

Service Areas

New Partnership Model

ASECAP Marketing Workshop
Copenhagen, February 2017



Brisa

Some insights on SAs



SAs are key on the customer (motorway) journey



Nowadays oil companies are not natural owners (1 in 3 stops)



Non oil & restrooms are the most “wanted” services



Prices are high and service seldom match...



24/7 service in a *one size fits all* model



Profitability issues on low intensity SAs

Where do we stand?

Service Areas are an undisputable part of the motorway experience...

UserX





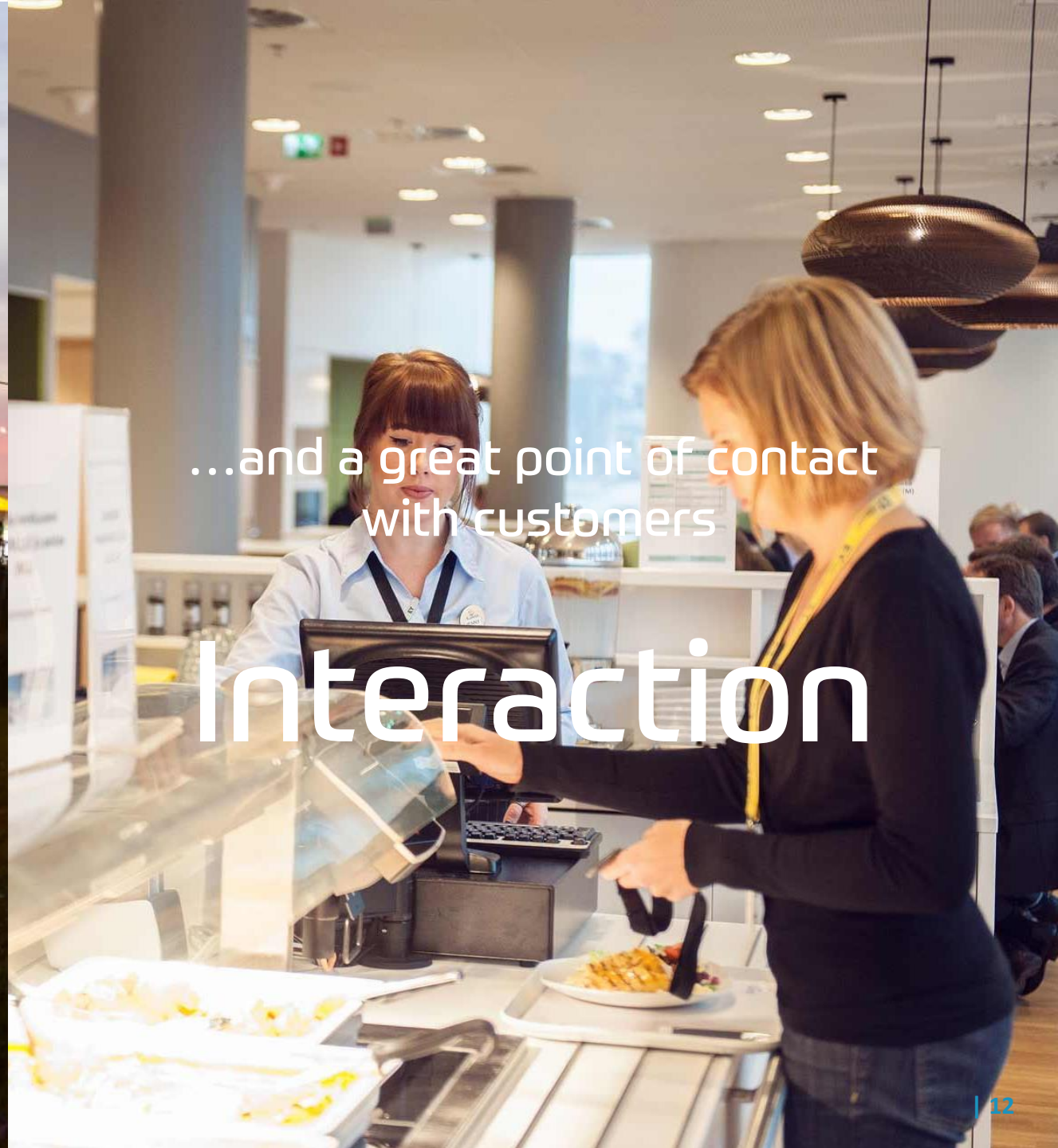
...and a great point of contact
with customers

Interaction



Service Areas are an undisputable part of the motorway experience...

