

FACE-TO-FACE WITH:



ELISABETH LE MASSON
Member of the Board of Director
Hubstart Paris Region® Alliance

Elisabeth Le Masson has been nominated "Delegate for Economic Promotion and Jobs Creation" of Aéroports de Paris since January 2016.

Previously she was the delegate for Sustainable Development for Paris - Charles de Gaulle and Paris-Le Bourget Airport from 2007 to 2015. In her 30+ years of working with Aéroports de Paris, she held numerous managerial positions from finance, to duty-free, to communications, to real estate and to operations. She was the Chief of Staff of the CEO from 2006 to 2007.

She is Member of the Board of Hubstart Paris Region, the Alliance in charge of the international promotion of the Paris-CDG Airport Area.

She has two diplomas from two prestigious French universities, *HEC - Ecole des Hautes Etudes Commerciales* (HEC International Business School) and *IEP-Institut d'Etudes Politiques de Paris* (Paris Institute of Political Studies).

She was awarded with the French Legion d'Honneur. She is a French Foreign Trade Advisor.

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Governance and stakeholder alignment are among the greatest challenges to successful airport city and aerotropolis development. So share with us a little bit about your approaches and solutions to this complex challenge before the conference.

Due to administrative fragmentation an unique governance generally doesn't exist. Due to the many different interests of the various private and public stakeholders, the strategic alignment doesn't happen naturally. However they are essential to keep the virtuous circle rolling: economic development, jobs creation, urban development, quality of life and additional revenues. For the vicious circle is never far away and the pitfalls numerous, bringing possibly in the end an unprofitable and unattractive development and/or unacceptability of further development.

The solutions are technically many (for example "soft" governance vs "hard" governance). They can be summarized in:

- 2 main ideas : build a long-term collective vision shared by all stakeholders and implement a day-to-day operational cooperation in the major fields
- and in one motto : set up a sustainable "common destiny" .

What do you feel are the most likely scenarios or changes that the airport city or aerotropolis industry will face in the next 5 years?

❶ To keep a sustainable competitive edge on the long-term, airport areas have to question their historic development model and adapt:

- from fragmented and silo processes to a 360° systemic approach combining economic development, social inclusion, long-term urban land-planning and environmental sustainability. How to combine these objectives often conflicting?
- from a "laissez-faire" attitude to a kind of regulation involving all public and private stakeholders. How to make a form of collective regulation acceptable? How to implement it: soft or hard regulation?

❷ For airport areas/cities developed 20/10 years ago, one of the big challenges to remain attractive and state of the art is redeveloping. But what is the business model for brown/grey fields redevelopment? How to match individual private interests of business- industrial-commercial parks managers and collective interests of the airport area?

What do you think is the role of UBM Airport City (ACE) and how does this benefit the industry?

UBM brings together renowned international experts in a global approach thus allowing worldwide benchmark and comparison. The conference also allows to be informed of the upcoming challenges and to keep track with the latest solutions and innovations.

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