



BUSINESS DEVELOPMENT TRAINING ACADEMY (BDTA)

**CONCESSIONS 101 REPORT
EVALUATION, KEY INSIGHTS & INNOVATION**



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On behalf of the Denver International Airport (DEN), we are excited to present the evolution of the Business Development Training Academy (BDTA) through our newly added program, BDTA Concessions. This program builds upon the foundational success of the original BDTA Architect/Engineering/ Construction program, making a new milestone in our mission to foster growth and excellence in the Concession industry. In 2021, the Business Learning & Development team was provided the opportunity to create and implement a training academy that would focus on historically underutilized businesses. During this year through 2022, the team along with members of the business community and other governmental agencies, planned, executed, and piloted the Business Development Training Academy AEC Concourse series. The Concessions program was built with the same foundational principles as the BDTA AEC Concourse program. This report focuses on the journey of building the BDTA Concessions program and the successes. The achievements described here were developed through the work of dedicated volunteers including certified small businesses, educational institutions, small business industry groups, and prime contractors. BDTA – Concessions focuses on Food & Beverage and Retail.

BDTA MISSION

The BDTA seeks to support small businesses during the lifecycle of its business at Denver International Airport (DEN) by providing training at all transitional points of the business. BDTA will help small businesses have a systematic approach to entering DEN in the areas of Construction, Professional Services, Goods & Services, and Concessions. The three primary goals of the Training Academy are to create, educate, and cultivate an environment where the small business can grow and connect with other businesses from learning about opportunities to graduating from DSBO's certified program. As a result of these modular trainings, DEN will be able to increase the pool of certified firms ready, willing and able to do work and be successful at DEN.

If you're a small business owner looking to break into the airport business, applying for the BDTA program is a game-changer.

***-Kim Le, Owner
Little Sister & Co LLC DBA Playground Eats***

INTENTIONAL INCLUSION OF DIVERSE VOICES

Initial planning for BDTA Concessions began in January of 2023 with the recruitment of internal and external stakeholders. The meetings averaged about 10 hours per week with both virtual and in-person workshops. These workshops were entitled Creative Inspiration Workshops (CIWs). A diverse Steering Committee, including experienced prime concessionaires, certified Airport Concession Disadvantaged Business Enterprises (ACDBEs), and key stakeholders from within DEN attended the workshops to create the purpose and structure of Concessions 101, the entry-level course. This created a strong sense of credibility and values that support the goal of connecting and supporting ACDBE small businesses.


To build the program, DEN facilitated the same change management approach that was developed during the buildout of the BDTA Concourse series.



The logos above represent companies that participated in the Steering Committee.

BDTA PHASED APPROACH

The phased approach that is followed by the Business Learning & Development focuses on workshops, focus groups, and pilot execution. This approach supported in building BDTA Concessions 101 for Food & Beverage and Retail certified businesses. Enterprises (ACDBEs), and key stakeholders from within DEN attended the workshops to create the purpose and structure of Concessions 101, the entry-level course. This created a strong sense of credibility and values that support the goal of connecting and supporting ACDBE small businesses.

PROJECT INITIATION	PHASE I Discovery & Charter Development	PHASE II Design	PHASE III Pilot Planning	PHASE IV Pilot Implementation	PHASE V Evaluation & Long Term Planning
Focused on understanding the vision from leadership and integrated it with feedback from dialogue sessions with potential participants to create the project charter.	Scheduled meetings with primary and peripheral stakeholders to provide information on the vision of BDTA and seek advice, guidance, and ideas on the structure of BDTA.	Facilitated Creative Inspiration workshops (see next page) to integrate relevant stakeholder feedback into the most responsive and accessible program for our target audience.	Focused on planning the milestones and identifying leads within the workshop areas.	The Pilot Implementation involved the live classes conducted for the cohorts.	Review data and create next steps.  Current Stage

PHASE II AND III: DESIGN AND PILOT PLANNING

The Creative Inspiration Workshops were hosted biweekly for volunteers representing the small business community, primes, educational institutions, and industry leaders, to conceptualize and finalize the content of BDTA. This was a total of about 300 hours from volunteers. The Creative Inspiration Workshops included interactive exercises to understand the needs and desires of the customer. In addition, listening sessions were conducted with certified small businesses to test the concepts and understand the feasibility of the presented ideas.