UserX



...and a great point of contact with customers

Interaction



Service Areas are an undisputable part of the motorway experience...

UserX



...and a great point of contact with customers

Interaction

Customer Centricity

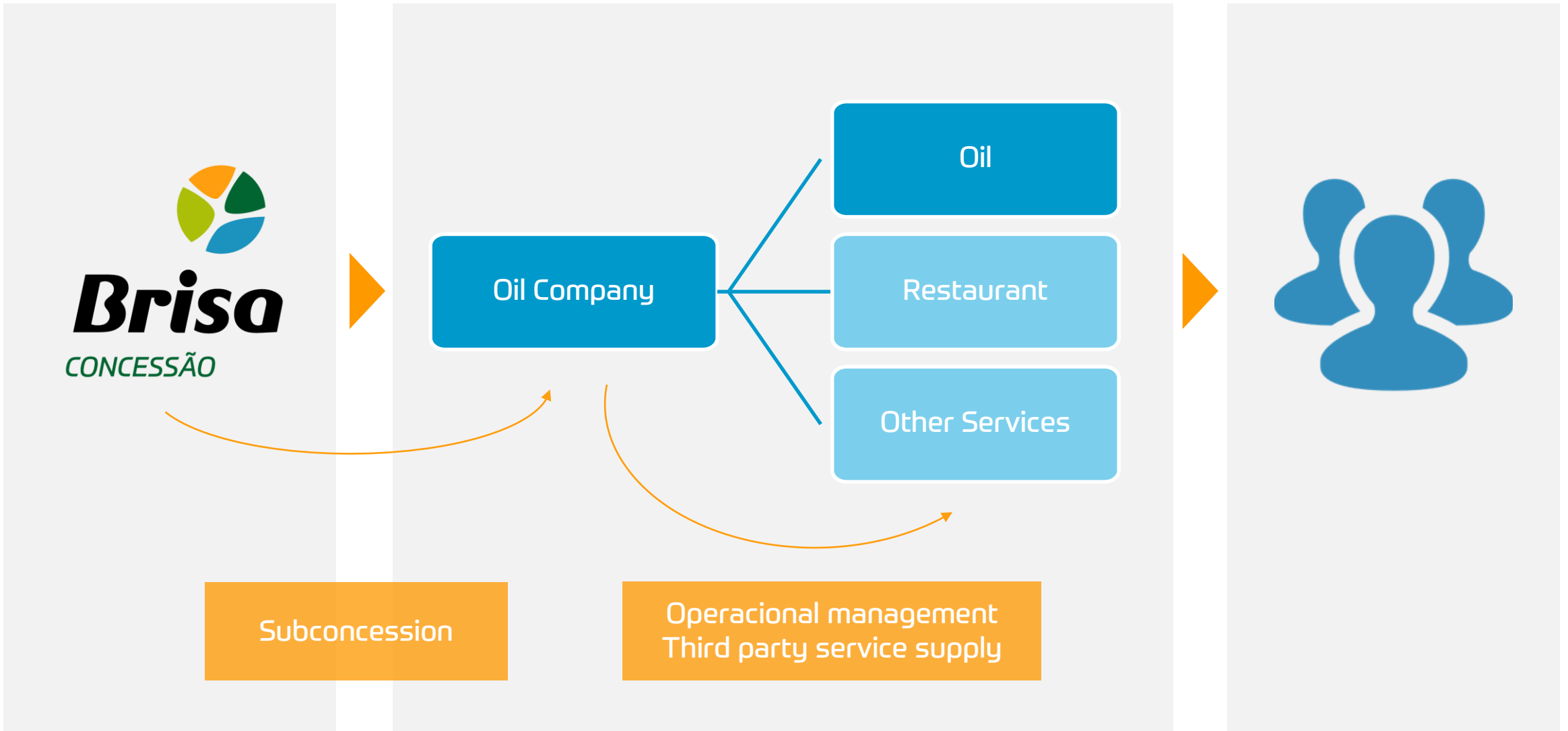
For this to happen

We must be in charge

Service

Economics

Brisa had an opportunity...



