PTE WORLD

CONFERENCE

March 17-19, 2026

Excel London

The passenger economy: Redefining airport revenue and experience

Conference report:

Retail, commercial & passenger experience

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Executive summary: Personalisation begins with data ownership

The airport industry talks about the passenger economy as though it already exists. It does not. What exists is a collection of fragmented transactions – airline tickets, lounge memberships, duty-free receipts, parking payments – distributed across dozens of data owners, none of whom share willingly. The result: airports see more people than almost any other commercial environment on earth, and know almost nothing about them.

What emerged from PTE World Conference 2026 was a candid examination of the structural conditions shaping passenger experience innovation. A consistent theme was the structural factors that make innovation challenging. The industry's revenue models, data architectures, and organisational structures were designed for a world that no longer exists.

The airports gaining ground are the ones actively rethinking those structures. Bogota rebuilt its retail model from scratch, generating $8.7 million from a concept that departed from established operator conventions. Pittsburgh doubled concessions revenue in three years by moving away from the developer-led model. Paris achieved a 1,063% sales uplift from a single themed activation by aligning four traditionally competing stakeholders. Philadelphia articulated a view increasingly shared across the industry: the central challenge is less about loyalty and more about data ownership.

Key findings

- **Data ownership, not loyalty, is the strategic gap.** Airlines own tickets, TSA owns checkpoint data, concessionaires own transaction data. Airports own almost nothing. The ones winning commercially are building direct passenger relationships from scratch.
- **Employee experience sets the ceiling for passenger experience.** Seattle-Tacoma has 25,000 workers across 800 employers with no shared communication channel. Pittsburgh discovered its passenger project was actually an employee project. The workforce is the product.
- **Hyper-personalisation is aspirational; data unification is the real frontier.** After 15 years of industry conversation, ecosystem-wide data sharing remains unsolved. Airports are 'data rich but recognition poor.'
- **The retail model is shifting from landlord to platform.** Bogota, Pittsburgh, Paris, and Heathrow each represent a different version of the same structural move: airports taking active control of their commercial offer rather than passively tendering it.
- **Lounges are cannibalising F&B revenue.** US airport bars report sales drops of up to 14% when a new lounge opens nearby. The $4 billion lounge market is growing at 8% annually, and a coordinated industry response is still emerging..
- **Accessibility represents a multi-trillion-dollar market opportunity that is often approached primarily as a compliance matter.** 1.3 billion people worldwide live with disabilities. Airports that design for their needs unlock spending, loyalty, and brand differentiation.
- **The parking revenue cliff is real.** US airports under 1 million passengers derive 78% of non-aeronautical revenue from parking and rental cars. Autonomous vehicles and ride-shares are eroding that base now.

1. From loyalty to data ownership: The strategic frontier for airports

Cassie Schmid, chief strategy officer, Philadelphia International Airport, delivered the most structurally honest diagnosis of the conference:

"Airports can't anticipate a passenger's specific needs because we only know them from a single moment, a single transaction. Airlines own the ticket data. TSA owns the checkpoint data. Concessionaires own the transactional data. And us, as airports, we own almost nothing."
Cassie Schmid, chief strategy officer, Philadelphia International Airport

This is less a technology challenge than an architecture one. Netflix serves every user a unique experience from a single account, while airports serve millions of visitors and find personalisation difficult because they do not own the underlying relationship. The comparison highlights how much room there is for airports to build direct passenger relationships.

The airports making progress have stopped waiting for ecosystem-wide data sharing – a conversation that has been running for 15 years without resolution, as Aude Ferrand of TAV Operations and Airports Holding observed – and started building their own passenger databases. Paris CDG's ExTime platform captures pre-booking, in-airport, and lounge behaviour across a single CRM. Brussels Airport's digital travel companion generates proactive, journey-specific notifications that achieved a 4.7/5 satisfaction score. Minneapolis-St. Paul, under Schmid's previous leadership, moved from mass broadcast to persona-based relationship marketing by building a unified passenger CRM from scratch.

