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**Minutes of the Beijing Friend Airports Roundtable Meeting**  
3<sup>rd</sup> of September, 2014, 13:30, at Langham Place, Capital Airport, Beijing



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## **Executive Summary of the Minutes of the Roundtable Meeting**

The Third Beijing Friend Airports Roundtable Meeting took place at Langham Place Capital Airport in Beijing on the afternoon of the 3rd of September 2014. CEOs and designated representatives from Beijing Capital International Airport Co., Ltd., Capital Airports Holding Company, Airport Authority Hong Kong, Aéroports de Paris Management, Airports of Thailand Public Company Ltd., Chicago Department of Aviation, Chongqing Airport Group Co., Ltd., Dublin Airport Authority, Fraport AG, Geneva Airport, Heathrow Airport Holdings Limited, Japan Airport Terminal Co., Ltd., Korea Airports Corporation, Los Angeles World Airports, Narita International Airport Corporation, New Kansai International Airport Corporation, Schiphol Group, Sydney International Airport, Taoyuan International Airport Corporation Ltd., Tianjin Binhai International Airport and Vancouver Airport Authority attended the roundtable meeting.

Following the opening address delivered by Mr. Wang Xing, Senior Executive Vice President of Capital Airports Holding Company, the delegates discussed and approved the Beijing Global Friend Airports CEO Forum Action Plan 2014-2015. The delegates agreed to hold the Forum annually and consented to add this clause into the Action Plan.

Mr. Shi Boli, President & CEO of Beijing Capital International Airport Co., Ltd.(BCIA), then introduced five cooperative initiatives, including mutual promotion, FFP cooperation, cooperation on service management, cooperation on safety management and cooperation on human resources, and expressed that BCIA would like to carry out bilateral or multilateral cooperation with interested sister airports on all these areas.

The delegates discussed the five cooperative initiatives actively. Despite concerns over competition among some airports, possible overlapping with existing ACI projects, complexities and difficulties in collaborating on specific projects and especially on FFP, the delegates largely found it

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feasible and welcome to conduct mutual promotion and to carry out cooperation on areas including service management, safety management and human resources. Mr. Shi Boli expressed that based on the comments and thoughts from the delegates BCIA will follow up with more specific ideas and measures and welcome feedbacks, ideas and suggestions from the sister airports.

After the discussion on the cooperative initiatives, the delegates signed the Action Plan. BCIA expressed that the Secretariat of the Forum will work on the website for the Forum and requested the airports in concern to designate a special department or staff to serve as their contact point to the Secretariat.

In the end, the delegates took a group picture.

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## **Minutes of the Roundtable Meeting:**

### **0. Introduction**

Moderator of the Roundtable Meeting Mr. Deng Xianshan, Deputy Party Secretary of BCIA, first introduced attendees of the roundtable meeting. After giving a brief introduction of the programme of the roundtable meeting, the moderator invited Mr. Wang Xing, Senior Executive Vice President of Capital Airport Holding Company, to deliver an opening address on behalf of Mr. Liu Xuesong, President of Capital Airports Holding Company and Chairman of Beijing Capital International Airport Co., Ltd.

### **1. Opening Address**

Mr. Wang observed that delegates have conducted broad exchange of views and management experiences in the four sessions that were just successfully concluded and proposed the attendees of the roundtable meeting to focus their discussion on how to perfect the working mechanism of the Beijing Global Friend Airports CEO Forum so as to make the best of this platform of communication and cooperation between sister and friend airports. More specifically, Mr. Wang suggested the delegates conduct in-depth discussion on two issues: first, establishing a standing working organ for the Beijing Global Friend Airports CEO Forum; and second, areas or projects on which airports could conduct collaboration in practical terms. To conclude his address, Mr. Wang welcomed ideas and thoughts from the delegates and wished the roundtable meeting a complete success.

