



46TH ASECAP STUDY & INFORMATION DAYS

The Role of the Infrastructure Investments in the New EU Road Mobility Package

Grand Hotel Union, Ljubljana, Slovenia
6-8 June 2018

www.asecapdays.com

NEW MODEL FOR SERVICE AREAS

DO IT YOURSELF

José Maria Almeida Lima - BRISA



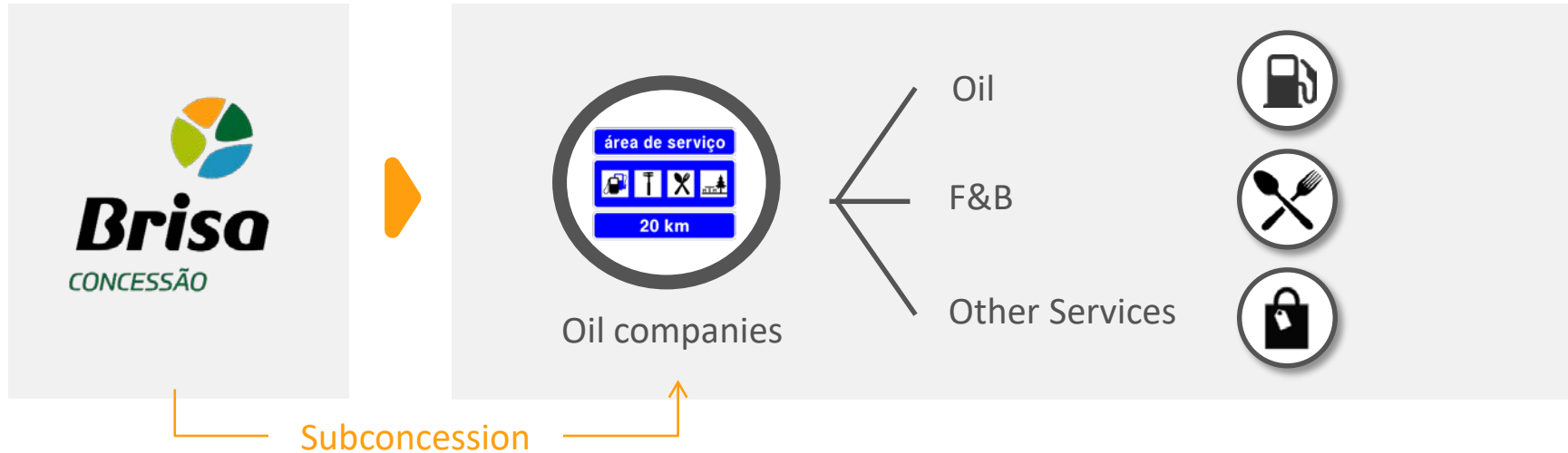
Organized by



Starting Point



Service Area “old” model was based on whole subconcession



Brisa's role was limited to contract supervision

Service Areas have a relevant role on customers'
full motorway experience



...as major touch point with clients

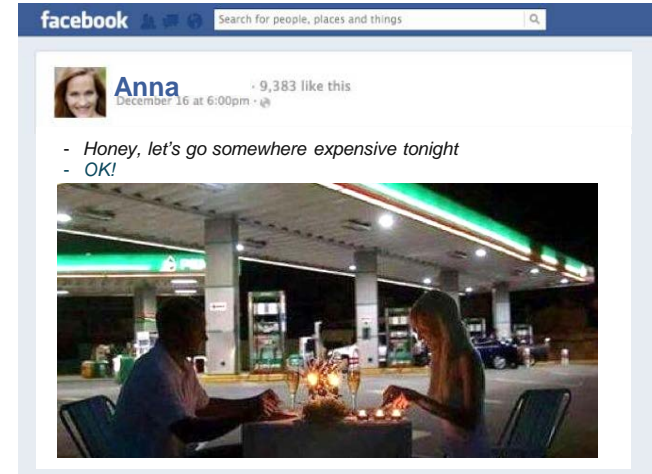
Service Areas have a relevant role on customers'
full motorway experience

...but there were some (old)
problems to be solved

Quality standards & price perception

Satisfaction levels were low and clients perceive offer was poor and unadjusted

- Old and bad-shaped infrastructures
- Low level of service
- Poor diversity
- Low *value-for-money*
- **Gap between perceived quality and price paid**



I'm paying too much for what I'm offered

Business model had to change
in order to enhance:



Quality &
Service



Client
Perceived Value



Value of the
Business

Brisa adjusted the strategy
and developed a new approach for
its Service Areas

1. Brisa Áreas de Serviço

Joint venture with a major player
on Food & Beverage / travel business



2. Full control of the SA



Brisa Areas Serviço in charge of **operational management**



Increase client interaction
Maximize current business



3. New SA brand

High standard services

Within the Via Verde Brand
Ecosystem/Loyalty Program



Recognizable to all our clients



Where are we so far:

3 new Colibri SAs in 2017

Alcácer do Sal



8 jun.

Vendas Novas



28 jul.

Barcelos



30 nov.

very distinct from the past in terms of...



