



For the seventh year in a row Airport Retail News has conducted its Best Concessions Poll, ferreting out the best of the best airports and concessionaires. Given the skilled scrutiny of the judges ARN selects each year, the winning companies and airports truly define the standards for quality and excellence in the industry.

While many intangibles and the subjectivity of the judges come into play, all of the judges are experienced industry participants and fluent in what makes a program or operation the "best". As Henry Beer so aptly states in this month's One on One interview on page 25, "Success in a retail project lives or dies based on how well you work problems of accessibility, clarity, simplicity, visibility, and orientation." Beer is co-founder and co-chairman of Communication Arts, a design and architectural firm in Boulder, Colorado.

Those characteristics can be applied to both airport programs and individual stores and this year several companies and airports that have won categories in past ARN Polls have proven their persistence in striving for superior execution in many aspects of the airport retailing discipline. The Paradies Shops, CBR Incorporated, Hudson Group, Anton Airfood, TGI Fridays,

Minneapolis St. Paul and Portland International are among those that have won specific categories in this year's Poll as well as in previous years.

Each year ARN selects a pool of judges based on their knowledge of the industry, frequency of travel and assumed familiarity with many, but in most cases not all, of the nominees listed. The votes of judges visiting a greater number of sites or companies garner a larger number of points in any given category.

The judges are instructed to place their first, second and third choice vote based on the specific criteria of each category. This year 12 airports and consultants voted on 11 retailer and food operator categories directed at different aspects of an operation from customer service to store design. A total of 12 concessionaire executives voted on five airport categories, each of which focused on specific features of an airport program from overall design to management.

The following are some of the comments judges offered about why they chose their first place picks. In some cases, no comments were written on the ballots for certain categories. For more details on comments and point scoring, link to ARN's website at www.airportretailnews.com.

Category Descriptions for Best Airports

- Category #1: Best Concession Program Design (Category description: program this is most accessible and visible to a majority of passengers; layout promotes retail-friendly environment; reflects distinctive themes; and has an overall attractive appearance.)
- Category #2: Best Redeveloped Concessions Program (Category description: program that has undergone and completed redevelopment of several stores or entire program).
- Category #3: Best Management Team (Category description: staff that exhibits partnership approach to business relationships and is most accessible, communicative, responsive and understanding.)
- Category #4: Most Innovative Business Services (Category description: airport that has responded well to passenger demands for convenient, high tech business services such as high speed fax and Internet capabilities, wireless capabilities, conference rooms, business service centers and other business amenities).
- Category #5: Best Overall Concession Program (Category description: program that best incorporates all facets of a convenient customer-friendly layout, good visibility, attractive storefronts, unique and interesting store mix, distinctive theming.)

Minneapolis – St. Paul
1st Place Winner for Large Airports

- Category 1: Airport with Best Program Design
- Category 2: Best Redeveloped Program
- Category 3: Airport with Best Management Team
- Category 4: Airport with Most Innovative Services
- Category 5: Airport with Best Overall Program



Food Court in Concourse C at North Star Crossing.
 Photo: Architectural Alliance

- Minneapolis’ management team takes a proactive partnering approach. They exhibit flexibility and are accessible and responsive to their concessionaires.
- Minneapolis’ services are accessible, cost effective and convenient.
- Minneapolis has maximized its potential in the overall concessions program. The themeing is distinctive. The refitted environment is impressive.
- Minneapolis – St. Paul’s North Star crossing shopping mall is a centralized, easily accessible, post security retail mall that is very functional.

Cincinnati
1st Place Winner for Medium Airports

Category 4: Airport with Most Innovative Services



Laptop Lane at Cincinnati International Airport

- Cincinnati has an array of business services that cater to the frequent business traveler such as Internet hookup, ATMs, and is among the first to offer the Lap Top Lane service.

Portland

1st Place Winner for Medium Airports

- Category 1: Airport with Best Program Design
- Category 2: Best Redeveloped Program
- Category 3: Airport with Best Management Team
- Category 5: Airport with Best Overall Program



Portland’s Oregon Market

- I like what Portland has created using the influence of the Northwest.
- Portland’s redevelopment continues to capture and enhance the best of all existing elements; local concepts offer professional design and function.
- The Portland team has a true partnership attitude, fair rent approach and understands the business.
- Portland’s program exudes the local/regional theme in its concepts, storefronts and overall feel. The Oregon Market has a nice mix of unique and interesting concepts and there are plenty of options on airside.

Palm Beach

1st Place Winner for Small Airports

Category 5: Airport with Best Overall Program



Concessions at Palm Beach International

- Palm Beach International has a variety of offerings that are interesting, unique and well-fitted to the tropical flair of the location; the local concepts are high quality.

