

MEET *the* PRIMES

11:00 a.m. – 12:30 p.m.

Airport Concessionaire Panel

FEATURING

Hudson Group – Courtney Thornton

HMSHost – Iris Messina

S&C Robinson – Shane Robinson

SSP America – Heather Barry

S. Levy Foods – Sarah Imberman

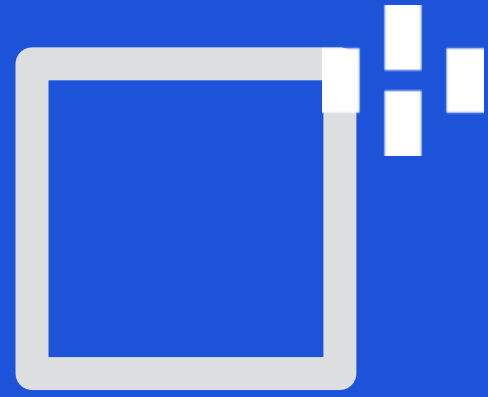


SAN DIEGO INT'L AIRPORT

MEET THE PRIMES
CONCESSIONAIRE PANEL

OCTOBER 29, 2020

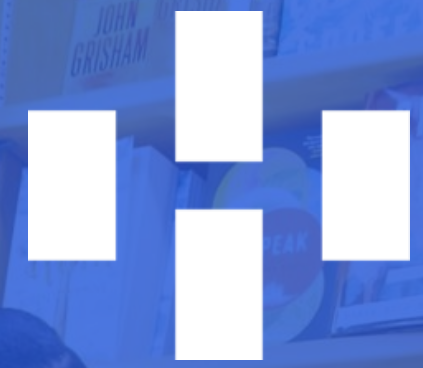




HUDSON HAS BEEN A LEADER IN THE TRAVEL INDUSTRY FOR OVER 30 YEARS....

- Travel Convenience
- Specialty Retail
- Duty Free
- Food & Beverage

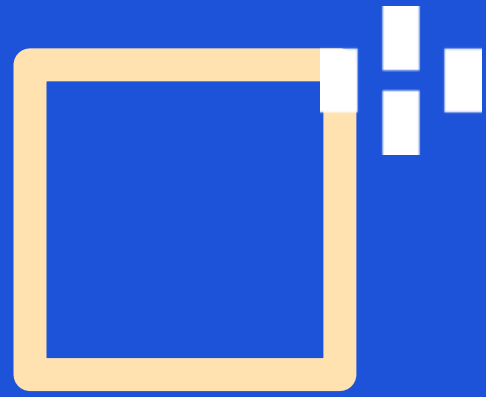




WE
DELIVER
WOW

TURNING THE WORLD OF TRAVEL
INTO A WORLD OF OPPORTUNITY





TRAVEL CONVENIENCE REDEFINED

At the intersection of travel and retail, Hudson partners with landlords and vendors, and takes innovative, commercial approaches to deliver a diverse portfolio of concepts and exceptional customer service.





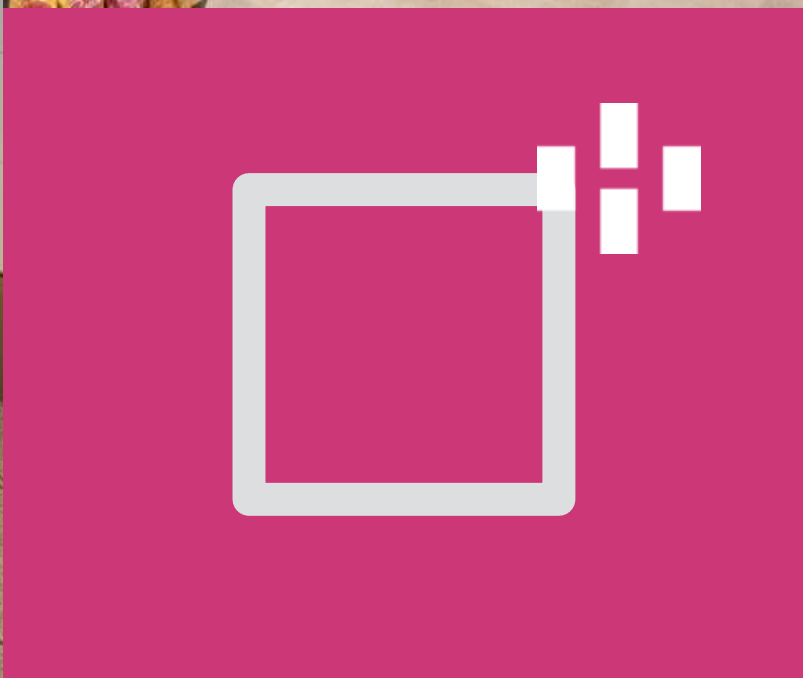
CONCEPTS
IN SAN

Hudson

Warwick's OF LA JOLLA

ACDBE
OPERATED

sunglass hut



- Store layouts for social distancing
- Enhanced cleaning & safety protocols
- Expanded health & safety merchandise