RIA

COZINHA

Service and F&B offer



Snacks e Bebidas

DELI CORNER
food & beverage



Response to segmented demand



Maximum focus on primary needs



...and small details that make the difference

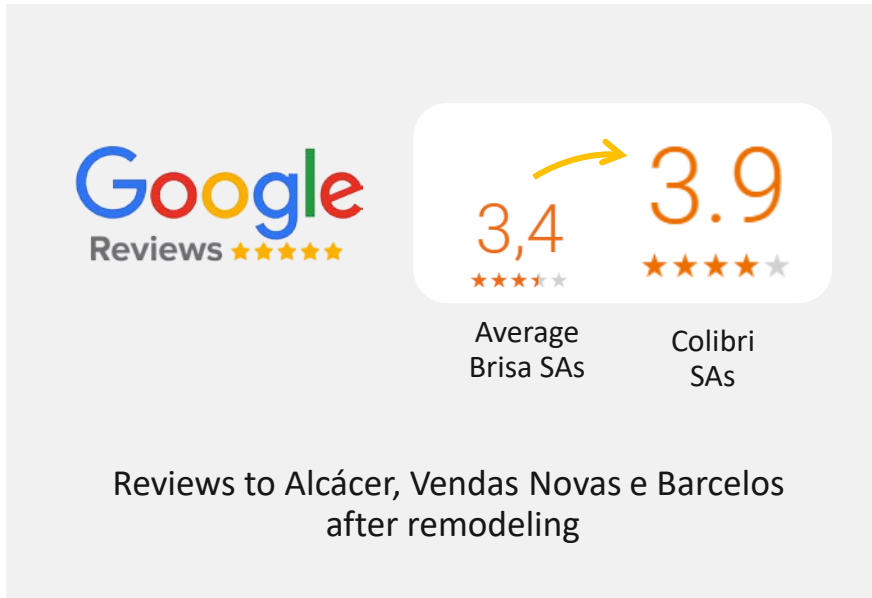
Loyalty is also a major focus



Through digital interaction (Via Verde app)
Clients get 10% of F&B consumption in toll credit

Results show we are
on the right track

Satisfaction is increasing



Revenues are increasing



+50% vs 2017, mainly driven by



Conversion rate



Average ticket

* 4M2018

What's ahead?

...expand the business model
to the entire Brisa Concession network

New openings



10 new Colibri Service Areas
until 2019

Entering in the two major
Portuguese motorways
(A1 and A2)

New F&B concepts



New F&B concepts

Adjusted to traffic and demand characteristics

CONCEPT IMPLEMENTED ON
THE 3 SERVICE AREAS
IN OPERATION

Long Distance
Travelling



Commuting



“Star”
Products/
Delicacy



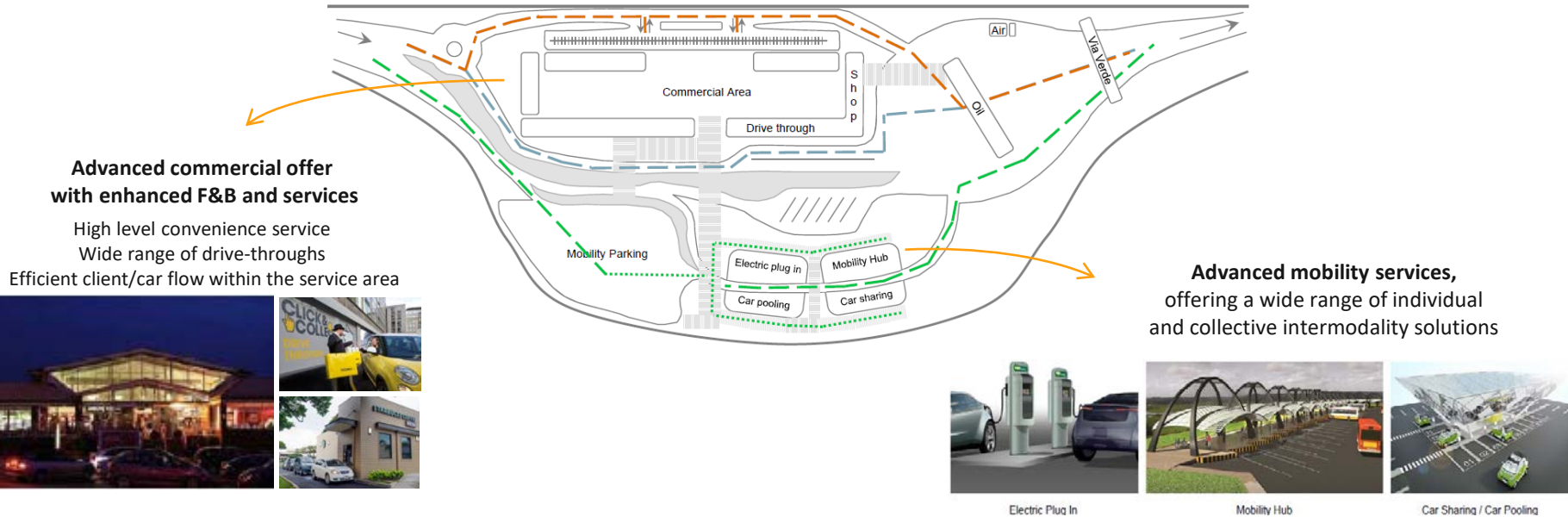
What's ahead?

...special attention to differentiated/segmented
needs

New strategic approach to urban SAs



“Mobility Stars”



Offer to address last mile needs (mobility/convenience)



Thank you!