



# FOOD AND BEVERAGE

EXPRESSION OF INTEREST



# CONTENTS

Welcome to Christchurch Airport	Page 3
Te Waipounamu - the South Island	Page 4
Our airport	Page 5
Gateway to the South Island	Page 6
Our purpose	Page 7
Our customer charter	Page 8
Our customers	Page 9 - 11
Our approach	Page 12
Our vision	Page 13
The Scope	Page 14 - 22
Submission requirements	Page 23
Some terms	Page 24

Appendix 1 – Proposal Form



## KIA ORA AND THANK YOU FOR YOUR INTEREST IN WORKING WITH US TO BUILD AN INNOVATIVE, HIGH-QUALITY, AND HIGH-VALUE BUSINESS AT CHRISTCHURCH AIRPORT.

There's a lot going on at Christchurch Airport. As the Gateway to the South Island, it is a major driver of the South Island regional economy. We proudly champion Te Wai Pounamu The South Island and Aotearoa New Zealand – for today and tomorrow. The airport has been named by travellers as one of the world's best airports and is consistently rated by an independent international quarterly travellers' survey as the best airport in Australia and New Zealand. Before Covid-19, Christchurch Airport welcomed 11 airline partners, all of whom are either flying here regularly again or have indicated they will return as soon as their company situation allows. The airport is widely considered a global leader in sustainability initiatives. In early 2021, the airport became the first in the world to achieve Level 4 decarbonisation accreditation under the Airports Council International programme – the highest accreditation an airport can achieve. A core focus is developing renewable energy precinct Kōwhai Park on 400-hectares of land just behind the runways, to power the new generations of electric and green hydrogen aircraft. We are focused on our customers having the best experience here and this is where you can play a part.

We believe being selected as an operator by Christchurch Airport represents a unique and exciting opportunity. The potential for success is significant,

with some of the best brand exposure and access to customers in the South Island. We are proud of what we do and aspire to have a champion terminal as part of a champion airport. We are committed to a digital future and expect our commercial business to reflect this.

We seek like-minded commercial operators who are equally proud of what they do and whose contribution will enhance our community and our business, across the entire airport precinct.

Our goal is for each and every traveller to have the best commercial, experiential and service journey they could possibly have in an airport located in one of the best destinations in the world.

Christchurch Airport is the South Island's largest tourism business. Internationally, New Zealand, and the South Island in particular, are incredibly aspirational places to visit. People want to come here. For international and domestic visitors, the South Island delivers every possible experience, from action-packed, thrill seeking adventures to rejuvenating, relaxing holidays.

We proudly champion the South Island and play an integral role in New Zealand's economic development. Not only do we welcome millions of passengers each year, from both our own backyard and around the world, our campus is the largest centre of employment in the South Island, with 7,000 people working here for 250 businesses.

We are delighted to invite interested parties to express their interest in operating Food and Beverage outlets at Christchurch Airport.

We look forward to hearing from prospective operators about how you believe you can support us and work with us to play an integral part in delivering our vision for Christchurch Airport.



Justin Watson  
Chief Executive







# *Te Waipounamu* the South Island

---

**WE BELIEVE THE SOUTH ISLAND  
IS THE BEST PLACE IN THE WORLD.**

**THE BEST PLACE TO VISIT,  
LIVE AND DO BUSINESS.**

---

We believe the South Island changes people's lives, for the better and forever. We want it to prosper – to be improved for everyone lucky enough to live here.

Christchurch city exists in an area of unique, spectacular and beautiful geology. For example, the Canterbury region contains 59% of the world's braided rivers and the Southern Alps provide water that is naturally filtered; it requires no human intervention to make it ready for the city's consumption.

We believe, as citizens of the South Island, it's our responsibility and privilege to be caretakers of this very special place.

We are passionate about protecting the environment, minimising the use of all natural resources and improving the quality of life for our community. Compliance with regulatory and legal frameworks is important but is just the start for us – we want to enhance the lives of all our stakeholders.

Airports have a strong flow-on effect in the economies they serve. Independent estimates show for every \$1 Christchurch Airport earns, the wider South Island economy earns \$50. We also know adding one international airline seat into Christchurch generates an average of 7.5 commercial guest nights in the South Island.



# Our airport

Christchurch Airport plays an integral role in New Zealand's tourism and economic development. Aiming to be "New Zealand's Tourism Gateway", it is a major domestic hub and the busiest and most strategic connection to the world's tourism and trade markets for the South Island.

Christchurch Airport is located only a 15 minute drive from central Christchurch. It has direct access to some of the South Island's busiest roads including State Highway 1 (a major arterial road for the South Island) and Memorial Avenue (the main road connecting the airport to central Christchurch).

The airport is a 24-hour operation and New Zealand's second largest airport. Christchurch Airport, the South Island's only truly International airport, provides a unique opportunity for seasoned and innovative operators to gain maximum brand exposure and showcase a premium offering to a local, domestic and international market.

Some 7,000 people are employed on the airport campus in full time, part time or casual roles, making it the largest single centre of employment in the South Island.

We support the Christchurch, Canterbury and South Island economy in several ways, including:

- Creating employment for more than 20,000 full time equivalent workers (FTEs) in the Canterbury region
- Enabling Antarctic operations that deliver \$80 million in direct benefits to the city annually
- Helping to retain technicians and associated professionals within the region and New Zealand.



# Gateway to the South Island



PASSENGERS PRE-COVID

MEMBER OF THE **HYDROGEN CONSORTIUM FOR SUSTAINABLE AVIATION**

**400 ha**

SOLAR FARM UNDER DEVELOPMENT



ECONOMIC MULTIPLIER



COMMERCIAL AIRLINES FLYING **11,000** INTERNATIONAL AND **62,000** DOMESTIC FLIGHTS PER ANNUM.