- Leveraging technology to meet evolving customer expectations
 - Self-checkout to minimize contact
 - 'Tap to Pay' payment
 - 24/7 PPE vending machines



**COVID-19
JOURNEY TO
RECOVERY**



ACDBE'SCAN'T STOP, WON'T STOP!

RECOVERY & SURVIVAL

CONNECTION WITH PRIME COMPANIES

KEEP CERTIFICATION CURRENT

EVALUATE FINANCIAL CAPACITY AND FINANCING OPTIONS

ENSURE GOOD STANDING IN EXISTING MARKETS

MAKE YOUR INTEREST KNOWN TO KEY STAFF

Hudson

Hudson News

CNN Newsstand

BOSS
HUGO BOSS

Dezigual.

BURBERRY

Fred Segal

VICTORIA'S
SECRET

MICHAEL KORS



dunhill
LONDON

Calvin Klein

OMEGA

Eddie Bauer

HERMÈS

COACH

Salvatore Ferragamo

SWAROVSKI



kate spade
NEW YORK

GODIVA
Chocolatier

BALLY
SWITZERLAND

BVLGARI

Cartier

POLO
RALPH LAUREN

LONGCHAMP
PARIS



JOHN HARDY
EST BALI 1975

GUCCI

ROBERTO COIN

DUFY

NUANCE

WORLD DUTY FREE
A DUFY Company

SWEET INDULGENCES

teach on the go

QUESTIONS?

Courtney C. Thornton

Vice President, Partner Relations & Business Diversity

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www.hudsongroup.com



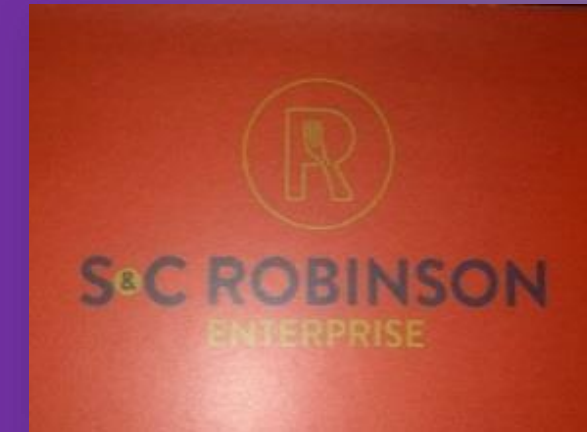
MEET THE PRIMES



Shane Robinson
S&C Robinson Enterprise



Iris Messina
HMSHost



SAN DIEGO INTERNATIONAL AIRPORT

OCTOBER 29, 2020

WHERE I STARTED



2011

JFK John F. Kennedy International,
Queens, NY

WHERE I AM TODAY



5 Airports 15 Locations

WHAT I LEARNED

- Partnering Approach
- Marketing Yourself
- Obtaining Capital
- Keep Your Day Job



Q & A



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Iris Messina – 617-425-2125
Iris.messina@hmshost.com





SAN
MEET THE PRIMES -VIRTUALLY

SSP BY THE NUMBERS (PRE-COVID-19)



130
airports

280

rail stations



1,981
units



**passion
for cool
restaurants**

6000 sites



60-year
heritage

30,000
employees



SSP WORLDWIDE

UK

18

- BFS • BELFAST AIRPORT
- BHX • BIRMINGHAM AIRPORT
- BRS • BRISTOL AIRPORT
- CVL • CAKDIFF AIRPORT
- DUB • DUBLIN AIRPORT
- EDI • EDINBURGH AIRPORT
- GLA • GLASGOW AIRPORT
- GCI • GUERNSEY AIRPORT
- LBA • LEEDS BRADFORD AIRPORT
- LPL • LIVERPOOL AIRPORT
- LCY • LONDON CITY AIRPORT
- LGW • LONDON GATWICK AIRPORT
- LHR • LONDON HEATHROW AIRPORT
- STN • LONDON STANSTED AIRPORT
- LTN • LUTON AIRPORT
- MAN • MANCHESTER AIRPORT
- NCL • NEWCASTLE AIRPORT
- PIK • PRESTWICK AIRPORT