### **2. Review and Approve the Beijing Global Friend Airports CEO Forum Action Plan 2014-2015**

First, Mr. Shi Boli, President & CEO of Beijing Capital International Airport Co., Ltd., presented the Beijing Global Friend Airports CEO Forum Action Plan 2014-2014 (“Action Plan”). As the draft text of the Action Plan had been sent to airports in concern before the CEO Forum for review and every delegate now has the final version of the Action

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Plan at hand, Mr. Shi focused his presentation on the following three main contents of the Action Plan:

(1) Establishing a standing secretariat for the Beijing Global Friend Airports CEO Forum to promote the formation of a regular working mechanism for everyday communication, exchange and cooperation among airports in concern; and for the time being, the standing secretariat will be located in BCIA's newly established Department of International Cooperation, which also takes responsibility for BCIA's international exchange and cooperation. Airports in concern shall designate a special department or staff as their point of contact to the standing secretariat.

(2) Launching an official website for the Beijing Global Friend Airports CEO Forum to facilitate communication between airports in concern. The website shall serve two main functions: provide logos and links to airports in concern; and serve as a platform for airports in concern to release latest information. In the meantime, airports in concern are expected to provide the logo and link to the official website of the Beijing Global Friend Airports CEO Forum on their official websites. Capital airport will take responsibility of making and maintaining the website.

(3) Sharing knowledge and management experiences through the official website based on the principle of legality, confidentiality, voluntariness and equality. Willing to serve as a window for sister airports to better understand China's air transport market, BCIA will release policies and latest developments regarding China's aviation market on the website in a timely manner.

After Mr. Shi Boli's presentation, the delegates discussed and presented the following comments regarding the Action Plan:

**Airport Authority Hong Kong:** Mr. C.K. Ng expressed that Hong Kong Airport is fully supportive of this initiative and would be happy to share all best practices Hong Kong Airport could share, including the latest airport policies, government policies, etc. Mr. Wu cautioned that sharing of best practices shall not include certain commercial arrangements that

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may be sensitive to each airport.

**Japan Airport Terminal Co., Ltd.:** Mr. Katsuji Doi expressed that Japan Air Terminal Co., Ltd. is very supportive of the Action Plan and emphasized that what information to be shared shall be based on individual airports' deliberation.

**Vancouver Airport Authority:** Mrs. Dora Kay expressed that having a joint website for the Forum would be very useful to facilitate Chinese passenger travelling to Vancouver and Vancouver Airport authority would be very happy to participate in the project and would be pleased to share a lot of its best practices and operational statistics with sister airports. Mrs. Kay also saw the joint website as a useful platform for the sister airports to communicate with each other and suggest airports in concern to work together to explore potential business opportunities the website may bring as it is further developed.

**Korea Airports Corporation:** Mr. Seokki Kim expressed that he also agrees with the Action Plan and the necessity to launch a website for the Forum, which will help promote the publicity of member airports. Mr. Kim proposed that the website shall be operated on multiple instead of one language to facilitate member airports to access information posted on the website.

**Heathrow Airport Holding Limited:** Mr. Andrew Macmillan expressed that Heathrow would warmly support the Action Plan. Mr. Macmillan pointed out that part of the success would come from maintaining and updating the website as cooperation goes on and thanked BCIA for offering to host the website and the secretariat.

**Schiphol Group:** Mr. Jos Nihjuis expressed that Schiphol also supports the idea of a joint website and would like to thank BCIA for taking the commanding task of hosting the secretariat. Mr. Nihjuis suggested to involve ACI in the website for it has already combined a lot of initiatives and contains a lot of information from member airports.

**Geneva Airport:** Mr. Robert Deillon expressed that Geneva airport is very supportive of this initiative as well, which is particularly good for airports from different regions to exchange information, and will share its best practices via the website. Echoing Mrs. Kay from Vancouver, Mr.

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Deillon suggests that in addition to information exchange among member airports, the joint website could be used for every airport to post tips, information, and guidelines for passengers.