LARGEST CENTRE OF EMPLOYMENT AND LOGISTICS IN THE SI  
**OVER 7,000 PEOPLE EMPLOYED**

**28,000**

TONNES OF AIRFREIGHT PA

LEADS THE **"SOUTH"** PROGRAMME AND NEW HORIZONS FUND

**1,400 ha**

CIAL LANDHOLDINGS



# Our purpose

## CHAMPIONING TE WAIPOUNAMU THE SOUTH ISLAND AND AOTEAROA NEW ZEALAND FOR TODAY AND TOMORROW

### MISSION

1

#### ENHANCING PEOPLE'S LIVES

Our team,  
customers, partners,  
communities

2

#### FUELLING ECONOMIC PROSPERITY

of the South Island  
and New Zealand

3

#### GREAT KAITIAKI OF OUR PLANET

Safety, security  
and sustainability

### STRATEGIC PRIORITIES

*Expand*  
OUR  
HORIZONS

*Grow*  
OUR  
ENGINE ROOM

*Partner*  
OUR  
STRENGTHS

### ACTIVATION FRAMEWORK



PLANES



PROPERTY



PASSENGERS



PLANET

# Our Customer Charter

---

## PARK2PLANE

---

PARK TO PLANE (P2P) PLACES THE CUSTOMER AT THE CENTRE OF ALL WE DO TO MAKE EACH AND EVERY JOURNEY BETTER.

Research has shown there is direct and positive correlation between enjoyment levels and customer spend - happy customers directly drive value. By focusing on improving the experience across the whole customer journey we can create a tangible commercial benefit. This is why P2P exists.

Commercially, as we continue to 'Grow Our Engine Room', the P2P strategy sees us working with our terminal stakeholders to increase returns, by creating a competitive and diverse commercial offering which exceeds customer expectations and enhances the customer journey.





# Our Customers

Prior to COVID-19 Christchurch Airport saw 6.9m passengers annually and had been on a strong passenger growth trajectory, increasing by close to 4% annually from 2015.

Approximately 75% of our passenger volume is flying within New Zealand.



TOTAL PASSENGER MOVEMENTS

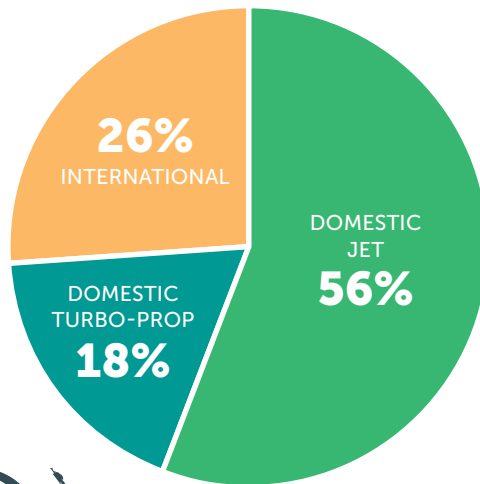


INTERNATIONAL PASSENGER MOVEMENTS



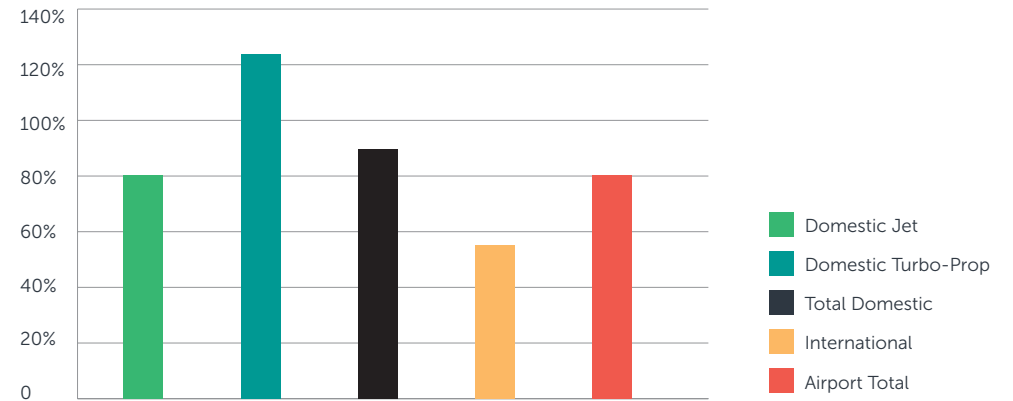
DOMESTIC PASSENGER MOVEMENTS

## PASSENGER SEGMENTS



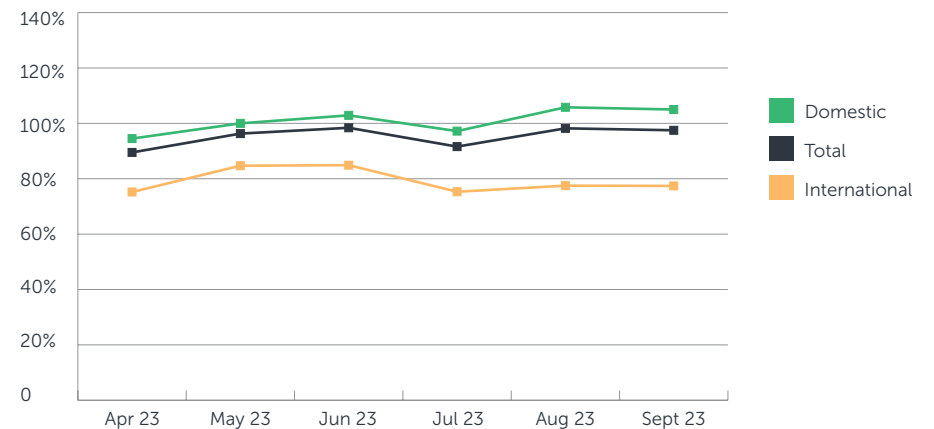
By April 2023 the airport has recovered to see more than 80% of our pre-Covid passenger volume. We have seen a particularly strong recovery of our turbo-prop traffic, which is 124% of 2019 passenger volumes.