NORDICS

28

- AAR • AARHUS AIRPORT
- AES • ÅLESUND AIRPORT
- ALF • ALTA AIRPORT
- ARN • ARLANDA AIRPORT
- BDU • BARDUFOS AIRPORT
- BOO • BODØ AIRPORT
- CPH • COPENHAGEN AIRPORT
- HFT • HAMMERFEST AIRPORT
- HAU • HAUGESUND AIRPORT
- HEL • HELSINKI AIRPORT
- KSU • KRISTIANSUND AIRPORT
- GOT • LANDVETTER AIRPORT
- LLA • LULEÅ AIRPORT
- MOL • MOLDE AIRPORT
- OSL • OSLO AIRPORT
- OUL • OULU AIRPORT
- RVN • ROVANIEMI AIRPORT
- RYG • RYGGE AIRPORT
- SVG • STAVANGER AIRPORT
- MMX • STURUP AIRPORT
- TLL • TALLINN AIRPORT
- TRF • TORP SANDEFJORD AIRPORT
- TOS • TROMSØ AIRPORT
- TRD • TRONDHEIM AIRPORT
- TKU • TURKU AIRPORT
- UME • UMEÅ AIRPORT
- EVE • HARSTAD AIRPORT
- KRS • KRISTIANSAND AIRPORT

DEUTSCHLAND

6

- ZRH • ZÜRICH FLUGHAFEN
- VIE • AIRPORT VIENNA
- FRA • AIRPORT FRANKFURT
- BRE • AIRPORT BREMEN
- DUS • DÜSSELDORF FLUGHAFEN
- LEJ • AIRPORT LEIPZIG

EE/ME

14

- ABS • ABU SIMBEL AIRPORT
- ASW • ASWAN AIRPORT
- ATH • ATHENS AIRPORT
- BUD • BUDAPEST AIRPORT
- CAI • CAIRO AIRPORT
- DOH • HAMAD AIRPORT
- HRG • HURGHADA AIRPORT
- LCA • LARNACA AIRPORT
- LXR • LUXOR AIRPORT
- PFO • PAPHOS AIRPORT
- SSH • SHARM EL SHEIKH AIRPORT
- SVO • SHEREMETEVO AIRPORT
- AUH • ABU DHABI AIRPORT
- DXB • DUBAI AIRPORT

NORTH AMERICA

30

- BOS • BOSTON LOGAN AIRPORT
- CID • EASTERN IOWA AIRPORT
- COS • COLORADO SPRINGS AIRPORT
- DFW • DALLAS FORT WORTH AIRPORT
- DSM • DES MOINES AIRPORT
- EWR • NEWARK LIBERTY AIRPORT
- IAH • HOUSTON AIRPORT
- IND • INDIANAPOLIS AIRPORT
- JFK • JOHN F. KENNEDY AIRPORT
- LAX • LOS ANGELES AIRPORT
- MCO • ORLANDO AIRPORT
- MDW • CHICAGO MIDWAY AIRPORT
- MKE • MILWAUKEE AIRPORT
- MSN • DANE COUNTY AIRPORT
- MSP • MINNEAPOLIS ST. PAUL AIRPORT
- ONT • ONTARIO AIRPORT
- PDX • PORTLAND AIRPORT
- PHX • PHOENIX AIRPORT
- RDU • RALEIGH/DURHAM AIRPORT
- RNO • RENO AIRPORT
- ROC • ROCHESTER AIRPORT
- SAN • SAN DIEGO AIRPORT
- SFB • ORLANDO SANFORD AIRPORT
- SFO • SAN FRANCISCO AIRPORT
- SMF • SACRAMENTO AIRPORT
- TPA • TAMPA AIRPORT
- YUL • MONTREAL AIRPORT
- YVR • VAN COUVER AIRPORT
- YWG • WINNIPEG AIRPORT
- YYZ • TORONTO AIRPORT

SPAIN

11

- ALC • ALICANTE AIRPORT
- BCN • BARCELONA AIRPORT
- GRX • GRANADA AIRPORT
- IBZ • IBIZA AIRPORT
- ACE • LANZAROTE AIRPORT
- LPA • LAS PALMAS G.C. AIRPORT
- AGP • MÁLAGA AIRPORT
- PMI • PALMA DE MALLORCA AIRPORT
- TFN • TENERIFE NORTH AIRPORT
- TFS • TENERIFE SOUTH AIRPORT
- VLC • VALENCIA AIRPORT