PHASE IV: PILOT IMPLEMENTATION

BDTA is a tiered approach program for certified small businesses to grow their company from an entry level of never having worked at DEN to pursuing work as a prime at DEN and beyond into other markets and airports.

BDTA Concessions



During this pilot, the team focused on creating the content for 8 classes in the Concessions 101 Series. These 8 classes will be noted throughout this report. Concessions 201 and 301 are not yet developed. However, the tiered courses are in the process of being developed and will be implemented in the years to come.

COURSE STRUCTURE, CLASS SCHEDULE, AND LOCATION

Course Structure Learning and practical experience from BDTA AEC Concourse 100 & 200 resulted in utilizing Hy-Flex delivery for BDTA Concessions 101. The Hy-Flex model was an excellent standardization as it provided energy and consistency to the classes. A class facilitator from BL&D was present to welcome students and trainers and to provide facilitation assistance when needed. BL&D also utilized team members to lead the technology elements of the class. This enabled the trainers to focus on delivering their content, answering questions, and providing the students with an excellent framework for learning.

BDTA incorporated learning from past courses, instituted innovations, and standardized them. These innovations and standardizations established significant gains in the program. Providing a foundation for staff, trainers, and students, they are now part of the required development and implementation process.

The following course outline provides detailed information on the course, allowing future designers, facilitators and trainers to have an understanding of the course and classes.

Class Title	Dates	Objective
Prerequisite Orientation		This prerequisite is an online video that informs the student of the following: What to expect in BDTA Overview of courses in DEN Concessions 101 Information about the Trainers Pathway to Entry for Concessions Overview of Conducting Business at DEN NAICS Codes- March 2024 recording. How do they expand on the NAICS codes.
Orientation	May 7th	To inform the students of the upcoming courses, trainers, key dates and an introduction to leadership.
What to know about DEN	May 14th	Understanding an overview of DEN's Concessions Operations and Org Chart.
Tenant Finish	May 21st	Understanding the Tenant Finish process from start to Finish.
Navigating the RFP Process- Part 1	May 28th	Understanding how to navigate the RFP process. Understand the procurement process, including timelines. Lastly, how to read a concessions RFP.
Navigating the RFP Process - Part II	June 4th	DEN will review high-level excerpts of effective RFP submittals and provides insights on what makes a good quality RFP. DEN Agreements to include NAICS codes and discussion of codes. (Understanding JV Agreements- review material from June 11th to ensure there is not overlapping information.)
DEN Agreements	June 11th	Understanding the lingo of DEN and types of Agreements Understanding the contract/ Lease Agreements Streetside vs Airside Understanding the Joint Venture Agreement The ins and outs of ACDBE JV (review June 4th presentation to see what will be covered)
Financial Aspects	June 18th	Understand more about the financial commitment that is needed to become a concessionaire. Understand the financial resources that can possibly support the financial responsibility.
Meet the Partners and Networking	June 25th	Participants will hear success stories and lessons learned from a panel of certified small concessionaires that are priming and/or in JV partnerships at DEN.

STUDENT'S ELIGIBILITY

The purpose of BDTA Concessions 101 was clearly communicated, leading to a pilot session with a favorable variety of students. All were ACDBE certified, and some had current concession experience. This 2024 pilot class was lively, with students connected to each other and intent on gaining information to broaden their knowledge. The varying levels of student experience significantly influenced participation and learning. A more nuanced approach to understanding student backgrounds will ensure that course content is accessible and challenging for all participants. Moving forward, gathering and analyzing data that reflects the diverse skill sets and experiences within the class will be crucial.

To apply for the Business Development Training Academy Concessions 101 pilot course at Denver International Airport (DEN), applicants are requested to meet the following general guidelines.

Business Should

- Be within the retail or food and beverage Industry and hold the appropriate NAICS codes.
- Commit to having a designated owner or appropriate staff member participate actively in the program.

