

COVID-19: Survival and Revival

Call-in Forum for Airport Concessions Industry – No. 50

June 9, 2021, 4:00 PM EST

Phone Number 408-418-9388; Access Code 791-700-478#

About this Session: This week's call—ARRA's 50th Survival and Revival Forum call--will feature **ARRA's just released report, Facing Facts III: Survival, Revival and Braving the Future.** The report outlines the current state of the airport concessions industry and recommends airport policies and actions that are necessary to ensure concessionaires and airports recover fully. ARRA Board Members Carlos Bernal, Areas, and John Cugasi, Paradies Lagardere, will discuss the report and recommendations covering four key areas: (1) MAGs and a better business model, (2) capital investment, (3) labor access and costs and (4) operational flexibility. Join the call and join the debate as we engage with our industry partners to find solutions for our short-term recovery and longer term prosperity.



Carlos Bernal

CEO

Areas USA Inc.

Carlos Bernal is a talented and seasoned executive with over 30 years' experience in the hospitality industry. He brings a wealth of expertise in managing high-growth companies, corporate repositioning and on-the-ground operations within multiple business venues encompassing a broad range of restaurant concepts for private and publicly held companies. Currently, Carlos is the CEO for Areas USA which he joined in 2020. He has been responsible for spearheading several initiatives within the organization to support the overall broad business strategy with uncompromising integrity and attention to excellence.

Regarded as a visionary and strategic thinker, Bernal who recognizes the potential of new ideas has a successful track record of developing diverse high-performance teams. Additional specialties include start-up experience, real estate, lease and contract negotiations, new business development, franchising, restaurant operations, and union relations/negotiations. These skill sets have been key in leading the strategic plan in Areas USA ensuring execution of the company's growth strategies and operational excellence. Prior to joining Areas USA in 2020, Bernal previously was president of Delaware North Sportservice. He has also held senior leadership positions at Westfield, HMSHost and Wagamama. In addition to his executive career, Carlos serves on the board of the Airport Restaurant and Retail Association (ARRA).



John Cugasi

Vice President of Marketing

Paradies Lagardere

John Cugasi is the Vice President of Marketing for Paradies Lagardere. He is responsible for all aspects of the Marketing function including RFP's and the company's concept portfolio and brand relationships. This is Cugasi's third assignment with the company, having previously held the position of Senior Vice President, Planning and Development from 2011 to 2016, and providing consulting services since 2016. Prior to that, he held various leadership positions in the industry including Director of Concessions at Hartsfield-Jackson Atlanta International Airport where he managed the concessions program for the world's largest airport. John serves on the board of the Airport Restaurant and Retail Association (ARRA).