FRANCE/BELGIUM

9

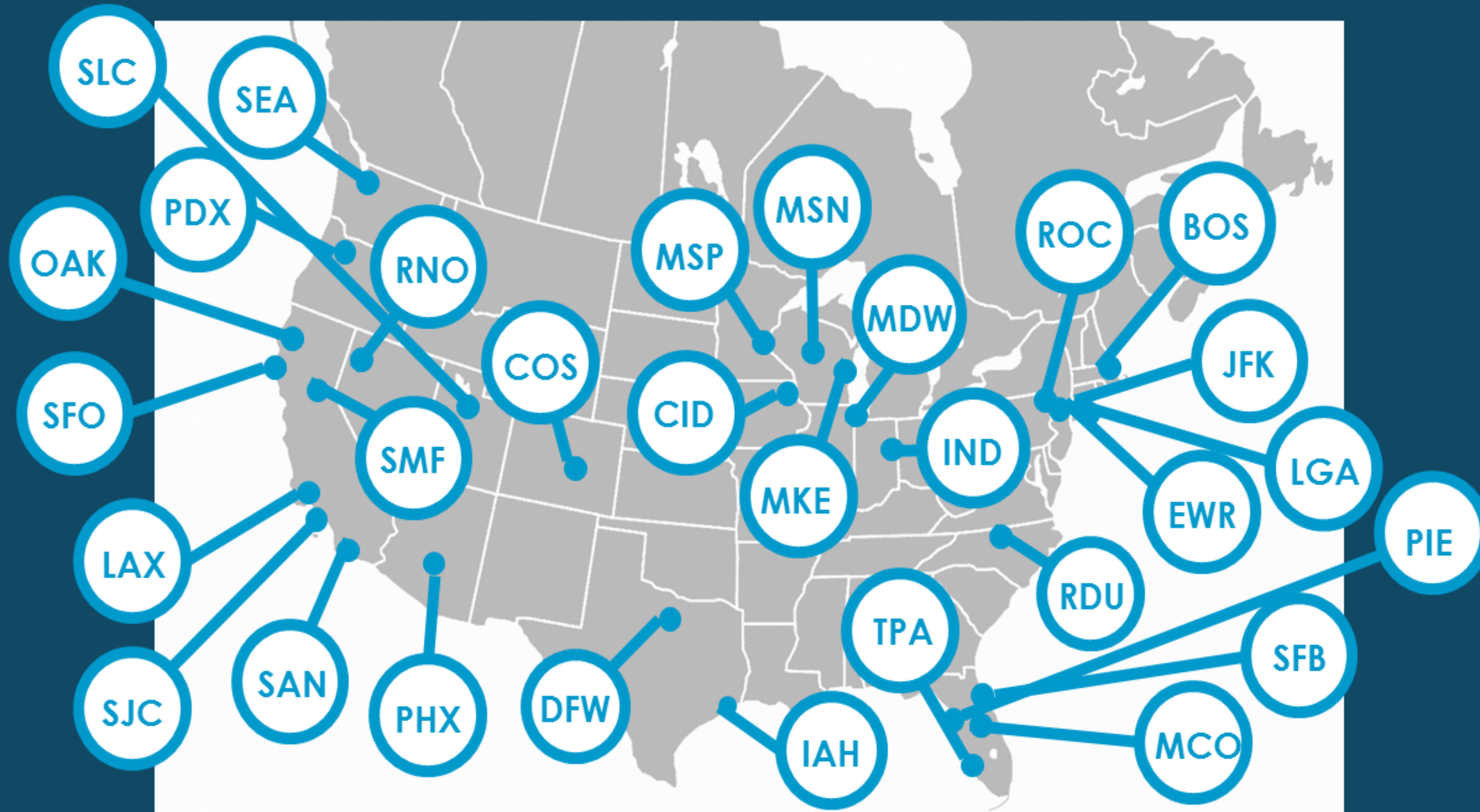
- BVA • BEAUVAIS AIRPORT
- BOD • BORDEAUX AIRPORT
- LYS • LYON AIRPORT
- NTE • NANTES AIRPORT
- NCE • NICE AIRPORT
- ORY • ORLY AIRPORT
- CDG • ROISSY CHARLES DE GAULLE AIRPORT
- AMS • SCHIPHOL AIRPORT
- LUX • LUXEMBOURG AIRPORT