The existing SA management model was “Oil-owned”



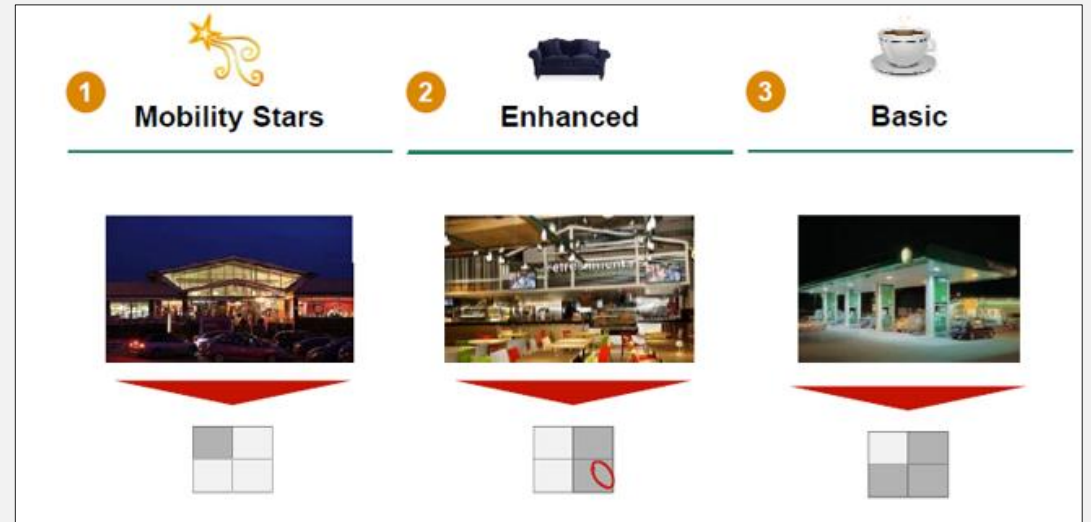
but most of these contracts were ending...

...and worked on it...

Segmentation

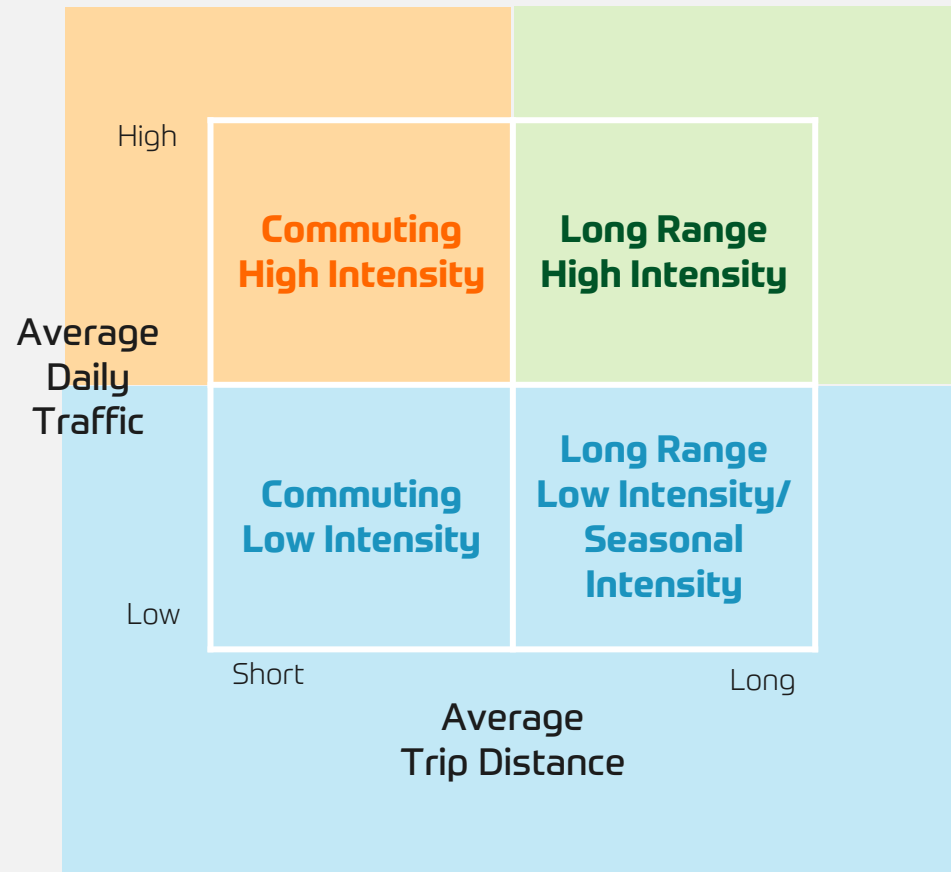
High	Commuting High Intensity	Long Range High Intensity
Average Daily Traffic	Commuting Low Intensity	Long Range Low Intensity/ Seasonal Intensity
Low	Short	Long
	Average Trip Distance	

