

出國報告(出國類別：其他)

出席2011年世界航空城論壇暨展覽暨
參訪美國達拉斯機場洽談締結姊妹機場
報告書

服務機關：桃園國際機場股份有限公司

姓名職稱：林鵬良 總經理

許家瑞 副處長

丁源宏 高級專員

派赴國家：美國曼菲斯機場暨達拉斯機場

出國期間：民國 100年4月8日至15日

報告日期：民國 100年7月8日

公務出國報告提要

出國目的：出席 Airport Cities World Exhibition and Conference (2011 世界航空城論壇暨展覽) 暨參訪美國達拉斯機場洽談締結姊妹機場計畫

頁數：

主辦機關：世界航空城論壇 Airport cities world conference、曼菲斯國際機場

出國人員姓名：林鵬良、許家瑞、丁源宏

服務機關：桃園國際機場股份有限公司

職稱：總經理、副處長、高級專員

出國類別：5.其他(參加國際會議)

出國期間：民國100年4月8日至15日

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分類號/目：

關鍵詞：航空城論壇

內容摘要：

桃園國際機場股份有限公司為辦理桃園國際機場規畫之各項重大建設，包括本機場園區綱要計畫內規劃之第三航廈、第三跑道及衛星廊廳等發展桃園航空城之核心重大建設，同時提昇桃園機場發展航空城之國際能見度，並與國際航空城市接軌，實有必要積極走入國際，將桃園國際機場發展為國際一流之航空城市的遠景與使命告諸海外，本公司首度規劃出席由 ACI 主辦之世界航空城論壇及展覽，希望能與國際機場專業人士交流機場開發與航空城發展的經驗與想法。

與此同時，美國達拉斯機場係美國中部疏運美國本土旅客及中南美洲轉運之重要機場。機場成立於 1974 年，目前營運中共有七條跑道，機場園區總面積為 7,318 公頃（約為桃園機場園區之 6.4 倍），2010 年旅客量為 5,690 萬人次，其中以國內旅客為大宗，約佔總旅次之 90%。此次本公司應達拉斯機場公司（Dallas Fort Worth International Airport）邀請，於出席論壇活動後，順道前往參訪該機場發展航空城暨相關場站設施現況，並首度交換雙方締結為姊妹機場之相關構想。

壹、 目的

世界航空城展覽暨論壇大會主席 Prof. John D Kasarda 指出， 21 世紀的機場正在體驗全新、前所未有的轉變，機場不再只是機場，而是演變為一座航空城市。機場從過去單純只是提供航空運輸服務的場所，開始因應旅客需求提供多元化的商業服務，諸如免稅購物、零售、餐飲等。重要的機場如今變成了複合運輸的節點，同時也成為商業、貿易、資訊交換與休閒活動的集散地。因此，飯店、會議中心、貿易與展覽設施、企業商辦、零售商店與各式各樣的文化、娛樂中心紛紛圍繞著機場或在機場內設立。簡單來說，機場儼然成為新的城市發展核心，而航空城聚落的形成將是全球運籌發展運作下的必然結果。

有鑒於此，本公司為辦理桃園國際機場規畫之各項重大建設，包括本機場園區綱要計畫內規劃之第三航廈、第三跑道及衛星廊廳等發展桃園航空城之核心重大建設，同時提昇桃園機場發展航空城之國際能見度，並與國際航空城市接軌，實有必要積極走入國際，將桃園國際機場發展為國際一流之航空城市的遠景與使命告諸海外，本公司首度規劃出席由 ACI 主辦之世界航空城論壇及展覽，希望能與國際機場專業人士交流機場開發與航空城發展的經驗與想法。

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貳、 行程說明

日期	起迄點	說明
4/9 (六)	台北→曼菲斯	行銷處 2 員先行於當日 1510 抵達曼菲斯。
4/10 (日)	曼菲斯 Peabody Hotel	會勘活動與會議場地及預作展出準備。
4/11 (一)	曼菲斯 Peabody Hotel	上午：展覽會場佈置暨參加 Airport City Tour 下午：Airport Cities World Pre-conference Master Class Welcome Reception and Official Exhibition Opening
4/12 (二) - 4/13 (三)	Airport cities conference & exhibition 2011 主辦場 地 (PEABODY MEMPHIS HOTEL)	1. Airport cities conference & exhibition 2011 展出。 2. 林鵬良總經理於 4/12 (二) 於大會主場以航空城發展之商業模式為題 (The Rise of the Aerotropolis Business Model-A Business Model for

		All Airports) 發表演說。
4/14 (四)	FedEx tournament	出席 Airport cities conference & exhibition 2011 主辦之聯邦快遞 FedEx tournament 參觀行程。
4/15 (五)	曼菲斯→達拉斯(DFW 機場)	<ol style="list-style-type: none"> 1. 於當日 1210 抵達達拉斯機場。 2. 應達拉斯機場邀請參訪並洽談締結姊妹機場事宜。
4/18 (日)	達拉斯→台北	返程回台北。

參、 Airport cities World Exhibition and Conference 簡介

全球航空城展覽暨論壇係一年一度全球機場的領袖會議，由航空城概念提出者亦為大會主席 Dr. John D. Kasarda 推動，透過舉辦會議的形式，吸引全球機場管理精英、建築師、經濟智庫及地產開發規劃業者齊聚一堂，讓航空到非航空領域專家，作為彼此交流分享商機與未來趨勢的平台。

全球航空城展覽暨論壇同時也作為機場 CEO 展現機場未來發展規劃構想的獨特機會，藉此會議，全球機場發展的關鍵決策者將可見證與彼此激盪出火花，共同分享機場永續經營的秘訣。

每年該會議幾乎吸引約 500 名頂尖機場專業以及 50 家展覽商（包括全球機場單位、航空公司、機場設計規劃業者等），會展期間規劃 2-3 日，自 2002 年起，已先後邀請許多知名國際機場城市主辦，包括匹茲堡機場、杜拜機場、底特律機場、香港赤鱗角機場、法蘭克福機場、達拉斯機場、雅典機場、北京首都機場、曼菲斯機場等，至今已舉辦九屆。2012 年全球航空城論壇將由美國丹佛機場主辦。

肆、論壇部分

一年一度的世界航空城論壇至今已經將近十年，今年（2011）舉辦地點來到美國航空貨運大城曼菲斯。曼菲斯是美國聯邦快遞總部所在地，曼菲斯機場更曾連續 18 年獲得全球空運貨運吞吐量第一名的重要機場。本次論壇共為期三日，除了本機場公司林鵬良總經理獲邀出席發表演說外，機場公司亦於會 展現場展出桃園機場第一航廈門戶改建計畫、綱要計畫內容及第三航廈計畫等。現場並有許多航空產業界專業人士及官方代表出席與會，論壇主題包括航空城發展策略與實例研討、機場領袖座談及航空城經營模式、貨運運籌中心的發展、聯外交通運輸、擴大非航空收入、土地開發及財務投資模型等。

林鵬良總經理於 4 月 11 日 (二) 出席 2011 年世界航空城論壇發表演說時，針對桃園機場的全球區位、海空運優勢、航空城發展策略與未來機場園區重大建設計畫等作出完整說明。大會主席亦同時是航空城概念(Aerotropolis) 提出者 Prof. John D Kasarda 教授表示，十分樂見於台灣桃園航空城計畫將成為驅動台灣、甚至是亞太區域經濟發展的關鍵引擎。

此行林總經理首度獲邀在世界航空城論壇中發表演說，一開場即以台灣與桃園機場之全球地理區位做扼要說明，彰顯台灣在全球

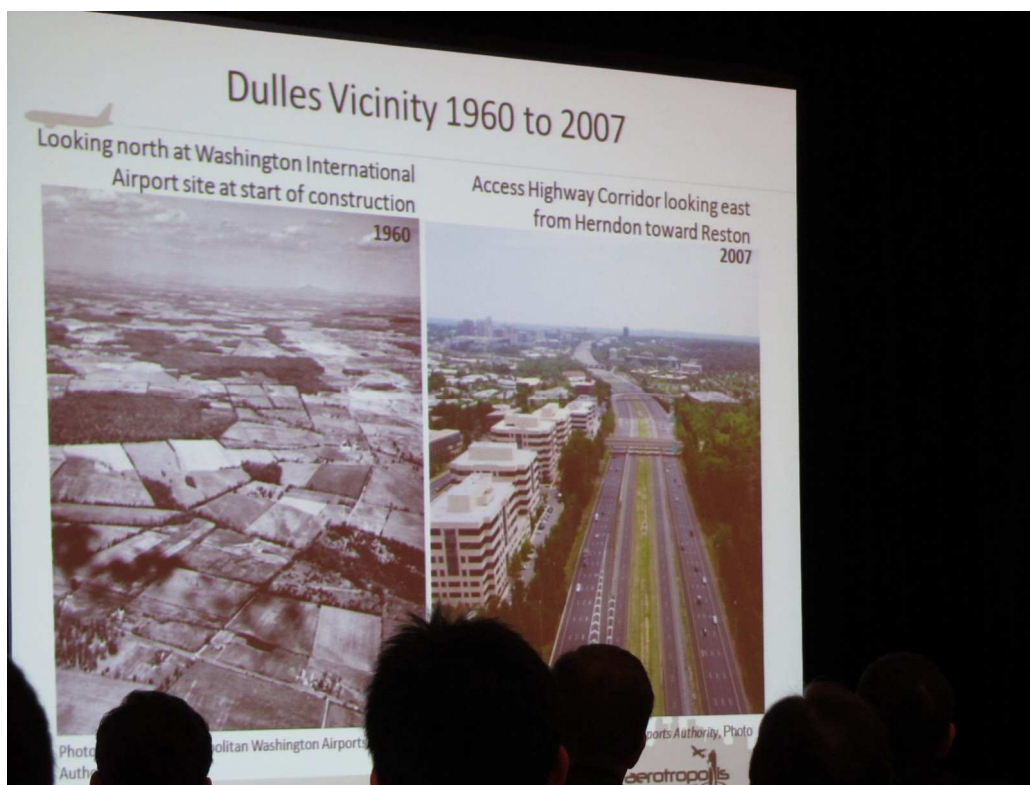
化經濟發展中的關鍵位置。同時，林總經理與現場聽眾分享桃園機場園區與周邊地區的發展遠景，其中包括桃園機場與高鐵青埔車站專區將同步發展成為雙核心的航空城發展策略，以及完整聯外交通路網的規劃等。最後，更揭露桃園機場的長期發展計畫，亦即甫於本年度 4 月 11 日獲行政院通過之桃園機場園區綱要計畫藍圖。

一年一度的世界航空城論壇，今年舉辦地點來到美國航空貨運城曼菲斯。曼菲斯是美國聯邦快遞總部所在地，曼菲斯機場更曾連續 18 年獲得全球空運貨運吞吐量第一名的重要機場。本次論壇共為期三日，除了本機場公司林總經理獲邀出席發表演說外，機場公司亦於會展現場展出桃園機場第一航廈門戶改建計畫、綱要計畫內容及第三航廈計畫等。現場並有許多航空產業界專業人士及官方代表出席與會，論壇主題包括航空城發展策略與實例研討、機場領袖座談及航空城經營模式、貨運運籌中心的發展、聯外交通運輸、擴大非航空收入、土地開發及財務投資模型等。