ASIA PACIFIC

27

- BLR • BANGALORE AIRPORT
- BOM • MUMBAI AIRPORT
- CCU • KOLKATA AIRPORT
- CNX • CHIANG MAI AIRPORT
- CEI • CHIANG RAI AIRPORT
- DEL • DELHI AIRPORT
- DMK • DONMUANG AIRPORT
- DFS • HAINAN MEILAN AIRPORT
- HGH • HANGZHOU INTL AIRPORT
- HDY • HAT YAI AIRPORT
- HBA • HOBART AIRPORT
- HKG • HONG KONG AIRPORT
- HKT • PHUKET AIRPORT
- IXE • MANGALORE AIRPORT
- MAA • CHENNAI AIRPORT
- USM • SAMUI AIRPORT
- PVG • SHANGHAI AIRPORT
- SIN • SINGAPORE CHANGI AIRPORT
- BKK • SUWANNA BHUMI AIRPORT
- TPE • TAOYUAN AIRPORT T2
- UTH • UDONTHANI AIRPORT
- XIV • XIAN AIRPORT
- SYD • SYDNEY AIRPORT
- BNE • BRISBANE AIRPORT
- PEK • BEIJING CAPITAL AIRPORT
- PUN • PUNE JUNCTION RAILWAY STATION
- VIS • VISAKHAPATNAM RAILWAY STATION

SSP NORTH AMERICAN PRESENCE



OUR PHILOSOPHY

learn the pitch

I'm a food travel expert from SSP America. We're passionate about bringing cool, authentic restaurants to airports that reflect a taste of place.

live the passion

Passion
for every detail
Authentic
experiences
Service
from the heart
Sincerity
every step of the way
Innovation
every day
Open
to new ideas
Noble
at all times

OUR APPROACH

Because each airport has a local culinary story to tell...

- At SSP America we believe every airport is, in part, an opportunity for a community to tell its culinary story.
- It is around the restaurant table that we connect, collaborate, debate, relax and celebrate. It's not just where we eat, it's where we live.
- And the best restaurants are at the heart and soul of every community.



SMALL BUSINESS APPROACH

- Meet with the airport compliance department
- Ensure our efforts meet or exceed all relevant criteria
- Review the certified list of companies meeting AC/ DBE / MBE status



The certified list is reviewed for all phases of our operation, from development to operation:

- Architectural
- Construction & Engineering
- Equipment Suppliers
- Food & Beverage Suppliers / Distributors
- Potential franchisors
- Potential local or joint venture partners

WHAT NOW

Keep an eye on your business!

- Engage
- Stay in contact with your industry contacts
- Maintain your finances and to ensure capacity building ability
- Stay current on your certifications
 - Apply for certifications in additional States





CURRENT SAN OPERATIONS

Current Operations:

Ed Hartless, Sr. Director Airport Operations

Oscar Hernandez, Regional Vice President Operations

Sarah Levy Imberman (S. Levy Foods LLC) Joint Venture Partner.

PROFIT PROTECTION - UNIT	
Unit/Concept Name	
SAN	
Jack in the Box Food Court T1W	Open: 7 am - 4 p
Pacifica Restaurant	Close
Ryan Bros Coffee T1W	Close
Ryan Bros Coffee T2W	Close
Ballast Point T2E Temp	Close
Camden Food co.	Open: 5 am - 4 p
Dunkin T2E Temp	Close
Jack in the Box Food court T2E	Open: 5 am - 6 p
Jetbox Market T2E Temp	Open: 7 am - 3 p
Kiosk G&G T1W Temp	Open: 10 am - 6 p
Panda Express FC T2E	Close
Peets T1W	Open: 5 am - 6 p
Peets T2E	Open: 5 am - 2 p
Peets T2W	Open: 5 am - 2 p
Prado T2E	Open P1 FY202
Qdoba Mexican Grill T2W	Open: 7 am - 4 p
Red Mango T2W	Close
Urban Crave T1W	Close
Urban Crave T2W	Close

OUR COMMITMENT

Inclusion and opportunity is woven into our corporate culture.





