



# What got us here won't get us there.

Re-inventing airport ancillary revenue  
generation in the post-COVID era with a  
digital collaboration mindset

Kian Gould | AOE



**WAC 2021**  
5th Annual World Aviation Conference



**Hello,  
we are AOE – a company  
re-shaping the future  
of digital airport  
experiences.**





# The World's Leading

Travel Retail Digitalization Experts

300 people serving  
225M passengers  
powering over \$500M in revenues  
in  
**2019**

Miami | Frankfurt | Zurich | Dubai | Hong Kong







# We've redefined Heathrow Shopping

Making Heathrow Boutique the UK's biggest luxury online store selling one Swiss luxury watch every 15 minutes and digitally enabling +20% of all airport retail purchases. Heathrow has been awarded best shopping airport in the world for 10 years running.





# We've reinvented Singapore's KrisShop

Launching the world's most omnichannel airline e-commerce program, quadrupling sales in just 12 months and transforming the retail program to be digital first.





AVIATION

# We digitalized Airport & Downtown Duty Free shopping for New Zealand

Driving more than \$500 million in revenue in the first year of operation.

## Setting the Scene

### The Good

Pre-COVID continuous passenger growth

### The Bad

Lack of investment in digitalization & ecosystems

### The Ugly

Falling spend per pax and drop in conversions





## Immediate

less revenues, pax numbers  
down, fears of infection

## The COVID Impact



## Longer term

health, less business  
travel, sanitization, fear,  
disconnect with channel



## Impact on Non-Aeronautical Revenues

**Parking Revenues will  
take years to recover**





## Impact on Non-Aeronautical Revenues

Or might never



erpe



## Impact on Non-Aeronautical Revenues



A large, dark blue Breitling advertisement banner spans the width of the airport terminal. On the left, it features the Breitling logo and the text "BREITLING 1884" and "BREITLING BOUTIQUE PALAIS RENAISSANCE SINGAPORE". The center section shows a seaplane flying over a rugged, mountainous coastline with the text "60 YEARS OF ADVENTURE AND DISCOVERY" and "superocean HERITAGE SINCE 1957". On the right, a large Breitling watch is displayed, followed by the Breitling logo, "BREITLING 1884", and "BREITLING BOUTIQUE PALAIS RENAISSANCE SINGAPORE".

I M M I G R A T I O N

Singapore Citizens  
Permanent Residents  
Long Term Pass Holders

Physical Advertising will be  
depressed



## Impact on Non-Aeronautical Revenues

**F&B will recover first**





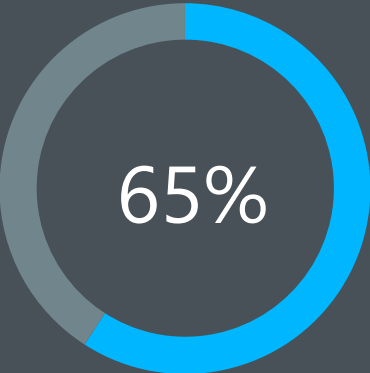
# Impact on Non-Aeronautical Revenues

**Travel Retail  
will not be  
the same**





# How will habits change Post COVID?



of travellers **will change their habits in the airport** after the Covid-19 outbreak

