

Airport strategy in a multi-transport perspective

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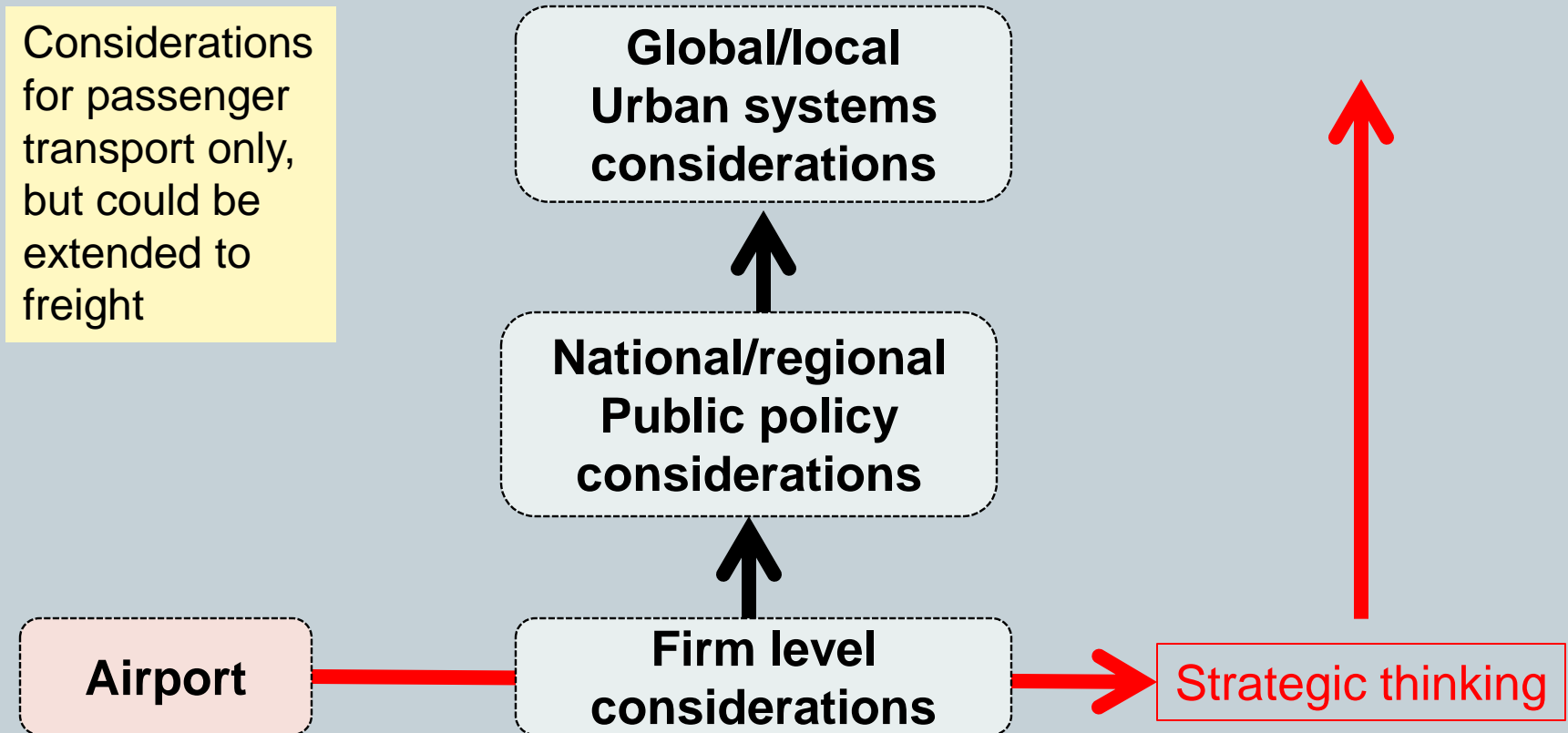
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Focus:

- Management of infrastructure systems
- Technology and policy /institutions
- Globalization and urbanization