Norfolk
1st Place Winner for Small Airport

Categories 1: *Airport with Best Program Design*
 Category 2: *Best Redeveloped Program*
 Category 3: *Airport with Best Management Team*



Norfolk International is served by all major airlines, offering air travelers convenient, economical, flexible flight service.

- Norfolk is open to ideas, takes a business approach and listens to tenant needs.
- I think the concession program at Norfolk is very retail friendly. Between Hudson News and Anton Airfood, they have created something unique for small airports. I am also a lover of A&W root beer.

Columbus 1st Place Winner for Small Airport

Category 4: *Airport with Most Innovative Services*

No Photo Available

JFK Terminal 7
1st Place Winner for Single Terminal

Category 4: *Airport with Most Innovative Services*



Concessions at JFK's terminal 7



Phoenix Terminal 3
1st Place Winner for Single Terminal

Categories 1: *Airport with Best Program Design*
 Category 2: *Best Redeveloped Program*



Concessions at Phoenix International's Terminal 3

- Phoenix has always been on the cutting edge when it comes to retail. Even concepts done in 1990 are inviting, original and a draw to customers.

Newark Terminal C
1st Place Winner for Single Terminal

Category 3: *Airport with best Management Team*
 Category 5: *Airport with Best Overall Program*



Newark's Terminal C

- Westfield seems to have its act together at EWR Terminal C. With the addition of individuals who know something about airports, they may be able to relieve themselves of the reputation of being unsympathetic to their concessionaires.
- Terminal C at Newark has the best-designed storefronts and layout, and the tenant mix is great.

The Paradies Shops

1st Place Winner for: (Large Company)

Category 6: Best New Specialty Retail Concept for Brooks Brothers

Category 7: Retailer with Highest Regard for Customer Service

Category 8: Best Airport Store Design for PGA Tour Shops – Tied for 1st

Category 10: Best Specialty Retail Brand Operator for Brooks Brothers

Category 11: Best Airport Retailer



- Paradies Shops continues to improve, grow and excel with a variety of concepts.
- Brooks Brothers appeals to a key, common airport demographic. Paradies has taken the best of this concept and customized it for airport customers.
- Paradies concepts consistently hit the right tone with the market, and are supported by good customer service and management.
- PGA Tour Shops hit the customer demographic right between the eyes!

Left: The Paradies Shops – Columbia Metropolitan Airport. Above: Brooks Brothers at LaGuardia Airport



CBR, Inc.:

1st Place Winner for: (Small Company)

Category 6: Best New Specialty Retail Concept for Creative Kids

Category 7: Retailer with Highest Regard for Customer Service

Category 8: Best Airport Store Design for Spirit of the Red Horse

Category 11: Best Airport Retailer



- CBR personnel are particularly well-informed and helpful. The staff like working there and show a great deal of pride in the stores.
- CBR has filled a nice niche for quality gifts with style and creativity.
- Creative Kids is a colorful, fun, interesting and unique concept. Excellent customer service completes the presentation.
- CBR embodies the best of small specialty shop retailing, with innovative concepts, hands-on management and great customer service.

Left: Creative Kids interior at Pittsburgh International. Right: Spirit of the Red Horse at Minneapolis – St. Paul



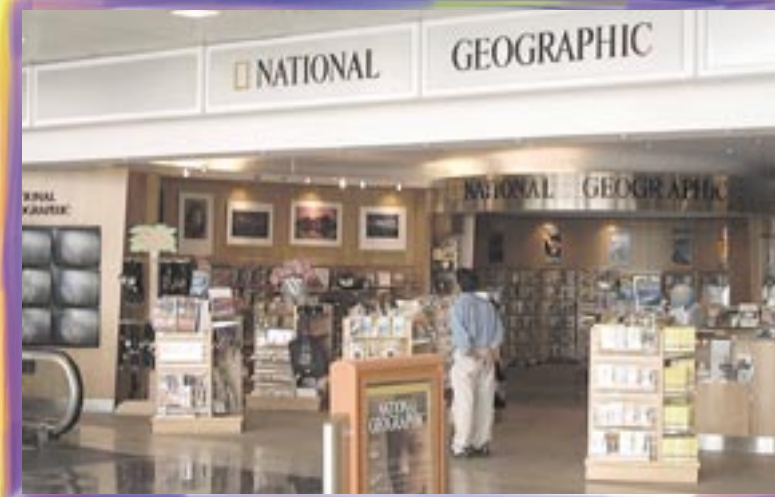
Category Descriptions for Best Concessionaires

Category #6: Best New Specialty Retail Concept: Best new specialty retail concept recently introduced to airports.

