

Plaza Premium Group charts global course for next-generation airport hospitality



Jonathan Song, Chief Commercial Officer, Plaza Premium Group

As travelers increasingly expect seamless, personalized airport experiences, Plaza Premium Group ([PPG](#)) is positioning itself a global leader in end-to-end airport hospitality. Under the commercial direction of Chief Commercial Officer Jonathan Song, the company is translating its mission into strategies that support commercial growth for airline partners and airports while enhancing the journey for passengers worldwide.

Song told *PAX International* in a December 2025 interview that the foundation of PPG's commercial strategy is a deep commitment to anticipating traveler needs across markets.

"We ensure that we stay ahead of those trends and expectations through a combination of innovation and adaptability," he says. This includes anchoring commercial decisions in the company's guiding mission "to make travel better," supported by a portfolio of products and partnerships designed to respond to diverse travel behaviors and airport environments.

PPG views airports not only as infrastructure but as dynamic lifestyle destinations. This mindset influences how the company builds value in each location.

As Song notes, "Airports are evolving into lifestyle hubs, not just transit points," and commercial strategies must adjust to the distinct mix of leisure, family, business, transit and premium travelers in each market.

For airlines and airports, PPG adapts its services to create tailored lounge, concierge, hotel and dining offerings that reflect the needs of the passenger base.



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Investing in technology, investing in new revenue opportunities

Technology investment is a central pillar of PPG's commercial evolution. As global passenger expectations shift toward convenience and digital self-service, PPG is accelerating its use of integrated digital platforms to streamline operations and create new revenue pathways.

"Having a strong technology platform and service delivery protocol is key," Song says. Tools such as [Smart Traveller](#), the company's global travel rewards program, and [oneTECO](#), its digital travel ecosystem, enable partners to engage travelers in new ways while improving operational efficiency.

oneTECO plays a particularly strategic role in strengthening PPG's value proposition. The platform connects e-commerce, lounges, hotels, passenger services, data analytics and loyalty programs across multiple stakeholders.

Song explains that oneTECO "is designed to provide a centralized solution for both travelers and service providers," supporting individual and bulk transactions, multiple payment types and cross-selling across marketplaces. For airports and airlines seeking to diversify revenue, this creates a shared digital infrastructure that monetizes engagement throughout the travel journey.

Smart Traveller, with 1.8 million members, complements this by serving as a loyalty engine that drives spend across PPG's global network.

Song says the program "unlocks cross-business demand by providing shared access to a high-value traveler base," giving airports and partners a direct channel to influence purchasing behaviors.

Local focus, global success

Localization also shapes PPG's commercial strategy. Each lounge reflects local culture and flavors, while maintaining global service consistency.

"Key to our success is our steadfast commitment to service excellence and consistency across our brands worldwide," Song says. Standardized training, design principles and quality controls ensure travelers experience a recognizable level of comfort and luxury across all PPG locations. At the same time, localized culinary and design elements strengthen regional relevance and brand connection.

PPG is also focused on premium travelers seeking curated, efficient experiences. Song notes the company provides "concierge assistance, dedicated lounges and seamless transit support" to meet the expectations of frequent flyers who prioritize personalization, reliability and convenience.

Driving strategic growth in priority global markets

Looking ahead, PPG is accelerating expansion across key global markets. Digitalization will remain central, with Song emphasizing continued investment "to further streamline guest experiences and operational efficiency across the network."

The company's previously announced US\$300 million investment supports growth in APAC, the Middle East and the Americas. In North America, PPG is expanding its footprint of 18 lounges in Canada and preparing for four new U.S. openings in 2026, including the [debut of Plaza Premium First at Dallas Fort Worth International Airport](#).

Asia Pacific, driven by strong regional traffic forecasts, remains PPG's largest growth area. The company [recently launched Plaza Premium First and Plaza Premium Lounge at Cambodia's new Techo International Airport](#) and is exploring additional opportunities in Vietnam and Thailand.

In the Middle East, new routes and airport developments are driving increased demand, with Saudi Arabia emerging as a major focus.