



CIRRUCULUM VITAE

ALAN BORK

AIRPORT RETAIL CONSULTING
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SUMMARY OF ALAN BORK'S PERSONAL PROFILE

Experienced airport executive with more than 20 years of experience within the non-aviation commercial area of airport operation, with a strong commercial profile and a good understanding of the travellers mindset.

Alan Bork has the ability to quickly overview and understand complex airport environments. Having worked with 4 airport privatizations Alan Bork is experienced in working in the cross-field of public and private enterprise.

In addition please notice the following:

- Strong retail and consumer marketing background from travel industry at international level,
- Experienced in airport terminal planning projects,
- Experienced with market research and analytical work,
- Strong financial skills and experienced with due diligence and acquisitions,
- Strong concession management skills and an experienced negotiator used to work in an international environment at both strategic and operational level,
- Move comfortably in a political environment and used to promote the interest of a business towards many different stakeholders,
- Fluent in English and a strong presenter with many speeches and presentations at international conferences,
- Experienced IT user on all platforms.

Alan Bork is a Danish national and his academic background is Merconom, B.Com and a management education with DMC (Dansk Management Center) and INSEAD. He also followed a service management course at Disney Institute in USA.

CONSULTING PROFILE



2003 – present

www.alan-bork.com

Owner and Managing Director

With his vast experience and extensive track record in airports Alan Bork has proved himself an expert in Airport commercial activity. He can help airports create a clear picture of the non-aviation commercial marketplace and define appropriate strategic direction.

Alan Bork worked for the following companies or projects:

- Brussels International Airport – Belgium
- New Lisbon Airport – Portugal (with HOK Architects)
- Cancun International Airport – Mexico
- Copenhagen Airport – Denmark
- Oslo Gardemoen Airport – Norway

- Schiphol Airport - Amsterdam
- Aqaba International Airport – Jordan
- Bergen Airport - Norway
- Bodø Airport - Norway
- Monastir Airport – Tunisia (for Hochtief AirPort GmbH)
- Keflavik International Airport Ltd - Iceland
- Merida Airport - Mexico
- Newcastle Airport - United Kingdom
- Stavanger Airport - Norway
- Steam Packet Company Ltd – Isle of Man - United Kingdom
- Trondheim Airport – Norway
- Largardere Travel Retail – France
- Elior Group / AREAS - France

Please see Appendix I for more details on selected consulting projects that describe Alan Bork's involvement in various airport and travel retail projects. The projects cover different kind of involvements from being part of an airport in-house project team, working with external main contractors or working independently on defined projects.

RELEVANT PROFESSIONAL EXPERIENCE



2010 – 2013

Budapest Airport Zrt
Hungary

Commercial Director and
Executive Vice-president

Key responsibilities

- As Commercial Director to be responsible for and maximise all non-aviation commercial activity including Tax & Duty Free retail, food & beverage, advertising, ground transportation, parking and car rental,
- As executive level point of contact to maintain good relationship and partnership with concessionaires and airport service providers,
- As Executive Vice President to be part of the airport Executive Management Committee responsible for overall airport management,
- As chairman of the Eastern European Travel Retail Association, to maintain good relationship with local and regional governments as well as relevant European Union institutions.

Key achievements

- Successful opening of new terminal in 2011, which was fully let with state of the art retail and introducing multiple operator format on food & beverage,
- Re-negotiation of long-term contract for duty free operation, with a substantial financial upside for the airport,
- Successful lobby campaign against Hungarian government to ensure exemption for the airport duty free for new Hungarian tobacco law monopolizing tobacco sales,
- Introduction of new curbside concept ensuring a substantial increase in airports revenues from ground transportation and taxi service,
- Total upgrade of parking concepts introducing stronger product portfolio and pre-booking capability.



2007 - 2010

BlueVentus Ltd
United Kingdom

Commercial Director

Key responsibilities

- Holding the position as Commercial Director in a new UK based start-up BlueVentus Ltd. Introducing a new “second generation” business lounge concept,
- Responsible for negotiating contracts with the Airports as well as negotiating agreements with the airlines using the lounges,
- Instrumental in building the financial modelling for the Business Plan.