The strategic implication is significant: airports that continue to depend on borrowed data from airlines, ground handlers, and concessionaires will find it difficult to build loyalty, and risk being seen as interchangeable infrastructure.

"Personalization in today's world is no longer a luxury. It's actually the baseline."
Cassie Schmid, chief strategy officer, Philadelphia International Airport

Philadelphia's own answer was to define its brand with surgical clarity – "Good things start here" – so that every touchpoint, from baggage handler to barista, understands the brief. But brand alone cannot substitute for the CRM infrastructure that turns brand into relationship and relationship into revenue.

What comes next: The airports that own the next decade will not be the ones with the best terminals. They will be the ones that own their passenger relationships – and can prove it with data that no airline, ground handler, or concessionaire controls.

2. The employee experience IS the passenger experience

Jamie Carter at Seattle-Tacoma International Airport manages an ecosystem of 25,000 workers employed by 800 separate tenant companies. The airport operator has no direct HR relationship with the vast majority of them. No shared email list. No common communication channel. No onboarding programme.

"People look at your badge and they don't care who you work for when they're going to ask you a question about wayfinding or elevators or restrooms. They know you work here. It's not your customer, it's our customer."

Jamie Carter, interim director of customer experience and brand strategy, Seattle-Tacoma International Airport

This is one of the most under-discussed structural dynamics in airport experience. Airports invest billions in terminals and technology, then deliver that experience through a distributed workforce that does not always have ready access to basic operational information. When Seattle-Tacoma suffered a cyberattack in 2024 that disabled every digital display, the app, and the website overnight, it was the human network – not the technology – that delivered. It also highlighted the opportunity to broaden frontline workers' awareness beyond their immediate roles.

Pittsburgh International Airport's experience tells the same story from a different angle. The "We Got You" project started as a passenger disruption-response programme but pivoted almost immediately when the team discovered the real problem:

"What started as a passenger project shifted very quickly to: how do we best provide services for our staff in order for them to put the passenger first in every moment?"

Siri Betts-Sonstegard, senior vice president, experience and design, Pittsburgh International Airport

Staff were improvising with personal laptops and Google searches to answer passenger questions. The technology infrastructure needed to serve employees came before the technology infrastructure designed to impress passengers.

At Heathrow, the framing is cultural rather than technological. Sally Allington of EthosFarm, which runs the 400-person Heathrow Helper contract, described the model as "dipping people in purple" – embedding shared purpose across the entire partner ecosystem. Munich Airport demonstrated the commercial proof point: 77% of its 37,000 campus employees purchase at the airport, evidence that emotional engagement drives commercial behaviour even among the workforce itself.

Nassau Airport's Jonathan Hannah quantified the problem precisely: airports control only 30-40% of the passenger journey. The rest is delivered by airlines, government agencies, ground handlers, and concessionaires. Governance models that treat these as separate domains will always produce fragmented experiences.

What comes next: The next generation of airport experience investment must start with the workforce. SMS opt-in communications (Seattle), universal onboarding programmes (Munich), co-design with frontline staff (Pittsburgh), and cultural embedding (Heathrow) are all expressions of the same principle: the passenger experience ceiling is set by the employee experience floor.

3. From data unification to hyper-personalisation: The real sequence

The hyper-personalisation panel at PTE World Conference 2026 drew a useful distinction worth wider attention across the industry. Personalisation is based on historical behaviour: Dear Aude, here is a car park voucher. Hyper-personalisation adapts to who the passenger is in this specific moment, this specific mood, this specific trip. The gap between the two is substantial, and few airports have crossed it so far.

"Everybody is not the same person on Monday morning as Friday afternoon. Great hospitality begins with understanding the moment. Our welcome must adapt to meet guests where they are."

Aude Ferrand, TAV Holding chief commercial officer (CCO) and TAV Operation Services CEO, TAV Airports Holding

"People don't want to be segmented; they want to be truly recognized."