## CURRENT RECOVERY BY MARKET (JUL 22 - APR 23)



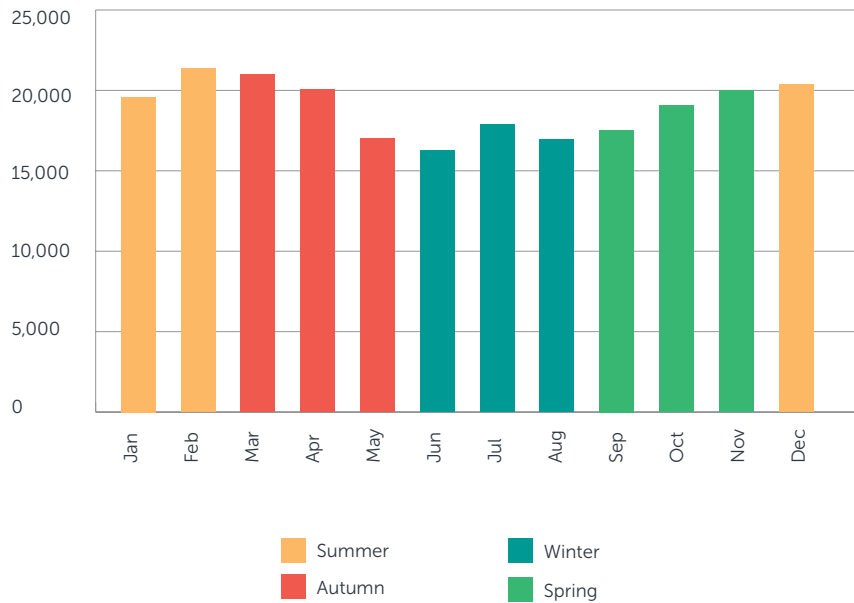
Our aeronautical team has been working hard, and as airlines continue to reactivate aircraft across the world, we will continue to see recovery. The seats schedule over the next six months shows this recovery.

## SCHEDULE RECOVERY



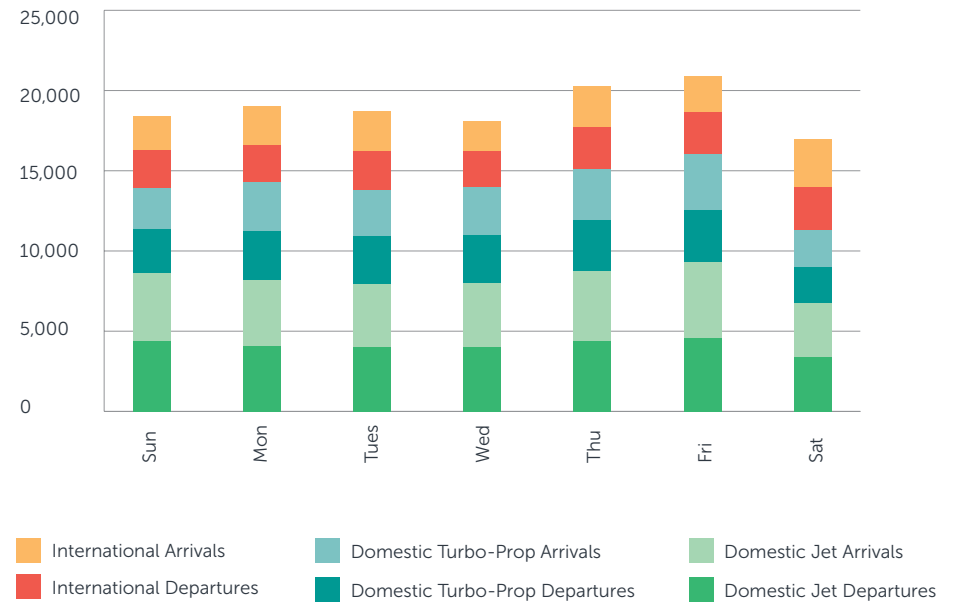
Christchurch is traditionally a seasonal airport driven by strong international demand in the summer, and sunny escapes and school holidays in the winter.

AVERAGE DAILY PASSENGER NUMBERS BY MONTH



The airport sees relatively consistent volumes across the week, though has an observable midweek business market and a strong weekend leisure trend.