Participant Should

- Have an active interest in pursuing work with Denver International Airport.
- Be committed and available to attend all nine weeks of courses (only one session is excused in order to attend graduation).
- Have access to the company's financial reports and be familiar with the information.
- Have decision-making authority in procurement, contracting, and project management.

Sessions

The classes were conducted in a Hy-flex format. Students attended a live class at the Community College of Aurora, Lowry Campus and when needed attended a live stream. In 2025 live classes will continue to be at an offsite training facility until the opening of the Center of Equity and Excellence in Aviation facility. Until then we strongly suggest that students attend in-person classes except in those cases of emergency or business critical travel. Classes are posted in advance to facilitate scheduling.

Requirements

- Must be certified with DEN as an ACDBE or SBEC company.
- Must be available for the full 8 weeks of the program.
- Must be a decision maker or owner of the certified small business.

There was a total of **54** unique applicants for the inaugural cohort. Some businesses were disqualified because of not having a certification with the City and County of Denver. Others were not accepted because the business was better aligned with another BDTA program.

CONCESSIONS 101, COHORT 1

Business Name	Food & Beverage	Retail	Ethnicity	Gender
Lazo Foods LLC. DBA Lazo Empanadas	●		Hispanic/Latino	Male
LITTLE SISTER & CO DBA PLAYGROUND EATS	●		Asian	Female
LoCo Food Distribution	●		Caucasian	Female
Lunapparel		●	Hispanic/Latino	Female
Malhotra Investments Inc.	●	●	Asian Indian	Male
Nancy Harkey Enterprises LLC	●	●	Black	Female
National Essentials		●	Caucasian	Female
Olive & Finch Collective	●		Asian	Female
Optimal Concessions	●		Black	Male
Rubio Enterprises, LLC		●	Hispanic/ Latino	Female
Sugarphoria	●		Asian Indian	Female
Tyler Communications Inc.		●	Black	Male
Victory Holdings		●	Black	Male
Whittier Cafe	●		Black	Female

STUDENT & TRAINER INTERVIEW SUMMARY

The interviews provided a wealth of information confirming the innovations learned from previous classes. Changes to structure and trainer preparation were vital elements to a smooth and productive class. Trainers were asked to consider including a colleague who could observe and teach the class in future years. Developing trainer bench strength will be crucial to the continued success of Vendor trainers and DEN staff. The smaller class size allowed greater participation, and virtual students could be heard and included. Utilizing a class checklist helped ensure that tech issues were less common and could be resolved quickly.

Combining the Concessions surveys and the reflective questions provided a comprehensive approach to understanding and enhancing the educational experience. The insights gained from the class evaluations and the post-course reflections were instrumental in shaping a more effective and responsive educational program.



Concessions 101 Trainers & Core Team



BRANDON SOWERS
DEN
Sr. Director, Concessions



J. ALLEN ADAMS
Taste on the Fly
Sr. Director of Operations



KARI MATTHEWS
Skyport Hospitality
Chief Operation Officer



BRENT LARSON
DEN
Asst. City Attorney



NICK COVELLI
DEN Concessions
Concourse Manager



MICA ANDERSON
DEN
Sr. Director



CARISSA MAY
DEN
Sr. Contract Administrator



ALEA LOROCQUE
WH Smith North America
Divisional VP, Business
Development



DEVON RAY
HMS Host
Director Strategic Alliance



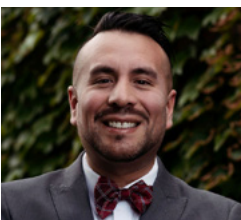
SHELBY SCALES
HMS Host
VP Strategic Alliance



KAREN SUTTEL
Paradies Lagardere
Travel Retail
Sr. VP and General
Counsel



JOANNE REILLY
BOK
Sr. VP Commercial
Banking



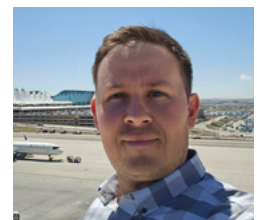
ANTONIO ANDUAGA
DSBO - DEN
Compliance Project
Manager