**Chicago Department of Aviation:** Mrs. Rosemarie S. Andolino expressed that CDA also supports the initiative and would be happy to contribute and assist in any way CDA can.

**Narita International Airport Corporation:** Mr. Makoto Natsume expressed that with the deepening of economic integration it is very important for airports to deepen exchange via the Forum and as such Narita is very supportive of the Action Plan and the idea of launching a website for the Forum and would like to try its best to support and assist with the secretariat's work.

**Taoyuan Airport:** Mr. David Fei expressed that Taoyuan Airport will fully support the initiative and suggested in the future the website for the Forum could be used to report and promote member airports' expansion projects and other important events and help attract investment.

**New Kansai International Airport Corporation:** Mr. Tadashi Shimura suggested that the Forum shall be held annually and this point shall be added into Article 3 of the Action Plan.

**Beijing Capital International Airport Co., Ltd.:** Mr. Shi Boli thanked the delegates for their support to and approval of the Action Plan, expressed that BCIA will try its best to implement initiatives contained in the Action Plan, and asked airports in concern to designate a special department or staff to serve as the contact point to the Secretariat at their earliest convenience. Mr. Shi expressed that BCIA will consult with airports in concern about the design of the website based on the consensus reached at the roundtable meeting. Regarding the language of the website, Mr. Shi suggested that, given the linguistic and cultural diversity of the airports in concern, for the time being the website of the Forum could begin with an internationally well recognized language—for instance, English—as its working language.

The moderator announced that the discussion about the Action Plan ended and the delegates will sign on the amended Action Plan in the end of the

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roundtable meeting.

### **3. Discuss Beijing Friend Airports Roundtable Cooperative Initiatives**

First, Mr. Shi Boli presented five specific initiatives that BCIA deems sister and friend airports may collaborate in the future for discussion:

- (1) Mutual Promotion. As every airport more or less has the need to promote its products to international passengers, sister airports could utilize each other's terminal and web resources to promote their products, relevant policies as well as the image and tourist and cultural resources of the city where they are located based on the principle of voluntariness and reciprocity. The channels for mutual promotion could be web resources including websites and social media accounts of the airports in concern or advertizing spaces within terminals such as light boxes, LED screens, etc. Interested airports could also distribute service guides and set up exhibit booths during holidays in each other's terminals. Take BCIA as an example. As an important measure of its hub development strategy, BCIA is very interested in promoting its 72-hour visa-free transit policy through certain sister airports' websites and advertising spaces within their terminals. In return BCIA would like to offer space on its official website and advertising spaces within its 3 terminals for the sister airports in concern to promote their products or display city images.
- (2) Cooperation on FFP. Compared with airlines' FFPs, Airport's FFP is relative new. Inspired by FFPs at Heathrow Airport and Schiphol Airport, BCIA proposes sister airports to work together to explore possibility of collaborating on FFPs.
- (3) Cooperation on Service Management. With the increasing of outbound Chinese passengers and inbound international passengers, BCIA sees an increasing demand for multi-lingual services and signage and as such proposes sister airports to conduct cooperation on language service. Participating airports can provide each other assistance with services, signage, websites and mobile apps tailored in their home languages. BCIA would



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be happy to provide assistance with services and signage in simplified Chinese for sister airports and also welcomes sister airports to provide assistance with multi-lingual services and signage at Capital Airport.

- (4) **Cooperation on Safety Management.** Based on the principle of voluntariness and reciprocity, interested airports could form an expert team and conduct safety assessment at each other's airport, which could be a comprehensive assessment of an airport's safety management system or focus on specific areas such as runway safety management, airfield area operation, wild animal management, winter operation, airport rescue and fire-fighting, etc. Methods of the peer assessment include but not limited to questionnaires, interviews with staffs, looking up files, field visits and safety tests. Participating airports can exchange best practices and experiences in safety management and improve safety management level jointly through peer safety assessment. BCIA welcomes interested sister airports to carry out safety assessment at Capital Airport and to diagnose problems with and provide advices to improve safety management at Capital Airport.
- (5) **Cooperation on Human Resources.** Talents are critical for every airport's sustained development and sister airports could tap into each other's strengths and specialties to train airport professionals jointly. Cooperation on HR can take the form of exchange of staff, exchange of HR management experiences, sharing of relevant resources and joint projects.

