



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



Pieter van der Horst
Senior Airport City and Real Estate Director
Amsterdam Schiphol

Pieter van der Horst is an expert in AirportCity development and in generating non-aviation revenues and works for Schiphol Real Estate, a 100% subsidiary of the Schiphol Group. At Amsterdam Airport Schiphol he is responsible for the development of the landside part of the AirportCity, which includes the central area (Schiphol CBD) and commercial Real Estate. Some related projects at Amsterdam Airport Schiphol have been the area development of Schiphol Oost Aerospace Exchange (the MRO area of Schiphol), the development of the new General Aviation Terminal, a high speed public transportation station and several airport related offices and hotels. In the past he was a.o. CEO of a construction company and has been a guest lecturer for ACI on courses about non-Aviation revenues. Pieter completed a Master of Science in Business and Urban Economics and completed a Master in Real Estate with honors (cum laude).

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In your own opinion, what are the essential skill sets to achieve positive airport city development?

Well, the desired skills are divided over some elementary topics: governance, urban planning, real estate development, business development, investment management, project management and marketing. That is to say, you don't need all skills yourself, you can make use of specific advisory firms for the different skills.

With governance it is important to have good contacts with both local and national governments and understanding the political system concerning airports. On the planning part it is important to be able to formulate a good masterplan (integrating both airport and airport city) and have insight in area development including landside access and transportation planning. The understanding of the regional real estate market is crucial for the success of the airport city as is having insight in the economic feasibility. Furthermore you need to be able to get things done, with good investment planning and project management. And last but not least, you have to be able to 'sell' the area and commercial buildings.

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

ACE is one of the leading organizers of conferences on the topic of Airport City Development and creating non-aviation revenues. It is a great platform to explore best practices, gather information, meet like-minded professionals and get insight in the business case of (developing) Airport cities. The conference attracts a diverse line up of speakers and delegates from different industries, like airport operators, real estate developers, investors, bankers and government officials.

What do you hope to see in the future series of UBM Airport City (ACE)?

Some real case experience, including the business cases. So on the one hand get good insight in the reasons why the Airport city was developed (what were the goals) and then what the outcome was and also what led to success (or no success). Including what revenues were gathered by whom and what kind of risk was attached. Especially the lessons learned and best practices are interesting.

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