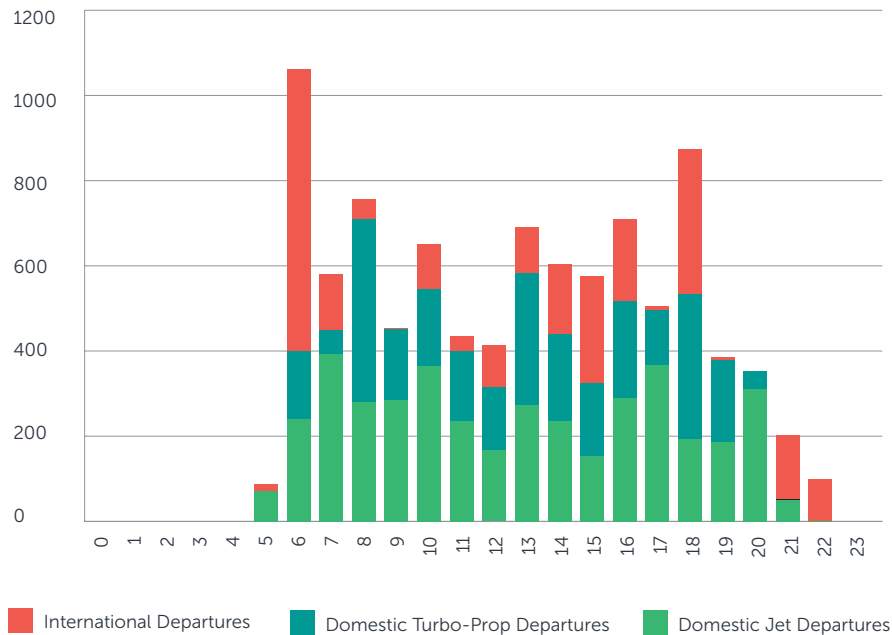
AVERAGE DAILY PASSENGERS BY DAY OF WEEK





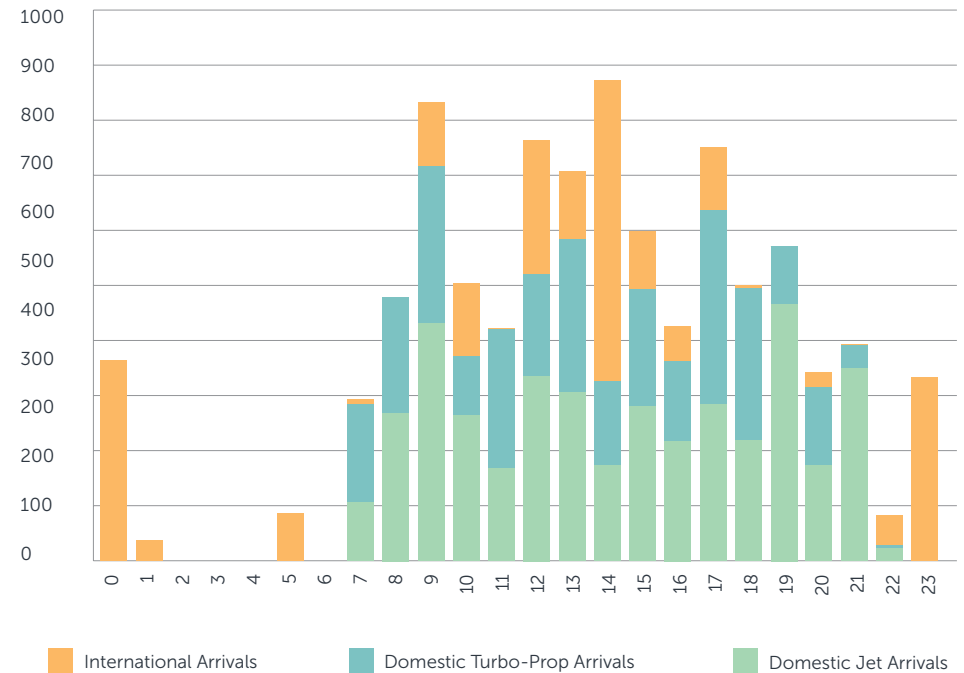
Our terminal currently opens at 3am for departing passengers and the departure profile has three distinct groupings. The early morning segment driven by 6am Trans-Tasman flights, an early afternoon segment driven by domestic traffic, and a late afternoon/early evening segment driven by returning domestic business travel and larger international airlines.

AVERAGE DEPARTURES BY TIME OF DAY



Arriving passenger volume peaks later in the morning than departing, largely driven by domestic flights. The airport has a strong international arrival peak in the mid afternoon, and a 'midnight' arrival peak driven by Trans-Tasman flying.

AVERAGE ARRIVALS BY TIME OF DAY



\* Note information presented is from 2019. Full current passenger information has been supplied electronically for review.

# Our Approach

AT CHRISTCHURCH AIRPORT, WE ARE ALWAYS FOCUSED ON MAINTAINING FAIR AND TRANSPARENT PARTNER SELECTION PROCESSES. OUR INTENDED TIMELINE IS CURRENTLY:

With the expiry of key leases in June 2024, Christchurch Airport is taking the opportunity to approach the market in a significant way for the first time in 12 years. The airport sees the approach we are putting forward as the best way to collaborate with operators to enable them to demonstrate their expertise and how they would apply this at the airport.

The airport is therefore seeking an expression of interest rather than a formal tender process.

All correspondence, requests for clarifications, and questions should be directed to

Nic Sullivan  
Commercial Manager

[nic.sullivan@cial.co.nz](mailto:nic.sullivan@cial.co.nz)

06/06/2023	Release of Expression of Interest
12/06/2023 – 30/06/2023	Site visits
07/07/2023	Deadline for pre-submission questions
14/07/2023	Expressions of Interest due
28/07/2023	Advise shortlisted parties
31/07/2023	Negotiations with shortlisted parties





# Our Vision

Our vision is to create a relaxing experience for our customers where they can receive quality food, speedy delivery and friendly customer service.

Our operators will excel at delivering a food and beverage experience. They will be able to demonstrate their ability to attract customers and drive transaction values through quality product and outstanding customer service.

They will be innovative, keeping their product offering fresh and seeking to use technology to assist in the delivery of their offering.

They will strive to be world class in how they present their offer to customers and will understand what it means to be great kaitiaki, by seeking ways to minimise the environmental footprint of their operations.

At their heart, operators will be passionate about what they do, who they engage with, and how they interact with them.

Our operators must be completely committed to working with us to develop a business that is customer centric, and seeks to grow value for both the airport and the chosen partner's.

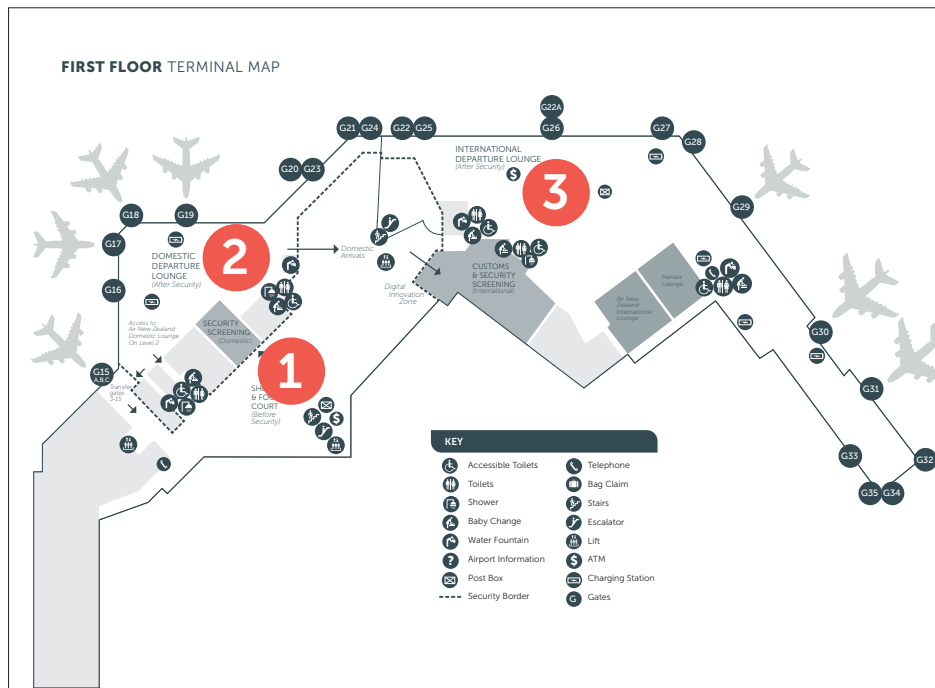




# The Scope

We seek an operator who understands our vision and can collaborate with us to deliver it.

