



Railway restaurant services: from simple refreshment rooms to prestigious restaurants and new concepts in catering for the city clientele

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Hot issues in Food & beverage

- **Adapt the f&b to emerging patterns in Railways Stations**
- **The critical balance: “local flavor” and brand recognition**
- **Bringing the city’s spirit into the station**
- **The value of larger concessionaires**



Adapt the f&b offer to emerging patterns

Shift towards dynamic shopping and entertainment environment

From ...

“Traditional station ”

- KEY CUSTOMER NEEDS**
- Speed of Service
 - Rail line closeness
 - Easy & friendly signage

... to

“Station + ... dynamic shopping and entertainment environment”

- same as Trad. Station (for travellers) +
- Meaningful/Rich experiences
- Comfort/relax vs speed of service
- Integrated local and popular brands and services (i.e.information technologies)

FOOD AND SERVICE OFFER

- Take Away Relevance
- Convenience Store
- Q.S.R. (Hamburger, pizza...)
- Traditional Bar Snack

- same as Trad. Station (for travellers) +
- Self Service and Table Service Bar
- Restaurant
- Coffee Shops/Brasserie
- Innovative Formats (i.e. Co-marketing, tailor made, Ethnic, Wine, etc.)



Service/Products for Traditional stations: 4 key F&B formats - Key Brands (europe)

Key
Formats

Snack Bar /
Coffee Shop/
Pub

Q.S.R. /
Take
Away

Take
Away /
Conve-
nience/
Grab&Go

Restaurant



Brands



Take Away as an answer to today's time constraints





Opportunity Take Away

High returns



Take Away Kiosk –

Sales performance: 26.000 €/sqm (vs average F&B = 3.500 €/sqm)



Existing casual dining outlets can be productive “grab and go” facilities as well

- Add “grab and go” areas to existing casual dining facilities
- Easy access and added convenience for time sensitive customers
- Incremental sales up to €150,000 per year, per location





Small spaces can drive big sales with “grab and go”

- Convert non-revenue generating spaces to high value real estate
- Variety of brands, concepts, menus
- Customize to traffic flows, passenger mix, spatial dynamics
- Substantial incremental sales potential;





Top-tier F&B programs balance “local flavor” and brand recognition

- **The brand paradox**

- National/International brands drive awareness and sales
- But they also make every station look the same

- **The challenge**

- Mixing the right blend of locally-themed concepts and national brands
- Local theming makes your program unique, National brands attract a mass market

