



**AIRPORT CITIES 2016**  
**SHANGRI-LA HOTEL, QINGDAO | CHINA**  
**15-17 NOVEMBER 2016**  
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**FACE-TO-FACE WITH:**



**Noel P. Greis**  
*Director*  
**Center for Digital Enterprise & Innovation**  
**Kenan Institute of Private Enterprise**  
**Kenan-Flagler Business School**  
**University of North Carolina at Chapel Hill**

Dr. Greis is Director of the Kenan Institute's *Center for Digital Enterprise & Innovation* and Adjunct Professor of Operations at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. Her research focuses on the impact of increasing digitalization on business. She works with private companies, public organizations, and government agencies to navigate the digital revolution, helping them leverage new digital technologies in creative and innovative ways. Dr. Greis is also Co-Director of the UNC-Tsinghua Center for Logistics and Enterprise Development, a joint center of Tsinghua University's Department of Industrial Engineering and the Kenan-Flagler Business School.

Dr. Greis works closely with the aviation and aerospace industry on a range of initiatives to develop new products and services that enhance competitive advantage. Dr. Greis and her team routinely track business trends and global events that are capable of causing major disruption to the industry. Recent projects by Dr. Greis and her team have examined business trends affecting the air cargo market such as TSA cargo screening requirements, emerging patterns of global sourcing and inventory policy, and airport development and operations. Business intelligence tools developed in the Center's *Digital Enterprise Lab* are providing insight into new revenue-generating opportunities.

A major focus of her recent work has been the exploitation of new digital technologies to create "smart" products and systems for aviation and aerospace companies. Recent work has focused combining new information technologies with high-accuracy, high-integrity, high-availability positioning and navigation technologies and new mobile technologies. She is an expert in the area of intelligent systems design and works with aerospace companies to develop predictive analytics that support decision-making in complex and dynamic business environments. Dr. Greis was recently awarded US patent 7333918 *Novelty Detection Systems, Methods and Computer Program Products for Real-Time Diagnostics/Prognostics in Complex Physical Systems* for innovations in anticipating failure in complex systems such as aircraft.

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Dr. Greis has also worked with state, federal and foreign governments, as well as private sector organizations, to develop new logistics concepts and infrastructures for airport-driven regional economic development. These concepts leverage airports as the new centers of gravity in multimodal infrastructures and as critical revenue-generating developments for cities and regions.

Dr. Greis received her Ph.D., M.S.E. and M.A. degrees in engineering from Princeton University and her B.A. in mathematics from Brown University. Dr. Greis is the recipient of a number of awards for her work including a Distinguished Paper Award from the Decision Sciences Institute and a Citation of Excellence from the ANBAR Management Intelligence. Her papers have received awards in the Decision Sciences Institute Best Interdisciplinary Paper Competition and the Production and Operations Management Society William Abernathy Management of Technology Competition, and have also been translated into several languages.

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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.**

Innovative and effective ideas about how to improve governance and stakeholder alignment are needed. The challenges for the airport city and aerotropolis are even greater than for traditional airports. Not only is the financial success of the aerotropolis or airport city at stake—but also its security and “brand”. As the economic engine for the greater economic region, stakeholders include users of airport services as well as non-users across the greater aerotropolis and surrounding region. Users and non-users may have non-aligned, and even conflicting, priorities and goals—and achievement of these goals is not always under the control of airport management. While the resolution for each aerotropolis may be different, success depends on understanding the interests of all stakeholders—users, non-users, and investors alike. Information sharing and collaborative decision-making are critical. New data-driven tools can assist in building transparency and trust.

**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?**

Increasing “digitalization” of just about everything is transforming airport operations worldwide. Over the next five years, a new digital airport economy will emerge. Airports will rethink how they design, develop and deliver their products and services to their customers. New data-driven revenue-generating business models will be needed. An increasingly large fraction of revenues in the new digital airport economy will come from non-aeronautical sources. The challenge will be to develop the data-driven products and services that add value to a traveler’s journey—not just as they travel through the airport city or aerotropolis—but starting from the time of ticketing through the traveler’s arrival at his or her destination. Smart technology, combined with “big data” and predictive analytics, will generate new revenue streams by providing “personalized” services to passengers that transform their experience.

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

UBM Airport City offers a critical “share point” for all stakeholders of the emerging airport city and aerotropolis to come together for the exchange of ideas and activities that will shape of the future success of the airport city and aerotropolis. UBM conferences and exhibitions provide a platform for sharing progress on airport city developments worldwide and understanding their critical success factors.



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