Aude Ferrand, TAV Holding chief commercial officer (CCO) and TAV Operation Services CEO, TAV Airports Holding

The obstacles are not primarily technological. They are structural. Data sharing across the airport ecosystem – airlines, retailers, operators, immigration – is the prerequisite for true personalisation. But commercial, legal, and privacy barriers make this practically very difficult. Ferrand acknowledged 15 years of industry conversation without resolution, suggesting the problem requires framed commercial projects rather than open-ended data agreements.

The panel also surfaced a forward-looking consideration: the risk of over-personalised airports becoming echo chambers. If algorithms predict exactly what every passenger wants, they eliminate the serendipity, impulse purchases, and unexpected encounters that drive both commercial revenue and memorable experience.

"Our job as terminal operators is really to curate choice, not collapse it – and to use data to augment the unexpected and surprise-delight experience."

Marisa Von Wieding, VP of operations, The New Terminal One at JFK

Meanwhile, a practical reality is that many airports still find it difficult to connect their own systems. Air Canada's Kerianne Wilson described how a single passenger's accessibility request passes through more than 10 systems between input and the person handling the mobility aid. Manchester Airport Group sees 75% of website traffic via mobile but only 50% of revenue from mobile – a conversion gap that reflects fragmented digital architecture, not lack of demand.

Denver International Airport's deployment of a custom-trained large language model, achieving 90%+ accuracy in real-time social monitoring, represents one path forward. Brussels Airport's journey-based ancillary placement – suggesting the fast-track product specifically at the security screening step, generating EUR 100,000 in direct incremental revenue from a single digital placement – represents another. Both are notable steps, though neither yet constitutes ecosystem-wide personalisation.

What comes next: The honest trajectory is not hyper-personalisation in five years. It is data unification in five years, personalisation in ten, and hyper-personalisation as a theoretical horizon. The airports that succeed will be the ones that scope narrow commercial data-sharing projects rather than waiting for the grand unified platform that has been promised since 2010.

4. The evolving retail model: From landlord to curator

Peter Newbould, of Lagardère framed a structural challenge at the heart of airport retail:

"The traditional concession fee model between airport, retailer and brand, structurally doesn't encourage agility."

Peter Newbould, CEO, Lagardère Travel Retail UK & Ireland

The problem is architectural. Brand life cycles are shortening. Trend cycles are faster than 10-year investment contracts can accommodate. A brand called Made by Mitchell sells $1 million a day on TikTok Shop – $365 million annually – yet airports capture relatively little of that today. Wonderskin sells one unit every five seconds on TikTok. These brands exist at massive scale in the digital economy and are virtually absent from airport retail, because the concession model requires capital commitments, fixed locations, and contract durations that make agility impossible.

"What if short-term optimization is slowly creating a long-term irrelevance?"

Sergio Aparicio, CCO, Opain - Bogotá El Dorado Airport

Bogota's answer was radical. Aparicio described the moment every airport eventually faces: "You either optimize the existing model or you redesign it." Bogota chose redesign. Paraiso Local – an in-house platform for local and emerging brands – generated $8.7 million in sales in its first year, activated 42 commercial spaces simultaneously, hosted 146 brands, achieved an 11.4% capture rate, and lifted average ticket from a $3.50 domestic baseline to $37.60.

Pittsburgh took a different route to the same conclusion. Bryan Dietz described the decision to move from a developer-led model to an owner model: "It wasn't just a lease-landlord relationship that we wanted." The result: concessions revenue doubled in three years.

Vienna Airport's Julian Jager took yet another approach – encouraging international operators to carry local brands:

"80 to 90% of the space which we've given out is going to local F&B brands – mainly with international F&B operators. So 50 to 60% is operated by big international F&B operators, but the brands are mainly family businesses with a history up to 200 years in Vienna."

Julian Jäger, joint CEO & COO, Vienna International Airport

The universal insight across all three cases: generic duty-free ranges are showing limited growth in spend per passenger. Original and regional products are. The airports winning commercially are the ones that have moved from leasing space to curating experience.

What comes next: The next generation of airport retail will not come from a new brand. It will come from a new model. Airports must provide fully fitted shells that allow brand rotation without triggering full capex cycles, decoupling investment from tenure and unlocking the agility that the current concession structure prevents.