After Mr. Shi Boli's presentation, the delegates discussed and commented on the cooperative initiatives as below:

**Chicago Department of Aviation:** Mrs. Rosemarie S. Andolino observed that mutual promotion is something easy for every airport to accomplish no matter how airports in concern will determine to proceed with it. Echoing Mrs. Kay's observation on signage Mrs. Andolino proposed sister airports to work together to standardize icons across airports. She also suggested including green airport as another area of collaboration.

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**Vancouver Airport Authority:** Mrs. Dora Kay agreed with Mrs. Andolino that mutual promotion is something that all airports can work on fairly quickly. Mrs. Kay expressed that another area that can quite quickly start with YVR is cooperation on service management and with all its signage in simplified Chinese characters, YVR welcomes cooperating with BCIA in standardizing the terminologies that are being used. She expressed that YVR also welcomes cooperation on HR management and exchange programs as well as cooperation and sharing of information on safety management.

**Fraport AG:** Mr. Winfried Hartmann expressed that mutual promotion and cooperation on signage is easy to adopt among sister airports. Mr. Hartmann welcomed cooperation on safety management but cautioned about the distinctive legal conditions and government regulations at Frankfurt Airport. He also welcomed HR exchange programs, especially exchange on the cultural side, but found resource sharing rather unlikely. As for the FFP cooperation Mr. Hartmann commented that Fraport has undertaken some investigations on FFP proposal and cooperation on this regard is too difficult to adopt. Responding to Mr. Follain's concern over promoting competing airports on the joint website for the Forum, Mr. Hartmann expressed that despite competition among airports there are certain information that can be shared through the website, including information that airports have already shared based on the ACI platform.

**Aéroports de Paris Management:** Mr. Jacques Follain expressed that exchange on service and safety management and cooperation on HR is both welcoming and feasible. He also welcomed the idea of cooperating on signage in Chinese to facilitate Chinese travelers. While in principle agreeing to the idea of mutual promotion, Mr. Follain expressed concerns about promoting competing airports through the joint website of the Forum. As for the FFP program, Mr. Follain commented that it is too complex for airports to cooperate.

**Schiphol Group:** Mr Nihjuis stated that cooperation on FFP cannot work because there is too much complexity around it and suggests the delegates focus on the other four cooperative initiatives brought up by Mr. Shi. He mentioned that despite the fact that the Privium Program is open

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for Heathrow's passengers to apply, cooperation between Heathrow and Schiphol on FFP remains very narrow; and despite the fact that ADP and Schiphol hold each other's 8% of the shares, Schiphol had to give up the idea of extending the Privium program to ADP due to the complexity involved in FFP.

**Dublin Airport Authority:** Mr. Jon Woolf expressed that DAA would be committed to all the cooperative initiatives except for cooperation on FFP for after long-time investigations DAA cannot make a business case for FFP among airports.

**Airport Authority Hong Kong:** Mr. C.K. Ng shared the same comments on FFP. Based on Hong Kong airport's experience of participating in a number of other Forums among airports, Mr. Ng stressed the difficulty of standardizing airport icons and suggested the delegates to set up certain things that can be achieved as a target and focus on it once at a time. Mr. Ng expressed that Hong Kong Airport has been doing staff exchange for a long time and would welcome the airports around the table to cooperate with Hong Kong in this area. As for cooperation on safety management, Mr. Ng suggested to cooperate with ACI for ACI has just launched a similar safety management assessment project. He also expressed that Hong Kong Airport welcome cooperation on service management and mutual promotion.

