

SH Airport Lounge redefines airport experience with dual-concept strategy

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SH Airport Lounge shares that Airports are redefining lounges as brand experiences that shape perception and drive non-aeronautical value, not just spaces to wait

Vietnam's aviation market is growing fast, and with that growth, airport lounges now play a very different role. What used to be seen as a peripheral comfort reserved for elite travelers is now one of the few environments in the terminal where experiences can be carefully shaped. Lounges influence how passengers feel before boarding, how long they stay, and increasingly, how they remember the airport itself. It is in this space that [SH Airport Lounge](#) is redefining its position, shifting from a contract lounge operator to what it sees as a scalable hospitality brand inside Vietnam's airports.

Operated by Noi Bai Aviation Services Joint Stock Company, the network has evolved from the company's earlier Sông Hồng lounges. Those facilities were functional and well used, but brand expression was fragmented. 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. The emphasis moved from running individual sites to building a repeatable lounge product with consistent service standards and a clear identity — a model that mirrors hospitality groups more than traditional airport service providers.



SH Airport Lounge integrates Vietnamese cultural elements into spatial design and culinary direction

The timing reflects wider changes in the terminal environment. Airports are looking at lounges less as overflow solutions and more as tools that shape perception and contribute to non-aeronautical value. In that context, the lounge becomes part of the airport's brand ecosystem, not just a place to sit before departure. SH's response has been to introduce two distinct formats under a unified brand.

"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.

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

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.



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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.

Facilities within the lounges underline the shift from passive waiting to active preparation. At SH Premium Lounge Ha Noi 3, the company offers integrated spa services designed for airport travel needs.

“Treatments focus on quick recovery for neck, shoulders and feet, supporting passengers on long-haul or high-frequency journeys,” explains Dong.

Other selected lounges include shower rooms, luggage storage, flight information displays and extensive power access. Additional features such as prayer room, meeting rooms, a quiet zone, a Halal corner and a media hub support various travel needs within a single space.

The company understands that lounges are environments that help passengers transition from the pace of the terminal to the journey ahead. It is a buffer against congestion, a place to work or reset before boarding. In fast-developing aviation markets, where passenger volumes can rise faster than infrastructure, those controlled environments carry increasing weight in how the airport is perceived.

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