Airport strategy at the crossroads of two trends

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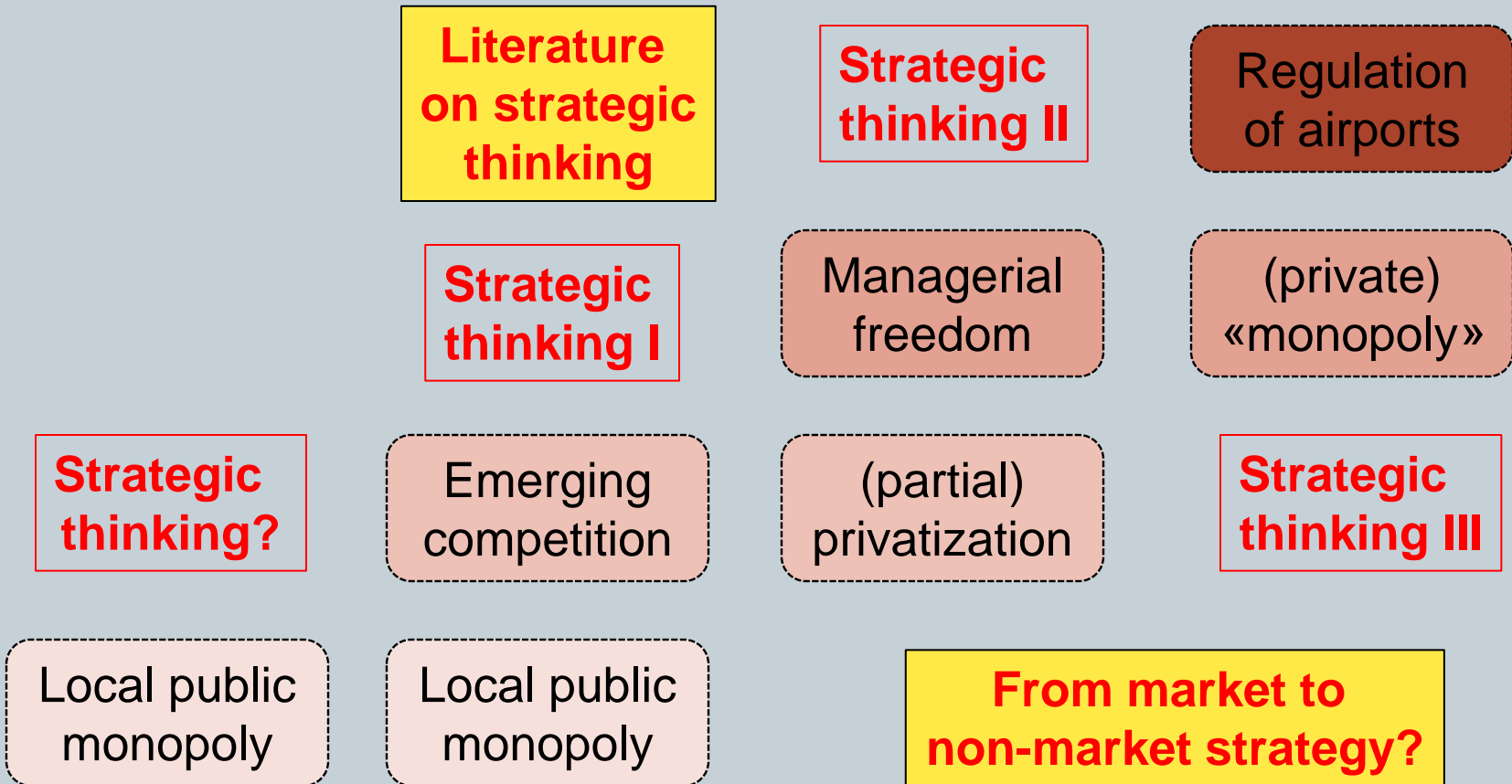
Structure of presentation

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- Emerging strategic thinking of an airport
- Evolving considerations on airports and transport modes
- Intra-modal airport strategy
- Inter-modal airport strategy
- Multi-modal airport strategy
- Conclusion: airport strategy in a multi-modal context