- **F&B operator requirements**

- Research/identify local themes
- Customize mix of concepts to station’s needs



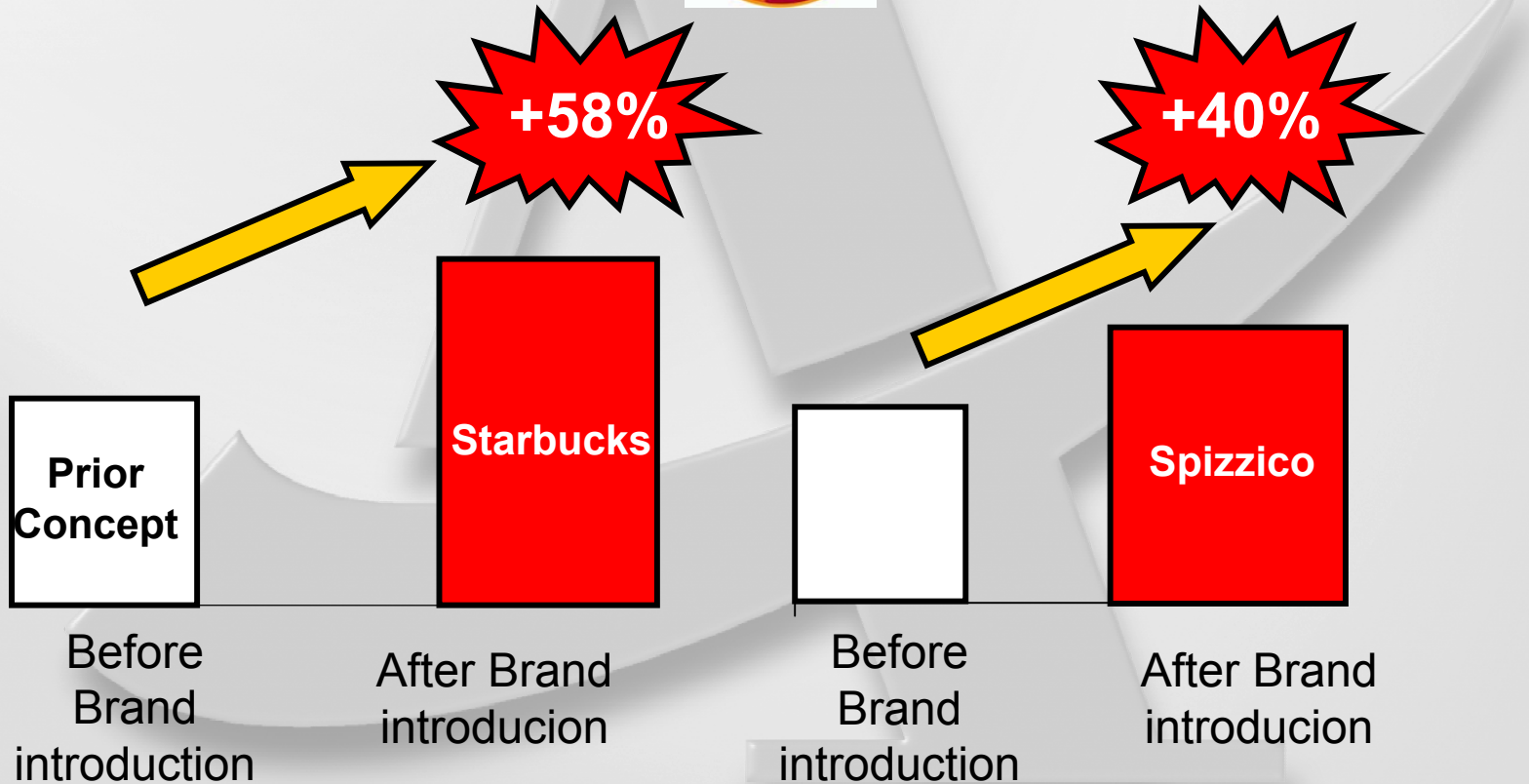
National brands drive awareness and sales ...



Starbucks Impact Case Study
Starbucks vs. Prior Coffee Shop



Spizzico Impact Case Study





... however mastering operations is key as well
(especially if rents are in %)