GUSTAVO RENDON
DSBO - DEN Compliance
Project Manager



KATHY GARCIA
DSBO - DEN
Compliance Project
Manager



DAVID THOMPSON
DEN Concessions
Project Manager

Concessions 101 Trainers & Core Team



CODY PORTER
BOK
SBA Loan Specialist



CORD RAUBA **
Provenzano
Resources, Inc.
Program Manager



TONJA PASTORELLE **
Pastorelle Marketing
Group
President



KATIE HALBERT **
DEN Concessions
Concourse Manager



SUZANNE ARKLE *
Zann Inc.
President & CEO



DAVID LAWRENCE *
Clear Channel Outdoor
Business Operations



YAHANNES MENGISTU *
City & County of Denver
Program Manager



COLLEEN FROST *
Trugoy Concessions
President



ZACHARY MCNEAL *
Optimal Concessions



MULUYE MAILEMARIAM *
EI-ROI, LLC



IVAN BURWELL *
Street Sorce Marketing
CEO

** *Trainer & Core Team*
* *Core Team*

GRADUATION

On September 24, 2024, BDTA hosted the third annual graduation ceremony, celebrating 61 small businesses who completed at least one course in 2024. The ceremony also celebrated the first ever Concessions 101 graduating class which featured two of the graduation speakers, Kim Le, owner of Playground Eats, LLC, and Mary Gnuyen, owner and head chef of Olive & Finch. In addition, the ceremony featured inspiring messages from DEN CEO, Phillip A. Washington, Chief Commercial Officer, Penny May, and Fatima Alhexia Boylen, owner of Boylen Cleaning Services, LLC. who completed AEC Concourse 100 and 200. We were pleased to be joined by many of our alumni, trainers, and DEN prime businesses as we recognized the hard work of all our student businesses. With over 200 in attendance, the BDTA graduation delivered an excellent opportunity for businesses from different industries and levels to connect and develop valuable relationships.

BDTA NEXT STEPS

The Business Development Training Academy (BDTA) remains deeply committed to advancing its mission of equipping aspiring business leaders with the knowledge, tools, and support necessary to excel in their ventures. Having laid a strong foundation through previous cohorts, BDTA is poised to continue this journey, adapting and expanding its programs to meet the evolving needs of its participants and the broader business ecosystem. BDTA understands that to maintain its impact, it must not only sustain its current success but also proactively seek new opportunities for growth and improvement. To maintain inclusivity,

BDTA
Concessions
101 is set to
begin in March
2025.

Programming
for BDTA
Concessions
201 will be
developed, with
classes starting
in Spring 2025.

A small steering
committee will
be selected to
provide input
and guidance
for Concessions
301.

Programming
for BDTA
Concessions
301 will be
developed, with
the program
scheduled to
commence in
2026.

Concession 101 has been expanded to both ACDBE and SBEC certified firms.

These steps are vital to ensuring the continued growth and success of the BDTA program, reinforcing its commitment to delivering impactful, high-quality training. By aligning with BDTA's long-term vision and goals, these initiatives will strengthen the foundation laid in earlier cohorts and expand the program's reach and influence within the community.

Each phase is designed to build upon the previous one, fostering a continuous learning environment while cultivating a deeper understanding of business development and DEN Concessions opportunities. Furthermore, establishing a steering committee for BDTA Concessions 301 will provide valuable insights and direction, ensuring the program remains dynamic and responsive to DEN needs. As BDTA evolves, these strategic steps will serve as a roadmap for sustainable growth, empowering participants to thrive in an increasingly competitive landscape.

Further specifics detailing the course design and implementations, may be found in the Train the Trainer document and the Evaluation and Interview Report.