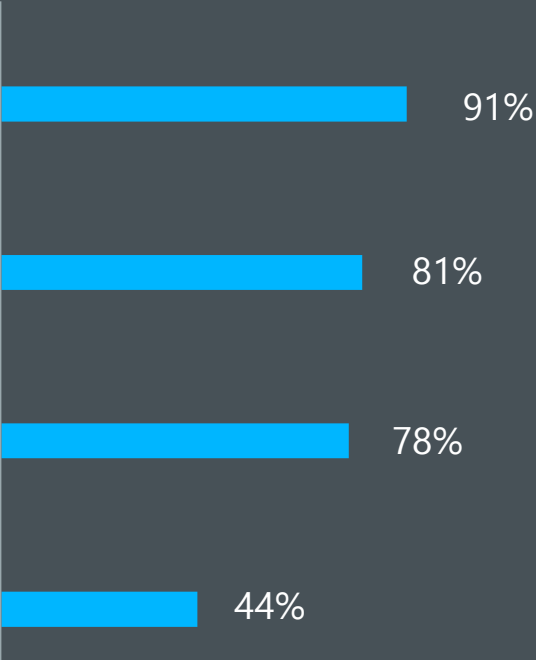


**I will spend more time entertained with my mobile/tablet/laptop**

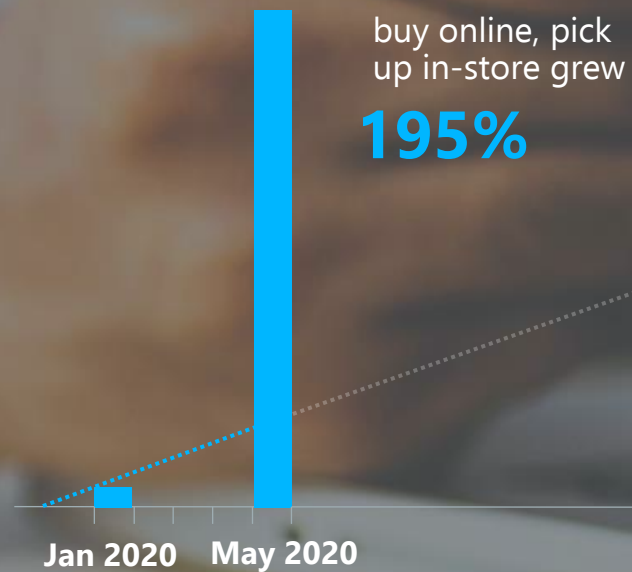
I will avoid interacting with other passengers

I will try to isolate from the crowds

**I will spend less time shopping**



# COVID has caused the adoption of E-Commerce to accelerate by 5-10 years within the period of just 4 months



Total online spending in May **hit \$82.5 billion**, up 77% year-over-year

Department stores are expected to decline by over 60% for the full year.

Meanwhile, e-commerce is **projected to grow by nearly 20%** in 2020.

2025

A person is running on a dark, paved path that curves through a lush green landscape. The person is wearing teal shorts and brown running shoes with white socks. The back of their right leg is visible, showing the teal sole of the shoe. The text "Some things you must do alone" is overlaid in white on the left side of the image.

**Some things  
you must do alone**



# Stop thinking like a landlord

Start thinking like a  
customer experience company  
(off- and online)