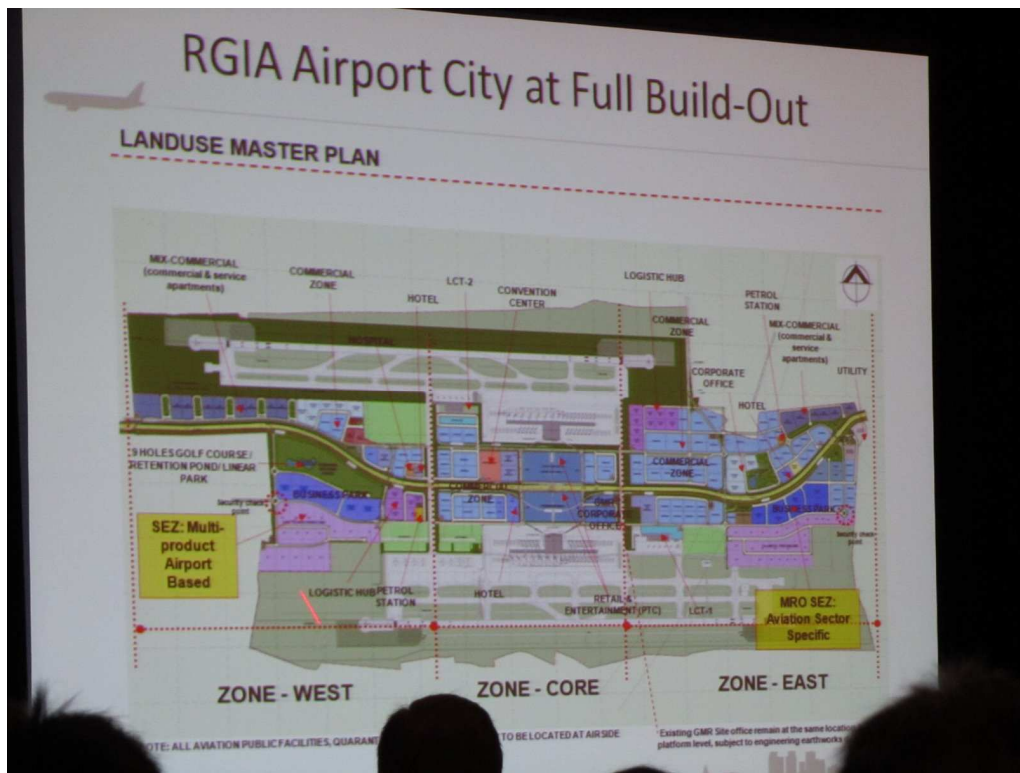
論壇首日即由大會主席 Prof. John D. Kasarda 為全球機場管理精英及專業人士簡介航空城概念內容，同時以阿姆斯特丹航空城、華盛頓杜勒斯機場周邊、香港赤鱗角機場、臺灣桃園國際機場及巴拿馬國際機場為例，從歐洲、美國到亞洲的航空城最新規劃或發展現況。



圖：阿姆斯特丹航空城發展，機場周邊各企業總部聚落成型

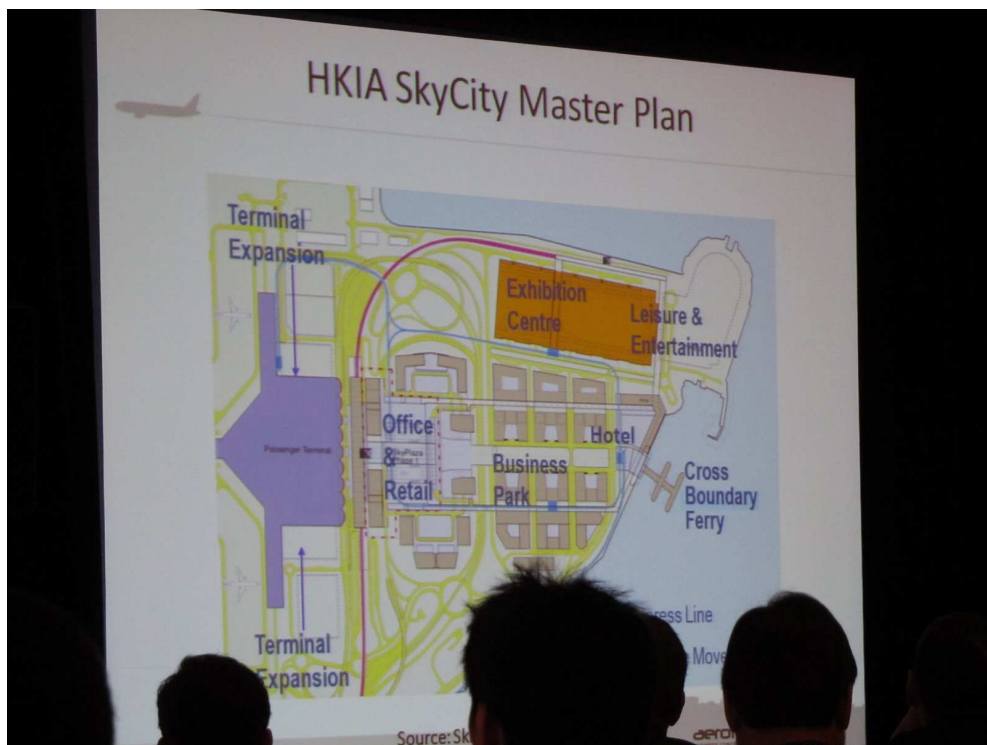


圖：華盛頓機場北方區域發展今非昔比（1960 vs. 2007）



圖：印度海德拉巴機場園區發展藍圖

(Hyderabad Rajiv Gandhi International Airport)



圖：香港赤鱗角機場航天城園區主計畫（分為兩階段開發，空側與陸側
兩階段，空側部分已完成）

從以上案例可以發現歐美與亞洲機場航空城的發展概念略有不同處，由於歐美機場發展歷史已久，航空城及相關商業設施發展並不一定以機場為核心發展，而是沿著以機場為輻輳的機場公路系統向外延伸，許多依賴航空服務或航空產業的企業總部或運籌總部多半會沿著公路設置，並自機場向市區延伸；亞洲區新興機場與航空城規劃則多半將機場園區重新作分區規劃，除了航空業與空、陸側設施外，更將產業發展與商業設施都一併於機場園區內作出區劃。

一座機場的發展除了需要先天地理區位條件與航網構連出便利的空運服務體系外，良好的機場整體規劃與聯外交通更會進一步促進產業聚落的發展，甚而提升該機場於國際地理區位上的能見度與重要性，成為鄰近國家或市場的商務與物流運籌中心，達到該機場與國際區域市場互利雙贏共存的局面。

論壇設計為兩日議程，規劃主題包括機場經營管理 - CEO 觀點、機場企業經營模式、貨運及物流中心、航空城運輸系統、航空城計劃設計、環境永續、非航空收入、土地開發與複合式使用、財務與資金籌措之可行性及智慧航空城等議題。完整議程如下表：

CONFERENCE DAY 1 Tuesday, April 12, 2011

WELCOME ADDRESSES

Greg Principato, President, Airports Council International – North America
Arnold E Perl, Chairman, Board of Commissioners, Memphis-Shelby County Airport Authority
Mayor A C Wharton, City of Memphis
Congressman Steve Cohen, US House of Representatives



KEY NOTE SPEAKERS

Frederick W Smith, Chairman and Chief Executive Officer, FedEx Corporation
Richard Anderson, Chief Executive Officer, Delta Air Lines, Inc.
Questions & Answers



OPENING ADDRESS: FRAMING THE AIRPORT CITY & AEROTROPOLIS CONCEPTS

Chairman: Professor John D Kasarda, Director, Kenan Institute of Private Enterprise, University of North Carolina

SESSION 1: CEO VISION THE AEROTROPOLIS ECONOMIC POWERHOUSE

Understanding the economic impact and benefits of the airport city development on long-term growth and prosperity.

Larry D Cox, President & Chief Executive Officer, Memphis-Shelby County Airport Authority
Kim Day, Manager of Aviation, Denver International Airport
Tan Sri Bashir Ahmad, Managing Director & Chief Executive Officer, Malaysia Airports Holdings Berhad*

AIRPORT
SPEAKERS

SESSION 2: AIRPORT LEADERS PANEL DISCUSSION

The Airport City/Aerotropolis have become key nodes in global enterprise, economic development and "smart growth" Industry leaders will share their views on the future impact of the aerotropolis model and its effects on regional and global trade, community and environment.

Rajeev Jain, President, Mumbai International Airport Pvt Limited
Gina Marie Lindsey, Executive Director, Los Angeles World Airports
Rosemarie S Andolino, Commissioner, City of Chicago, Department of Aviation
John D Clark III, Executive Director & Chief Executive Officer, Indianapolis Airport Authority
Bradley Penrod, Executive Director and Chief Executive Officer, Allegheny County Airport Authority

AIRPORT
SPEAKERS

SESSION 3: THE RISE OF THE AEROTROPOLIS BUSINESS MODEL – A BUSINESS CONCEPT FOR ALL AIRPORTS

The airport city/aerotropolis business model is not an exclusive club for the global super hub, dependent on the size of the airport facility at its core. Understanding some of the crucial challenges faced by new airport city developers in design and adapting the existing framework and facilities.

- Vision
- Stakeholders
- Infrastructure
- Investment
- Governance

Wu Nianzu, Chairman, Shanghai Airport Authority
Samuel Lin, Chief Executive Officer, Taoyuan International Airport Corporation Ltd
Carlos Madeira, Vice President, ANA - Aeroportos de Portugal S.A
Senior Representative, Dayton International Airport

AIRPORT
SPEAKERS

CONFERENCE DAY 2 Wednesday, April 13, 2011

STREAM A SESSIONS

SESSION A1: CARGO & LOGISTICS CENTRES

The role of the air cargo industry on the global economy and prosperity to the airport location.

- Airport
- Region
- Commercial Companies located at the aerotropolis

Moderator: John D Kasarda, Director, Kenan Institute of Private Enterprise, University of North Carolina

Patrice Hardel, Managing Director,
Paris-Charles de Gaulle Airport

Warren Jones, Aviation Development Manager,
City of Atlanta, Department of Aviation

Michael Canon, Chief Commercial Officer, Dubai World Central

Bill Burton, Senior Vice President, Hillwood Properties

Yan Ligang, Executive Deputy Director, Management Committee of
Beijing Tianzhu Free Trade Zone*

AIRPORT
SPEAKERS

SESSION A2: THE INTEGRATED AEROTROPOLIS TRANSPORT SYSTEM

The economic reward of a coordinated multimodal freight and passenger transportation network: Airport, Road, Rail & River.

Moderator: Jim Jarvis, Senior Vice President,
Ricondo & Associates, Inc.

John Moore, President and Chief Executive Officer,
Greater Memphis Chamber

Kevin Baker, Executive Director, Piedmont Triad
International Airport Authority

Kiran Merchant, Chief of Aviation Planning Division,
Port Authority of New York and New Jersey (PANYNJ)

Nancy Hamilton, Principal, Aviation Business Leader Americas, Arup

Dr Noel Greis, Director, Center for Logistics and Digital Strategy,
Kenan Institute of Private Enterprise

Mortimer Downey, Senior Advisor, Parsons Brinckerhoff

AIRPORT
SPEAKERS

SESSION A3: THE AIRPORT CITY BIG BUILD-VISION INTO REALITY

Master planning, designing and constructing the aerotropolis vision. The process driven balance in meeting capacity needs and fully utilising the airport location for airport city development.

- Terminal design/construction
- Transportation infrastructure
- Off airport commercial clusters

Moderator: Eric Peterson, Principal, Architectural Alliance

Joop Krul, Director Airport Development, Schiphol Group

Sunil Harman, Division Director – Aviation Planning,
Land-Use & Grants, Miami International Airport

Curtis Fentress, President & Principal-in-Charge of Design,
Fentress Architects

Dr Seyed Gholamreza Shirazian, IKIA Development Project
Manager, IRAN Airport Company

Mark Perryman, President & Chief Operating Officer,
Landrum & Brown Inc.

AIRPORT
SPEAKERS

SESSION A4: SHRINKING THE ENVIRONMENTAL FOOTPRINT OF THE AIRPORT CITY

The critical balance between long-term environmental sustainability, the local community and economic growth.

- Stakeholder consultation
- Land use/noise mitigation
- Air quality
- Building efficiency and sustainable development
- Aircraft operations/ground transportation

Moderator: JB Frost, Director, Site Planning and Development, CH2M HILL

Stewart Dalzell, Deputy Director of Environmental
Planning & Permitting, Massachusetts Port Authority

Elizabeth Leavitt, Director, Aviation Planning and
Environmental Programs, Port of Seattle/Seattle Tacoma
International Airport

Pierre Vidailhet, General Manager, Real Estate Research &
Development, Aeroports de Paris (Hubstart Paris)

Thomas Klin, Vice President, CH2M HILL

AIRPORT
SPEAKERS

STREAM B SESSIONS

SESSION B1: NON-AERONAUTICAL REVENUE STREAMS

The ever-important contribution of non-aeronautical revenue streams to profitability and the airport experience.

