



**PORT AUTHORITY OF NEW YORK AND
NEW JERSEY AVIATION DEPARTMENT
VALUE FOR MONEY STANDARDS AND
GUIDANCE**

Version 2.0

December 19, 2025

Table of Contents

- 1. OVERVIEW 2**
- 2. DEFINITIONS..... 3**
- 3. VALUE FOR MONEY..... 4**
- 4. VALUE FOR MONEY – ROLES AND RESPONSIBILITIES 4**
 - Aviation Department 4
 - Concession Operators..... 4
 - Terminal Operators/Concession Management Companies 5
 - Concession Management Companies..... 6
- 5. VALUE FOR MONEY ITEM REQUIREMENTS..... 6**
- 6. WE VALUE YOU..... 7**
- 7. SUBMISSIONS..... 8**
 - Full Market Basket 8
- 8. APPENDIX 9**
 - APPENDIX A - WE VALUE YOU SIGNAGE..... 9
 - APPENDIX B – Airport Customer Experience Performance Standards Manual10
 - APPENDIX C – COMPLIANCE QUICK GUIDE11
 - APPENDIX D - Detail Description of We Value You Framework12

1. OVERVIEW

The Port Authority of New York and New Jersey (PANYNJ) Airports, like many US large hub airports, has a long-standing policy of requiring Concessionaires to sell products at “Street Pricing.” This policy was updated by the Port Authority of New York and New Jersey Board of Commissioners on June 25, 2020, and December 12, 2024, when it was added to the rules and regulations of the Port Authority. This policy, as updated, caps concession prices at Street Prices plus a maximum of 15 percent and requires Concessionaires to offer budget-friendly food and beverage options that are also considered value-for-money. Additionally, concessionaires may implement a fee of up to 3% to support employee benefits and retention. This charge does not alter the expectation that customers are provided valued products at an economical rate.

The purpose of this document is to define the Port Authority of New York and New Jersey’s Value for Money (VFM) policy and offer guidance on applying the We Value You (WVY) initiative as the primary approach for advancing VFM objectives within airport concessions. Value for Money is a core principle that encourages all concessions at Newark Liberty (EWR), John F. Kennedy (JFK), and LaGuardia (LGA) airports to strive for a fair, consistent, and customer-focused experience.

Value for Money is not limited to offering goods at lower prices; it emphasizes transparent pricing, quality products, convenience, strong service, and effective communications. To put these standards into practice and make them visible to customers, the PANYNJ developed the We Value You program under the VFM policy. WVY serves as the practical initiative that supports the application of VFM, focusing on a five-point framework: Price, Quality, Convenience, Service, and Marketing & Communications.

This document outlines both the intent of the VFM policy and the recommended actions, strategies, and responsibilities carried out through the WVY program to deliver greater value for airport customers. It also describes the roles of Concessionaires, Terminal Operators (TOs), and Concession Management Companies (CMCs) in meeting these expectations and maintaining ongoing compliance efforts.

By following the guidance and standards presented here, all airport concession stakeholders can contribute to a transparent, competitive, and traveler-friendly environment that reflects the PANYNJ’s aim to enhance value and customer experience.

2. DEFINITIONS

Concessionaire: A company engaged in selling food, beverages, consumer goods, or services to the public within an airport, operating under a contract with either the TO, CMC, or the PANYNJ.

Terminal Operator (TO): An entity that has entered into an agreement with PANYNJ and holds physical control over a terminal's operations.

Concession Management Company (CMC): A company contracted by the TO or PANYNJ to handle concessions management responsibilities within a terminal.

Concessions Master Plan (CMP): A comprehensive strategy document guiding the development and operation of the concessions program within the terminal. It typically includes plans for monitoring and enforcing the Port Authority Street + 15% Pricing Policy and WVY Program compliance with the Port Authority VFM Guidance.

Street Pricing Policy +15%: A policy limiting concession prices to no more than 15% above local street prices, as defined by the Port Authority. Under current VFM guidelines, each concessionaire must offer at least **one \$2 water bottle and three other VFM items** prior to applying the 15% surcharge. See the PANYNJ Concessionaire Street Pricing Standards and Procedures Manual for details.