Emerging strategic thinking of an airport

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Phase I

Phase II

Phase III

Phase IV

Evolving considerations and transport modes

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**Global/local,
urban systems
considerations**



**Multi-modal
transport**

**National/EU
policy
considerations**



**Inter-modal
transport**

**Firm level
considerations
(air transport focus)**



**Intra-modal
transport**

Intra-modal transport strategy (air)

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Regulated (private) monopoly perspective (in a liberalized air transport market) → limited public policy perspective

Airport strategy focus:

- focus on the air transport sector → airlines as partners
 - focus on airport customers and revenues
 - specialization: for airlines (capacity, terminals, handling) and for passengers
 - diversification: non-aeronautical services, selling airport know-how
 - optimum between demand potential and available airport capacity
- That is what the literature writes about and what consultants sell (e.g., «*airport competition in a deregulated aviation market*»)

Inter-modal transport strategy (air-rail)

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Possible business model: airport as intermodal port



So far this is a public policy perspective (national and mostly European; 2011 EC White Paper «Roadmap to A Single European Transport Area»):

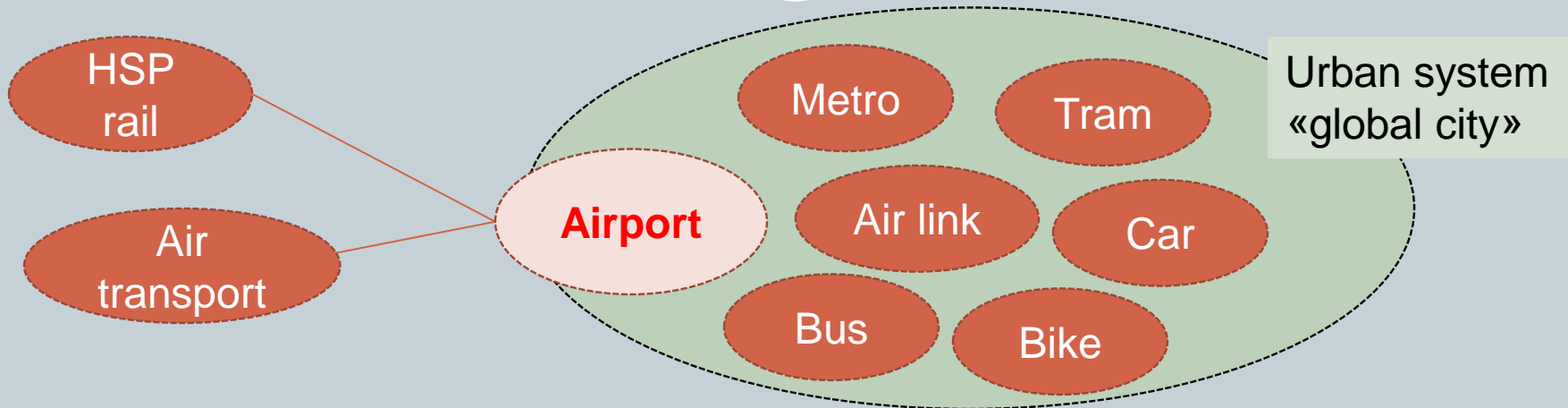
- optimize transport and transport modes (2050: 90% in 4 hours door-to-door) in response to growing demand in mobility and environmental constraints
- airports as an integral part of the SETA → subsidize what?
- airport efficiency

Airport strategy focus:

- develop rail interconnections (subsidies): High Speed Rail to free slots; Rail to enlarge catchment area; EU/national government as partners
- seamless transition (passengers and freight)
- complementarity, not competition → «intermodality creates mobility» (ACI)

Multi-modal transport strategy (all modes)

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Possible business models: «airport city», airport as city developer

So far this is an urban / «global cities» perspective (www.iglus.org):

- Attractiveness of cities (economic, political, cultural)
- Competitiveness of cities (sustainability, quality of life, efficiency)

Airport strategy focus:

- Help develop the city (subsidies); city as partner
- Seamless travel experience → integrated ticketing, integrated timetable?
- non-air transport related urban offerings: shopping, cultural center, etc.

Conclusion: combining the two trends

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