5. Narrative retail and sense of place are the new commercial weapons

Paris CDG's Severine described what may be the most commercially significant shift in airport retail: the move from transactional merchandising to narrative storytelling as the primary driver of discovery and conversion.

"It's finished to have overcrowded shelves, promotions everywhere, generic role stores, all selling long checkout queues or basic souvenirs. We try to go in something more experiential and more emotional."

Séverine Patureau, chief commercial and merchandising officer, Groupe ADP

The proof point is extraordinary. An immersive brand activation at CDG Terminal 1 – Puig fragrance combined with a Valrhona chocolate sculpture celebrating the Notre-Dame reopening, requiring 3,000 hours of craft time – delivered a 1,063% uplift in category sales versus baseline. The typical high-performing promotion achieves an 84% uplift. Paris achieved more than ten times that.

The mechanism is not promotional. It is editorial. Three seasonal storytelling cycles per year. Pre-trip digital activation through the ExTime platform. Coordinated in-airport physical experience. Lounge integration. The entire ecosystem – duty-free operators, F&B partners, media owners, digital platforms – aligned around a single narrative theme.

Heathrow's quaternity model formalises the same principle differently. Nancy Stewart, head of category - duty free, luxury, fashion, gift and shopping services, Heathrow, Vincent Baland of Puig, and Richard Simkins of JCDecaux UK described a four-party alignment – airport, media owner, brand, operator – that generates a compounding effect from attraction through interaction to transaction.

"69% of travelers actually purchase or discover a new brand in the airport. And out of these 69%, half of them will repurchase in their local market. So travel retail is not only what it used to be – a very transactional ecosystem. Now we are really using it as a brand-building ecosystem."

Vincent Baland, general manager - travel retail Europe, Puig

Only 17% of passengers visit the fragrance aisle. Only half of those buy. The remaining 83% are not being reached by product, but they can be reached by story. This is why narrative – not discount mechanics – is the growth vector.

Houston's Oculus installation, with more than 2,000 square feet of curved display surface developed in collaboration with local artists, represents the infrastructure investment required to make sense of place tangible. Munich Airport's 26-year-old Christmas market represents the programming investment. Vienna's insistence on regional specialties over international duty-free ranges represents the curatorial commitment.

What comes next: The airports that will capture the next generation of commercial growth are the ones that treat their terminal floors as editorial platforms – programming content, rotating stories, and measuring impressions alongside transactions. The media value of millions of passengers sharing in-airport brand experiences across social media is quantifiable, and airports should be measuring and monetising it.

6. Lounges and F&B revenue: Managing a shifting balance

The global airport lounge market is projected to reach approximately $4 billion in 2025/2026, growing at roughly 8% annually. More than a dozen new lounges opened globally in the past 12 months. Two-thirds of travellers already feel airports are more crowded, driving lounge demand further.

And US airport bars are reporting sales drops of up to 14% when a new lounge opens nearby.

" Lounges are a fantastic opportunity to turn relatively low value space into high value space. It's the space behind the retail, a level above, a level below."

John Arbuckle, partner and head of aviation, Newmark

This is the lounge paradox: lounges are the fastest-growing segment in airport commercial revenue, and their growth actively cannibalises adjacent revenue streams. They are not always additive; they can be redistributive. Airports that open a new lounge without modelling the net commercial impact may be working from an incomplete picture of the economics.

"Gone are the days of a one-size-fits-all approach. To truly evolve, we must differentiate our products and experiences. If airlines can distinguish between first class and business class lounges, there is no reason that common-use airport lounges can't apply the same strategy."

Jonathan Song, chief commercial officer, Plaza Premium Group

Miami International Airport has 10 lounges and is adding more, including a 13,000 square foot credit card and common-use facility. PS Miami offers 9 luxury private suites with dedicated TSA and CBP processing. The premium polarisation is real: Miami's average spend per passenger is $42 versus the mega-airport mean of $34.