Street Price: The average price regularly charged for comparable products at comparable concession locations within the NY/NJ Metro Area or other areas as permitted by the Street Pricing Standards and Procedures.

Full Market Basket (FMB) Analysis: An itemized list of goods and/or services for sale at an Airport Concession location, accompanied by comparable product descriptions and pricing from other concession locations, as detailed in the Concession Comparison Justification Form.

Airport Council International (ACI): An industry organization of airport authorities, devoted to unifying industry practices and standards across airports.

Airport Service Quality (ASQ): A global benchmarking program evaluating customer satisfaction during travel through airports. ASQ data provides management insights into passenger needs and expectations regarding airport products and services.

Value for Money (VFM): A principle focused on offering goods for sale at not just a minimal purchase price but also maximizing the efficiency and effectiveness of purchases.

We Value You (WVY): A universal PANYNJ program designed to enhance customer experience, extend dwell time, and increase spending at airports. The program highlights special prices, deals, family-friendly events, and technological conveniences for travelers.

Modifiers: Additional items or options assigned to a product or category (such as adding protein to a salad) that increase detail or may result in an upcharge.

Low-Priced Item: Any item perceived by customers as a deal or priced below what is typically expected for that item or for a combo.

3. VALUE FOR MONEY

The VFM policy applies to all concession agreements at PANYNJ airports. In accordance with the PANYNJ Board Resolution and as included in all terminal leases, concession agreements, and concession management agreements, both new and existing, such agreements permitting the sale of food, beverages, retail items, or services must include VFM options for airport customers. Participation in the WVY program, or any succeeding or replacement program administered by PANYNJ, is required for all TOs, CMCs, and concessionaires.

VFM offerings must comply with the Street Prices +15% guideline, as outlined in the PANYNJ Street Pricing Policy Statement. The PANYNJ Concessions Unit has the responsibility of defining, validating, and regularly updating the criteria for VFM offerings, including seeking input from relevant concession stakeholders. In addition, the Aviation Department's Commercial Unit, together with the Customer Experience Service Delivery Unit, TOs, and designated Concessions Management Companies, play a role in monitoring and managing adherence to these requirements.

4. VALUE FOR MONEY – ROLES AND RESPONSIBILITIES

Aviation Department

The PANYNJ Concessions Unit is responsible for providing guidance to the TO/CMC as the TO/CMC manages the VFM policy with their tenants. Additionally, the PANYNJ Concessions Unit, in collaboration with the Customer Experience Service Delivery Unit, supports the reviews of submitted documents, site spot-checks, ASQ program reviews, and feedback monitoring across all airport terminals.

Concession Operators

Concession Operators, also known as concessionaires, are responsible for providing VFM experience and options to customers in their different forms as defined by the five-point Value for Money framework: Price, Quality, Convenience, Service, and Marketing & Communication. These operators are

expected to provide diverse value-oriented options and experiences tailored to travelers' needs, ensuring affordability, quality, and excellent service. The selected options and programs must be submitted and approved annually to their TO/CMC as part of the WVY Program Plan and updated each year to reflect evolving standards and best practices. Operators are also responsible for implementing required employee training, ensuring menu and pricing transparency, and participating in promotional offerings and events defined under the WVY initiative.

Terminal Operators/Concession Management Companies

The TO, directly or through its CMC, is responsible for submitting annually through its Concessions Master Plan (CMP) a WVY Program Plan as a part of the Airport Customer Experience Performance and Standards Manual requirements by the CMP's due date as per the agreement. This plan must describe initiatives rooted in the VFM five-point framework, with intentions to meet or surpass Service Excellence Standards and Airport Service Quality (ASQ) scores. TOs/CMCs must specify how success will be measured with key performance indicators (KPIs). Plans are to be consistent across all terminals while allowing for operator-specific objectives.