SURVEY RESULTS

Session 1: What to Know About DEN

Class Objectives

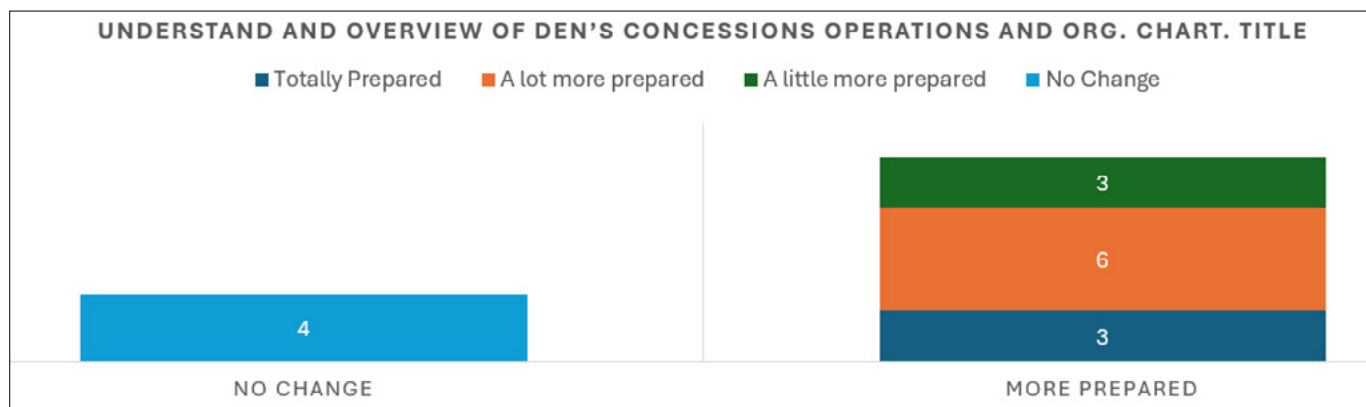
Understand and overview of DEN's Concessions operations and Org. Chart. Title

Preparedness

For each learning objective, attendees were asked to rate their preparation for getting a contract at DEN as a result of completing Session 1

Overall Session Feedback

- 100% of participants agreed that the topics were relevant to helping bid, win, and/or complete business at DEN
- 100% of participants agreed that the content was clear and easy to understand
- 94% of participants agreed that the content learned would be used to get business at DEN



Session 2: Tenant Finish

Class Objectives

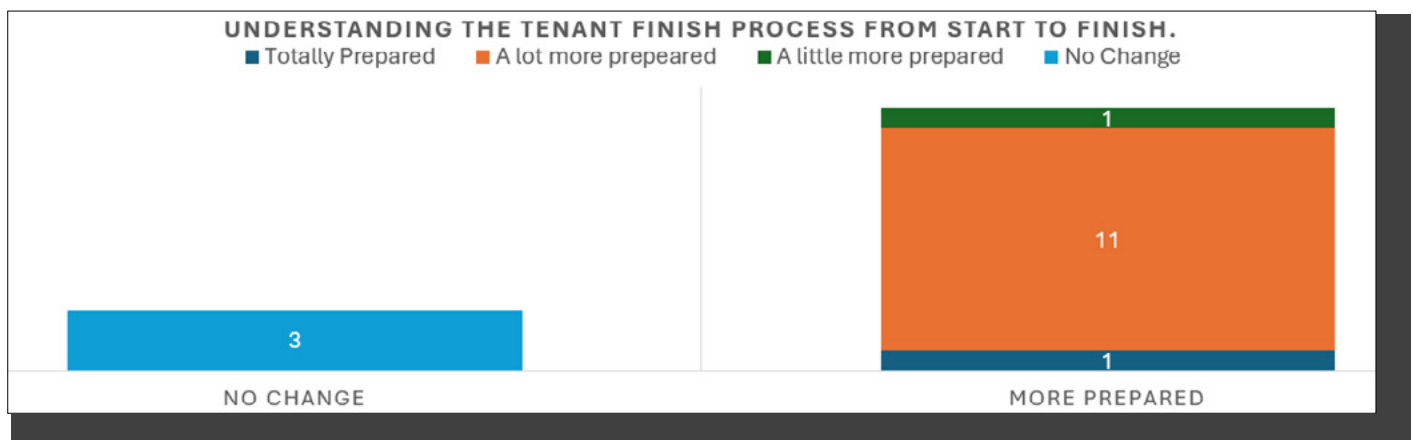
Understanding the Tenant Finish process from start to finish

Preparedness

For each learning objective, attendees were asked to rate their preparation for getting a contract at DEN as a result of completing Session 2

