**aena**

**Press release**

# Aena awards Alvarez & Marsal the consultancy for the process to renew the duty-free shops at its airports

- **In the coming months, the consulting firm will define the future strategy for the tender and the relationship model with operator(s)**
- **The goal is to maximise the value of this business by attracting international operators and incorporating new market trends**

27 April 2022

Aena has awarded the consultancy to design the tender strategy and the contractual relationship with potential operators to the firm Alvarez & Marsal as an initial step in the process of renewing the management of duty-free shops at network airports, which will come into force in November 2023.

This contract will allow Aena to identify the optimum business model with the following objectives: to establish the most suitable contractual relationship; to attract the largest number of international operators; to diversify the business; to adapt to the changing trends that are emerging in both the type of passenger and the model; and to incorporate and enhance the development and implementation of new technologies.

The consultancy contract was awarded for €3.6 million and it includes the preparation, drafting and monitoring of the tender documents and the bidding process for 36 months.

This consultancy is divided into several phases: an initial in-depth, multidisciplinary analysis of the business of duty-free shops on a global level in order to establish the future bidding and contractual relationship strategies that will serve as a framework and starting point; a subsequent drafting of the tender documents; and consulting services during the bidding process.

Aena currently has four contracts for the provision of commercial services for the duty-free shops at 26 network airports with 88 points of sale that occupy more than 43,000 m$^2$. These contracts are in force until 31 October 2023. Therefore, the tender is planned for the last quarter of 2022.