Beyond the Action Plan, TOs/CMCs are responsible for aligning their values with those of PANYNJ, supporting continuous improvement, outlining and tracking refurbishments and enhancements, conducting systematic performance monitoring (including self-audits), and facilitating independent audits as required. Plans must include stakeholder engagement strategies, employee training (such as WE SOAR), and mechanisms for customer feedback. Furthermore, TOs/CMCs must lead participation in WVY quarterly events, ensure the presence of at least four low-cost value menu options (including the required \$2 bottled water), regularly document and report promotional deals and specials, and demonstrate compliance to qualify for the Street Pricing + 15% surcharge. All these responsibilities and results must be detailed in the annual CMP, which also covers inspection schedules, the process for updating VFM offerings, and year-over-year performance via KPIs.

The TO, directly or through its CMC, shall ensure the coordination and participation of concessionaires throughout the terminal in its WVY Program Plan and activities. Additionally, the TO/CMC shall monitor the Concessionaires ongoing compliance in providing VFM items and experiences consistent with the Street Pricing Standards Requirements and VFM Standards Manual.

Concession Management Companies

The CMC is responsible for the terms outlined by the TO. The CMC shall address any instances of VFM noncompliance and document corrective actions taken to resolve the matter within 48 hours of receipt of notification by the TO/PANYNJ. CMCs are responsible for tracking the resolution of any such issues, including ensuring prompt response to PANYNJ requests for more information, monitoring concessionaire adherence to all pricing and value requirements, and preparing and executing any needed adjustments to bring operations back into compliance. CMCs must also coordinate with their TOs and concessionaires to facilitate ongoing compliance, reporting, and program participation throughout the airport terminals.

Please refer to Appendix C's Compliance Quick Guide for more details on TO/CMC's roles and responsibilities related to VFM policy compliance.

5. VALUE FOR MONEY ITEM REQUIREMENTS

To comply with the PANYNJ Concession Street Pricing Standards and Procedures, all food and beverage concessionaires are expected to participate in the Full Market Basket (FMB) analysis by offering VFM items. VFM items are lower-priced products or deals intended to provide key, affordable options to travelers. **This policy is a prerequisite to charging up to Street Pricing + 15% at Port Authority airports and requires approval from the TO/CMC as well as compliance with Port Authority guidelines.**

- The VFM policy is intended to encourage every food venue to include a selection of core, budget-friendly menu items suited to that type of eatery. These items generally follow specific pricing and selection guidelines to help make high-value options available at reasonable prices.
- Each concessionaire is asked to prominently display a list of VFM foods and prices, offering travelers clear insight into affordable choices. At least **four** appealing items should be available, which may include a fresh salad, a warm sandwich (with or without protein), a savory side, or a sweet dessert. Among these, \$2 spring water is required to be included as one of the four VFM offerings.
- When submitting the FMB forms, Concessionaires are required to select a minimum of four VFM items specific to their concession type, with a \$2 spring water included as a standard item. Concessionaires who submit corporate letters for pricing justifications, should work with their assigned TO/CMC to identify which items meet the FMB requirements and determine VFM items required for compliance with the Street Pricing Policy. These selections may be updated over time to reflect evolving needs and consumer preferences.

See below for examples of items offered based on concept type.

CONCEPT TYPE	VFM ITEMS CATEGORIES
Grab & Go	Salad (w/ protein), Salad (no protein), Sandwich (w/ protein), Sandwich (no protein), Pastry, Snack, Bottled Beverage, Spring Water
Quick Service	Side, Dessert, Fruit Salad, Sandwich (w/ protein), Sandwich (no protein), Bottled Beverage, Spring Water
Fast Casual	Side, Breakfast Bowl, Sandwich (w/ protein), Sandwich (no protein), Salad (w/ protein), Salad (no protein), Bottled Beverage, Spring Water
Casual Dining	Appetizer, Sandwich (w/ protein), Sandwich (no protein), Salad (w/ protein), Salad (no protein), Beer/Cider/Seltzer, Wine, Spring Water
Premium Casual Dining	Appetizer, Side, Dessert, Beer/Cider/Seltzer, Wine, Spring Water
Fine Dining	Appetizer, Side, Dessert, Beer/Cider/Seltzer, Wine, Spring Water
Casual Coffee	Pastry, Side, Breakfast Sandwich (w/ or no protein), Regular Coffee, Specialty Coffee, Spring Water
Specialty Coffee/Café	Pastry, Side, Breakfast Sandwich (w/ or no protein), Regular Coffee, Specialty Coffee, Spring Water
Bar	Appetizer, Snack, Sandwich (w/ protein), Beer/Cider/Seltzer, Wine, Spring Water

