SH Airport Lounge evolves into scalable hospitality brand in Vietnam



SH Elite Lounge operates on an exclusive, reservation-based model, designed for privacy, personalized service and a quieter environment

Vietnam's fast-growing aviation market is reshaping the role of airport lounges. Once a peripheral comfort, lounges are becoming one of the few terminal spaces where experiences can be intentionally designed. SH Airport Lounge is responding by evolving from a contract operator into a scalable hospitality brand within Vietnam's airports.

Operated by Noi Bai Aviation Services Joint Stock Company, the network has evolved from the company's earlier Sông Hồng lounges. The rebrand to SH Airport Lounge in April 2025 marked a move away from standalone contract lounges toward a coherent hospitality brand designed to scale across airports.

"SH Premium Lounge serves high-volume premium travelers — frequent flyers, cardholders and program members seeking comfort, dining and productivity before departure," Dong Pham Quang, General Director at SH Airport Lounge, tells *PAX International*.

Alongside that is a private concept.

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“SH Elite Lounge operates on a more exclusive, reservation-based model, designed for privacy, personalized service and a quieter environment,” says Dong.



SH integrates Vietnamese cultural elements into spatial design and culinary direction

The distinction speaks to a maturing passenger base. While premium volumes remain high, there is also a growing group of travelers looking for space, calm and a more personalized experience as part of the journey itself.

SH’s independence shapes how the network operates day to day. Without being tied to a single airline brand, the lounges work across multiple carriers.

“SH Airport Lounge's customers are the most reputable five-star international airlines such as Singapore Airlines, Japan Airlines, Cathay Pacific and Starlux, and domestic airlines such as Vietnam Airlines, Bamboo Airways and Sun Phuquoc Airways,” says Dong.

SH now operates more than 26 locations across Vietnam. The model allows the company to maintain its unique service philosophy and design direction, rather than inheriting the constraints of any one airline identity.

“Where many contract lounges adopt neutral international designs, SH integrates Vietnamese cultural elements into spatial design and culinary direction,” says Dong.

For international passengers, this introduces a clearer sense of place; for domestic travelers, it reinforces familiarity. As lounges take on a stronger experiential role, those cultural cues become part of the overall hospitality offer, not just decoration.

As passenger expectations continue to evolve and airports seek to unlock greater value from terminal

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space, lounges are increasingly positioning themselves as hospitality brands. SH Airport Lounge is building its network around this shift — where the lounge is no longer a transitional space, but a defining part of the airport experience.

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