- Terminal concessions/duty free/retail/food & beverage
- Car parking
- Airport advertising

Moderator: Chris Le Tourneur, President and Chief Executive Officer, MXD Development Strategists Ltd

Arnaldo Ruiz, Assistant General Manager, Hartsfield-Jackson Atlanta International Airport

Ken Buchanan, Executive Vice President - Revenue Management, Dallas/Fort Worth International Airport

Myron Keehn, Vice President, Commercial Development Edmonton Airports

Mike Mullaney, Executive Vice President, Corporate Strategy and Development, Hudson Group

Robert Stanton, Vice President of Business Development, Delaware North Companies Travel Hospitality Services, Inc

Joseph Waller, Vice President, HMSHost

AIRPORT
SPEAKERS

SESSION B2: MIXED LAND USE & COMMERCIAL PROPERTY DEVELOPMENT AROUND AIRPORTS

Optimising and implementing the airport location for creative, commercial mixed land use developments that are synergistic, delivering mutual long-term benefits to the airports, airlines and surrounding communities alike. Strategies discussed will include:

- Gaining consensus and collaboration amongst multiple stakeholders
- Non-aeronautical revenue generation
- Aeronautical related revenue generation
- "Green" economic development approaches
- Identifying owner/tenant market with transfer application potential
- Positioning the airport to attract and retain employees

Moderator: Kevin Wayer, Co-President Public Institutions, Jones Lang LaSalle

John Terrell, Vice President of Commercial Development, Dallas/Fort Worth International Airport

Ronan Furlong, Senior Development Manager, Commercial Department, Dublin Airport Authority

Gregg Wollard, Senior Airport Planner, Metropolitan Washington Airports Authority

Kurt Little, Managing Director, Jones Lang LaSalle

Tim Barry, Senior Consultant, Real Estate Strategist, HOK Advance Strategies

AIRPORT
SPEAKERS

SESSION B3: NEW FINANCIAL MODELS FOR AIRPORT CITY INVESTMENT

How has the long-term vision and master plan of the airport city evolved? Has reality bitten or should airport cities be viewed as an essential component of wider economic development? What lies ahead?

- New financial investment vehicles
- Alternative partnership funding: private and public
- New opportunities

Moderator: Sotiris Pagdadis, Principal, PricewaterhouseCoopers (PwC) LLP

Juan Luis Chevalier, President, Panatropolis

Marsha Stone, Chief Financial Officer, Indianapolis International Airport

Patrick Heck, Chief Financial Officer, Denver International Airport

Luiz Antônio Athayde, Strategic Investment Undersecretary, Economic Development Secretariat, Minas Gerais State Government

AIRPORT
SPEAKERS

SESSION B4: SMART AIRPORT CITIES

Smart airport cities are evolving that are electronically connected to the world, environmentally sustainable, and economically efficient. They increasingly represent the way forward for airport city and aeropolis development.

- Enhancing electronic connectivity
- Improving passenger experiences
- Airport and regional competitiveness

Moderator: Joe Licitra, Sales Director, North America, SITA

Dom Nessi, Deputy Director/Chief Information Officer, Los Angeles World Airports

Senior representative from GMR Group

Greg Lindsay, Contributing Writer, Fast Company

Tom Murcott, Executive Vice President/Chief Marketing Officer, Gale International

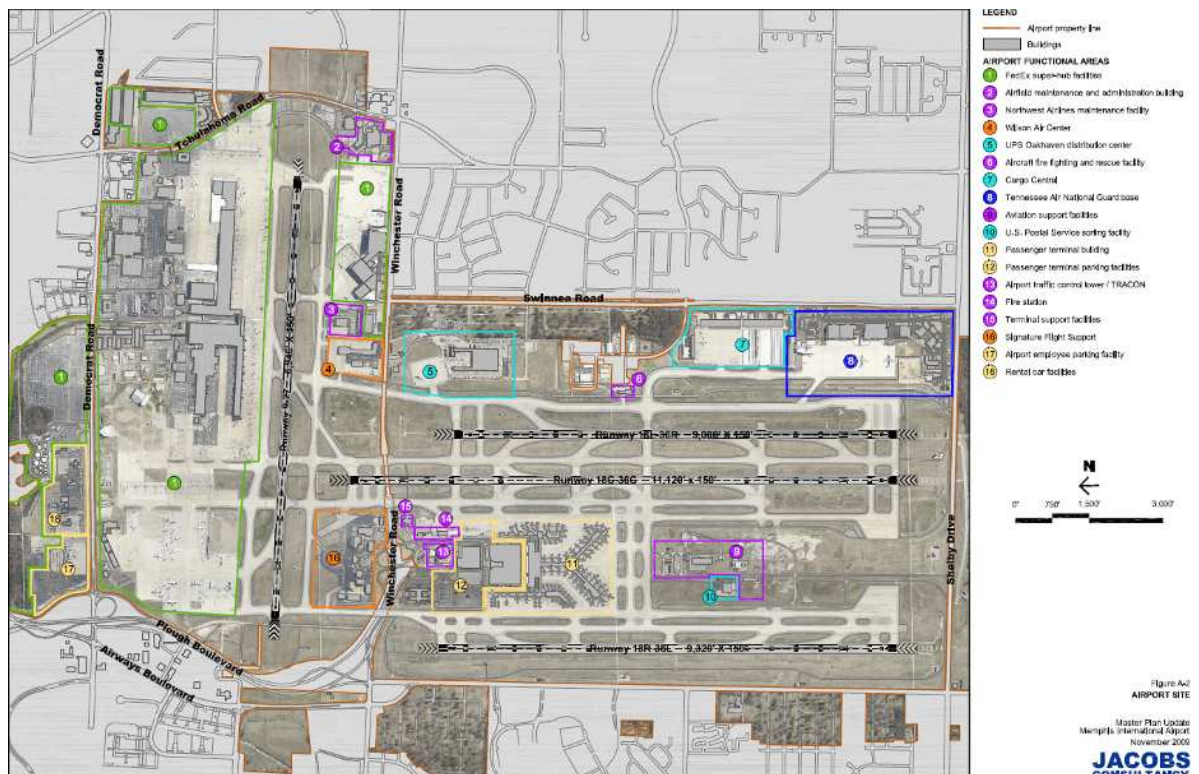
Ron Hiscox, Consultant Airport Process Design (APD) Ltd/Aeroports de Montreal
Topics and speakers are subject to change without prior notice.

AIRPORT
SPEAKERS

除了論壇之外，本次大會主辦單位亦安排 FedEx Global Tour，接待出席貴賓參訪全球最大、最繁忙的貨運機場 - Memphis 的聯邦快遞總部。聯邦快遞每日有超過 12,000 名員工在機場貨運集

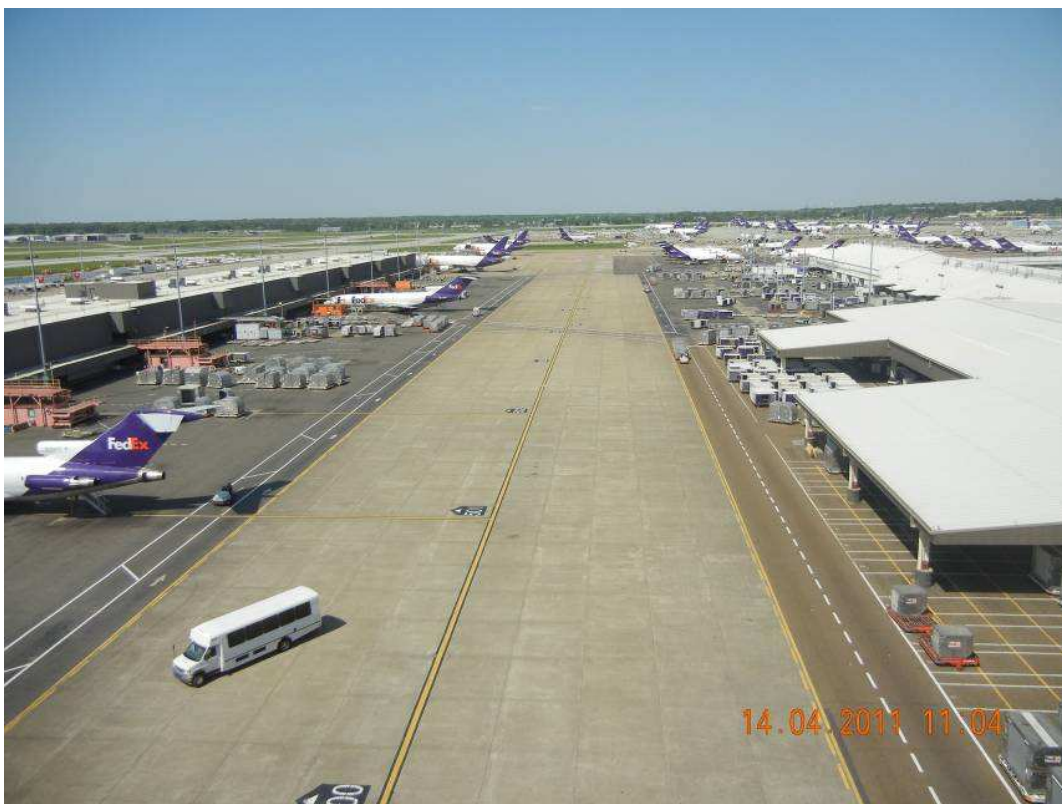
散站工作，其中白天有 4,000 名，深夜同時段最多有高達 8,000 位員工進行作業，曼菲斯總部每日處理包裹貨物量為 330 萬件包裹，複雜的集散站處理動線與效率，讓參觀的出席貴賓印象十分深刻。

- 曼菲斯機場的定位，客運方面係做為 OD 型（起迄型）機場，貨運方面則作為全美國的輻輳轉運機場，並為聯邦快遞全球營運總部。根據 2007 年資料，曼菲斯機場客運量 535.7 萬人次 / 年，起降架次 37.5 萬；貨運量 385 萬噸，排名全球第 1。
- 曼菲斯機場平面圖與機場設施簡介：機場成立於 1929 年，共 2,203 公頃，共有三座航廈，82 座登機門，4 座跑道（其中一條跑道貼近聯邦快遞貨站，供貨運專用）。



圖：曼菲斯機場平面及設施一覽圖

- 聯邦快遞總部於曼菲斯機場園區內佔地 121 公頃，每天共有 400 架次貨機在此起降，2007 年起，聯邦快遞與曼菲斯機場簽訂長達 30 年的長期租約，將繼續以曼菲斯機場作為該公司全球運籌總部。



圖：聯邦快遞於曼菲斯機場之貨站設施鳥瞰照

伍、 展覽部分

本次論壇會議除了兩日之論壇場次外，更規畫了展覽場地供與會代表與機場業者共聚一堂進行展出與交流，本機場公司此次亦首度規畫國際展出，於會展現場展出桃園機場第一航廈門戶改建計畫、綱要計畫內容及第三航廈計畫等，以適度揭露本機場之綱要計畫藍圖與未來重大建設之訊息，重點說明如下：

一、 展場規劃與佈置

桃園國際機場於本次展出選定一 20 平方公尺之展覽攤位，特別以 " Gateway to Your Home " 為主題，製作綱要計畫及航空城未來發展遠景之簡介與大型說明海報，併同以多媒體播映第一航廈門戶改善新風貌影片，供與會來賓對本機場近期發展有充分之認識了解。

本次參與展覽的廠商以機場服務產業為主，包括機場管理專業顧問、機場建築設計顧問、機場設施產品供應商、國際機場管理當局等共約 40 家業者代表參與展出。其中，與會貴賓對於本機場提出許多關注議題，包括本機場營運現況、自由貿易港區經營模式（遠雄自貿港 BOT）、第三航廈建設構想、機場園區發展藍圖等等。充分展現對於本機場的濃厚興趣，許多知名顧問業者更表明未

來參加桃園機場重大建設的意願與興趣，桃園機場本次也達到吸引國際知名機場規畫管理及建築設計顧問業者的目的，希望有機會能引進更多國際專業設計量能與 KNOW-HOW，使桃園國際機場未來能有更頂尖、符合國際未來趨勢之規劃與航廈服務。