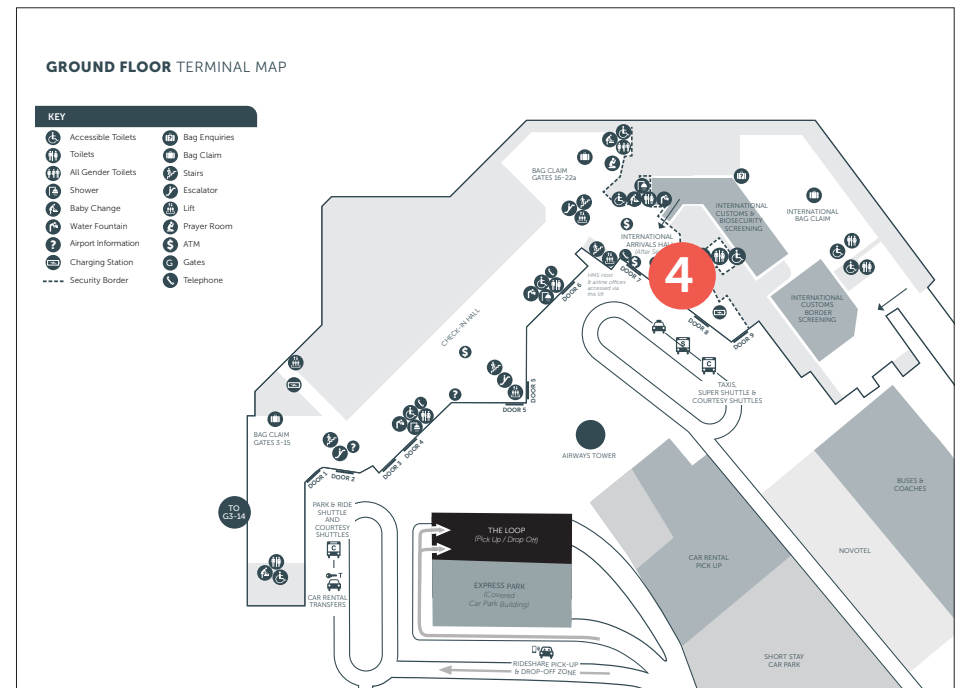
The airport is bringing to market ten different tenancies that can be awarded to multiple parties. The majority of tenancies are located in our Level 1 Food Court, with significant singular offerings in our domestic jet lounge, international departures and international arrivals areas.



1 Level 1 Food Court

2 Domestic Jet Lounge

3 International Departures



4 International Arrivals



# 1. The Food Court

The current Food Court area will remain the central hub of the terminal before security. The cornerstones of this area are a large footprint all day restaurant, a recognised quick service restaurant ("QSR") brand, a 'hero' coffee offering and small format 'market' stores. While the material structure of the Food Court remains the same, key components have been modified to increase the exposure to passenger flow and create better connection between the offerings and dwell areas.

The map below sets out the proposed tenancies including:

- A. An all day restaurant concept
- B. A hero coffee offering / café
- C. A QSR concept
- D – G. Small format stores



# A. The Restaurant

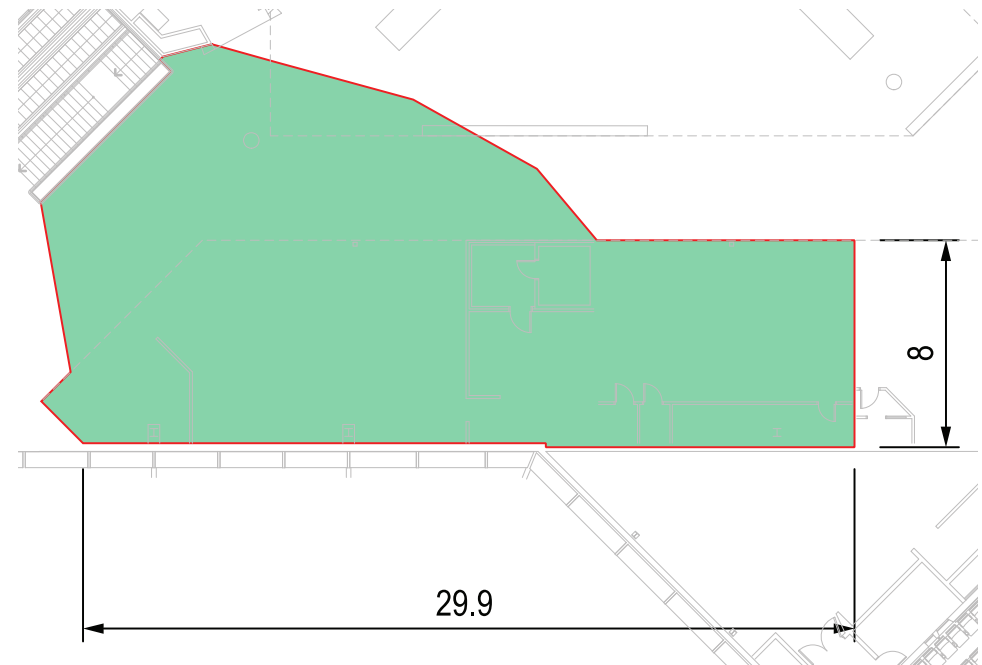
A place for passengers to enjoy a more substantial meal or a quality beverage, providing an experience that is 'clearly kiwi'. This offering is all about sharing some kai. Whether it be farewelling whanau, meeting with colleagues or growing business partnerships, this is the place to be.

The menu should seek to showcase the South Island's quality produce, and wide range of beverages. The offering should have a story, and the staff a passion for telling it. Service is paramount with staff always greeting customers on arrival during the busy parts of the day and providing table service as part of a drive to grow passenger spend rates.

This outlet is tasked with providing quality food across all day parts and will operate from terminal open until the last domestic departing flight.

This offering sees the enhancement of the current all day offering, expanding the footprint to approximately 350m<sup>2</sup>. As with all of our offerings we are flexible on the size and layout of the store and are willing to vary these for the right offering.

Expected lease term = 7 years.  
Lease area = 349.8m<sup>2</sup>.