Modeling



4 segments and 3 different service models

Implementation phases



Phase I

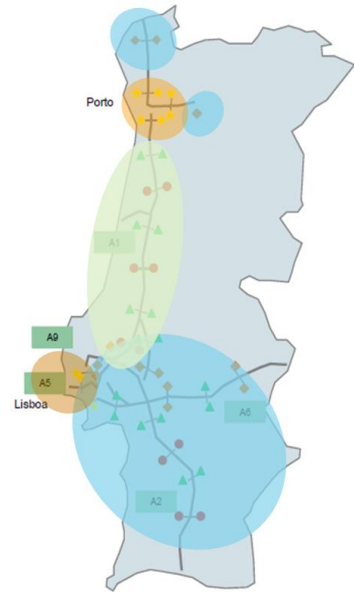
Long Range - Low Intensity/Seasonal Intensity
27 Service Area Pack

Phase II

Long Range - High Intensity
A1 Motorway

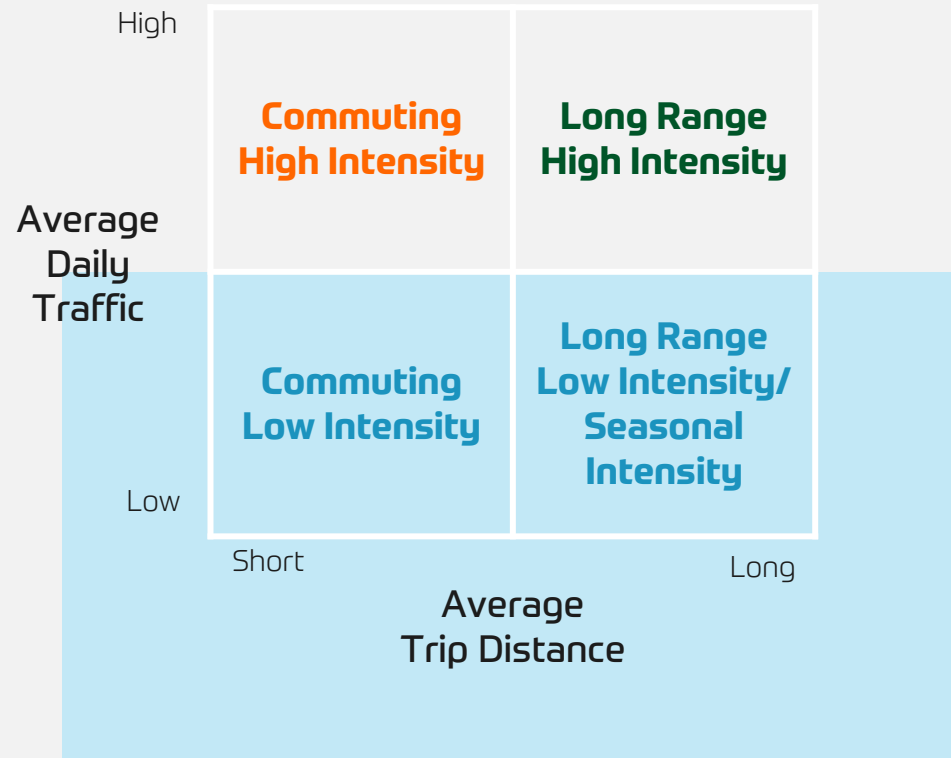
Phase III

Commuting High Intensity
Commuting demand
Strong commercial offer



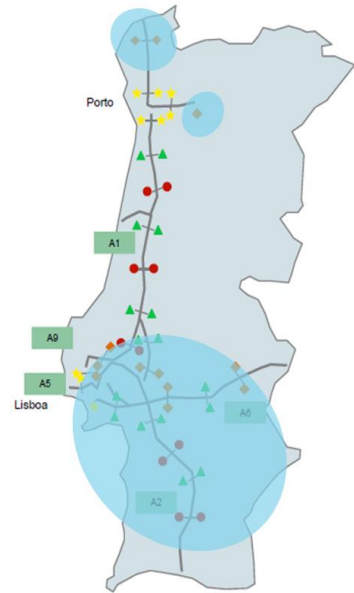
Designed a timeframe with 3 distinct phases,