**Heathrow Airport Holding Limited:** Mr. Andrew Macmillan expressed that each of the five initiatives deserves certain study and there is a range of difficulties in pursuing these ideas. He agreed that mutual promotion is relatively easy to progress and FFP cooperation is a long-term complexity. Mr. Macmillan expressed that cooperation on service management could be a valuable area, especially when it comes to serving Chinese visitors, but cautioned that standardizing icons could take a long time. In general, Mr. Macmillan emphasized that different airports should be allowed to progress cooperation on areas where they see opportunities, at their own pace and in a differential way.

**Beijing Capital International Airport Co., Ltd.:** Mr. Shi Boli thanked the delegates for their comments and suggestions. Echoing the comment that FFP deserves further study, Mr. Shi suggested airports that have

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already had experiences in FFP take lead in organizing a joint project to study and explore collaboration around FFP and BCIA would be very happy to participate in and assist with such joint projects. As far as safety management cooperation is concerned, Mr. Shi observed that ICAO rules and regulations regarding airfield operation apply to every airport around the table and suggested interested airports pursue bilateral or multilateral cooperation on safety management in a variety of ways.

**Japan Airport Terminal Co., Ltd.:** Mr. Katsuji Doi expressed that except for FFP Japan Airport Terminal Co., Ltd. agrees with and could participate in cooperation in the other four areas. He emphasized that individual airports shall determine which airports and on which areas to cooperate with.

**Narita International Airport Corporation:** Mr. Makoto Natsume expressed that all the five initiatives are valuable but there are difficulties involving certain programs; particularly given different national laws and regulations. Mr. Natsume stated that, as Mr. Boli mentioned during the first part of the meetings, it is most important to move forward with this even if it is a one step at a time. He suggested that the best way to begin would probably be for each member to consider what items would be possible for them at the moment. Mr. Natsume expressed that Narita would discuss and study the initiatives carefully and then consult with BCIA later about what cooperation can be carried out.

**Sydney International Airport:** Mr. Nik Hammond expressed that cooperation on FFP may be very difficult and could be quite tricky due to privacy policy associated with FFP. He pointed out changing signage by different languages and cultures is a difficult and expensive process and as such Sydney airport has decided to go digital. In the meantime, he welcomed opportunity to share knowledge and the idea of forming an expert forum that could help proofread Chinese texts for airports in concern. Echoing Mrs. Andolino's comment about the necessity of standardizing airport icons, Mr. Hammond suggested airports around the table to take small steps and start to standardize icons where they can.

**Geneva Airport:** Mr. Robert Deillon expressed that Geneva airport supports cooperation on safety management and HR and suggested each

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airport to start with the cooperation by listing the best practices they have in each of these areas.

**Japan Airport Terminal Co., Ltd.:** Mr. Katsuji Doi would like to confirm if the delegates are expected to sign the cooperative initiatives in the end of the roundtable meeting as well.

The moderator confirmed that the delegates only need to sign the Action Plan they have reviewed and approved. As for the five cooperative initiatives, BCIA will record the delegates' comments and observations in the form of meeting minutes and send it to every airport around the table. BCIA will also send the minutes to other sister airports of BCIA that for some reasons are not able to attend the roundtable meeting to let them know what have been explored and discussed at the roundtable meeting.

To conclude the discussion on the cooperative initiatives, the moderator reiterated that these initiatives are projects BCIA would like to explore and work together with sister airports and BCIA welcomes airports to carry out bilateral or multilateral collaboration in areas where they find common interests.

In the end, Mr. Shi Boli expressed that BCIA will follow up with more specific ideas and measures for cooperation in areas including mutual promotion, service management, safety management and HR and would like to hear feedbacks, new ideas and suggestions from sister airports.