But the more interesting argument came from the panel's discussion of convergence. The future is not better individual lounges. It is connecting valet parking, meet-and-greet, fast track, personalised duty-free shopping, and lounge into a single curated ecosystem for each passenger. All the components exist. The industry's main opportunity lies in reducing fragmentation.

Tampa International Airport provided the data point that merits the attention of airport commercial directors: fully automated retail stores without human interaction generate approximately 25% less revenue than staffed equivalents. If lounges pull passengers out of the concourse and automated stores replace the human interactions that remain, the compound effect on concourse commercial revenue could be severe.

What comes next: Airports must model lounge expansion as a net revenue calculation, not a gross revenue addition. The winners will be those that integrate lounges into a broader hospitality ecosystem rather than allowing them to operate in isolation from the wider commercial concourse and its highest-spending passengers.

7. Accessibility as a market of 1.3 billion people

The accessibility sessions at PTE World Conference 2026 delivered one of the most thought-provoking arguments of the track: framing accessibility primarily as a regulatory obligation may understate both its ethical importance and its commercial value.

"Passengers with accessibility needs spend more money than passengers who feel disrespected and leave. If you're not offering an inclusive experience, you are leaving revenue on the table."

Maurice Jenkins, IAP A.A.E, chief innovation officer, Miami International Airport

The numbers frame the scale. Approximately 1.3 billion people worldwide live with some form of disability. By 2030, the global population aged 60 and over will reach 1.4 billion, and one in three people over 65 will experience hearing loss. Over 50% of disabilities are not visible. The Open Doors Organisation's longitudinal study found that 84% of people with disabilities report obstacles at airports – up from approximately 60% in earlier waves. This indicates the challenge is growing rather than easing.

"Air travel has broadly not changed for me in more than 35 years of flying; with the exception of maybe a slightly more comfortable seat, its exactly the same. Turn up, report to assisted travel, and, be processed through like baggage"

Neil Barnfather, chief commercial officer, GoodMaps

He has spent approximately 50 pounds in airports over 35 years of flying. That points less to a compliance gap than to a substantial revenue opportunity, one multiplied across hundreds of millions of travellers.

The design solutions exist. San Antonio's new Terminal C involved a 35-member community accessibility panel that generated 166 suggestions, of which 129 became design solutions – described by the airport as "many hours of free consulting." Frankfurt Airport piloted the world's first automatic Auracast deployment, enabling passengers with hearing aids, earbuds, or headphones to receive gate announcements directly through Bluetooth without terminal noise.

Jean Hewitt, author of the BSI PAS 6463 standard, identified one of the sharpest tensions in the entire conference programme: routing all passengers through duty-free is one of the most over-stimulating experiences in airports, directly harming neurodivergent passengers. Around 70% of people with neurodivergent conditions experience sensory overload from built environments. Yet commercial revenue pressures make bypasses rare.

"A truly modern airport is not the one that moves faster, but one that moves forward, leaving no one behind."

Bertha Alicia Pérez Báez, passenger experience lead, Grupo Aeroportuario del Pacífico

What comes next: Accessibility must move from the compliance budget to the commercial strategy. Airports that co-design with disabled communities from 10% design, measure accessibility experience quality rather than lanyard counts, and treat sensory environment design as a commercial investment will capture spending from the world's largest underserved market.

8. Preparing for the shift in parking revenue

Thiago Nykiel, CEO, Infraway, delivered a statistic that US airport CFOs will want to consider closely:

"US passengers spend 30% less than Brazilian passengers after adjusting for purchasing power parity. For domestic airports, the gap is 20%; for international airports, it reaches 50%. It's a huge gap."

Thiago Nykiel, CEO, Infraway Engenharia

And the structural explanation:

"The US airport business model relies heavily on parking and rental car revenues. This is likely to create significant challenges for airports in the future."

Thiago Nykiel, CEO, Infraway Engenharia

At US airports with fewer than 1 million passengers, 78% of non-aeronautical revenue comes from parking and rental cars. Even at airports above 40 million passengers, parking and rental cars still account for 50-55% of non-aeronautical revenue. These numbers represent a structural dependency that the rest of the world does not share, built during decades when every passenger arrived by private vehicle and parked on airport land.