圖：桃園機場現場展出攤位全覽



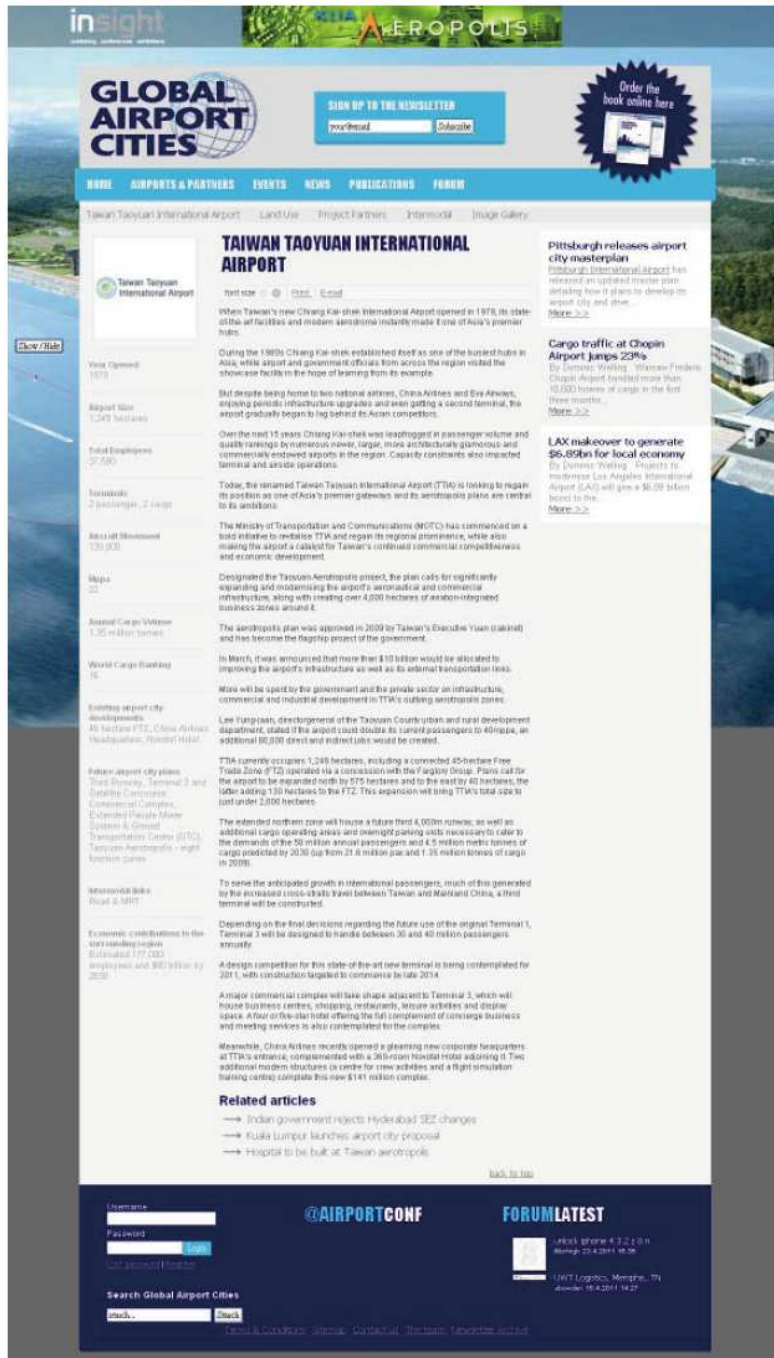


圖：各國機場專業經理人齊聚展覽會場交流

二、活動官方網站露出及文宣品製作

- 活動官方網站

為了使國際關心桃園國際機場的專業人士或民眾對於本機場有更深入的了解與認識，本機場亦於主辦單位活動官方網站上建立機場簡介專區，讓國際民眾更容易搜尋到有關本機場之現況資訊。



圖：桃園機場於全球航空城論壇官方網站上專區簡介

- 文宣品製作：

本次製作四款主題 DM，並設計一封套放置全套 DM，共製作有 2000 份，本次準備 1000 份於現場發放。製作主題包括：桃園機

場簡介、第一航廈門戶改善工程計畫、臺灣桃園國際機場園區綱要計畫說明、第三航廈建設構想等。



圖：本次製作四款主題 DM，並設計一封套放置全套 DM，數量共計 2000 份。

三、 桃園機場於大會現場之媒體露出

本次桃園機場於大會現場運用多處露出媒體宣傳管道，除了與會貴賓每人都有一份本機場簡介 Brochure (型錄) 資訊外，更可於大會所有現場背板與資料提袋中看見或取得本機場的相關訊息。



圖：桃園機場 LOGO 於大會現場露出



圖：桃園機場於大會現場展示攤位



圖：桃園機場 LOGO 於大會現場露出，照片中係大會總監 Alex Kirby 致詞

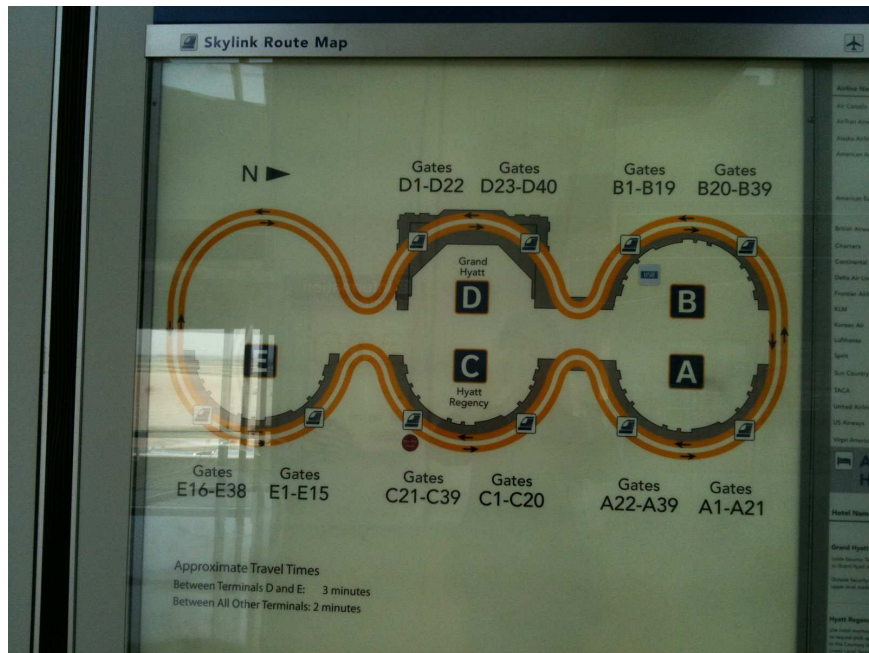


圖：大會資料袋配裝桃園機場公司簡介文宣品 Brochures，共計發出 600 份，

發送對象為各國航空界先進與航廈設計及管理業界代表

陸、 達拉斯機場參訪部分

本次出國行程藉由返國轉機之機會，順道拜訪達拉斯國際機場（Dallas Fort Worth International airport, DFW），洽談雙方締結姐妹機場之意向，達拉斯機場更盛情接待我方參訪該機場之相關設施，包括新落成啟用之 Terminal D，連結五座航廈之 PMS 系統、PMS 機廠辦公室、AOC 機場監控中心與 EOC 緊急應變中心辦公室等。



圖：達拉斯機場全區平面圖

EOC 辦公室依 EOC 經理席、Finance、Operation、Logistics 等設置分組席位，並設置有全套監控系統，並隨時視天氣、飛航事件召集各席位人員齊聚於此，排練與商討應變對策。

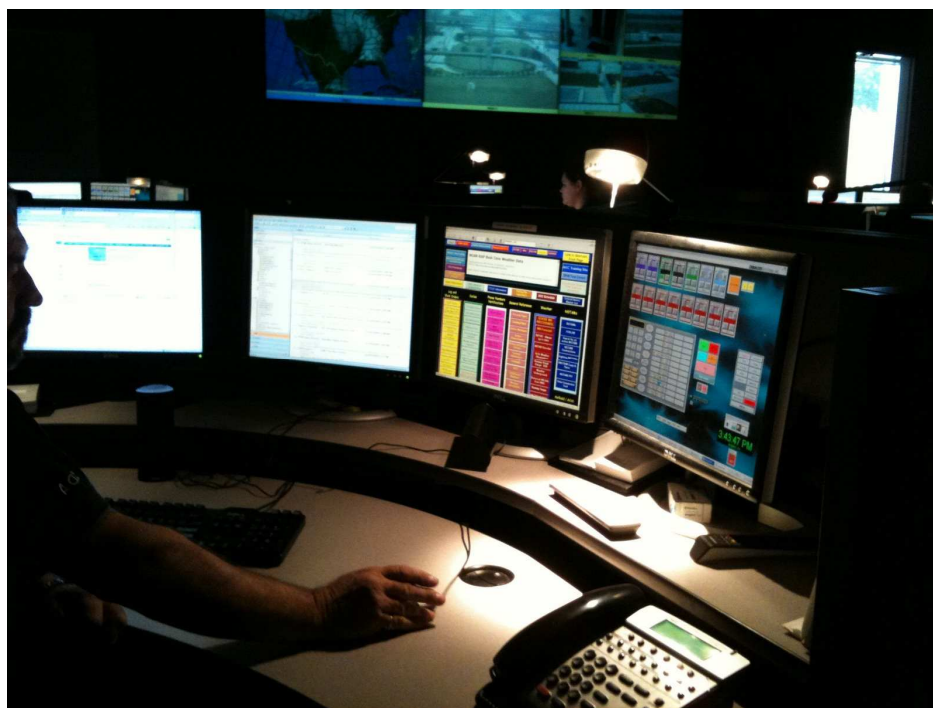


圖：達拉斯機場緊急應變中心 EOC 辦公室

AOC 監控中心辦公室為達拉斯機場監控核心，但非唯一之機場監控辦公室，仍下轄有區域之中控中心，各中控中心隨時將第一線旅客問題或機場問題作即時處理，如遇有需整合機場跨單位資源解決之緊急事件，則立即回報 AOC 監控辦公室進行資源重組與決策，除具分工效率外，AOC 監控中心扮演了達拉斯機場緊急應變的大腦中樞，隨時第一線提供機場全面性的安全問題檢視與處理。



圖：達拉斯機場 AOC 監控辦公室 (共 12 席，監控全機場即時安全監控)



圖：AOC 辦公室每一席位皆設置有 4 台不同系統螢幕，包括主控台、監控系統 (2 座)、緊急應變作業查詢 Database 系統 (Real time update) 與行政用電腦等。

柒、心得與建議

本次出席世界航空城論壇暨展覽係桃園機場首度站上國際舞台，向國際機場專業人士介紹並說明桃園機場之未來規劃，同時進一步提升我國之國際地位。近年來，亞洲鄰近機場如中國大陸之北京首都機場、上海浦東、虹橋機場、香港赤鱘角機場及新加坡樟宜機場、韓國仁川機場等，不僅已陸續完成新航廈之建設，更積極推動航空城發展策略，試圖以良好且完整之基礎交通建設，以及便利綿密的航網，建立虹吸力量，吸引國際人士及產業湧入各機場，也進一步提升各機場在國際上之知名度，對於各國經濟亦有十分顯著之貢獻。因此，本次參訪歸納出三點心得與建議，說明如下：

一、航空城概念已近成熟，各國發展重點機場之競爭態勢儼然成形

本次世界航空城論壇暨展覽係為歷年來出席貴賓人數最多，現場並與來自聯邦快遞、達拉斯機場、達美航空、上海機場集團等各國先進交流，體會到國際主流航空市場的發展之蓬勃，競爭之激烈，大部分主流機場莫不積極投入基礎設施的提升、航網之佈局與推出獎勵誘因等政策以吸引國際知名業者或產業進駐，甚而根據本身地理位置與產業發展特色，找到空運發展的利基點，例如荷蘭的史基浦機場因位處歐陸河運及鐵路運輸的輻輳點，更是位處歷史上生產花卉的重點出口國，故將本身定位為複式運輸的交會點，不僅

找到了史基浦機場鮮明的定位，更找到了建設航空城產業聚落的發展條件。因此，桃園國際機場更應積極與國際專業先進交流，知己知彼，接軌全球是本機場責無旁貸的工作。

二、 航空城發展概念類似，應從同中求異，創造利基

鑒於鄰近各國機場發展航空城之概念仍大致朝向以機場為核心，建設良好之聯外交通系統，搭配發展產業專區、商業中心、飯店、購物、會展、住宅等，但此航空城發展模式似採複製模式，並非自機場所在位置之產業特性、都市發展政策、產業發展與全球供應鏈的角色扮演等思考機場航空城的定位，因此建議本機場航空城之開發規劃，應搭配思考在地產業特性與全球產業之分工，究竟有哪些產業有進駐機場周邊發展之必要，是否仰賴航空運輸並能創造加值利益等。