2005 – 2006

Brussels Intl. Airport
BelgiumCommercial Director and
Executive Vice-president

Key responsibilities

- In connection with the privatization of the airport to optimise and be accountable for commercial revenues from all Tax & Duty Free retail, car parking, ground transportation and real estate activities,
- For Tax & Duty Free retail, maximize penetration, sales and revenues to airport company through the development and implementation of strategies to grow the business in close co-operation with the retail operators,
- Optimise revenues from all real estate activities through the achievement of high occupancy levels, market rentals and ensuring that supply meets demand both for the existing real estate assets and also new real estate developments.

Key achievements

- Successful preparation of strategies and Masterplan for the growth and strategic development of the business to be incorporated into the overall company Business Plan,
- Development of a Partnership concept for improved positive business partner relationships with all internal and external stakeholders,
- Building an efficient and motivated organization within a positive working environment, high job satisfaction and a motivated staff with the necessary skills required.



1998 – 2002

Copenhagen Airport Plc
(CPH International)
DenmarkRetail Development
Director

Key responsibilities

- In connection with CPH’s international activities (Mexico and the UK) development of non-aviation commercial activities (all business lines incl. Tax & Duty Free),
- Development of a post-abolition Tax & Duty Free retail strategy, marketing and communication strategy,
- Prepare and carry out tenders in CPH as well as in Mexico,
- Evaluate bids and negotiate contracts,
- Represent CPH in different international forums e.g. ACI, ETRC etc.

Key achievements

- In Copenhagen and Mexico successfully undertook tenders and evaluated and negotiated incoming bids,
- Developed and implemented a post-abolition (1999) marketing and communication strategy which was eventually adopted by other airports; British Airports, Brussels Airport and the Spanish Airports,

- Developed a major business plan “The Commercial Concept for Cancun airport”.
- Successfully introduced and implemented a “European formula” for conducting tenders in Mexico by using tender principles from the ACI Tender Code, which I participated in developing as part of a special ACI task force back in 1997-98,
- Successful opening of a ‘state of the art’ shopping centre at Cancun airport,
- Developed a new structure for the European duty-free industry following abolition in 99,
- Headed a special task force to develop a communication strategy for ETRC,
- As chairman of Danish duty-free & Travel Retail Association I was instrumental in setting up the new Nordic Travel Retail Group representing all travel retail industry in the Nordic countries.



1994 – 1998

Copenhagen Airports Plc
Denmark

Center manager
Retail / F&B






Key responsibilities

- Following privatisation of the airport responsible for establishing a commercial operation within the Tax & Duty Free retail and food & beverage area,
- Building a new retail-marketing department and establishing effective performance management and being accountable for all commercial revenues and expenditure within the account portfolio of CPH’s retail department,
- Development and maintenance of positive business partner relationships with all internal and external stakeholders,
- The effective management of all staff within the retail department to build a positive working environment, high job satisfaction and to ensure that they have the skills required to effectively carry out the work required,



Key achievements

- The implementation of the first retail strategy created a substantial lift in the quality of concessionaires.
- The success of those first 3-4 years was exceptional. Sales grew substantially;
 - Duty Free sales grew from 84 million EURO to reach 130 million EURO in 3 years (55%),
 - Specialist shop sales grew from 26 million EURO to reach 45 million EURO in 3 years (73%),
 - In the same period the passenger numbers grew from 14,2 million to almost 18 million (27%),
- In 1998 the retail facilities of Copenhagen Airport became “Best Airport Shopping in World” in IATA’s Global Survey, a position it held for 3 years consecutively and in fact regained in 2002,
- CPH was 4 times awarded marketing prizes including a Frontier Award for “Best marketing campaign” in 1998,
- Developed a Customer Service program, to focus on quality standards and excellence in customer service. The program included extensive market research as well as a ‘mystery shopping’ program.