❖ **These VFM categories are subject to change based on desires and trends of the traveling public.**

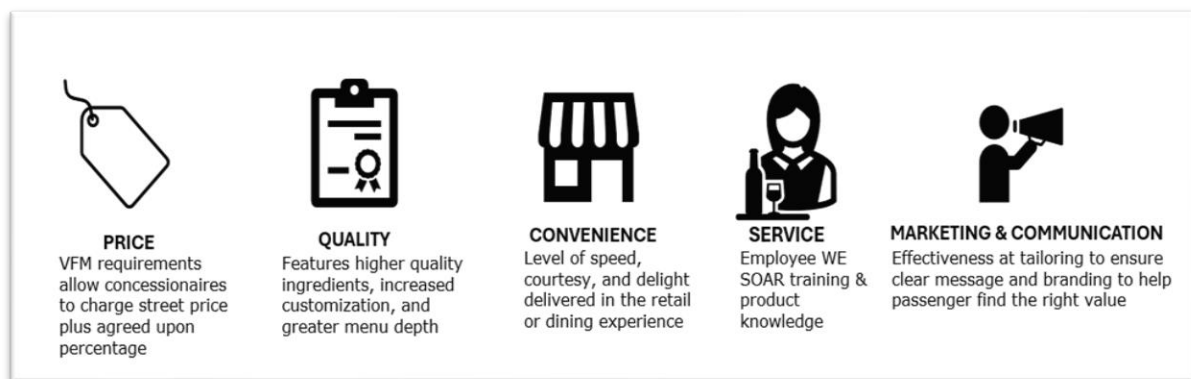
6. WE VALUE YOU

The WVY program is a customer-facing PANYNJ initiative aimed at maximizing customer experience, time, and spending at airports. WVY acts as a visible guide, highlighting special prices, deals, family-friendly events, and technological conveniences for travelers. Under this program, concessions must consider the five (5) point framework supported by planning and reporting requirements. Concession operators must comply with the Port Authority airports' VFM policy and WVY program, which are prerequisites to charge Street Pricing + 15% at concession locations.

WVY is achieved by promoting price transparency and competitiveness, including

clearly visible, intuitive, and easy to read pricing as well as affordable options like bottled water or meals. It also emphasizes quality through good product standards such as freshness, appropriate portion size, sustainable sourcing, and a sense of local character.

Convenience is prioritized by providing accessible locations, clear operating hours, user-friendly technology solutions like contactless ordering, and clear WVY signage (see Appendix A). Excellent service is delivered through well-trained, courteous staff who provide a responsive experience. Finally, marketing and communication are supported by visible WVY branding and promotional information throughout all locations, ensuring both staff and customers are consistently informed about value offerings.



The five-point framework provides a comprehensive definition of “value” as it applies to various customer demographics, their specific needs, expectations, and perceptions of airport concession programs. This framework offers a unified approach to deliver a world-class dining and shopping experience at all PANYNJ airports by focusing on the positions of price, quality, convenience, service, and marketing and communication. The WVY program is subject to evolve and may include new elements as communicated by the PANYNJ.

7. SUBMISSIONS

Full Market Basket

Once a Comparable Concessions Justification Form (CCJF) approval letter is received, Concessionaires may begin preparing the initial Full Market Basket (FMB) submission for each airport concession location. The completed FMB must be submitted to TO/CMC for review and approval no later than 60 days prior to the projected opening date. Note that the FMB form must not be altered—columns, formulas, titles, and formatting should remain unchanged. For form-related questions, contact aviconcessions@panynj.gov.