Overall Session Feedback

- 100% of participants agreed that the topics were relevant to helping bid, win, and/or complete business at DEN
- 100% of participants agreed that the content was clear and easy to understand
- 94% of participants agreed that the content learned would be used to get business at DEN



Session 3: The RFP Process Part 1

Class Objectives

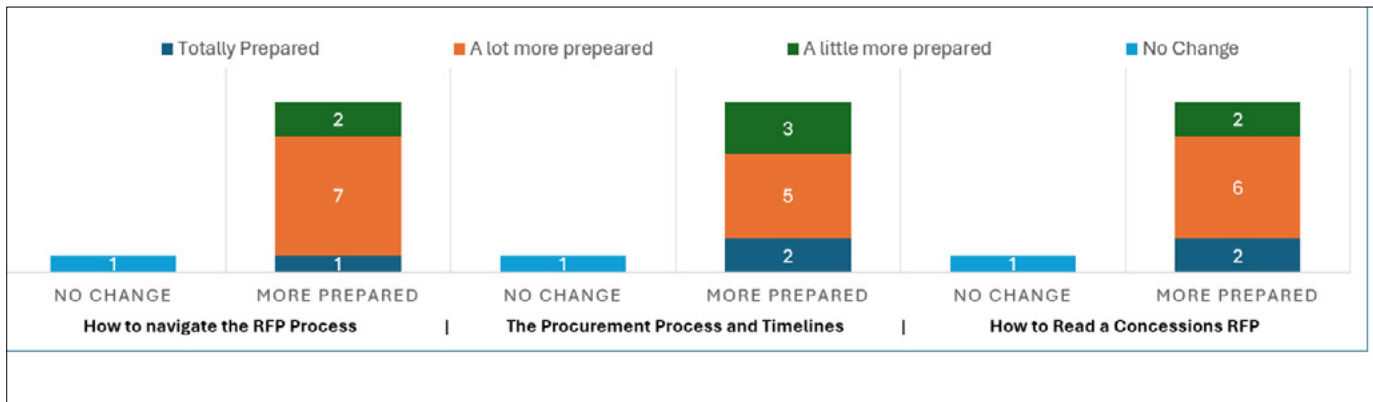
- Understand how to navigate the RFP process
- Understand the procurement process, including timelines
- Understand how to read a concessions RFP

Preparedness

For each learning objective, attendees were asked to rate their preparation for getting a contract at DEN as a result of completing Session 3

Overall Session Feedback

- 100% of participants agreed that the topics were relevant to helping bid, win, and/or complete business at DEN
- 100% of participants agreed that the content was clear and easy to understand
- 100% of participants agreed that the content learned would be used to get business at DEN



Session 4: The RFP Process Part 2

Class Objectives

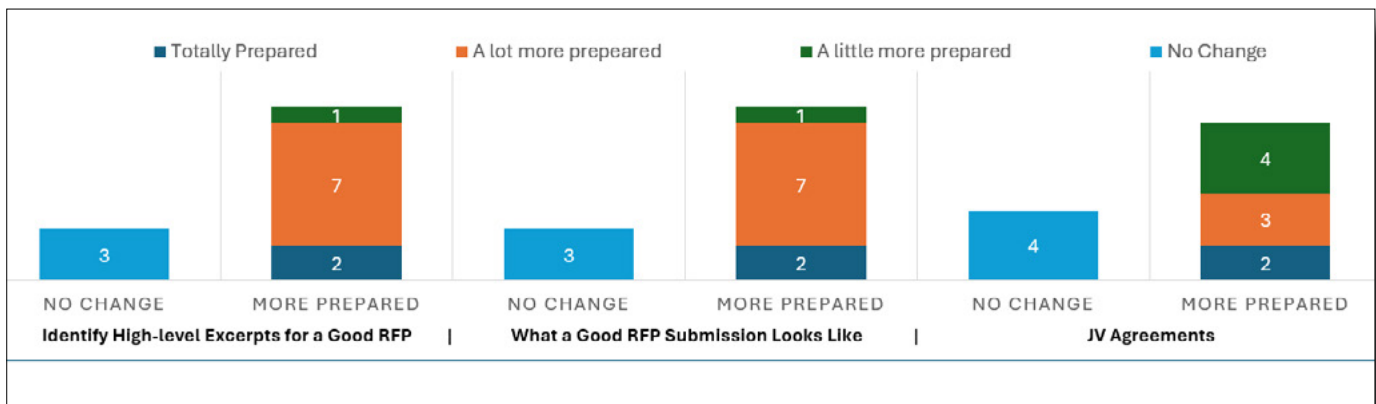
- Identify high-level excerpts of good RFP submittals and provide some insights on what makes a good RFP
- Understand what a good RFP submission looks like?
- Understanding JV Agreements.