LET'S STAY CONNECTED



Heather Barry
Vice President of Strategic
Partnerships
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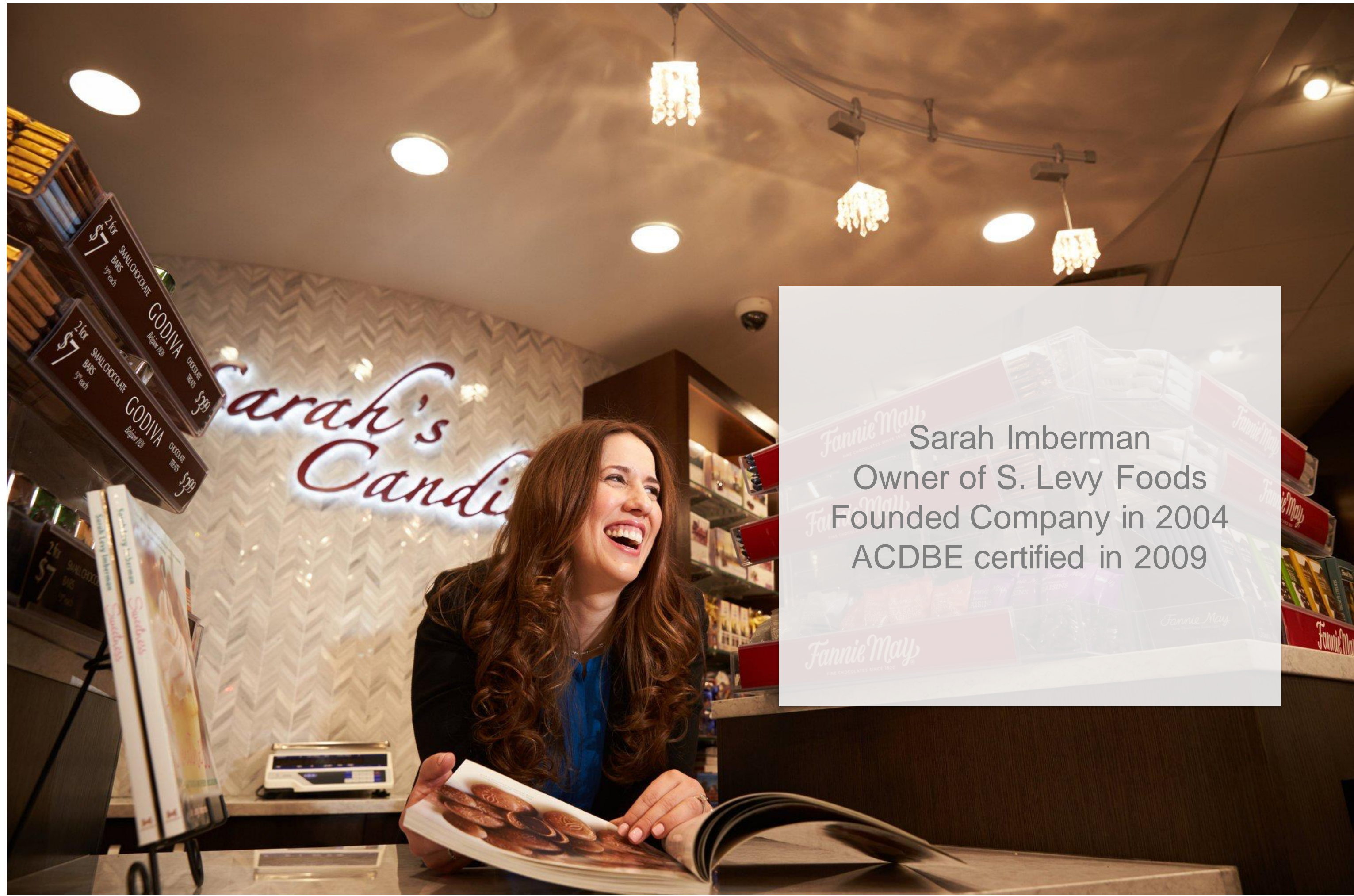