三、 桃園機場應充分掌握先天優勢，強化與國際接軌

在本屆世界航空城論壇中，大會主辦單位與大會主席 Prof. John D. Kasarda 曾多次在演講中或研討會中提及本機場的案例，大力讚揚我國過去數年之兩岸開放政策，已大幅提高本機場之客運及貨運量，自 2008 年全球金融危機以來迄今，當全球機場之客貨運量亦正遭受波及而依然萎靡不振時，兩岸開放政策已使桃園機場的客、貨運量成長於 2010 年創下歷史新高紀錄（客運量達到 2500

萬人次/年，貨運量達 176 噸 / 年)，甚而名列全球機場客貨成長之前段班。鑒此，桃園機場位居東亞輻輳中心之優異地理位置，固然為近年來躍進式成長的先天優勢，但為求桃園機場之永續發展，更應持續配合在政府的全球化經濟開放政策下，不斷提升自我實力，從基礎建設至服務品質面力求改革與升級，以期能與國際接軌，不僅機場可作為我國與國際主流市場的接口橋樑，更幫助我國能在全球化市場中持續保持領先地位。

附錄一 **Airport cities world conference & exhibition**
attendee list

Name	Position	Company	Country
Azhar Abdul Karim	Manager	Malaysia Airports Holdings Berhad	Malaysia
Majid Abdullah Abudawood	Director of Business development	General Authority of Civil Aviation	Saudi Arabia
John Ackerman	Chief Commercial Officer	Denver International Airport	USA
Wyatt Aiken	Executive Vice President / COO	Commercial Advisors, LLC	USA
Parviz Akbaroff	International Business Manager	Rah Shahr International Group	Iran
Mohammed Al Sydiani	PPP Team	General Authority of Civil Aviation	Saudi Arabia
Mark Aldridge	National Sales Manger	Chromcraft Contract	USA
Genelle M Allen	Interim Chief Executive Officer	Wayne County Airport Authority	USA
Tricia Allen	Senior Vice President	Adams County Economic Development	USA
Franisco Alonzo	Contract Administrator	Denver International Airport	USA
Ann Althoff	Senior Vice President	HOK	USA
Eric Anderson	Property Director	Indianapolis Airport Authority	USA
Richard Anderson	Chief Executive Officer	Delta Air Lines, Inc.	USA
Kontji Anthony	Anchor/Reporter	WMC-TV Channel 5	USA
Steve Appold	Senior Fellow	Kenan Institute UNC Chapel Hill	USA
Mark Arend	Editor in Chief	Site Selection	USA
Manik Arora	President & Chief Executive Officer	Arora Engineers, INC	USA
Forrest Artz	Director of Finance & Chief Financial Officer	Memphis-Shelby County Airport Authority	USA
Andy Ashby	Business Reporter	Memphis Business Journal	USA
Kathryn Ashmore	Sales Representative	ARINC	USA
Luiz Antônio Athayde	Strategic Investment Undersecretary	Minas Gerais State Government	Brazil
Reneé Axt	Board Chair	Wayne County Airport Authority	USA
Keshav B Thapa	Head Business Dev. (Commercial Property Dev.)	GMR Hyderabad International Airport	India
Tom Balley	Business Reporter	Commercial Appeal	USA
Webb Balrd	Associate	Dixon Hughes Goodman LLP	USA
Steven C Baker	Vice President - Business Administration	Metropolitan Washington Airports Authority	USA

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Name	Position	Company	Country
Kevin Baker	Executive Director	Piedmont Triad Airport Authority	USA
Sarah Baker	Business Reporter	Memphis Daily News	USA
Victoria Balides	Marketing and Communications	ITT Corporation	USA
Matt Ballingner	Vice President	iStar Financial, Inc.	USA
Patrick Banducci	Senior Vice President	HMSHost	USA
Hannington Banyendera	Manager, Strategic Planning	Civil Aviation Authority Uganda	Uganda
Steve Barber		FedEx Global Communications	USA
Steve Bares	President & Executive Director	Memphis Bioworks Foundation	USA
Chris Barnett		Chromcraft Contract	USA
Tim Barry	Senior Consultant	HOK	USA
Darek Baskin	City Engineer	City of Millington	USA
Steve Bass	Regional Director	Delaware North Companies	USA
Barry Bateman	Airport Director	General Mitchell International Airport	USA
Tracy Beach	Senior Consultant	Parsons Brinckerhoff	USA
Regena Bearden	Vice President Marketing & Public Relations	Memphis Convention & Visitors Bureau	USA
Rainer Beeck	Senior Vice President	Munich Airport	Germany
Lewis Bell	Attorney	Butler, Snow, O'Mara, Stevens & Cannada, PLLC	USA
Derryl Benton	Senior Vice President, Airport Affairs & Development	Hudson Group	USA
Davis Bergstrom	Director of Property Development	Swedavia AB	Sweden
Vito Bernardi	Managing Director Properties - Europe, Middle East &	Federal Express & Aerotropolis Europe	France
Eric Bernhardt	Director	Leighfisher	USA
Jacob Biddle	Associate	Commercial Advisors, LLC	USA
Rafał Bielecki	Head of Sales Service	Polish Airports SOE	Poland
Mulugetta Birru	President & Chief Executive Officer	MGB and Associates LLC	USA
Peter Bjostad	Vice President	CAGE Inc.	USA
Leslie Blakey	Principal	Blakey & Agnew, LLC	USA

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Name	Position	Company	Country
Tracie Blaser	Vice President	William Nicholas Bodouva + Associates	USA
Paul Bloom	Vice President	Goldman Sachs	USA
Christine Bodouva	Senior Vice President	William Nicholas Bodouva + Associates	USA
Agnieszka Bogaj	Specialist in Ownership Supervision Bureau	Polish Airports SOE	Poland
Keith Bogge	Deputy Chief Executive Officer	Stanislaus County CEO	USA
Roddy Boggus	Senior Vice President / Aviation Market Leader	Parsons Brinckerhoff	USA
Ahmad Boloukian	Advisor	Road & Transportation Organization	Iran
Gilberto Bomeny-Bousquet	President	WTC	France
Robert Boorum		HMSHost	USA
Dave Boowell	Regional Director	Hughes Associates, Inc.	USA
Eleanor Boudreau	Reporter	WKNO-FM	USA
Jay Bouton	Sales Manager	Five Star Airport Alliance	USA
Paul Bowers	Publisher	Airport Improvement Magazine	USA
Phillip J Braden	Manager	Federal Aviation Administration, Memphis ADO	USA
John Branston	Editor/writer	Memphis Flyer	USA
Zarya Bravo	Senior Consultant	SITA	USA
Donald J Breeding	Chairman of the Board & Acting CEO	Pinnacle Airlines Corporation	USA
Wayne Breunig	Managing Director	Duncan-Williams, Inc.	USA
Scott Brockman	Executive Vice President & Chief Operating Officer	Memphis-Shelby County Airport Authority	USA
John Brookby	Assistant Vice President	Dallas/Fort Worth International Airport	USA
George Brown	Chief Executive Officer	Memphis Chemical & Janitorial Supply Company	USA
Sharon Brown	Director, Programs & Finance	Airport Consultants Council	USA
Ted Bruno	Manager	Dixon Hughes Goodman LLP	USA
Paula Brunson	Director of Business Development	Delaware North Companies	USA
Kenneth Buchanan	Executive Vice President - Revenue Management	Dallas/Fort Worth International Airport	USA
Patrick Burke	Vice President	CB Richard Ellis Memphis	USA

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Name	Position	Company	Country
Bill Burton	Senior Vice President	Hillwood Development	USA
Baerbel Bussenius	External Communications Manager EMEA	FedEx	Belgium
Rong Guo Cal	Vice Director	Jiangsu State-owned Assets Administration Commission	China
Jeff Campbell	Director, Properties & Facilities	Republic Airways	USA
François Cangardel	Real Estate Director	Aéroports de Paris	France
Vicente Caropresso	Development Director	Tocumen International Airport	Panama
Gordon Carrie	Associate	Arup	USA
Dan Carstens	Board Member	Bradley Development League	USA
Cortez Carter	Managing Deputy Commissioner	Chicago Department of Aviation	USA
Ewout Cassee	President	Vanderlande Industries	USA
Christina Cassotte	Vice President	SH&E	USA
Alain Chaille	Vice President Southern Europe	Federal Express & Aerotropolis Europe	France
Hervé Chastagnol	Directeur Général	Paris Nord 2 Business Park	France
R Pannir Cheivam	Regional Director, Planning, Design + Development	AECOM	India
Gang Chen	Department Manager	TravelSky Technology Limited	China
Connie Chen	Deputy General Manager China	GCW Consulting	China
Xiaoning Chen	Vice President	GuangDong Airport Management Corporation	China
Juan Luis Chevalier	President	Panatropolis	Panama
Lana Chircop	Creative Manager and Online Coordinator	Insight Media Ltd	United Kingdom
Uan-Juo Chu	Technical Specialist	Civil Aeronautics Administration, R.O.C	Taiwan (R.O.C.)
Oliver Clark	Editor	Global Airport Cities magazine	United Kingdom
John Clark III	Executive Director & Chief Executive Officer	Indianapolis Airport Authority	USA
Gary Cline	President & Chief Executive Officer	Transnorm	USA
Michael Clow	Capital Program Administrator	Tallahassee Regional Airport	USA
Michael Cochrane	Senior Vice President	Gresham Smith & Partners	USA
Steve Cohen	Congressman	US House of Representatives	USA

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Name	Position	Company	Country
Jessica Coleman	News Director	WBBP Radio	USA
Harold Collins	Councilman	City of Memphis	USA
Robin Colwell	Director of Academic Support	Embry-Riddle Aeronautical University - Worldwide	USA
Kemp Conrad	Principal	Commercial Advisors, LLC	USA
Edgar Iglesias Constantino	Gerente de Asesoría Legal	Aeropuerto Internacional de Tocumen, S. A.	Panama
Vince Corbisiero	Program Manager, Commercial Aviation Solutions	ITT Corporation	USA
Jorge Correa	Gerente Comercial	Aeropuerto Internacional de Tocumen, S. A.	Panama
Brett Coulter	Consultant/Project Manager North America	INFORM GmbH	Canada
Jim Covington	VP, Logistics & Aerropolis Development	Greater Memphis Chamber	USA
Ben Cowen	Head of Sales	Zoetig Limited	United Kingdom
Blair Cox	Sales Director	Siemens	USA
Larry D. Cox	President & Chief Executive Officer	Memphis-Shelby County Airport Authority	USA
Dorothy Criswell	Senior Trade & Regulatory Advisor	FedEx Express	USA
Jessica Crone	Service Delivery Mgr - Commercial Aviation Solutions	ITT Corporation	USA
Metcalfe Crump	President	The Crump Firm, Inc. - Architects	USA
Denise Cruz	Marketing & Communication	Odebrecht	USA
Guang Cui	Sr Assist. to Chairman, Dir. of Logistic Cargo Dev. Dept	CAM - Macau International Airport Co, Ltd	China
Dave Curran	Senior Vice President	Commercial Advisors, LLC	USA
Filip Czernicki	Analyses and Projects Section Manager	Polish Airports SOE	Poland
Ricardo Dadoo	CEO, Logistics Dadoo	OMA Mexico Airports Group	Mexico
Stewart Datzell	Deputy Director of Environmental Planning & Permitting	Massachusetts Port Authority	USA
Dennis Davin	Director	Allegheny County Economic Development	USA
Kim Day	Manager of Aviation	Denver International Airport	USA
Norma Dean	Director - Specialty Sales	Delta Air Lines	USA
Stéphane Delacrolx	Senior Airport Planner	SIMCORE	France
Linda Delaney	Corporate Communications Advisor	FedEx Corporation	USA

