Paradies Lagardère
TRAVEL RETAIL



 AIR CANADA

 DUFRY

Uber

DIAGEO

ESTÉE LAUDER

Dior

I am
Toronto
Pearson