Q&A



S. Levy
FOODS

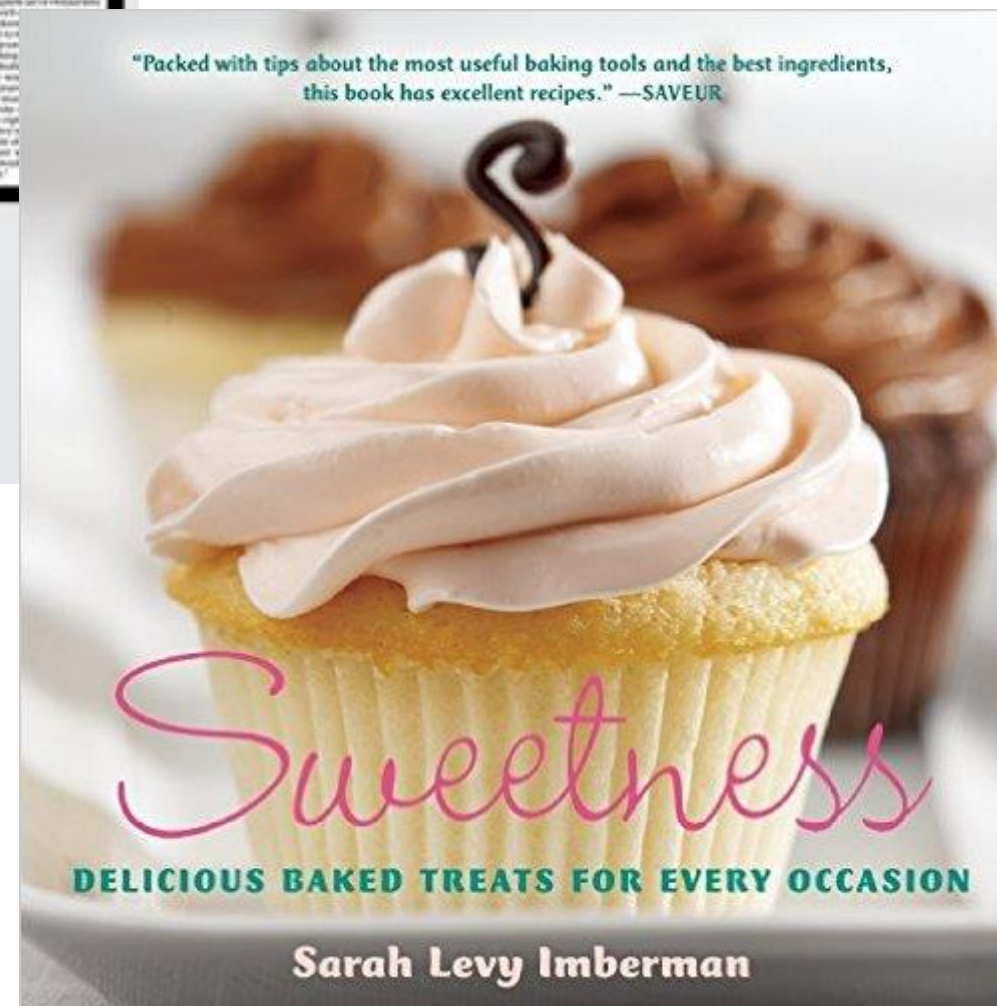
San Diego International Airport Concessions Panel
October 29, 2020



Sarah Imberman
Owner of S. Levy Foods
Founded Company in 2004
ACDBE certified in 2009



I started Sarah's Pastries & Candies in 2004 by making chocolate candies out of my mom's kitchen. I cold-called local grocery and gourmet stores to sell my chocolates and then opened two retail stores in Chicago and wrote a cookbook in 2009.





A highlight from that time is when I competed on *Food Network Challenge* and won the show's \$10,000 prize for our 3 feet tall moving dinosaur-shaped cake.



Company Philosophy

1. Treat people well
2. Return the ball
3. Good old-fashioned hard work

Today: Joint Venture Partners with SSP America

I connected with SSP America in 2008 and first became joint venture partners with them in 2011 at JFK T4. I was honored to be given the 2019 SSP America “JV Partner Hall of Fame” award.



Operating Restaurants in:

- ✓ Chicago Midway (MDW)
- ✓ John F. Kennedy (JFK)
- ✓ San Diego (SAN)
- ✓ Sacramento (SMF)
- ✓ Phoenix Sky Harbor (PHX)
- ✓ Los Angeles (LAX)
- ✓ San Francisco (SFO)

Today: Hudson Brand Partnership



I met Mark Rickoff from Hudson at a conference five years ago and thanks to Mark and the Chicago Department of Aviation, I am now a brand partner with Hudson and have a Sarah's Candies at O'Hare International Airport (T2) with a second location coming soon to Chicago Midway airport.



I was thrilled to be featured on episode 70 of the Airport Experience News' podcast, hosted by Ramon Lo.

RFPs and Tips For a Small Business to Win a Contract

The three items typically listed in an RFP:

1. Scope of services (i.e.: identifying the spaces, the hours of operation, etc.).
2. List of proposal submittal requirements.
3. Checklist.

Timeline: Differs greatly but roughly have 2-3 months to submit after the RFP goes public.

Making your response stand out: We try to make the documents visually appealing, yet an RFP response is dense by nature. We like to give the reader a break with imagery and negative space. But a lot of RFPs have space limits making it hard to do so.