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Name	Position	Company	Country
Todd Demers	Weatherman	WREG-Channel 3	USA
Greg Derby	Managing Director	Edgemoor Infrastructure	USA
Rhona DiCamillo	Principal	D+G Consulting Group LLC	USA
Margaret Ann Dierckx	Official	Ekurhuleni Metropolitan Municipality	South Africa
José Francisco Diogo	Member of the Board	Aeroportos de Mozambique	Mozambique
Michael Donovan	President & Chief Operating Officer	Donovan Creative Communications	Canada
Patrick Dooley	Vice President Airport Development	Fort Wayne Allen County Airport Authority	USA
Jaime Dos Santos	Prefeito	Prefeitura Municipal de São Gonçalo do Amarante	Brazil
Bill Dougherty	Private Practice Leader	Woolpert	USA
Mortimer Downey	Senior Advisor	Parsons Brinckerhoff	USA
Hemant Dp	Chief Operating Officer	GMR Hyderabad International Airport	India
Padraig Drennan	Managing Director	World Duty Free	United Kingdom
Bill Dries	Senior Reporter	Memphis Daily News	USA
William Dunavant, III	President & Chief Executive Officer	Dunavant Global Logistics Group	USA
Jean-Claude Dutilleul	President	Agence Regionale du Developpement	France
John Duval	National Aviation Director	Austin Commercial	USA
Garfield Eaton	Senior Vice President	Ricondo & Associates	USA
Rodolfo Echeverria	Chief Financial Officer	Airport International Group (AIG)	Jordan
Russ Elander	Senior Vice President	Pinnacle Airlines Corp.	USA
Azzam Elder	Deputy County Executive	Wayne County	USA
Julie H. Ellis	Senior Counsel	Butler, Snow, O'Mara, Stevens & Cannada, PLLC	USA
Sean Ellis	Associate Director - IFTI	University of Memphis	USA
Majid Ertanian Moshiri Nejad	Manager of Public Relations & International Affairs	Iran Cultural Heritage & Tourism Investment	Iran
Sergio Espinosa	Chairman	Promotora Aeropuerto Bicentenario S.A.S	Colombia
Jim Ethridge	Owner	Ethridge Enterprises	USA
James Etter	Vice President - Operations	DDN	USA

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Name	Position	Company	Country
Mark Evans	Business Development Manager	ServiceTec International, Inc.	USA
Ginger Evans	Senior Vice President, Aviation Division Manager	Parsons	USA
Hsiao-Lun Fan	Division Director	Civil Aeronautics Administration, R.O.C	Taiwan (R.O.C.)
Jerry Farrar	Aviation Market Director	CH2M HILL	USA
Andrew Fayn	Research Analyst	MXD Development Strategists	Canada
Jeff Fegan	Chief Executive Officer	Dallas/Fort Worth International Airport	USA
Curtis Fentress	President & Principal-in-Charge of Design	Fentress Architects	USA
Berta Fernandez	Executive Vice President	Landrum & Brown	USA
Chris Ferrell	Director of Aviation	Serco	USA
Robert A Ficano	Wayne County Executive	Wayne County, Michigan	USA
Jeb Fields	Vice President	Commercial Advisors, LLC	USA
Perry Fine	President	Triangle Services	USA
Douglas Fisher	Manager of Economic Dev. & Community Relations	Northeast Utilities	USA
Peter Fleming	Commercial Manager	Interairports	Honduras
Russell Fleming	Vice President	FedEx Services	USA
Raul Flores	Director of Strategy	Siemens	USA
Jens Flottau	Reporter	Sueddeutsche Zeitung & Aviation Week	Germany
Hubert Fontanel	Deputy Director	Aéroports de Paris	France
William Fortster	Senior Director of Development	Allegheny County Airport Authority	USA
David M. Foster	Head of North American Operations	INFORM GmbH	USA
Bruce Fraillie	Executive Director	Guilford-Biloxi International Airport	USA
Jeffrey Freeman	Consultant	Silarus International	USA
Matthias Frenz	President & Chief Executive Officer	Logplan LLC	USA
Dave Friday	Marketing Director	Waterblasting Technologies	USA
Joseph J.B' Frost	Director, Site Planning & Development	CH2M HILL	USA
Ronan Furlong	Senior Development Manager	Dublin Airport Authority	Ireland

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Name	Position	Company	Country
Evan Futterman	President	Futterman Consulting, Inc.	USA
Matt Gaard	Corporate Sales Manager	Five Star Airport Alliance	USA
Gaetan Gagne	President & Chief Executive Officer	Quebec City Airport	Canada
Leonardo Braz Galvão	Procurador Geral do Município	Prefeitura Municipal de São Gonçalo do Amarante	Brazil
Ali Ganjehlou	Senior Project Manager	Nikken Sekkei Ltd	Japan
Frank Garavelli	President	Garavelli Enterprises/Airport Seating Alliance	USA
Paul Garblar	VP, Infrastructure, Technology & Business Innovation	Edmonton Airports	Canada
Stefano Gardini	Director Business Non Aviation	Aeroporto G.Marconi di Bologna Spa	Italy
Jeff Gavenas	Director Customer Development	Siemens	USA
Joel Genty	Director	Aéroports de Paris Engineering	France
Frank Genzer	Commissioner	Guilford-Biloxi International Airport	USA
Karen Gilbert	Marketing Director	Fentress Architects	USA
Robert Gilbert	Vice President	Landrum & Brown	USA
David Glauber	Managing Director - Legal & Regulatory Affairs	Federal Express	France
Macadam Glinn	Business Development Manager	Parsons	USA
Lynn Goldschmidt	Principal	D+G Consulting Group LLC	USA
Mihalis Gollas	Assistant Professor	University of Memphis	USA
Vincent Gollain	Director	Agence Regionale de Developpement Paris-Ile-de-France	France
Wes Goode	Vice President, Customer Services	Vanderlande Industries	USA
Lynn Gordon	Vice President - Airport Solutions	Arconas Corporation	Canada
Steve Gordon	Manager, Planning Services	Community Planning & Dev., City & County of Denver	USA
Diane Gosselin	Director - Airport Planning	Aéroports de Montréal	Canada
Helen Grace	Vice President - Global Airport Sales	American Express	United Kingdom
Kiran Kumar Grandhi	Chairman Airports - GMR Group	Delhi International Airport Pvt Ltd	India
Joseph Gray	Associate Dean of Academic Support	Embry-Riddle Aeronautical University - Worldwide	USA
John Greaud	Vice President of Operations	Memphis-Shelby County Airport Authority	USA

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Name	Position	Company	Country
Paoloma Gredliaga	Diversification and New Business	OMA Mexico Airports Group	Mexico
Tom Green	Senior Manager, Air Cargo	Port of Seattle (Seattle-Tacoma International Airport)	USA
Noel Grels	Director	Center for Logistics and Digital Strategy, UNC	USA
Alison Grinter	Senior Events Manager	Insight Media Ltd	United Kingdom
Ross Guscette	Manager, Airport Relations and Development	FedEx Express	USA
J Gustafson	Sales	Garavelli Enterprises/Airport Seating Alliance	USA
Lisa Gwatney	Director Corporate Initiatives	FedEx Services	USA
Owen Gwyn	Chairman	GEOCORP	USA
Kenneth Gwyn	Assistant Director	City of Dallas - Department of Aviation	USA
Hugh Hachmeister	Manager Architectural Services	Allegheny County Airport Authority	USA
Sue Hall	Board Member	Wayne County Airport Authority	USA
John Hamilton	Director	Lethbridge Airport	Canada
Nancy Hamilton	Principal	Arup	USA
Gina Hammond	Sales	Garavelli Enterprises/Airport Seating Alliance	USA
James Hammond	Sales	Garavelli Enterprises/Airport Seating Alliance	USA
Sunil Harman	Division Director - Aviation Planning, Land-Use & Grants	Miami International Airport	USA
Lynne Harrison	Executive Vice President	ServiceTec International, Inc.	USA
Floyd Harvey	Senior Vice President	Regions Bank	USA
Hugh Harvey	Program Manager, Commercial Aviation Solutions	ITT Corporation	USA
Jens Haasler	Head of Regional Marketing	Flughafen Muenchen GmbH	Germany
Steven Hatter	Deputy Commissioner of Aviation	State of Alaska Department of Transportation & Public Facilities	USA
C. David Hauser	Vice President Logistics	Piedmont Triad Partnership	USA
David Hayzlett	Vice President Aviation	Serco	USA
Andrew Hazzell	Events Director	Insight Media Ltd	United Kingdom
Fiona He Shujun	Economist	Civil Aviation Authority of Singapore	Singapore
Michael Healy	Vice President, Infrastructure & Technology	Halifax International Airport Authority	Canada

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Name	Position	Company	Country
Trey Heath	Freelance Writer	Memphis Crossroads Magazine	USA
Patrick Heck	Chief Financial Officer	Denver International Airport	USA
Mark Hedegard	Senior Director of Business Development	Indianapolis Airport Authority	USA
Joseph Heerens	General Counsel	Indianapolis Airport Authority	USA
Teresa Heltor	Events Marketing Executive	Insight Media Ltd	United Kingdom
Beatriz Amigot Hernandez	Reporter	Expansion	Spain
Don Hicks	Southeast Regional Sales Manager	Daktronics	USA
Loren Hill	President	High Point Economic Development Corporation	USA
Herbert Hillard	Board of Commissioners	Memphis-Shelby County Airport Authority	USA
Eric Hiraga	Strategic Advisor	Denver International Airport	USA
Ron Hiscox	Consultant	Airport Process Design/Aéroports de Montreal	Canada
Karen Hjerpe	Director, Business Development & Operations	Dunavant Logistics Group, LLC	USA
Paula Hochstetler	President	Airport Consultants Council	USA
Emmanuelle Hocquard de Kerleau	Legal & Regulatory Advisor	Federal Express	France
David Hollander	Vice President	SH&E	USA
Regina Holman	Business Development Manager	Dayton International Airport	USA
Eliot Hoyt	Principal	Design Workshop	USA
Chia-Jui Hsu	Senior Manager	Taoyuan International Airport Corporation	Taiwan R.O.C.
Ellen Hu	VP & General Manager of Corporate Dev. Department	Airport City Development Co., Ltd.	China
Peter Hunt	Chief Financial Officer	Pinnacle Airlines Corp.	USA
Don Hutson	Chief Executive Officer	U.S. Learning, Inc.	USA
John Infanger	VP-Content/Editorial Director	Airport Business	USA
Page Inman	Executive Vice President	Inman-EMJ Construction	USA
Sergii Ivannikov	Managing Director	Kiev Airport City	Ukraine
Steve Jabon	Director Southeast Sales	Site Selection	USA
Laurita Jackson	President	Memphis Chemical & Janitorial Supply Company	USA

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Name	Position	Company	Country
Tommy Jackson	Senior Vice President	CB Richard Ellis	USA
Rajeev Kumar Jain	President	Mumbai International Airport Pvt. Ltd.	India
Vikram Jaisinghani	Chief Executive Officer	GMR Hyderabad International Airport	India
Ramy Jallad	Vice President - Properties	Abu Dhabi Airports Company	UAE
Alexia James		MBJ AIRPORTS, ARCport	USA
Jim Jarvis	Senior Vice President	Ricordo & Associates, Inc.	USA
Gerald Jasper	Project Manager	Neel-Schaffner, Inc.	USA
Haroon Jeena	Group Executive: Commercial	Airports Company South Africa	South Africa
Curtis Jefferson	Business Development Manager	Vanderlande Industries, Inc.	USA
Lydia Jennings	Sales Manager	Garavelli Enterprises/Airport Seating Alliance	USA
Larry Jensen	President & Chief Executive Officer	Commercial Advisors, LLC	USA
Sandra Johnson	VP & Director, Bus. Dev. – Int'l and Domestic	Metro Hartford Alliance	USA
Wiley Johnson, Jr.	Managing Director, Real Estate & Airport Development	FedEx Express	USA
Michael Jones	Vice President	HMSHost	USA
Warren Jones	Aviation Development Manager	Hartsfield-Jackson Atlanta International Airport	USA
Kevin Kane	President & Chief Executive Officer	Memphis Convention & Visitors Bureau	USA
John Kasarda	Director	Kenan Institute of Private Enterprise, UNC	USA
Ron Kastner	Senior Vice President	CB Richard Ellis	USA
Myron Keehn	Vice President, Commercial Development	Edmonton Airports	Canada
Pam Keidel-Adams	Managing Director	Landrum & Brown	USA
Saïmata Kelta	Rep. Sales & Supply	Federal Express	France
Dave Kelly	Business Development Director	ServiceTec International, Inc.	USA
Richard Kelly	Operations Director	Logplan	USA
John W Kennedy	Vice President	Cofely Services	USA
Jim Keras	Vice Chair-Board of Commissioners	Memphis-Shelby County Airport Authority	USA
Tim Keyes	TIFA Director	City of Romulus	USA