Autonomous vehicles, ride-share growth, and high-speed rail connections are eroding that base. The question is not whether the erosion will happen but how fast, and whether airports will have diversified their revenue before it does.

Brazil's experience offers a contrasting model. Fifty-nine airports have been conceded over 14 years through public-private partnerships, mobilising $8.8 billion in private capital. Ninety-five percent of Brazilian passenger traffic now flows through privately operated airports. The commercial results are striking: average 5% compound annual growth in non-aeronautical revenue, with top performers tripling pre-concession levels. CCR achieved 18% annual growth. Zurich's Brazil cluster nearly tripled per-passenger spend at 17% annual growth.

The US faces a $170 billion airport investment requirement by 2029. Terminal and airfield works alone account for $110 billion – more than ten times what Brazil mobilised in private capital over 14 years.

"Concessions is not about solving a government budget problem. It's about creating jobs, increasing airport capacity, increasing flights, increasing passenger experience. So we need a model that is flexible enough so we can continuously change over time."

Caio Cesar Moreira do Livramento, civil aviation regulation specialist, National Civil Aviation Agency (ANAC - Brazil)

Brazil's passenger satisfaction scores moved from 3.8 to 4.4 on a five-point scale after privatisation. Revenue grew. Satisfaction grew. The two are not in conflict.

What comes next: US airports must rebalance non-aeronautical revenue away from parking dependency within the next five to seven years. The playbook exists: active commercial curation, narrative retail, hospitality convergence, and public-private partnership models that align private capital with passenger experience improvement. Airports that begin diversifying ahead of any decline in parking revenue will have more room to adapt than those that wait.

The revenue model of 2035 looks nothing like today

The passenger economy is not an incremental evolution of airport commercial strategy. It is a structural transformation that requires airports to abandon roles they have held for decades – passive landlord, space allocator, infrastructure provider – and develop newer roles: data owner, experience curator, platform operator, hospitality brand.

The evidence from PTE World Conference 2026 is unambiguous. The airports generating the most commercial value per passenger are the ones that have taken the most active control of their offer. Bogota's $37.60 average ticket from a concept built in-house. Pittsburgh's doubled revenue from an owner model. Paris's ten-fold sales uplift from narrative storytelling. Heathrow's quaternity alignment. Miami's $42 average spend driven by premium curation.

The airports finding it harder to gain ground are the ones still optimising within legacy structures: long concession contracts, fragmented data, siloed workforces, parking-dependent revenue, and accessibility as a compliance line item.

Five imperatives for the next decade:

1. Build the passenger relationship before someone else owns it entirely.

Every year without a direct CRM is a year of loyalty data flowing to airlines and credit card companies instead.

2. Invest in the workforce as a commercial asset.

The 25,000 workers at Seattle-Tacoma and the 80,000 at Heathrow are not cost centres. They are the primary delivery mechanism for every experience strategy the industry designs.

3. Redesign the commercial model for agility.

Fully fitted shells, shorter brand tenures, editorial programming, and profit-share structures that enable mid-contract innovation are not optional. They are survival.

4. Model the lounge impact honestly.

Lounge growth that cannibalises concourse revenue is a redistribution, not a gain. Integrated hospitality ecosystems – not more standalone lounges – are the answer.

5. Treat accessibility as the largest untapped commercial market in aviation.

1.3 billion people, growing to 2 billion as populations age. The airports that design for them will capture spending that the current model leaves entirely on the table.

> The passenger economy already exists. The question is which airports will own it.