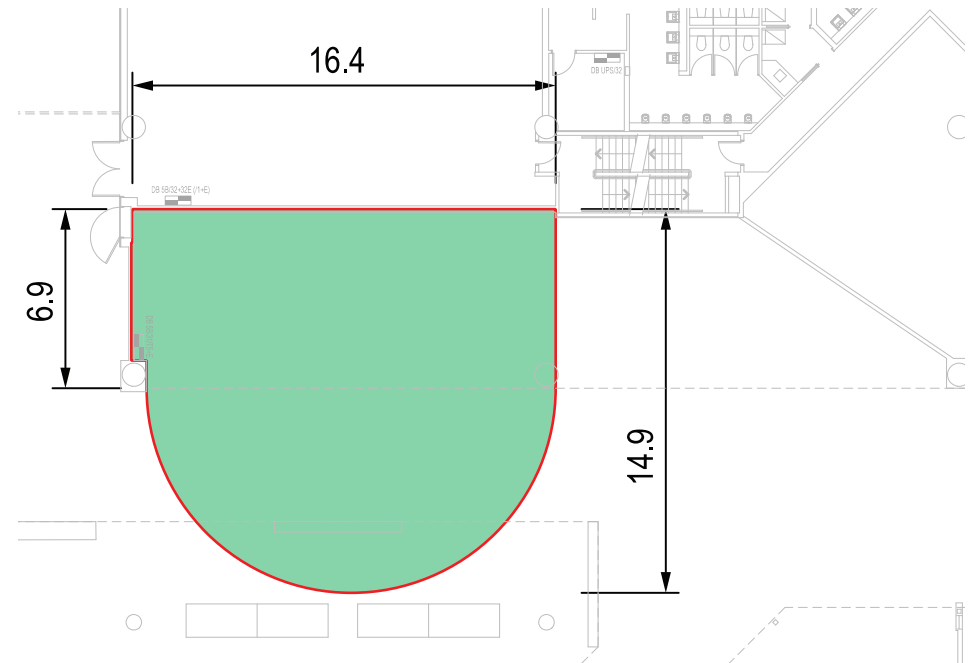


# B. The Cafe

New Zealand is known for being proud of its coffee offerings. This outlet should be known as the “go to” by regulars and present itself in a way that customers can instantly identify it as the home of great coffee. Its menu of quality quick service heat and eats, and bakery goods will appeal to everyone while seamlessly accommodating a variety of dietary requirements.

Located in place of the existing Relay Travel Essentials Store, and on the apex of the spilt in flow between international and domestic departures, will be an offering that has the key focus of providing quality coffee. Currently estimated at 212.4m<sup>2</sup> this offering should have room for two coffee machines, and a large display cabinet.

Expected lease term = 7 years.  
Lease area = 212.4m<sup>2</sup>.

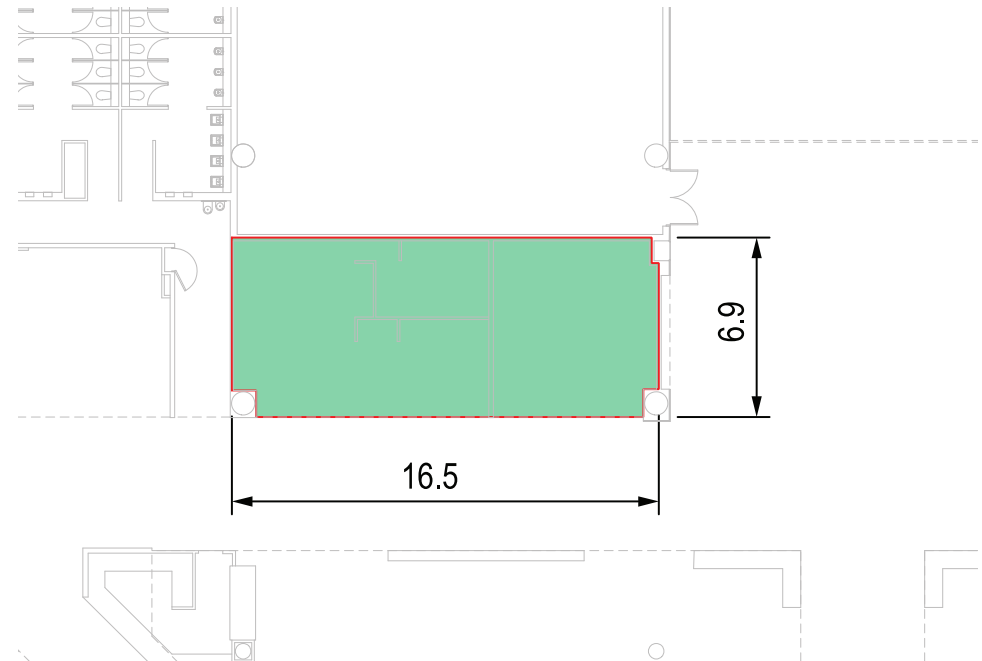


# C. Quick Service Restaurant (QSR)

Whether a globally recognised brand or an iconic local, this QSR will deliver best in class service. Customer service and speed should be second to none in the terminal. We encourage operators in this space in particular to utilise technology to deal with queue volumes and to help with language barriers for our global passenger base.

With close to 113m<sup>2</sup> of space available we encourage an operator to think carefully, in order to balance back of house facilities and front of house service.

Expected lease term = 7 years.  
Lease area = 113m<sup>2</sup>.



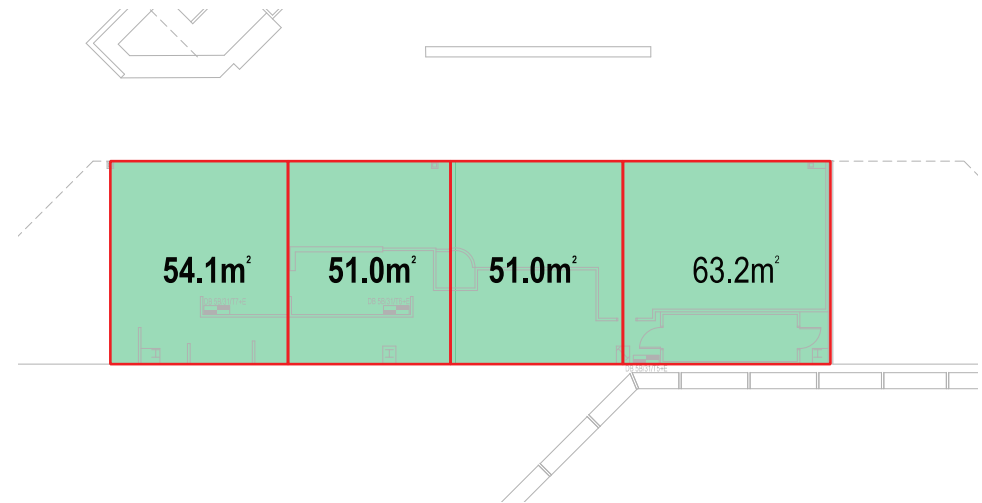
# D – G. Small Format Stores

We encourage operators to reflect current and evolving food trends with these offerings. We expect to see some foodcourt favourites, and are also looking for operators who have a flare for something different. We would be particularly interested in operators who can demonstrate their ability to move with trends, keeping food fresh and interesting for our regular passengers and working population.