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Name	Position	Company	Country
Abeer Khatib	Department Manager	C&S Companies	USA
Gerry Kingston	Manager - Meeting, Association & Incentive Sales	Delta Air Lines	USA
Alex Kirby	Managing Director	Insight Media Ltd	United Kingdom
Beth Kirkland	Executive Director	Tallahassee Regional Airport	USA
Julia Kirsch	Associate	Jones Lang LaSalle	USA
Shri S G K Kishore	Chief Executive Officer	GMR Group	India
Laura Klarfeld	International Regional Sales Manager	Zoetig	USA
Thomas Klin	Vice President	CH2M HILL	USA
Simon Kloppenburg	Advisor Airport Development	Curacao Airport Holding N.V.	Curacao
Thomas Kornackl	Senior Vice President, Food & Beverage	Hudson Group	USA
Matthew Kruchko		Applied Storytelling	USA
Franco Kwan	Deputy Director of Logistic Cargo Development	CAM - Macau International Airport Co, Ltd	China
Todd Lambert	Aviation Market Manager	Daktronics	USA
Ken Lawson	Manager, Business Development & Customer Services	Vanderlande Industries	USA
Leo Le Brun	Attaché, French Tech. Press Office	French Trade Office	USA
Elisabeth Le Masson	Deleguee Nord de L'environnement et du Dev. Durable	Aéroports de Paris	France
Elizabeth Leavitt	Director, Aviation Planning & Environmental Programs	Port of Seattle/Seattle-Tacoma International Airport	USA
Jonathan Lee	Sales Director	Insight Media Ltd	United Kingdom
Stéphane Lemoine	Chief Operating Officer	OMA Mexico Airports Group	Mexico
Sixtine Léon-Dufour	Reporter	La Tribune	France
Robert Leonetti	Business Development Manager	Granite Construction Inc.	USA
Jocelyne Leroux Bergevin	Director	Aéroports de Montréal	Canada
Maurice Leroy	Minister	Republic of France	USA
Chris LeTourneur	President & Chief Executive Officer	MXD Development Strategists Ltd.	Canada
Michael S Levy	Chief Merchandising Officer, Sr. VP Merchandising	Hudson Group	USA
Zhi Song Li	Vice Director of Financial Department	Nanjing Lukou International Airport Co., Ltd	China

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Name	Position	Company	Country
Xin LI	Project Manager	TravelSky Technology Limited	China
Albert Lim	Vice President, Cargo/Logistics Development	Changi Airport Group (S) Pte Ltd	Singapore
Samuel Lin	Chief Executive Officer	Taoyuan International Airport Corporation Ltd.	Taiwan ROC
Andrew Linder	Principal Project Manager - Aviation	HATCH MOTT MacDONALD	USA
Elliott Lindgren	Elliott Lindgren	AECOM	USA
Gregg Lindner	Member	Lindner Logistics	USA
Greg Lindsay	Contributing Writer	Fast Company	USA
Martin Lipinski	Director - IFTI	University of Memphis	USA
Kurt Little	Managing Director	Jones Lang LaSalle	USA
David Little	Principal	Lea+Elliott, Inc	USA
Hai Cheng Liu	Translator of Marketing Department	Nanjing Lukou International Airport Co., Ltd	China
Wenjun Liu	General Manager	Shenyang Taoxian International Airport	China
Aaron Lofurno	Planner	RW Armstrong	USA
Travis Lott	Commissioner	Gulfport-Biloxi International Airport	USA
Pierre Loyer	Director, Airport Group	COFELY Services Inc.	Canada
John Lucero	Deputy Director, Denver Office of Economic	City and County of Denver	USA
Alec Luong	Consultant	Ricondo & Associates, Inc.	USA
Mark Luttrell	Mayor	Shelby County	USA
Elie Maalouf	President & Chief Executive Officer	HMSHost	USA
George Mabon	Vice President of Human Resources	Memphis-Shelby County Airport Authority	USA
Carlos Madeira	Vice President	ANA - Aeroportos de Portugal SA	Portugal
B Lee Mallory	Executive Vice President	Mallory Alexander International Logistics	USA
Makhukhu Nelson Mampuru	Official	Ekurhuleni Metropolitan Municipality	South Africa
Brett Mannon	Director, Properties & Facilities	Pinnacle Airlines Inc.	USA
Tom Marano	Chief Executive Officer	Air Serv Corporation	USA
Montgomery Martin	President & Chief Executive Officer	Montgomery Martin Contractors, LLC	USA

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Name	Position	Company	Country
Michal Marzec	Chief Executive Officer	Polish Airports SOE	Poland
Elizabeth Mason	Director of Marketing	Denver International Airport	USA
Dale Mason Cochran	President & Chief Executive Officer	World Concourse Ventures	USA
Richard Matheny	Commissioner	Gulfport-Biloxi International Airport	USA
Edouard Mathieu	Cargo Real Estate Development Senior Management	Aéroports de Paris	France
Shigehisa Matsumura	Senior Consultant	Nikken Sekkei Ltd	Japan
Aleksandra Matuszewska	Specialist in Ownership Supervision Bureau	Polish Airports SOE	Poland
Don Mauras	Acting Deputy Director of Planning and Development	Louis Armstrong New Orleans International Airport	USA
Neil Maxfield	Managing Director, Asset Development	Denver International Airport	USA
Phillip McDonough	Senior Principal Account Manager	ARINC Managed Services	USA
Richard McDuffie	Chief Operating Officer	Dunavant Global Logistics Group	USA
Jim McGehee	Owner	McGehee Realty & Development Company	USA
Candace McGraw	Chief Administrative Officer	Cincinnati/Northern Kentucky International Airport	USA
Marjorie McKenzie	Contracts Administrator	Odebrecht	USA
Margaret McKeough	Executive Vice President & Chief Executive Officer	Metropolitan Washington Airports Authority	USA
Robert McIvor	Project Manager	Parsons	USA
Gail Means	Sales Representative	Aroonas Corporation	USA
Christina Meek	Communication Specialist	Greater Memphis Chamber	USA
Selinda A. Melnik	Partner	DLA Piper LLP	USA
David Menzel	Director of Sales - Americas	Ultra Electronics Airport Systems	USA
Jim Mercer	Executive Vice President	CB Richard Ellis Memphis	USA
Bruce Miller	Chief Executive Officer & President	Port San Antonio	USA
Edmond Mirzakhanian	Managing Director	SAT Consulting Engineers	Iran
David Misky	Assistant Executive Director	Redevelopment Authority of the City of Milwaukee	USA
Abdul Mogale	Councillor	Ekurhuleni Metropolitan Municipality	South Africa
Muhd Najib Mohd Rawl	General Manager	Malaysia Airports Holdings Berhad	Malaysia

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Name	Position	Company	Country
Jean-Noel Molsset	Vice President, Community of Commune	Roissy Porte de France	France
John Mok	Chief Executive Officer	Cincinnati/Northern Kentucky International Airport	USA
Analisa Montenegro	Business Director	Panatropolis	Panama
Audra Moore	Account Executive	Thomas Consultants, Inc.	USA
John Moore	President & Chief Executive Officer	Greater Memphis Chamber	USA
Ana Lucia Moraes	Planning Manager	Infraero - Brazilian Airports	Brazil
Danilo Moreira	Special Projects Superintendent	State Secretariat for Economic Development	Brazil
Brittany Morris	Economic Development Director	Commerce City	USA
Terri Morrissey	Chairperson	This Is	Ireland
Mark Moser	Division Vice President	Service Management Systems	USA
Steve Moulton, PE	Vice President & Aviation Design Director	Parsons Brinckerhoff	USA
Steven Muccillo	Founder, Chief Executive Officer & President	Division Systems	USA
Bob Muhs	Senior Vice President	Pinnacle Airlines Inc.	USA
Michael Mullaney	Executive VP, Corporate Strategy & Development	Hudson Group	USA
Dexter Muller	Senior VP, Community Development	Greater Memphis Chamber	USA
Turkia Awada Mullin	Chief Development Officer	Wayne County Economic Growth Engine	USA
Tom Murcott	Executive Vice President	Gale International	USA
Lance Murphey	Photographer	Memphis Daily News	USA
Gavin M. Murrey	Senior Vice President	Morgan Keegan & Company, Inc.	USA
Piotr Nalej	Commercial Department Director	Polish Airports SOE	Poland
Fredy Nasser	President	Grupo Terra	Honduras
Jacques Natchia	Airport Solutions Director	SIMCORE	France
Luis Navarro	Business Development Executive	Jeppesen	USA
Mohammad Nemati	President	Tarh Va Afarinesh, Architectural & Engineering Consultants	Iran
Dominic Nessi	Deputy Director/Chief Information Officer	Los Angeles World Airports	USA
Carl Newth		Syska Hennessy Group	USA

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Name	Position	Company	Country
Wu Nianzu	Chairman of Board	Shanghai Airport Authority	China
Mark Nicolas	Member	Dixon Hughes Goodman LLP	USA
Voloshin Nikolay	Master Planing Methodologist	Airport Domodedovo	Russian Federation
Stolkovskaya Nina	General Planing Methodologist	Airport Domodedovo	Russian Federation
Koos Noordeloos	Senior Manager Capacity Management	Amsterdam Airport Schiphol	Netherlands
Joe Nuttall	Director, Technical Sales	L-3 Communications, Security & Detection Systems	USA
Chun Yang Ong	Assistant Manager	Civil Aviation Authority of Singapore	Singapore
John Oros	Executive Vice President / Chief Operating Officer	Memphis Convention & Visitors Bureau	USA
Ray Ovalci	Technical Director	Imen-Rah Consulting Engineers	Iran
Allan Padilla	Airport Manager	Interairports	Honduras
Sotiris Pagdadis	Principal	PwC	USA
Eraldo Daniel Palva	Vereador	Prefeitura Municipal de São Gonçalo do Amarante	Brazil
Xiaoran Pan	Interpreter	Shenyang Taoxian International Airport	China
Anil Kumar Pandit	President	Mumbai International Airport	India
Bobby Parillo	Associate	IStar Financial, Inc.	USA
Barney Parrella	Executive Vice President	InterVISTAS Consulting	USA
John Parrott	Airport Manager	Ted Stevens Anchorage International Airport	USA
Mitul Patel	Marketing	SITA/Motorola	USA
Ali Payab	Vice President	SAT Consulting Engineers	Iran
Hans Pearson	Managing Director	Gateway Project Partners	Australia
Ronald Peckham	President & Chief Executive Officer	C+S Companies	USA
Jukka Peltomäki	Deputy Mayor	City of Vantaa	Finland
Mari Peltomäki	Project Manager	City of Vantaa / Aviapolis	Finland
Bradley Penrod	Executive Director & Chief Executive Officer	Allegheny County Airport Authority	USA
Fernando Perez Peña	Strategy and Development Director	Aldeasa	Spain
Arnold E Perl	Chairman, Board of Commissioners	Memphis-Shelby County Airport Authority	USA

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Name	Position	Company	Country
Mary Lynn Peri		Memphis-Shelby County Airport Authority	USA
Fernando Perrone	Consultant	LVA Empreendimentos	Brazil
Eric Peterson	Principal	Architectural Alliance International	USA
Richard Plenty	Managing Director	This Is	United Kingdom
Ellery Plowman	VP Business Development & Leasing	Westfield Concession Management	USA
Amiee Popperwell	Senior Events Executive	Insight Media Ltd	United Kingdom
John Powell	Business Development Manager	SITA	USA
Lucas Prado	Project Executive	Odebrecht	USA
Al Pramuk	Executive Vice President - Aviation	Gresham Smith & Partners	USA
Matt Prelsler	Senior Planner/Economist	RW Armstrong	USA
Greg Principato	President	Airports Council International - North America	USA
Matt Prochaska	President	Chromcraft Contract	USA
Kai Fa Qian	General Manager	Nanjing Lukou International Airport Co., Ltd	China
Victor Radebe	Director	TSE Consulting	South Africa
Dean Radeloff	President	Odebrecht	USA
Shirley Raines	President	University of Memphis	USA
Pamidi Rao	Aviation Advisor	Mumbai International Airport	India
Tom Rave	Executive Director	The Gateway To Milwaukee	USA
Neil Raynor	Director	LeighFisher	USA
Matthew Ream	Product Manager	Jeppesen	USA
Ron Reed	Director, Marketing Strategy	SITA	USA
Phil Reed	Vice President	Pinnacle Airlines Corp.	USA
David Rehse	Account Executive	Energy Systems Group	USA
Barry Rempel	President & Chief Executive Officer	Winnipeg Airports Authority	Canada
Don Ridgway	Executive Vice President	Air Serv Corporation	USA
Wayne Risher	Business Reporter	Commercial Appeal	USA