Once the FMB receives TO/CMC approval, it must be submitted through the Concessions Data Entry Portal (CDEP) by the TO/CMC for further assessment at least 45 days before the concession's opening date. The Port Authority of New York and New Jersey (PANYNJ) will conduct its compliance review and issue a final acknowledgement within a 30-day period. For existing concessionaires, an updated FMB analysis must be submitted annually to the TO/CMC for each location, following a schedule set by PANYNJ, with sufficient detail to demonstrate VFM items as part of the WVY program.

TOs/CMCs must verify that each FMB includes at least four VFM items—one of which must be \$2 water—to satisfy Port Authority requirements before granting approval for Street Pricing + 15%. If VFM criteria are not met, concessions may only apply the Street Pricing average. After TO/CMC review and approval, the signed FMB is uploaded to CDEP for a further compliance review, which may be carried out by the PA Concessions Unit or a third-party contractor. The TO/CMC is responsible for recording the FMB upload date in CDEP for each location and for submitting a summary of current VFM deals or specials offered in the terminal for PANYNJ's review.

Selecting at least four value-focused products, including the \$2 water bottle, is the baseline requirement for compliance with VFM expectations at food and beverage locations. Concessionaires should provide additional details about each VFM product entry, and TO/CMC review and acknowledgment—indicated in the relevant approval columns—are formalized as part of the overall FMB approval process.

8. APPENDIX

APPENDIX A - WE VALUE YOU SIGNAGE

WVY marketing must be present at all food and beverage concessions and participating travel essential locations. TOs and CMCs must provide marketing materials to concessionaires, and the materials must be intuitively placed at concession locations for customers to easily locate VFM items. Reference below for the WVY logo.



APPENDIX B – Airport Customer Experience Performance Standards Manual

TOs/CMCs are required to submit an Annual Action Plan to the PANYNJ by the prescribed due date. This plan should describe initiatives planned to meet or exceed the Service Excellence Standards and how TOs/CMCs will measure their success. The content of the Action Plan should be reviewed with a PANYNJ designated Airport Customer Experience Representative for appropriateness and should be updated when necessary to ensure that it remains relevant. Using the VFM standards in Section 1.14.12 and the Performance Plan template in Section 7.3, TOs are to formulate their individual plan in a format that is consistent across all terminals, while also enabling TOs/CMCs to reflect their own priorities. In addition to submitting the plan in the required format, the TOs/CMCs shall provide key measures that will improve ASQ scores over the previous year to their respective Teams channel.

Key aims of the Action Plan:

1. Aligns TO/CMC values with those of the PANYNJ Aviation Department.
2. Highlights the past year's performance, recognizing continuous improvement as a functional driver of success.
3. Identifies how refurbishments and other areas of improvement will be implemented and measured. Ensures systematic monitoring of performance standards and associated targets, including self-audits across the entire airport journey. Monitoring should be carried out to provide a comprehensive view of service performance and the basis for improvement strategies. PANYNJ will conduct periodic performance audits through ACI, ASQ, and other mystery shopping platforms.
4. Promotes stakeholder engagement and collaboration for coordinated end-to-end service, supported by a service excellence culture.
5. Provides a VFM Plan:
 - Describe implementation of the Port Authority Street Pricing Policy across all food and beverage concessions to ensure compliance.
 - Provide information on whether pricing audits will be completed by a third-party company or in-house, as well as a Point of Contact.
 - Provide examples of lower cost food items offered at each concession and individualized pricing per item.
 - List participating retailers of the \$2 bottle of water offer.

PANYNJ Concessionaire Value for Money Manual Version 2.0

- Describe program for Deals of the Day and other promotions.
- Share frequency in which specials are offered through an events calendar which can include planned seasonal promotions as well as how they would be communicated.
- Describe the options offered to increase convenience of retail choices in the terminal, such as at-your-seat delivery services.
- Confirm that physical menus (with pricing) are available and hours of operation are clearly visible at all applicable locations. In addition, provide a QR code for customers to scan and review menus, specials, etc. if possible.
- Certify that all concession staff undergo WE SOAR training. In addition, note any other training programs provided to concessions staff to ensure customers are provided with speedy and courteous service.
- Provide a Corrective Action Plan on findings from direct customer feedback, satisfaction surveys such as ASQ, and Wi-Fi surveys.
- Participate in WVY quarterly events delivered by the Port Authority.