#### **4. Signing the Beijing Global Friend Airports CEO Forum Action Plan 2014-2015**

With the exception of Sydney International Airport and Los Angeles World Airports, the delegates from all the other airports around the table signed the Action Plan. The delegate of Sydney International Airport expressed that CEO of Sydney Airport will review and sign the Action Plan later.

#### **5. Group Picture**

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In the end of the roundtable meeting, all the delegates took group picture..

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**Agenda of the Third Beijing Global Friend Airports  
Roundtable Meeting**

**Time: 13:40-16:30, 3 September 2014**

**Venue: Langham Place, Capital Airport, Beijing**

**Moderator: Mr. Deng Xianshan, Deputy Party Secretary, BCIA**

13:40-13:45 Moderator Introduction

13:45-13:50 Opening Address

13:50-14:30 Review and approve *Beijing Global Friend Airports CEO  
Forum Action Plan 2014-2015*

13:50-14:00 BCIA President Mr. Shi Boli introducing *Beijing  
Global Friend Airports CEO Forum Action Plan 2014-2015*

14:00-14:30 Discussion

14:30-16:10 Discuss Beijing Friend Airports Roundtable Meeting  
Cooperative Initiatives

14:30-14:45 BCIA President Mr. Shi Boli introducing BCIA's  
Cooperative Initiatives

14:45-15:00 Break

15:00-16:10 Discussion

16:10-16:20 Signing the *Beijing Global Friend Airports CEO Forum  
Action Plan 2014-2015*

16:20-16:30 Group Picture

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## **Delegates attending the Beijing Friend Airports Roundtable Meeting**

**September 3<sup>rd</sup> 2014:**

### **1. Sister and Friend Airports of Beijing Capital International Airport**

Airport Authority Hong Kong Acting Chief Executive Officer	Chi Kee Ng
Aéroports de Paris Management Managing Director	Jacques Follain
Airports of Thailand Public Company Ltd. Corporate Strategy SEVP	Sasisubha Sukontasap
Chicago Department of Aviation Commissioner	Rosemarie S. Andolino
Dublin Airport Authority Aviation Business Development Senior Vice President	Jon Woolf
Fraport AG Sales & Customer Services Senior Vice President	Winfried Hartmann
Geneva Airport CEO	Robert Deillon
Heathrow Airport Holdings Limited Strategy & Q6 Director	Andrew Macmillan
Japan Airport Terminal Co., Ltd. Advisor	Katsuji Doi
Korea Airports Corporation President & CEO	Seokki Kim
Los Angeles Tourism & Convention Board President & CEO (Representing Los Angeles World Airports)	Ernest Wooden
Narita International Airport Corporation President & CEO	Makoto Natsume
New Kansai International Airport Corporation Managing Director & Executive Officer	Tadashi Shimura
Schiphol Group President & Chief Executive Officer	Jos Nijhuis
Schiphol Group Executive Vice President & Chief Commercial Officer	Maarten de Groof
Sydney International Airport Aviation Business Development Manager	Nik Hammond
Taoyuan International Airport Corporation Ltd. President & CEO	David Fei
Vancouver Airport Authority Director Asia	Dora Kay



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## **2. Capital Airports Holding Company**

Capital Airports Holding Company Senior Executive Vice President      Wang Xing

## **3. Beijing Capital International Airports Co., Ltd. (BCIA)**

Beijing Capital International Airport Co., Ltd. President & CEO      Shi Boli

Beijing Capital International Airport Co., Ltd. Vice President      Zhang Wei

Beijing Capital International Airport Co., Ltd. Deputy Party Secretary, Disciplinary  
Secretary & Labor Union President

Deng Xianshan

Beijing Capital International Airport Co., Ltd. Operations Director

Wen Wu

Beijing Capital International Airport Co., Ltd. Service Director

Hao Ling

## **4. Capital Airports Holding Company Member Airports**

Tianjin Binhai International Airport Vice President

Lv Tao

Chongqing Airport Group Co., Ltd. Vice President

Dai Ke