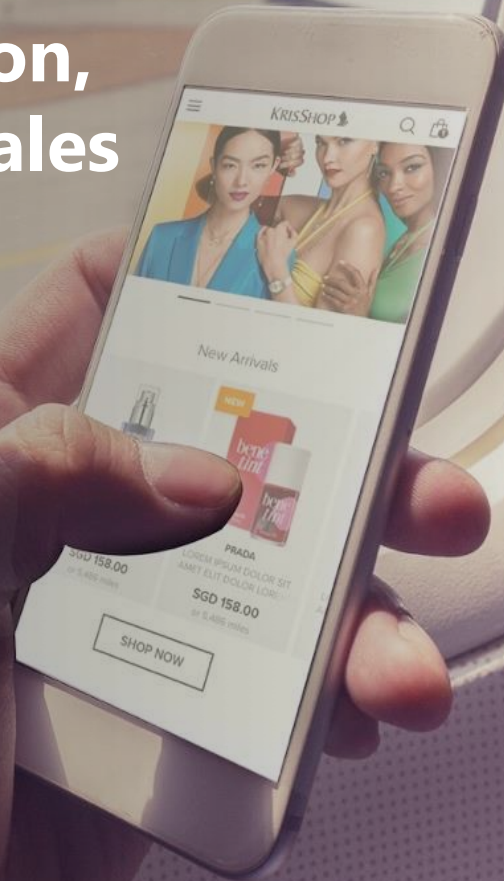


**Invest less in concrete  
and more in digital**





**Create the digital  
foundation  
For customer acquisition,  
retention and digital sales**





# Form partnerships with luxury brands (online/downtown/at airport)



Heathrow BOUTIQUE

Womens clothing

FILTER

YOUR FLIGHT

Sort by: RELEVANCE

NAME

PRICE

Display Products: FOR YOUR FLIGHT

SHOW MORE

BRANDS

PRODUCTS

SERVICES

INSPIRATION

Heathrow BOUTIQUE

Home • Brands • Burberry

BURBERRY

PRADA

Dior

GUCCI

CHANEL

Paul Smith

BALLY

Jack Wills

Popular categories

WOMEN'S BAGS

WEARABLES

WHISKY

AUDIO

BEAUTY

FINE JEWELLERY

TABLETS

WOMEN'S SHOES

Heathrow BOUTIQUE

Shopping bag

Harrods Products

Pick-up Location: Level 4, Terminal 2

BOSS Leather belt with embossed logos

£230

SKU: HB50213547-100, Size: UK-2, Color: Purple Size

Save for later

Remove item

BOSS Leather belt with embossed logos

£59

SKU: HB50213547-100, Size: UK-2, Color: Purple Size

Save for later

Remove item

BOSS Leather belt with embossed logos

£149

SKU: HB50213547-100, Size: UK-2, Color: Purple Size

Save for later

Remove item

Dixons Products

Pick-up Location: Level 4, Terminal 2

BOSS Leather belt with embossed logos

£230

SKU: HB50213547-100, Size: UK-2, Color: Purple Size

Save for later

Remove item

BOSS Leather belt with embossed logos

£230

SKU: HB50213547-100, Size: UK-2, Color: Purple Size

Save for later

Remove item

Loyalty points: + 46

Total: £458

CONTINUE SHOPPING

PROCEED

Heathrow BOUTIQUE

Cath Kidston

EST. LONDON 1993

SHOW MORE

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

Featured womens brands

PRADA

Dior


CHANEL



**Start thinking outside of the box and think as global customer experience and logistics companies.**





A rowing team in a boat on water. The rowers are wearing dark blue uniforms with red and white stripes on the sleeves. They are all using wooden oars and are in a synchronized stroke, creating a large splash of water. The background is a calm body of water.