To access more information regarding the Airport Customer Experience Performance and Standards Manual, reference [the Port Authority of New York and New Jersey General Information for All Operators \(panynj.gov\)](http://panynj.gov)

APPENDIX C – COMPLIANCE QUICK GUIDE

Compliance with the VFM Policy requires TO/CMC to:

1. Submit the annual WVY (WVY) Program Plan with the TO/CMC's annual FMB submission.
2. Receive approval and/or address PANYNJ comments and/or requests for more information within 48 hours.
3. Ensure four lower-cost value food options – such as the \$2 bottle of water- are available at food & beverage and travel essential locations.
4. Confirmation approval from the TO/CMC must be noted on the FMB form and submitted to the PANYNJ to ensure at least four items listed on the FMB for food & beverage and travel essential locations comply with VFM program to qualify for the Street Pricing + 15% surcharge.
5. The TO/CMC will collect and submit the VFM deals/specials for each concessionaire into CDEP for PANYNJ review.

6. Pass PANYNJ verification measures described below and address any instances in which the four affordable options, including the \$2 bottled water, are not correctly identified for customer purchase.
 - a. PANYNJ officials shall monitor VFM compliance through various verification measures including but not limited to:
 - i. WVY Program Plan review
 - ii. TO/CMC Quarterly Checks
 - iii. Port Authority Mystery Shops Program
 - iv. Customer Experience Service Delivery Concession Spot-Checks
 - v. Social Media feedback/comments
 - vi. Voice of the Customer (VOC)
 - vii. Port Authority Corrective Action Reports

Non-compliance with VFM Policy and its WVY Program is considered a violation of the Street + 15% Pricing Policy and will require corrective action(s). The non-compliant concession unit shall not be allowed to charge an additional 15% above Street Pricing upon written notification by the Port Authority and must adjust its prices to meet Street Pricing immediately, but no later than 48 hours. **If an in-terminal audit finds that prices have not been reduced to Street Pricing at the end of the 48 hours, the Lessee may be subject to audit fees.**

APPENDIX D - Detail Description of We Value You Framework

Below elaborates on each piece of the WVY five-point framework. Refer below to understand each piece and the expectations associated with each.

Price: The amount charged to a customer, not including applicable taxes or additional surcharges as may be approved by the Port Authority. The Price proposition addresses the following key deliverables:

- Compliance with Port Authority Street Pricing Standards and Procedures Manual.
- Availability of an affordable water option at concession locations where bottled water is sold, defined as 16–20 oz. spring water bottle sold at \$2 or less, or other such affordable water options as defined by the Port Authority.
- All prices must be clearly displayed and as defined in the Port Authority Street Pricing Standards and Procedures Manual.

- All affordable waters, combo meals, meal of the day promos, and discounted services must be visibly priced and readily available.

Quality: Is the perceived experience of the food, beverage, goods, or services, based on the combination of price, freshness, portion size, brand value, and responsible sourcing of food and retail items. Sustainability efforts in concessions programs are a significant element of the Quality proposition. The Quality proposition includes the following key deliverables:

- Project value through improved design of customer facing areas.
- Maintain rigorous cleanliness, facility conditions, and quality control programs.
- Showcase a local “sense of place” by featuring locally sourced foods and merchandise.
- Ensure compliance with environmental requirements on the federal, state, and local level.
- Participate in environmental initiatives and demonstrate care for customers, employees, and the community. Examples of such initiatives may include elimination of plastic straws, reduction of plastic packaging, and commitment to locally grown and sustainably sourced ingredients.
- Ensure availability and visibility of healthy meals and options for customers with dietary restrictions, such as kosher, halal, gluten-free, pescatarian, vegetarian, and vegan.
- Supplement regular menus with seasonal menus and offers.
- Ensure availability of exclusive travel retail items. Examples may include skin care combo packages sold exclusively in duty free or travel retail stores, or gift-with-purchase promotions.
- Feature celebrity chefs’ affiliation through digital and printed media.
- Provide sufficient confirmation of continued affiliation with original branded or well-known local concepts, such as franchise or operational agreements, records of quality control inspections conducted by the brand or well-known concept owner. A well-known concept can be a local chain or a single popular store or restaurant.
- Create curated experiences through special themed events and offerings, including decorations, live performances, book signings, giveaways, and product tastings.