Implementation phases



Phase I

Long Range - Low Intensity/Seasonal Intensity
27 Service Area Pack



and began the process with lowest SA's

...with an accurate strategy

Get an Industry partner

with high expertise on Food & Beverage / Retail business

Joint Venture

Brisa + AREAS (Elior Group)



Brisa Areas Serviço (BAS)



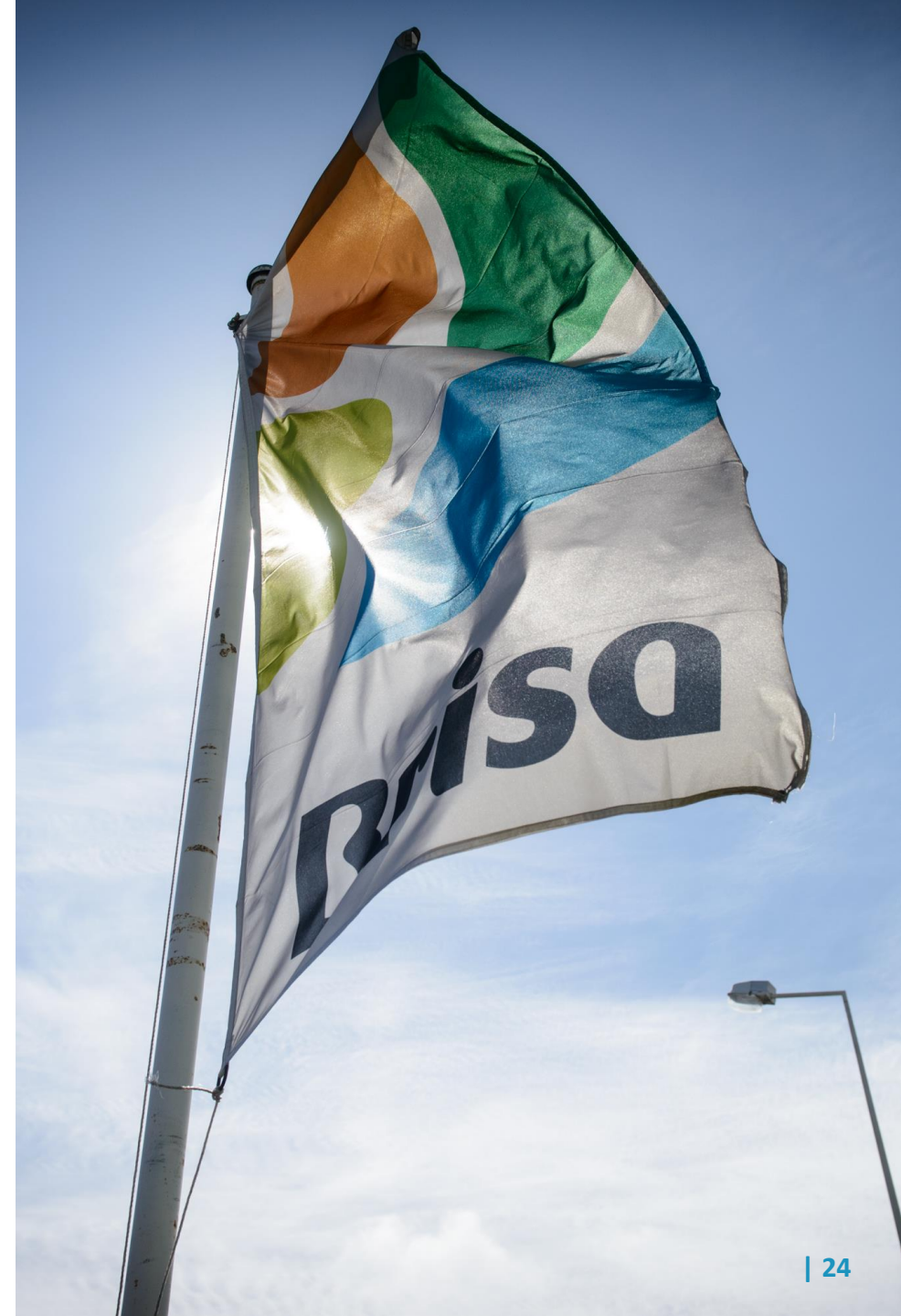
Get an Industry partner

Gain full control of service area

Brisa Areas Serviço takes on SA operational management:

Increase interaction with customers

Maximize current business



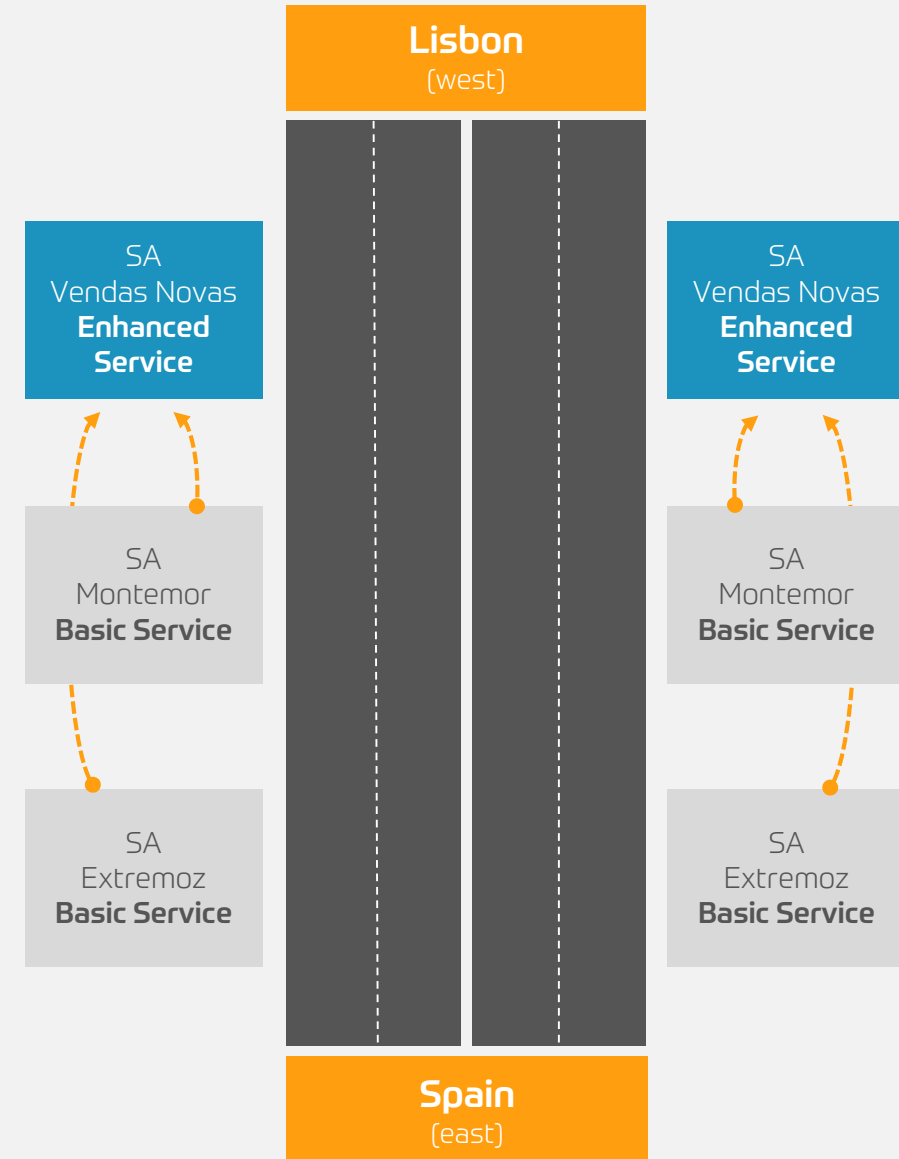
Get an Industry partner

Gain full control of service area

Implement corridor management

Redesign the infrastructure to concentrate high volume offer and demand into enhanced SA

Ex. A6 – *Lisboa-Caia* Highway



Get an Industry partner

Gain full control of service area

Implement corridor management

Enhance Service & Quality

Leave *one size fits all* model and create a segmented offer, shaped to demand and operational efficiency (Ex. *free-flow*)

Leverage client perception



Get an Industry partner

Gain full control of service area

Implement corridor management

Enhance Service & Quality

Create a new SA brand

within the Via Verde Brand Ecosystem/Loyalty Program



The “revolution” is beginning...

Nowadays Alcácer do Sal SA

A2 – Lisboa-Algarve



...and Brisa's SAs will go from today's infrastructure



...and services...

...to a new reality by summer '17

Perspetive Alcácer do Sal SA

A2 – Lisboa-Algarve



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Perspetiva Alcácer do Sal SA

A2 – Lisboa-Algarve



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Bebidas

Loja



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