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Name	Position	Company	Country
Lee Ann Ritzman	Capital Projects & Infrastructure Marketing	PwC	USA
Daniella Roach		MBJ AIRPORTS, ARCport	USA
Christopher Roach	Sr Director Infrastructure Logistics Customer Service	Siemens	USA
Shirley Roberts	Chief Executive Officer & President	Aviation Alliance, Inc.	USA
Rick Robinson	Director of Corporate Services	Lethbridge Airport	Canada
Adam Rod	Project Administrator	Chicago Department of Aviation	USA
Bill Rodney	Deputy Commissioner	Chicago Department of Aviation	USA
Brittney Rogers	Associate Vice President	Duncan-Williams, Inc.	USA
Nicolas Romero	General Manager	Autoridad Aeroportuaría de Guayaquil	Ecuador
Jimmy Romo	GM - Specialty Sales	Delta Air Lines	USA
Mark Rothman	Associate Principal	Fentress Architects	USA
Arnaldo Rulz	Assistant General Manager	Hartsfield Jackson Atlanta International Airport	USA
Andrew Russell	Manager	FedEx Services	USA
Clara Rusman	Sales Representative	Arconas Corporation	USA
Marzieh Sadighi	Director of Planning & Investment	Sahne Boostan	Iran
Sergio Sales	Aeronautical Projects Manager	VALE	Brazil
Jack Sammons	Board of Commissioners	Memphis-Shelby County Airport Authority	USA
Priyanka Sanganl	Reporter	The Economic Times	India
Bal Sanghera	Finance Controller	Insight Media Ltd	United Kingdom
Carlos Sanjuan	Director Business Development	INFORM GmbH	Germany
Stacy Sayers	US Aviation Account Manager	L-3 Communications	USA
Maurits Schaafsma	Senior Urban Planner	Schiphol Group	Netherlands
Nicholas Schaefer	Director of Business Development	Delaware North Companies	USA
Andreas Schimm	Director Economics and Programme Development	ACI World	Switzerland
Steve Schommer	Vice President - Logistics	DDN	USA
Jeff Schulthess	Vice President	Ricondo & Associates	USA

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Name	Position	Company	Country
Peter Schwartz	Capital Projects & Infrastructure	PwC	USA
Bernard Seals	Project Manager	Parsons	USA
Nathan Sears	Regional Manager	Burns Engineering	USA
Thomas Sevcik		Arthesia Company	USA
Lee Seward	Vice President	Siemens	USA
Ling Shan	Vice Director of VIP Service Department	Nanjing Lukou International Airport Co., Ltd	China
Ravi Shankar S N	Global Solution Leader Airports	IBM	India
Yoram Shapira	Dep. Dir. General - Commerce Business Development	Israel Airports Authority	Israel
Kristin Shaw	Marketing Manager, North America	SITA	USA
Eaman Shirazian	Chief Financial Officer & Logistic Director	Aria Ziggurat Tourism Dev. Co.	Iran
Seyed Gholamreza Shirazian	IKIA Development Project Manager	IRAN Airport Company	Iran
Doug Shockey	Chief Operating Officer	Pinnacle Airlines Inc.	USA
Wayne Siefert	Director	Wayne County Airport Authority	USA
Roger Sigler	Director of Business Development	Inman-EMJ Construction	USA
Romi Singh	President	Aviation Research Corp	USA
Terrence Slaybaugh	Director of Aviation	Dayton International Airport	USA
Don Smaltz	Commercial Aviation Solutions	ITT Corporation	USA
Loren Smith	Executive Vice President	AECOM	USA
Fredrick W Smith	Chairman & Chief Executive Officer	FedEx Corporation	USA
Richard W Smith	Managing Director	FedEx Express	USA
Theresa Smith	Director, Senior Project Manager	Ross & Baruzzini	USA
Christopher Snape	Airfield Engineer	Department of Defence	Australia
Ruben Sorto	New Business/Projects Manager	Grupo Terra	Honduras
Al Spain	Board of Directors	Pinnacle Airlines Inc.	USA
Jim Spakauskas	Director, Sales & Bus. Dev. Systems Division	Bombardier Transportation	USA
John Spanjers	Senior Vice President	Mesaba Airlines	USA

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Name	Position	Company	Country
Chris Spann	Aviation Director	BWSC	USA
Rudy Sprock	President Commissionair	Curacao Airport Holding N.V.	Curacao
Serge St-Laurent	Executive Director	Quebec City Airport	Canada
David Stader	Aviation Operations Manager	CH2M HILL	USA
Al Stanley	Chief Information Officer	Indianapolis Airport Authority	USA
Robert Stanton	Vice President of Business Development	Delaware North Companies Travel Hospitality Services, Inc.	USA
Michael Stewart	Director	Jacksonville Aviation Authority	USA
Clifford Stockton	Senior Advisor, Logistics & Public Policy	Greater Memphis Chamber	USA
John Stokes	Board of Commissioners	Memphis-Shelby County Airport Authority	USA
Marsha Stone	Chief Financial Officer	Indianapolis International Airport	USA
Timothy Stout	Station Manager - ACS	Delta Air Lines	USA
Ted Strand	Principal	Solomon Cordwell Buenz	USA
David Stroud	Executive Vice President Airports	UBM Aviation	United Kingdom
Maurice Strul	Assistant Director	Allegheny County Economic Development	USA
Mark Summers	Director of Business - Americas	Ultra Electronics Airport Systems	USA
Wendy Sutton	Manager	Wayne County Airport Authority	USA
Kaven Swan	Director, Aviation & Transportation	HOK	USA
Bruce Swanson	Vice President	Parsons Transportation Group, Inc.	USA
Joe Szarmach	Sales Representative	Bombardier Transportation	USA
Marshall J Taggart, Jr	Assistant Aviation Director	Tallahassee Regional Airport	USA
Betsy Talton	Corporate Communications	Delta Air Lines	USA
Krista Tapley	Account Executive - Airport Solutions	Arconas Corporation	Canada
Scott Taylor	Project Manager	Montgomery Martin Contractors, LLC	USA
Matt Taylor	Chief Executive Officer	RERC Strategic Advisors	USA
Renee Tedesco	Vice President	HMSHost	USA
Terrence Telfer	Senior Vice President of Treasury and Business	Wayne County Airport Authority	USA

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Name	Position	Company	Country
John Terrell	Vice President of Commercial Development	Dallas/Fort Worth International Airport	USA
Thomas Theobald	Principal	Fentress Architects	USA
Tracy Thompson	Director	LeighFisher	USA
Keith Thompson	Principal	Gensler	USA
Jon Thompson	Board of Commissioners	Memphis-Shelby County Airport Authority	USA
Yuan-hung Ting	Senior Specialist	Taoyuan International Airport Corporation	Taiwan R.O.C.
Ted Torcivla	Airport Business Manager	General Mitchell International Airport	USA
Jay Townsend	Interim Director of Aviation	Tallahassee Regional Airport	USA
Ann Tremblay	Director, Airport Planning and Municipal Affairs	Ottawa Macdonald-Cartier International Airport	Canada
Phil Trenary	Board of Directors	Pinnacle Airlines Inc.	USA
Fernando Trujillo	Cargo Manager	OMA Mexico Airports Group	Mexico
Sylvain Ubersfeld	Secretary Aerotropolis	Federal Express	France
Travis Vallin	Vice President	Jviation, Inc.	USA
Kyle Van Alstine	SAE - Specialty Sales	Delta Air Lines	USA
Charlie Van Cook	Vice President	Parsons Brinckerhoff	USA
Olaf van Tol	Senior Consultant	InterVISTAS Consulting	Netherlands
Dirk Vanderleest	Chief Executive Officer	Jackson Municipal Airport Authority	USA
Jesse VanderZanden	Airport Manager	Fairbanks International Airport	USA
Frank Varona	Director of Critical Infrastructure	Ross & Baruzzini	USA
Faith Varwlg	Principal	Faith Group, LLC	USA
Juan Vasquez	Chief Executive Officer	Promotora Aeropuerto Bicentenario S.A.S	Colombia
Rawley Vaughan	Senior Consultant	LeighFisher	USA
Alceste Venturini	Associate Director	LeighFisher	USA
Kathleen Verret	Manager, Revenue Development	Metropolitan Washington Airports Authority	USA
John Vick	Managing Director	Jones Lang LaSalle	USA
Pierre Vidallhet	General Manager Real Estate Research & Development	Aéroports de Paris	France

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Name	Position	Company	Country
Sophie Virapin	Sustainable Development Delegate	Air France	France
Peter Von Moltke	Chief Executive Officer	UBM Aviation	United Kingdom
Rob Vroman	Manager, Capital Projects & Infrastructure	PwC	USA
John Waddle	Project Manager	Energy Systems Group	USA
Eileen Waechter	Director, Airport Planning	Greater Toronto Airports Authority	Canada
Joseph Waller	Vice President	HMSHost	USA
Thomas Walsh	Principal, Director Airports	Fentress Architects	USA
Wan Mohd Fauzi Wan Nawang	Senior Manager	Malaysia Airports Holdings Berhad	Malaysia
Yu Wang	Project Manager	TravelSky Technology Limited	China
Ping Wang	Manager, Human Resources	Shenyang Taoxian International Airport	China
Xianping Wang	President	GCW Consulting	China
Tom Davis Wasswa	Manager, Marketing & Commercial	Civil Aviation Authority of Uganda	Uganda
Kevin Wayer	Co-President, Public Institutions	Jones Lang LaSalle	USA
Matt Weathersby	Principal	Commercial Advisors, LLC	USA
Rebecca Weaver	Capital Projects & Infrastructure Marketing	PwC	USA
David Webb	Project Manager	Parsons	USA
Milch Weber	President	Heffner & Weber	USA
Jozef Wegrzyn	Board Member	Krakow Airport, Ltd	Poland
Dom Welling	Online Reporter	Global Airport Cities magazine	United Kingdom
Regine Weston	Principal	Arup	Canada
A C Wharton	Mayor	City of Memphis	USA
Ruby Wharton	Board of Commissioners	Memphis-Shelby County Airport Authority	USA
Jeree Wheat	Senior Associate	Dixon Hughes Goodman LLP	USA
David Whitaker	VP of Business Development & Communications	Columbus Regional Airport Authority	USA
Richard White	Vice President of Properties & Business Development	Memphis-Shelby County Airport Authority	USA
Peter White	Department Manager - ACS	Delta Air Lines	USA

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Name	Position	Company	Country
Thomas Whitehead	Account Executive	Obsidian Public Relations	USA
Paul Wiedefeld	Executive Director	BWI Airport	USA
Mirjam Wiedemann	PhD Student	Southern Cross University	Australia
Wendy L. Wilke	Principal	Faith Group, LLC	USA
Sarah Wilkinson	Senior Marketing Coordinator	Arup	USA
Ari Williams	Vice President, Human Resources	Metropolitan Washington Airports Authority	USA
Jim Willis	President	The JW Group	USA
Steve Wilson	Sales	Garavelli Enterprises/Airport Seating Alliance	USA
James Wilson	Senior Terminal Planner	HOK	USA
Rusty Winfield	Manager, Global Transportation - Air	Mallory Alexander International Logistics	USA
Terry Witkowski	Councilman	City of Milwaukee	USA
Gregg Wollard	Senior Airport Planner	Metropolitan Washington Airports Authority	USA
Agnes Wong	Special Projects Manager	Fentress Architects	USA
Damon Wong	Senior Manager, Cargo/Logistics Development	Changi Airport Group (S) Pte Ltd	Singapore
Keqiang Wu	Foreign Affairs/ Interpreter	Shanghai Airport Authority	China
Prasad KDV Yarlagadda	Project Director: Airports of the Future	Queensland University of Technology	Australia
Gary Young	Economic Development Project Manager	City of College Park	USA
Janice Young	Manager of Marketing	Memphis-Shelby County Airport Authority	USA
Hagai Zamir	Director, Budget & Economics	Israel Airports Authority	Israel
Isabel Zarza	Strategy & Corporate Director	Aldeasa	Spain
Dong Sheng Zhang	Director of Ground Operations Department	Nanjing Lukou International Airport Co., Ltd	China
Olanhong Zhu	Chief Economist	GuangDong Airport Management Corporation	China
Celso Zualo	Director	Aerportos de Mozambique	Mozambique
Nathalie Zulauf	Programme Registrar	ACI World	Switzerland