Category #7: Retailer with Highest Regard for Customer Service: Retailer who exhibits especially high standards of customer service on a consistent basis.

Category #8: Best Airport Retail Store Design: Retail storefront that is engaging and attracts attention visually.

Category #9: Best Airport News & Gift Operator: Retailer is best overall at customer service, depth and breadth of news and other readables, execution and management.



National Geographic
1st Place Winner for: (Large Company):
 Category 8: **Best Airport Retail Store**
 Design – Tied for 1st

- The design draws you into the stores. Its displays engage you and catch your interest. Design is functional, customers can flow.
- Very attractive storefront for a great airport concept that is well executed with an interesting mix of products, though expensive.

National Geographic at Reagan Nationals National Hall



Hudson News
1st Place Winner for: (Large Company)
 Category 9: **Best News & Gifts Operator**

- Hudson News is all about generating high sales in traditional newsstand categories.
- Sometimes I think Hudson merchandises the news before it happens.
- Hudson gets my vote for post-9-11 adaptive behavior alone, let alone for the fact that their comprehensive execution excels.
- They do newsstands better than anyone; they are true professionals and know their customer better than most retailers.



News and Gifts International
1st Place Winner for: (Small Company)
 Category 9: **Best News & Gifts Operator**

- They are an understated operator that does a great job in small and medium sized airports. I think this company will make major headway in airports in the years to come.
- This operator is trying to provide an above expectation level of customer service with an upscale functional design in a smaller airport setting.

News and Gift Shops International L.L.C. at Phoenix International Airport.

Discovery Channel Store 1st Place Winner for:

(Small Company Airport Division Qualifies)

Category 10: **Best Specialty Retail Brand Operator**

- Discovery Channel Takes an interesting concept familiar to family groups with an enticing store design, adequately staffed with products changed out to keep the merchandising fresh. They recognize seasonality and create interest and excitement.
- Discovery channel stores are fun, have wide appeal, offer unique merchandise and look great.
- While it is much like a mall stores,it shows great promise. The assortment is simplified.

Discovery Channel at MSP Photo: Architectural Alliance



AltiTUNES 1st Place Winner for:

(Small Company Airport Division Qualifies)

Category 10: **Best Specialty Retail Brand Operator**

- AltiTUNES has entertainment value, small footprint, and good selection.

AltiTunes at JFK Terminal 7



Anton Airfoods 1st Place Winner for: (Large Company)

Category 12: **Best New Food & Beverage Concept for Maui Taco**

Category 16: **Best Airport Food & Beverage Operator**

- Anton Airfood operations reflect quality whether they are fine dining or fast food.
- With Anton's you know what you are getting - variety, excellent quality food and service.
- In all its restaurants Anton always has quality food and excellent customer service. Their store designs are very high class, creative, well thought out and executed.

Anton Airfood Federal Tavern at Reagan National Airport





Quizno's 1st Place Winner for:

(Small Company Airport Division Qualifies)
Category 12: **Best New Food & Beverage Concept – Tied for 1st**

- This is a great new concept for airports. They are known for their unique, delicious deli sandwiches and are gaining broad appeal off-airport, which bodes well for the brand's location at LAS.
- If Quizno's can keep their quality standards high in airports, they will do well against some other competitors fitting the fast food deli category.

Quiznos at McCarran International Airport Terminal



Figs Restaurant 1st Place Winner for:

(Small Company)
Category 12: **Best New Food & Beverage Concept – tied for 1st**

- Great new concept, well executed, nice design and good food; a refreshing concept in an airport.
- I really want to see more Figs-type operations in airports.
- Best restaurant on the airport scene, bar none.

Figs Restaurant in the central terminal at LaGuardia International

Category Descriptions for Best Concessionaires

Category #10: Best Specialty Retail Brand Operator: Retailer that is best at operating a recognized specialty retail brand.

Category #11: Best Airport Retailer: Retailer is best overall at merchandising, consistent customer service, concept development, execution and management.

Category #12: Best New Food & Beverage Concept: Best new food concept recently introduced to airports.

Category #13: Food Operator with Highest Regard for Customer Service: Food operator who exhibits especially high standards of customer service on a consistent basis.

Category #14: Best Airport Restaurant Design: Restaurant storefront that is engaging and attracts attention visually.

Category #15: Best Food & Beverage Brand Operator: Food operator that is best at operating a recognized specialty retail brand.

Category #16: Best Airport Food & Beverage Operator: Food operator is best overall at offering menu variety, quality food, consistent customer service and management.