PROFESSIONAL QUALIFICATIONS AND EDUCATION

 Danish Management Group	1999 – 2000	Danish Management Forum: Management education, 9 months course, Denmark and France (INSEAD)
		
	1998	Disney Institute: Orlando Service Management Course
	1996 – 97	Nordic Council of Shopping Centres: Retail Management, 8 months course
	1980 – 86	CBS – Copenhagen Business School: Merconom (bachelor) 3 years – marketing B.Com 3 years – business organisation

HONORARY AND ACADEMIC POSITIONS

	1998 - 2005	Chairman of Nordic Travel Retail Group
	1998 – 2005 2011 – 2014	Board member of ETRC – European Travel Retail Council, the umbrella association organizing travel retail industry in Europe
	2012 – 2014	Chairman of CEETRA – Central and Eastern European Travel Retail Association
	2000 – 2008	Guest lecturer at Cranfield Aeronautical University in UK, on “Airport Commercial Revenues Development”

LANGUAGE

Fluent in written and oral Danish,
Fluent in written and oral English.

PERSONAL DATA:

Date and place of birth: 2nd April 1955 in Denmark.
Danish citizenship.

APPENDIX I**Selected projects:****Cancun International Airport - Mexico**

Following the acquisition by Copenhagen Airport of **Cancun International Airport** on the Yucatan Peninsula, I headed the commercial team developing a business plan that included the total refurbishment of the terminal with all new retail and food & beverage facilities. The work included the total process of terminal planning, deciding retail and food & beverage, carrying out tenders and selecting new brands & concepts as well as negotiating contracts with new retail partners.

**Steam Packet Company – Isle of Man – United Kingdom**

The **Steam Packet Company** operating ferry routes in the Irish Sea between Dublin, Liverpool and Isle of Man was facing severe problems with on-board capacity and customer satisfaction. I was asked to undertake a review of the on-board services with the purpose of creating better efficiency in the operations, an improved scope of services, which would eventually lead to increased passenger satisfaction.

**New Lisbon Airport – Portugal (with HOK Architects)**

The new airport that was to open in Lisbon in 2017 was one of the biggest airport projects in Europe for decades. I assisted HOK Architects in the UK with specialist retail input into the various proposals for the configuration of the airside terminal zone. The work included a review of the market for retail services to form the foundation for the Commercial Demand at the **New Lisbon Airport**. I also provided specific recommendations for retail mix, space allocation and location of retail and F&B outlets relative to terminal flows. The work also included an evaluation and estimations of potential revenues from arriving passengers.

**Monastir Airport - Tunisia**

In connection with the privatization of **Monastir Airport** in the southern part of Tunisia I was asked by one of the bidding consortiums to perform a full scale audit and due diligence of all retail and non-aviation commercial activities. The work also included working out locations, space allocation and conceptual mix of the retail and food & beverage elements of a proposal for a “Green Field” project of a new airport to be built in the region. This work also included long-term forecasting for sales and revenue projections.

**Brussels International Airport - Belgium**

The opening of the brand new terminal A coincided with a dramatic passenger shortfall resulting from the bankruptcy of the national airline Sabena. I assisted **Brussels International Airport** in identifying ways to enhance retail and food & beverage performance at the airport. The work also included advice on how to increase passenger spending by better utilizing the flows of the new terminal, as well as creating a more aggressive marketing approach.

"Alan's hands on experience in the airport commercial field have been very valuable to us and the advisory report he delivered showed us ways to enhance commercial performance."

Michel DE ROUCK, Executive Vice President
Commercial affairs, Brussels International Airport Company



Keflavik International Airport - Iceland

Formed as a new company, **Leifur Ericsson Air Terminal Ltd.** was to operate the terminals of Keflavik Airport in Iceland. This client had as one of its aims to develop the commercial activities with particular focus on the important duty-free business.

I undertook a full audit and benchmark of the commercial business and provided guidance and input to the strategic elements of the process of gearing the new company for the future challenges.

Part of the strategic advice was to split up the duty-free business in a separate airport owned subsidiary with its own management structure. The client choose to do so and the duty-free company became an independent profit-centre which eventually improved its EDITDA substantially through improved margins and better cost efficiency.