- Develop a themed calendar of quarterly Key Events that require the participation and organization of events, programs, and promotions by the TO or CMC. The WVY Program Annual Themed Calendar will also have several themed events around food, beverage, retail, and holidays with required participation from the TOs and CMCs.

Convenience: Includes multiple concessions program dimensions, such as ease of access to food & beverage and retail stores, proximity of stores and restaurants to the departure gates and arrival areas, clear hours of operation, innovative use of technology, contactless ordering and payment availability, gate and home delivery options, and effective concessions wayfinding. Below are key deliverables of the Convenience proposition:

- Design and plan concessions experiences based on flight activity, passenger demographics, and airport terminal architecture.
- Concessions program design should align with PANYNJ guidance on unit size, product and services availability, operational efficiency, and branding, while supporting the overall sense-of-place vision established by PANYNJ.
- Implement innovations and IT solutions to enhance the airport dining and shopping experience, with the intention of exceeding customer expectations.
- Ensure product and service availability at levels passengers expect from a world-class airport.
- Maintain hours of operation as defined in the latest CMP version approved by the Port Authority or other applicable legal documents.
- Ensure availability of mobile order and delivery options where applicable.

Service: Incorporates sufficient staffing, staff courtesy, WE SOAR training, WVY Program knowledge, and the speed of customer support. Key deliverables of the Service proposition include:

- Nurture the culture of employee and customer care excellence through rewards and recognition programs, employee support programs, and team building events. Some examples may include bring your child to work days, employee cook-off competitions, or celebrity chef master classes.
- Provide employees with customer service and product knowledge training, including:
 - PANYNJ's, WE SOAR customer service standards
 - WVY Program knowledge

- General product knowledge sufficient to direct customers to products within the store
- General airport knowledge sufficient to direct customers to other concessions units, airport facilities, airport and airline staff/management
- Disability Awareness Training
- Maintain exceptional brand-specific customer service standards including in-depth product knowledge and “storytelling” at high-end retail and fine dining establishments.
- Control queue lines in areas frequently experiencing high passenger volumes. Provide stanchions and staff who acknowledge customers and provide them with approximate wait times.
- Implement requirements for professional attire, including crew uniforms and name tags—if applicable—or other attire standards as required by the PANYNJ Performance Standards Manual.
- Create service recovery protocols for dissatisfied customers. Examples may include instructions on escalation, refunds, vouchers, product replacements, gift certificates, and giveaways.
- Ensure customer service experts are available via email, phone, and/or through social media channels to respond to inquiries and accept feedback. Address customer feedback within the guidelines of the Port Authority.

Marketing: Includes effective, tailored, and clear WVY branding and messaging to help passengers find value options. Key deliverables of the Marketing propositions include:

- Provide real-time concessions information published on in-terminal digital and printed media, apps, and websites.
- Maintain in-store and in-terminal WVY signage when applicable and branding near the special offers. An example may include WVY signage near \$2 bottle of water options.
- Communicate WVY offers through digital and printed media located in the terminal, as well as via apps, websites, and QR codes.
- Ensure VFM menu items feature WVY logos in digital and status formats on menu boards and display monitors.
- Ensure the VFM offerings are visible in the terminal for all customers to

locate and offerings are readily available for purchase.

Communication: Ensure clear communication for all internal and external stakeholders including responding to the Voice of the Customer on all social media communications and other platforms to address customer feedback. Key deliverables of the Communication proposition include:

- Ensure all employees are aware of product, specials promotions and the WVY program.
- Ensure TO/CMC responds to any price discrepancies within 48 hours of receipt of customer feedback.