Wow factor: We love to partner with local brands. Instead of only offering a traditional licensing model to our local restaurant partners, we offer a profit-sharing partnership. The restaurants have their own team members helping to operate the airport location and share in the profits.

Tips For A Strong Joint Venture Partnership

Select your partner wisely – talk to other JV or brand partners of theirs

Keep the communication open (SSP has weekly update calls)

Establish tactics for surviving a pandemic

Implement small gestures to keep morale high

Remember: nothing is more important than compliance!

Compliance in a Joint Venture

What is a Joint Venture/JV?

The code of federal regulations

“**49 CFR Part 23**” defines a Joint Venture as “an association of an ACDBE firm and one or more other firms to carry out a single, for-profit business enterprise, for which the parties combine their property, capital, efforts, skills and knowledge, and in which the **ACDBE is responsible for a distinct, clearly defined portion of the work of the contract** and whose **shares in the capital contribution, control, management, risks, and profits of the joint venture are commensurate with its ownership interest**. Joint venture entities are not certified as ACDBEs.”

When an airport reviews or audits the ACDBE participation, the following areas will be reviewed for participation:

- **Capital Contribution** – The joint venture agreement should clearly state how much capital each partner is required to contribute.
 - **Control** – The ACDBE participant must have control in proportion to their ownership interest and proportionate control of the governance of the JV.
 - **Management** – The ACDBE participant must share in the overall management of the JV.
 - **Risks** – Each of the participants in the JV must share in the risks of the business in proportion to their ownership interest.
 - **Profits** – Each of the participants must also share in the profits and losses in proportion to the ownership interest.
-

JV Compliance Best Practices

We have specific S. Levy Foods units that we operate with our team of managers. The sales of our units generate our pro rata share of ownership of the JV. It is important to document the work we do. For many of our airports we submit quarterly activity reports with the following information:

- Weekly Managers Calls and Agendas
 - Site Visit Forms
 - Management Committee Meeting Notes (quarterly)
 - Manager Reviews
 - Food Trends
 - S. Levy Foods Financials (profit and loss)
 - Other (highlighting any additional meetings attended at the airport, etc.)
-

Tip For Emerging Concessionaires: Get Involved in an Industry Association



The Airport Minority Advisory Council (AMAC) is the only national non-profit trade association dedicated to promoting the full participation of minority-owned, women-owned and disadvantaged business enterprises (DBEs) in contracting opportunities and professional development throughout the aviation and aerospace industries.

Consider membership to this great organization!

Thank you!

Sarah Imberman
Owner of S. Levy Foods, LLC
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312.953.0117

Q&A

MEET *the* PRIMES

www.SANMTP2020.Eventbrite.com



THANK YOU FOR YOUR PARTICIPATION

JOIN US AT OUR UPCOMING MEET THE PRIMES SESSIONS

Thurs., Oct. 29, 2020

Airport Concessionaire Panel

3 p.m. - 4:30 p.m.

Panel featuring:

- ❖ Mission Yogurt
- ❖ SFS Beauty Co, LLC
- ❖ P&P Services, LLC
- ❖ High Flying Foods
- ❖ Procurement Concepts Inc.

Tues., Nov. 3, 2020

San Diego International Airport Departments

8:30 a.m. – 9 a.m. Small Business Development Dept.

9:30 a.m. – 10 a.m. Facilities Management Dept.

10:30 a.m. - 11 a.m. Procurement Dept.

11:30 a.m. - 12 p.m. Labor Compliance Dept.

1:30 p.m. - 2 p.m. Revenue Generation & Partnership

Development Dept. – Food & Beverage/Retail

2:30 p.m. - 3 p.m. Planning & Env. Affairs Dept. -

Quieter Home Program (Airport Noise)

4 p.m. - 5 p.m. Airport Design & Construction Dept.

Wed., Nov. 4, 2020

Public Agencies & Business Support Services

10 a.m. - 11:30 a.m.

- Presentation from Procurement Technical Assistance Center (PTAC)

• Public Agency Panel featuring:

- ❖ SANDAG
- ❖ CALTRANS District 11
- ❖ County of San Diego
- ❖ North County Transit District
- ❖ San Diego County Water
- ❖ Authority Port of San Diego
- ❖ University of California San Diego

1 p.m. - 2 p.m.

- Presentation from San Diego & Imperial Valley Small Business Development Center (SBDC)

• Public Agency Panel featuring:

- ❖ City of San Diego
- ❖ San Diego Unified School District
- ❖ U.S. Veteran Business Alliance (USVBA) San Diego Chapter

- Presentation from Business Incentive Credits