Appendix: Sessions referenced

REPORT SECTION	SESSIONS
1. Data ownership problem	Airports as brands: competing for loyalty beyond the gate (Philadelphia International Airport); Intelligent personalization: elevating hospitality and value across the airport ecosystem (TAV Airports Holding); Plan, discover, relax: your digital airport journey at BRU (Brussels Airport Company); From customer to human experience: designing future airport journeys (ACI World)
2. Employee experience	X marks the spot – where EX meets CX! (Seattle-Tacoma International Airport); PIT's people-first approach to designing the workplace and passenger experience (Pittsburgh International Airport); Delighting passengers in the world's most connected airport (Ethos Farm, Heathrow Airport); From first impression to fond farewell: our journey to five stars (Nassau Airport Development Company); Enhancing the passenger experience (Munich Airport)
3. Hyper-personalisation	Panel discussion: Tailored travel – is hyper-personalization the future of passenger experience? (TAV Airports Holding, The New Terminal One at JFK, Lithuanian Airports, NACO - a Haskoning company); Intelligent personalization: elevating hospitality and value across the airport ecosystem (TAV Airports Holding); Panel discussion: Revolutionizing passenger experience through balancing AI-driven and human-centered innovations (Athens International Airport, Denver International Airport); Panel discussion: Do passengers actually care about airports' digital channels? (Royal Schiphol Group, JFKIAT, Manchester Airport Group)
4. Retail model breaking	Building an airport retail model that works (Lagardère Travel Retail UK & Ireland); Reimagining new retail concepts (Opain - Bogotá El Dorado Airport); Concessions 2.0: How PIT is Reimagining its Airport Retail Program (Pittsburgh International Airport); Fireside chat: Airports as Experience Hubs: A Conversation with Vienna Airport (Vienna International Airport); Airports commercial tenders and contracts in current volatile conditions (Lithuanian Airports)
5. Narrative retail	The rise of narrative travel retail (Groupe ADP); Panel discussion: The power of the quaternity – how London Heathrow redefined airport commerce collaboration (Heathrow, Puig, JCDecaux UK, Kinetic Consultancy); Inside the Oculus: Creating a landmark multimedia experience at IAH (Houston Airports); Enhancing the passenger experience (Munich Airport); Fireside chat: Airports as Experience Hubs: A Conversation with Vienna Airport (Vienna International Airport)
6. Lounges & F&B	Panel discussion: Reimagining lounges – guest experience, brand value and performance (Newmark, Azerbaijan Airlines, Plaza Premium Group, Yates+); Commercial revenue at MIA (Miami-Dade Aviation Department); Panel discussion: High touch, high tech – the intersection of hospitality and digital innovation (Tampa International Airport, Vancouver International Airport Authority, Avolta)
7. Accessibility	Panel discussion: Latin America perspective on accessibility in air travel (Aeropuertos Uruguay, InterVistas Consulting, Grupo Aeroportuario del Pacífico, EL Dorado International Airport/Opain); Neurodiversity and sensory comfort in aviation buildings (Buro Happold); Operationalizing accessibility: bridging the gap between strategy and frontline teams (Calgary Airports); Want a barrier-free terminal? Engage the community early (San Antonio Airport System); Panel discussion: Understanding the lived experiences of disabled passengers (GoodMaps, People, Place & Planet/London City Airport/UCL, Freelance, ableMove); Panel discussion: Best practices in accessibility at US airports (Salt Lake City International Airport, Mead & Hunt, Metropolitan Airports Commission, Open Doors Organization); Panel discussion: From wayfinding to in-flight comfort: New approaches to access on the ground and in the air (InterVistas Consulting, Miami International Airport, Air Canada); Accessible Aviation Project – Brazil (Federal University of São Carlos); Panel discussion: Frankfurt Airport's Auracast pilot – a blueprint for inclusive passenger communication (Fraport, FraAlliance GmbH, GN Hearing, Sittig Technologies)
8. Parking revenue cliff	Concessions that transform: Brazilian insights for US airports (National Civil Aviation Agency (ANAC - Brazil), Infraway Engenharia); Commercial revenue at MIA (Miami-Dade Aviation Department); Panel discussion: Commercial strategy of a greenfield airport: Port Polska Programme case study (Centralny Port Komunikacyjny, CPI, Foster + Partners)

Based on sessions and discussions at PTE World Conference 2026, London