Autogrill's performance vs previous concessionaires

Airport

Sales/sqm/day

- Previous	25,4 Euro	
- Autogrill	30,0 Euro	+ 18%

Expo

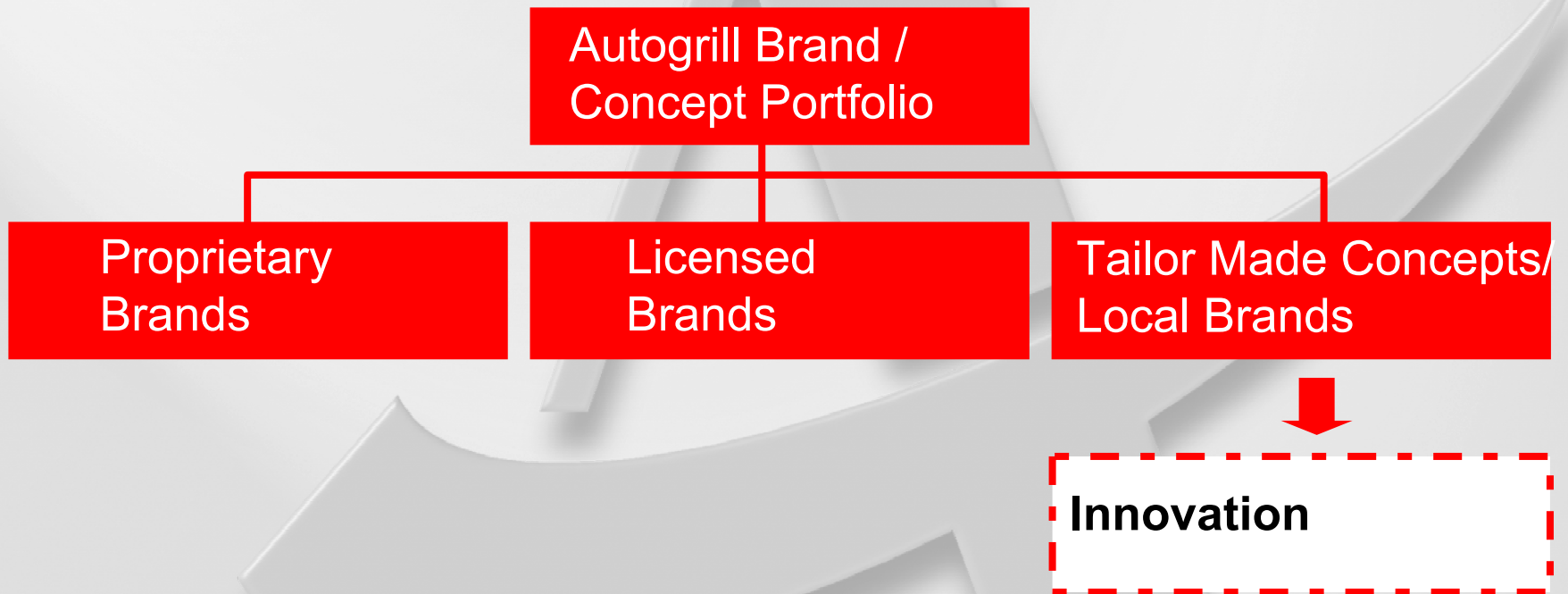
Sales/sqm/day

- Previous	5,8 Euro	
- Autogrill	7,4 Euro	+ 28%



Getting the right brand mix

Our strategy is to differentiate and highlight the local values balancing the mix of locally-themed concepts and national brands



Variety, Differentiation and ... Innovation to bring the city's spirit into the station



Bringing city's spirit into the station (1/7)

Fox Sports Sky Box creates high-energy dining

- 78% of business travelers follow a sports team
- Over 20 satellite feeds
- Sports-themed menu
- Look and feel of Fox Sports studio
- 51% revenue increase over prior concept





Bringing city's spirit into the station (2/7)

Expedia.com Café makes the right connection

- Leverage brand equity of Expedia, world's largest travel website
- High-speed Internet access at each table
- Extremely popular with business travelers
- 90% of customers expect to return
- Avg. check = \$10.75
 - 54% higher than generic airport restaurant





Bringing city's spirit into the station (3/7)

Great design leads to great experiences

Casa Bacardi, Tampa, FL





Bringing city's spirit into the station (4/7)

Het Paleis, Amsterdam, The Netherlands





Bringing city's spirit into the station (5/7)

Mozaik's, Toronto Pearson Int.l Airport





Bringing city's spirit into the station (6/7) *Bubbles Seafood and Wine Bar, Amsterdam*





Bringing city's spirit into the station (7/7)

New generation of bars adding generous dashes of local flavor





The value of large concessionaires

Stability, Efficiency, Variety and Innovation are key to build commercial successful in stations F&B concessions

- **Stability**
 - Strong infrastructure
 - Financial strength
 - Honor commitments to landlords and station community
- **Efficiency and excellence**
 - Minimal overhead, maximum economic returns
 - Consistent operations, product, service, quality and security
 - scale economies for stations (i.e. in personnel or logistic areas)
- **Variety and Differentiation**
 - Proprietary Brands
 - Access to national and international brands
 - Capability to develop local concepts
- **Innovation**
 - Create new concepts suited to the new station environment
 - Requires substantial resources that only larger firms can provide



Conclusions

- **F&B consuming offering patterns will have to adapt to new station environment**
- **Key will be to find the right balance between:**
 - Traveller needs (takeaway, convenience, QSR) and non-Traveller (more time/value service)
 - National brands and local brands
- **Offering for non-traveller will have to bring the city's spirit into the station.**
- **New commercial plans require new competencies and adequate partners in order to ensure stability, effectiveness and efficiency**