With smaller tenancy sizes we expect these tenancies to hold shorter leases. They can be awarded as a package (with separate front of house identities) or individually. For the right offering, we would consider merging two stores to create one bigger footprint.

Expected lease term = 3-5 years.





# 2. Domestic Jet Lounge

With the expiry of the lease for the current food and beverage space in this area, the airport has decided to make available a new space, with views of the Southern Alps, in a high visibility site.

Located through domestic screening in the domestic jet lounge, this expansive site should serve great coffee in the morning, and cold beer and wine in the afternoon. The menu should draw inspiration from the Canterbury Plains outside the window beyond the runway.

A simple efficient menu will sit well in an environment where passengers seek to relax prior to boarding. There is a current extract fan installed to the ceiling cavity enabling a full cooked menu.

Currently sized at 193.3m<sup>2</sup> the chosen operator will be able to adjust their footprint to suit the offering. There is potential to look at expanding the product offering beyond the food and beverage category to increase transaction values.

Expected lease term = 7 years.

The map below sets out the proposed tenancy and gives some context to the wider area:



# 3. International Departures

The international departures lounge is a key touchpoint in the passenger journey with substantial passenger dwell time.

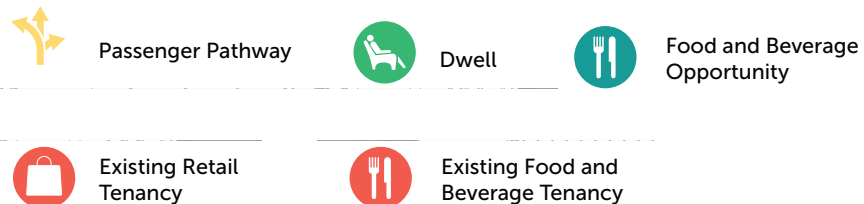
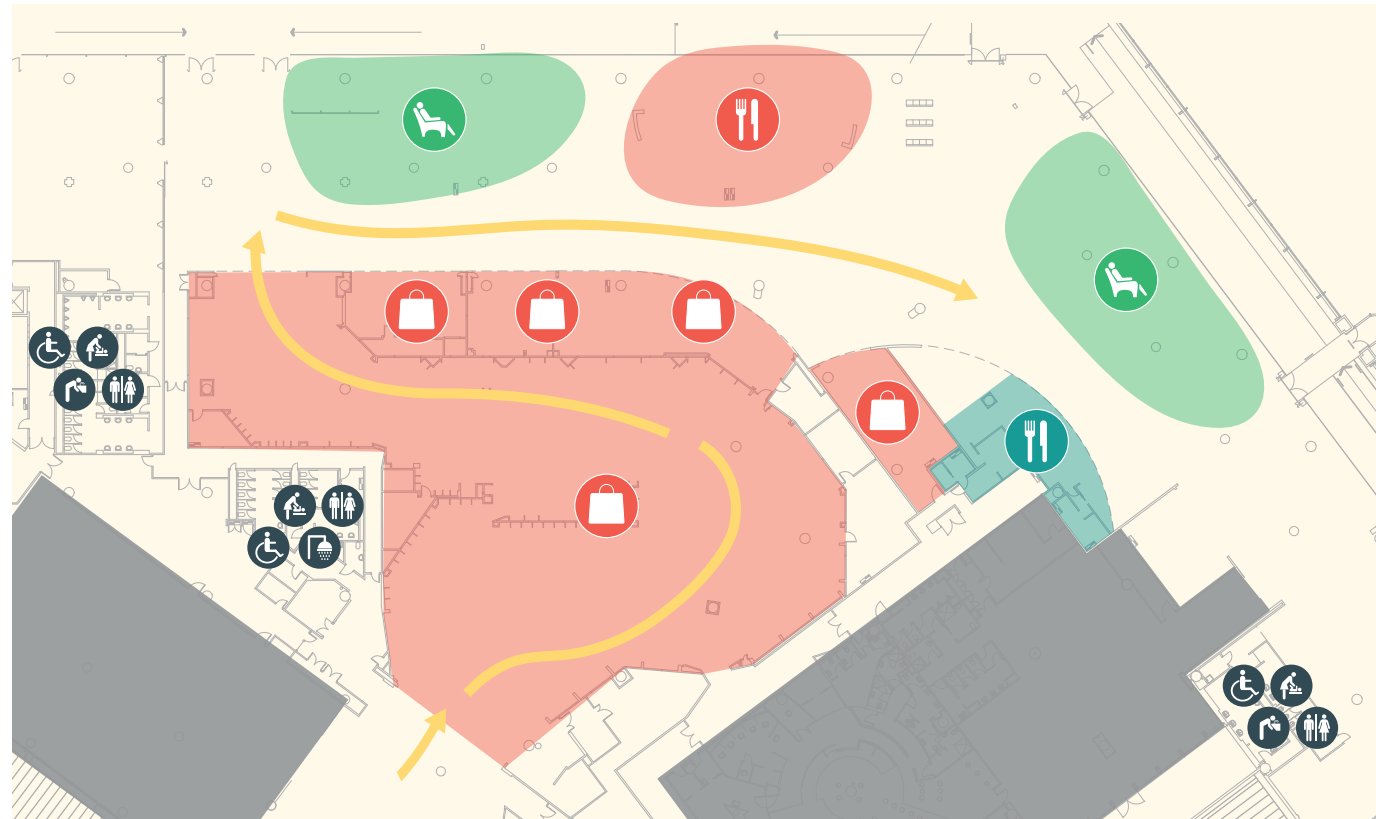
The area is currently served by the Alps Bar and Pizza, as well as a soon to be reactivated café offering (previously operated as a Coffee Club). The expiry of the lease for the café offering on 30 June 2024 has led us to test the market in search of an offering that complements the remaining Alps Bar.