**But the real impact  
will happen together.**



**Reinvention means a  
Fundamental Paradigm Shift.  
Competition to Collaboration  
Offline to Online. Unified.**

**The New Normal Extraordinary.**

## The Quaternity





**Data partnerships with  
airlines are becoming  
inevitable**

**Tap into the \$100B  
loyalty points  
economy**





**From Competition to Collaboration. Build a single customer view with your partners.**



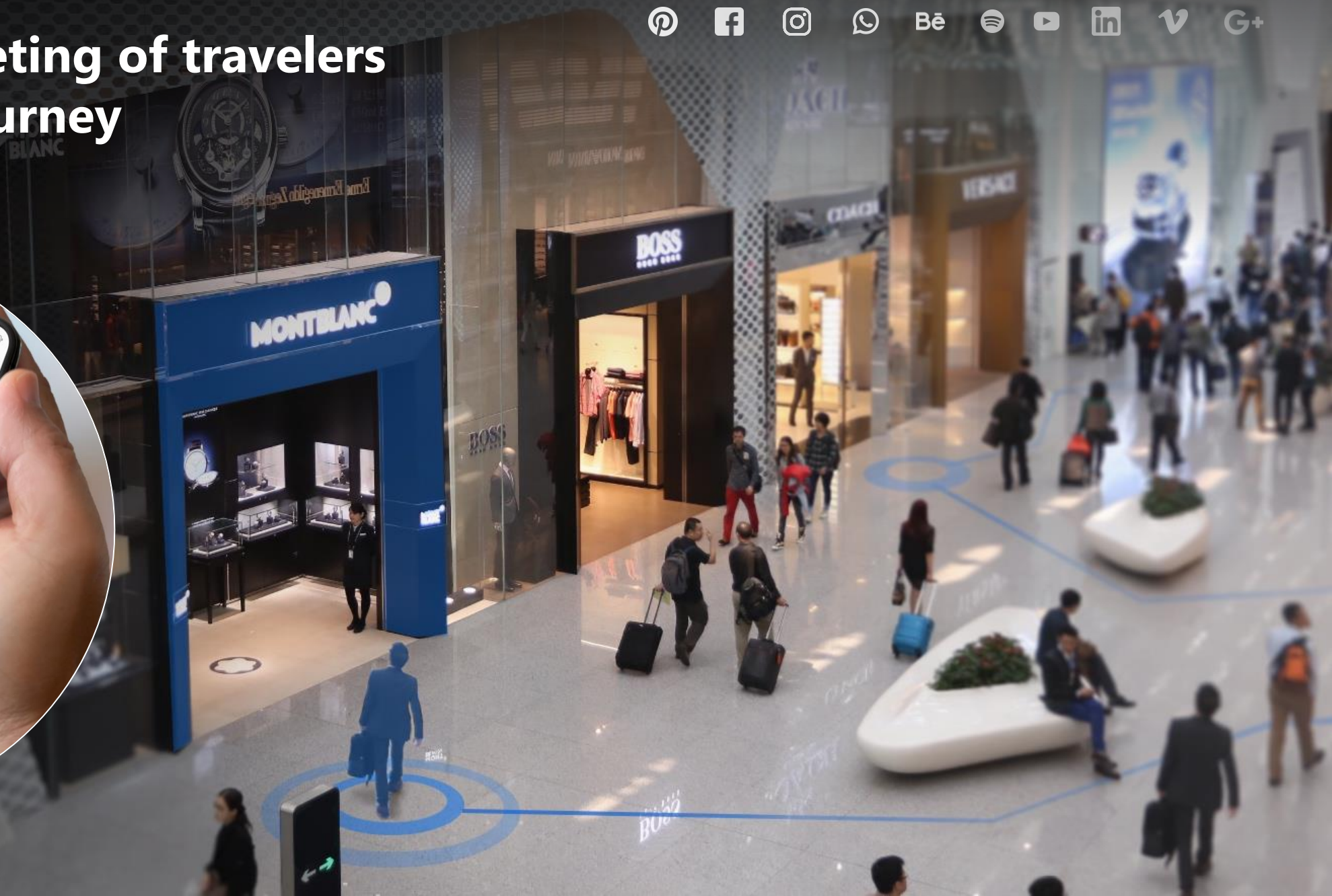
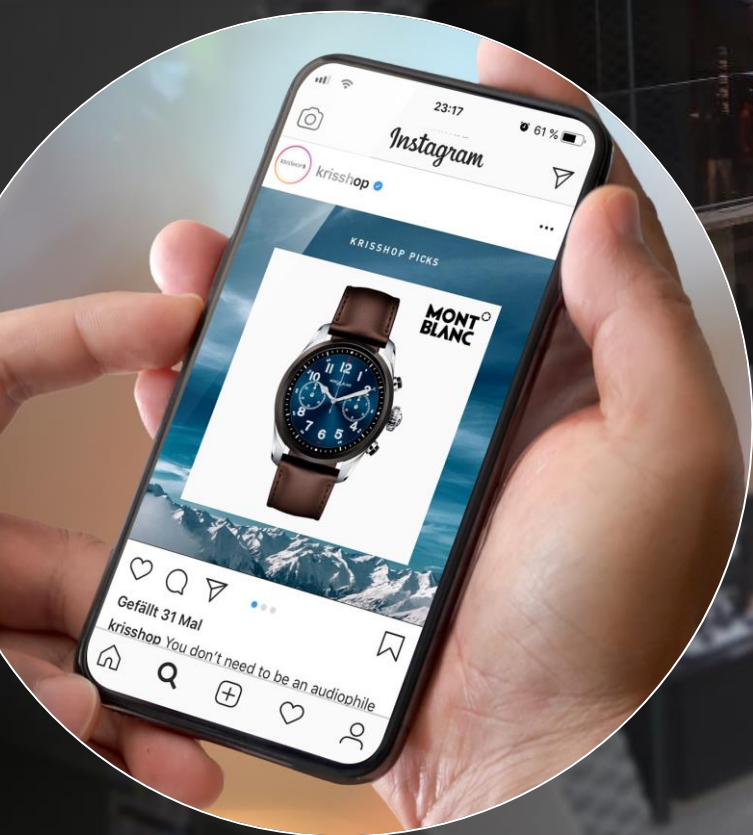
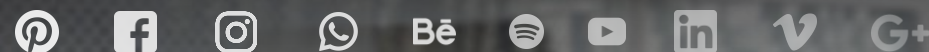


**Customer acquisition  
integration and 3rd party  
marketplaces.  
Start paying for traffic!**





# Precise targeting of travelers along the journey






# The only end-to-end integrated solution enabling airports to conquer any channel







# **Break the Silos** **One Platform. One Experience.**





# Please ask questions...



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