TGI Fridays

1st Place Winner for: (Large Company)

Category 13: **Food Operator with Highest Regard for Customer Service**

- We have never had a bad experience at an airport TGI Fridays. The quality is consistent.
- TGIF starts with well-trained staff and puts the customer truly #1. They are an excellent operator in every way.
- TGI Fridays knows their business and has really adjusted well to the airport environment.
- I always know what the quality of the food & service will be in an airport TGI...there are no surprises.

TGI Friday's at airport locataion



Wolfgang Puck

1st Place Winner for:

(Small Company Airport Divison Qualifies)

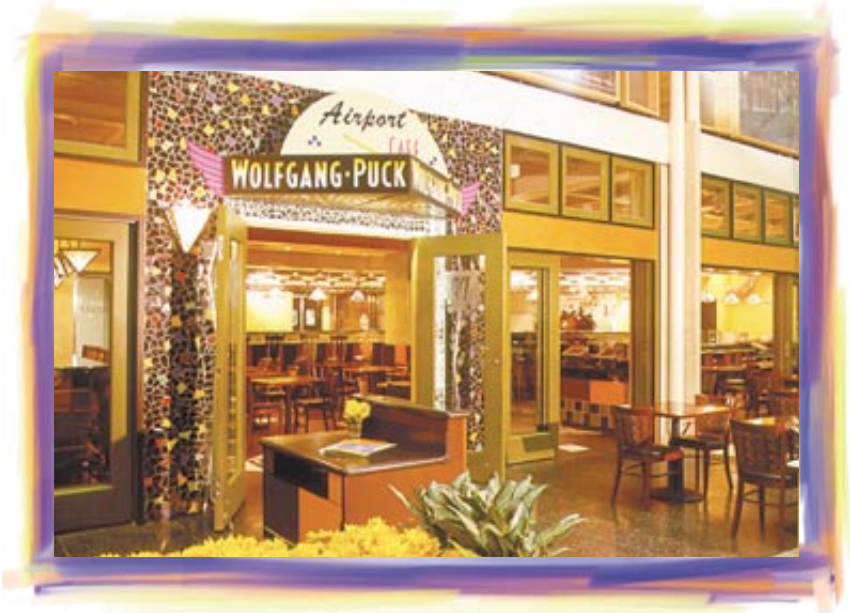
Category 13: **Food Operator with Highest Regard for Customer Service**

Category 14: **Best Airport Restaurant Design**

Category 16: **Best Airport Food & Beverage Operator**

- The Wolfgang Puck at LAX stands out with their innovative signage and the storefront engages you immediately and draws you in.
- Wolfgang puck is focused on what they do best – quality food, quick service.
- Consistently creative and approachable. Excellent.

Wolfgang Puck Restaurant at Chicago O'Hare International Airport



HMSHost for Chili's Too

1st Place Winner for: (Large Company)

Category 14: **Best Airport Restaurant Design**

- The restaurant's designs are very clean, attractive, warm and inviting. HMS Host has done a great job with executing and operating this concept.
- Chili's is a fun, energetic concept. All types of food are available.
- Chili's slimmed-down version for airports is a great sit-down concept with good food and drinks.



McDonald's 1st Place Winner for:

(Large Company)

Category 15: **Best Food & Beverage
Brand Operator**

- McDonald's popularity, broad appeal and productivity is hard to beat.
- It's hard to compete with this national brand operator who knows how to set and meet high quality quick service standards.

McDonald's at O'Hare International Airport



TCBY 1st Place Winner for:

(Small Company Airport Division Qualifies)

Category 15: **Best Food & Beverage
Brand Operator**

- TCBY is a very recognizable name and the stores I have visited have been consistent in quality and service.
- They are widely known by the general public and provide a nice product for airport passengers.
- TCBY is unique for an airport, yet they make the units exciting and enticing.

TCBY at Denver International Airport



Judges Voting for Best Airport Programs

William Anton: Anton Airfood
Louis Coccoli: GladCo Enterprises
Joe Davis: WHSmith
Pam DelDuca: Delstar Group
Carole Howe: CBR Inc.
Kevin Kern: Borders Books
Paul Loupakos: The Grove
Roddy McOwan: Select Service Partner
Tom Nolan: McDonald's
Stan Novack: HMS Host
Gregg Paradies: Paradies Shops
Jeff Sailor: News & Gifts International

Judges Voting for Best Concessionaires

Ron Baltruzak: Velocity Retail
Bruce Boudreau: Leigh Fisher
Vicki Braunagel: Denver International
Myra Bustamante: Miami International
Mark Knight: BAA USA
Michael Moroney: Black & Veatch
Mark Pullman: Airport Retail Portfolio
Jeanne Raikoglo: Portland International
Patricia Ryan: Reno International
Susan Stein: Vancouver International
Steve Tafuro: Silvester Tafuro
Kent Vanden Oever: HNTB