"The strategic input provided by Alan Bork was very professional and indeed very useful in our business development considerations. We will most certainly draw again on Alan Bork's consulting services during our upcoming terminal project."

Höskuldur Asgeirsson, Managing Director

Leifur Eiriksson Air Terminal Ltd., Keflavik Airport, Iceland



Aqaba International Airport - Jordan

Due to substantial passenger increases the terminal at **Aqaba International Airport** needed to be expanded in order to cope with traffic increases for additional 4-5 years before a new terminal was built. I was asked to undertake an analysis of the commercial potential as well as provide specific recommendations for detailed area schedules and location of commercial activities relative to terminal flows. I also provided a commercial plan for all non-aviation commercial activities both on landside and airside including sales and revenue forecasts per business line, per commercial concept and per outlet.



Keflavik International Airport - Iceland

Following substantial passenger increases the terminals at **Keflavik International Airport** needed to be expanded. I provided the commercial advice for a new terminal footprint with a much expanded duty-free area. The work included a thorough analysis of the retail and food & beverage business and recommendations for how to improve future revenues through improved passenger spend levels.

The work also included a terminal footprint with size and location of all commercial activities, as well as a space optimisation plan to deliver maximum revenues per concept and per outlet. The space plan was to be integrated with a new concept and branded approach to retail that would fully exploit the potential of the passenger profile.

"Again we have drawn on Alan Bork's professional expertise in connection with the terminal project. We are very satisfied with the outcome of his work, which will most certainly improve our commercial business at Keflavik Airport"

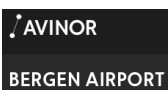
Höskuldur Asgeirsson, Managing Director

Leifur Eiriksson Air Terminal Ltd., Keflavik Airport, Iceland



Oslo Airport Gardemoen - Norway

Facing a major tender of the duty-free concession, **Oslo Airport** wanted to enhance commercial performance by investing in reconfiguring the terminals to improve passenger flows and commercial revenues. I assisted in drafting a new terminal blueprint as well as a new and more aggressive strategy for the duty-free tendering process.

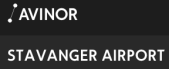


Bergen Airport - Norway

Facing a major tendering process for its food & beverage business as well as for the convenience shops, **Bergen Airport** asked me to assist in creating the tender strategy, preparing the tender documents as well as participate in the evaluation process leading to the final decision of awarding the contracts. The work also included an audit and benchmark of the current convenience and food & beverage business.

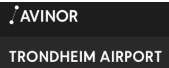
"We were happy to draw on Alan's vast experience from the airport's commercial field as well as his knowledge of the Nordic travel retail market. We are very pleased with the outcome of the consulting services he provided."

Alf Sognefest, Head of Terminal and Market Bergen Airport, Flesland Norway



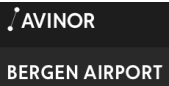
Stavanger Airport - Norway

I was asked to undertake a total review of the non-aviation commercial activities of the airport's landside and airside terminal zones, with the aim of creating a new Retail Masterplan for the airport. The objectives were to improve the offer for passengers under a very difficult terminal configuration with a narrow and congested airside zone. The work also included a total market review mapping out passenger profiles and passenger behaviour.



Trondheim Airport - Norway

In connection with tendering the duty-free business Trondheim Airport had a new operator coming in. Simultaneously the international terminal was to be expanded with additional 2 new gates. I was asked to undertake a review of all retail and food & beverage activities and suggested new strategies to improve the passenger spend levels. The work also included recommending optimal size and location of the new duty-free shop. The advice resulted in Norway's first "walk-through" duty free shop. The work also included a review of the Advertising activities and proposals for a new Advertising Strategy with the aim of improving advertising revenues.



Bergen Airport - Norway

Handling passengers well above the initial capacity of the terminal at Bergen Airport accentuated the need for building a new terminal to handle future passenger growth. An architectural competition was undertaken and a number of architect firms submitted their proposals for the new terminal. I participated in the project in selecting the winning bid.

The winning project was submitted by Narud Stokke Wiig Architects, a world renowned architect firm that also did the new Oslo Gardemoen airport in the late 90'ties.