This location lends itself to an operator who can concentrate on what customers are seeking and vary the menu to suit the passenger demographic and time of day. The existing space has a kitchen with extract which can be redeveloped to meet the needs of the offering.

Currently sized at 117m<sup>2</sup> this offering can take advantage of the adjacent area for seating and service.

Expected lease term = 5 years.

The map below sets out the proposed tenancy and gives some context to the wider area:



# 4. International Arrivals

The return of international arriving passengers has created a buzz in the international arrivals area. This area gives overseas visitors their first welcome and sees families reconnecting. We are looking for an operator who understands this occasion and can offer food to a weary traveller, or hot coffee to a family member eagerly awaiting their loved one.

With a prominent location, an operator who can catch the travellers' attention will do well. Outside of providing traditional food and beverage offerings the location gives the option for two further revenue streams:

- With the stores adjacency to the rental car market this offering could provide a profitable grab and go style convenience store, providing passengers with all they need for their road trip ahead.
- The activity in the area lends itself to part of the space being provisioned as an international arrivals lounge. This lounge would be available primarily to the convention market, though could find use in hosting tour groups, business meetings or other functions. The convention market has been tested at the most recent TRENZ conference held at Te Pae in Christchurch. The airport is open to investing alongside the right partner to activate this part of the opportunity.

Expected lease term = 7 years.  
Lease area = 188m<sup>2</sup>

The map below sets out the proposed tenancy and gives some context to the wider area:





# Submission Requirements

In this expression of interest we are keen to hear from you about why you are the best operator for the airport to work with. To help us understand your concept, we ask you to submit a document that speaks to the items below:

## CONCEPT

Detail the concept(s) you are proposing and what it will serve.

- Brand information
- Proposed product
- Supporting visual imagery

## CAPABILITY

Tell us how you are going to deliver your proposed offering.

- Summary of experience in category
- Business Plan
- Marketing Strategy

## DESIGN

Show us what your vision is.

- Preliminary high level floor plan
- Imagery, sketches or 3D visuals to show how the offering will be brought to life
- Detail of how the design elements link the brand and the airport's vision
- Tell us what base services you need (electrical supply, extract)

## STAFFING

Share your business culture with us.

- Approach to staff employment and training
- Approach to staff retention
- References from current operational staff members

## ENVIRONMENTAL

Convince us your business cares.

- Approach to waste minimisation
- Awareness of energy consumption
- Considerations for full lifecycle of fitout
- Evidence of commitment to sustainability

## TECHNOLOGY

Demonstrate how you are using technology.

- Integration of technology in the customer experience
- Use of technology to drive efficiency
- Use of data to drive improvement

## FINANCIAL

Tell us what you want to achieve.

- Estimate the average transaction value
- Share your sales target and growth objectives
- Indication of rent yield range

## SUBMISSION

Complete the form in Appendix 1 and email along with your document to: [nic.sullivan@cial.co.nz](mailto:nic.sullivan@cial.co.nz)

Your submission should be concise and no more than 20 pages in length.

CIAL intends to enter commercial negotiations with interested parties following the shortlisting process outlined on page 12.

# Some Terms

We have summarised some of the key terms of lease, and things you need to know about operating at the airport below.

## **Collaboration**

We pride ourselves on working closely with all of our operators. We aim to collaborate on your annual business plans, to make sure our strategies and objectives are well aligned. We require a regular, defined meeting and reporting program to maximise transparency, collaboration and compliance, and aim to share information that can help to drive sales and customer satisfaction.

## **Data**

We share data with our operators, and expect you to do the same. We have a team that works to drive insights from our passenger volume and help you better understand how to grow. We are set up to provide daily feeds of information and expect that your business is set to do the same.

## **Operations**

Due to unforeseen circumstances (delays, schedule changes and network level events) the airport environment can change at any given time. Our operators will be expected to adapt their operations to ensure that service levels are maintained as required.

## **Airport Security**

All individuals operating in the airside environment at the airport must obtain an Airport Identity Card. These are issued by Aviation Security Services and can take up to 10 days to process. Note that this is not issued to a company, but rather an individual and so approval to hold this is based on their own history.

## **Operating Costs**

On-airport utilities and operating costs for the contract may include the following: Electricity, other utilities and rates. The existing concessionaires are paying approximately \$120 per m<sup>2</sup> per annum for utilities and rates, with electricity being charged on a user pays basis. This amount is not fixed and is subject to review annually to reflect airport operating costs.

## **Retail Fund**

The airport administered this fund to activate advertising assets, run promotions, activation areas of the terminal, gather insights, and other initiatives designed to grow sales. Operators contribute 4% of annual rental to this fund.

## **Bank Guarantee**

The airport seeks a bank guarantee based on three months of forecast rent.

## **Staff Transport**

The terminal is serviced by public bus services and we have off terminal staff parking available for a cost of \$5.50(incl) per 24 hours of continuous use.

## Submission Form:

### Christchurch Airport Food and Beverage - Expression of Interest

Please complete the form below and return with your submission to [nic.sullivan@cial.co.nz](mailto:nic.sullivan@cial.co.nz)

**Company Name:**

**Address:**

**Main Contact:**

**Phone:**

**Email:**

**Secondary Contact(s):**

#### **You (the Respondent) acknowledge that:**

- Although every effort has been made to ensure that the information within this EOI is correct, please note that such information has been supplied on an indicative basis only and that you shall have no claim that any information supplied is incorrect, incomplete, or misleading.
- CIAL may enter into direct discussions, negotiations and / or contract with any one or more Respondents (upon any terms and conditions) during this EOI process and will not be bound to give any reasons for decisions made in respect of this EOI process to you.
- You will keep confidential and secure (and will not misuse or exploit) any information of or available in respect of CIAL which would reasonably be expected to be proprietary commercially sensitive or confidential (including any information about the information provided itself).
- All information submitted to CIAL will be and remain the property of CIAL. Subject to the following provisions, CIAL accepts that all information supplied in the EOI shall remain strictly confidential and will not be disclosed to any party outside of CIAL, noting that CIAL reserves the right to:
  - Disclose any information received from you to its staff and professional advisers; and
  - Utilise any information received for its own advantage or benefit without thereby creating any obligation, financial or otherwise, to you of that information.
- CIAL reserves the right at any time to amend, suspend or cancel this EOI.

---

Signed

---

Dated