Preparedness

For each learning objective, attendees were asked to rate their preparation for getting a contract at DEN as a result of completing Session 4

Overall Session Feedback

- 100% of participants agreed that the topics were relevant to helping bid, win, and/or complete business at DEN
- 100% of participants agreed that the content was clear and easy to understand
- 85% of participants agreed that the content learned would be used to get business at DEN



Session 5: DEN Agreements

Class Objectives

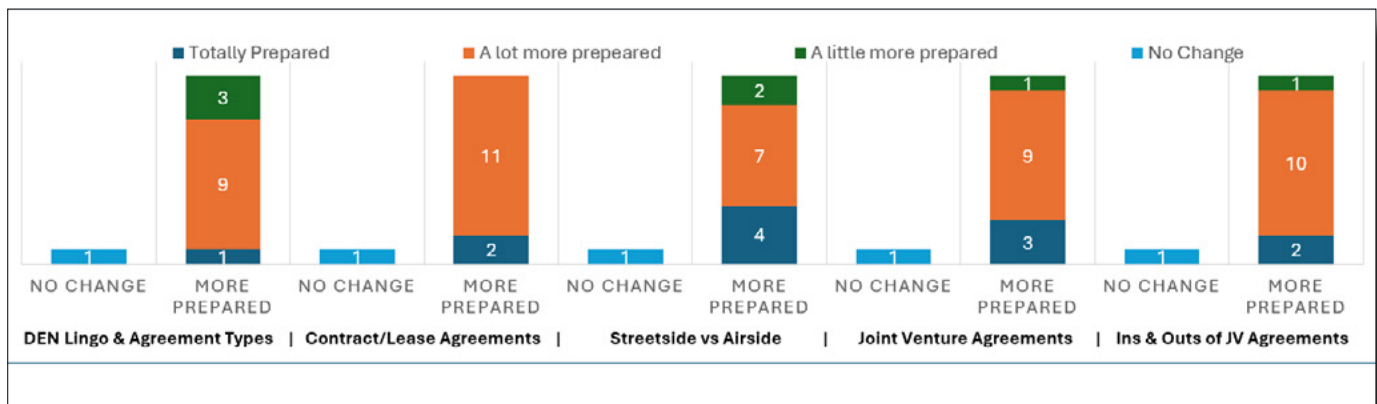
- Understanding the lingo of DEN and Types of Agreements
- Understanding the Contract/Lease Agreements
- Know the differences between Streetside and Airside
- Understanding the Joint Venture Agreement
- Know the ins and outs of an ACDBE JV

Preparedness

For each learning objective, attendees were asked to rate their preparation for getting a contract at DEN as a result of completing Session 4

Overall Session Feedback

- 100% of participants agreed that the topics were relevant to helping bid, win, and/or complete business at DEN
- 100% of participants agreed that the content was clear and easy to understand
- 85% of participants agreed that the content learned would be used to get business at DEN



Session 6: The RFP Process Part 2

Class Objectives

- Understand more about the financial commitment that is needed to become a concessionaire
- Understand the financial resources that can possibly support the financial responsibility

Preparedness

For each learning objective, attendees were asked to rate their preparation for getting a contract at DEN as a result of completing Session 4

Overall Session Feedback

- 100% of participants agreed that the topics were relevant to helping bid, win, and/or complete business at DEN
- 93% of participants agreed that the content was clear and easy to understand
- 93% of participants agreed that the content learned would be used to get business at DEN

