



MIDDLE EAST & AFRICA  
DUTY FREE ASSOCIATION

شركة تطوير مطار الملك سلمان الدولي  
King Salman International Airport Development Company

# King Salman International Airport

## Middle East & Africa Duty Free Association (MEADFA)

19 November 2024



A PIF COMPANY



# King Salman International Airport in Numbers



**57KM2**

Total Land Area



**100M**

Passengers by 2030



**2M**

Tons of Cargo  
Capacity by 2030

## Airport Land Area

- Cargo & Logistics
- 6 Runways
- 9 Terminals
  - T 1-5
  - T6
  - Iconic Terminal
  - Royal Terminal
  - Private Aviation Terminal

## Real Estate Area

- Hospitality
- Residential
- Offices
- Logistics & Industry
- Retail
- Entertainment













# GENTRIFICATION OF SPACES

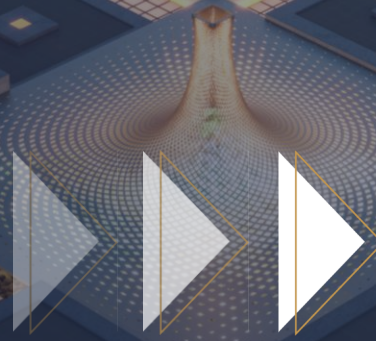


SAMENESS





**WE STILL USE THE  
SAME MODEL**



**EVEN THOUGH SALES  
ARE DECLINING**



TRANSFORMATION



CHANGE

















## Setting the Scene for Change

- **70%** of the population is less than 30 years old

- Average age of Saudis: 29 years old

- **97%** penetration of internet

- **71%** of population is active in social media (Snapchat)

- Increase percentage of labor force participation of woman (36%)

- **41.6%** of the population is migrant vs higher rates in GCC region

- Biggest family size (5.8 persons per household)



# Theory of Change Edgar Schein

Artifacts > Physical Representations

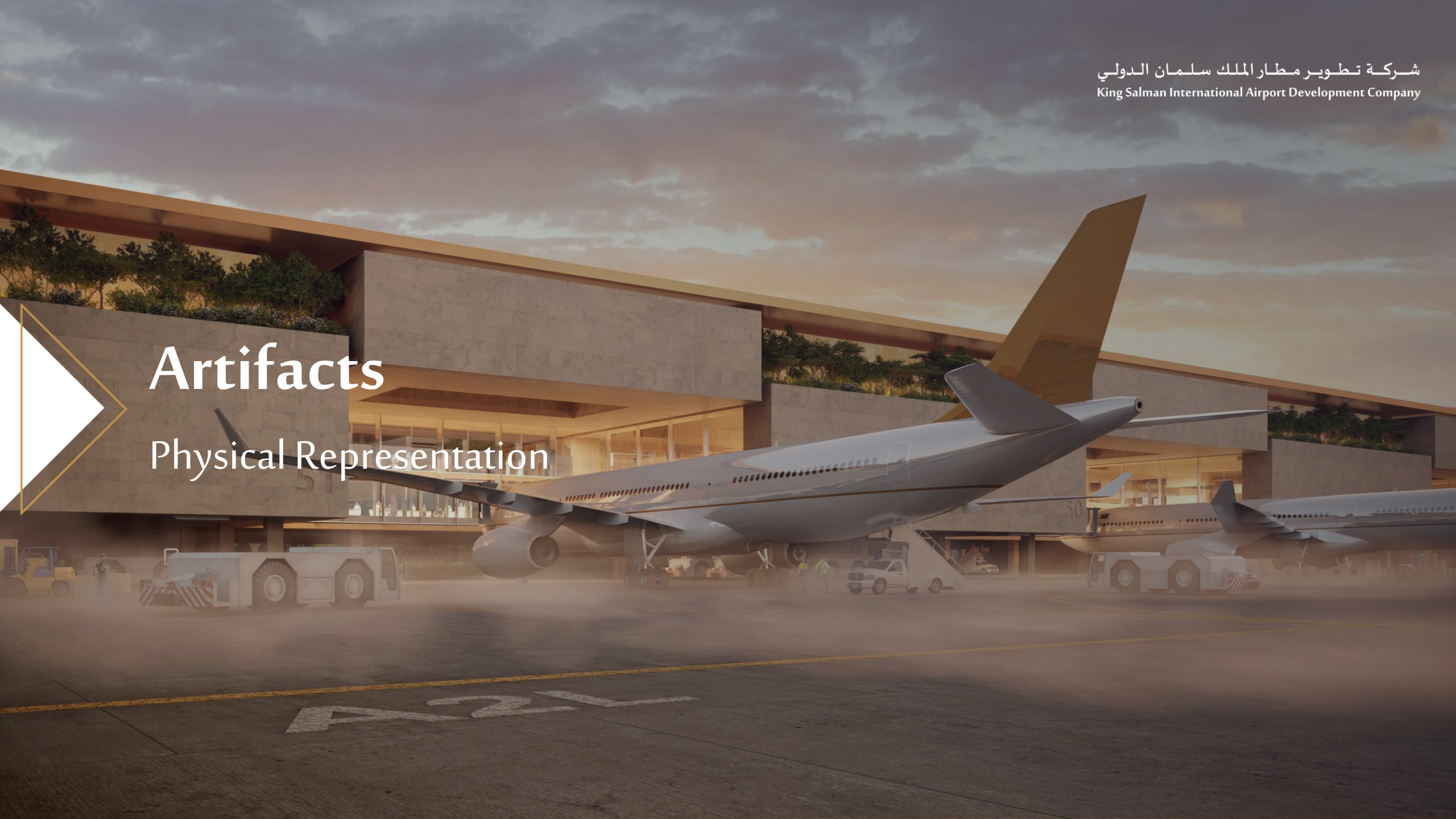
Espoused Values > Processes

Assumptions > What I Initially Think



# Artifacts

Physical Representation





## Artifacts: Physical Representation

- Building with Salmani Architecture principles

- Targeting the real audience and not everyone

- Creating culturally appropriate commercial proposition

- Acknowledging all the relevant identities

- Using technology at the right place at the right time

- Making it explicit : We want to sell more vs We want to improve experience





# Esposued Values

## Processes & Regulations



## Espoused Values: Processes & Regulations

- Engaging brands earlier in the design process

- Creating retailer agnostic approach

- Redefining the concept of value

- Adding NPS scorecard based contracts

- Exploring the possibilities of changing regulations

- Making it explicit: We aim to change x process because..





# Assumptions



# Assumptions: What we initially think

- We eliminate the assumptions by data driven decisions

- We don't underestimate any audience

- We don't underestimate any touch point

- We eliminate the word "BUT" on the idea development

- We keep our goal focus and the customers on the center even beyond profit

- We allow mistakes

- We make it explicit: WE ALLOW CHANGE





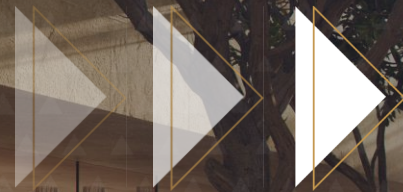
# What's the Role of the Airport?





Defining the future destination of airports by owning innovation and showing that KSIA is the world's most important airport project for businesses, passengers and the growth of the City of Riyadh





# We Are Transforming Aviation







Thank you