

# Real Estate at Schiphol Amsterdam Airport

Creating a program to foster the strategic growth of Schiphol  
based on the knowledge economy

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Shrey Yadav  
Student no. 4912632

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# 01 Introduction

Airports are now seen as gateways into the city and country, and as key economic generators that highly influence the spatial and real estate developments within their vicinity.

(Güller and Güller, 2003)



(Huang, 2019)



As dynamic and complex urban environments with numerous local and international corporations in the area to take advantage of the competitive environment.

(Thierstein and Conventz, 2014)

# Schiphol Amsterdam Airport



Schiphol Airport - 1989



Schiphol Airport - 2000





This research focuses on commercial office spaces at Schiphol Airport City.

# Research Aim

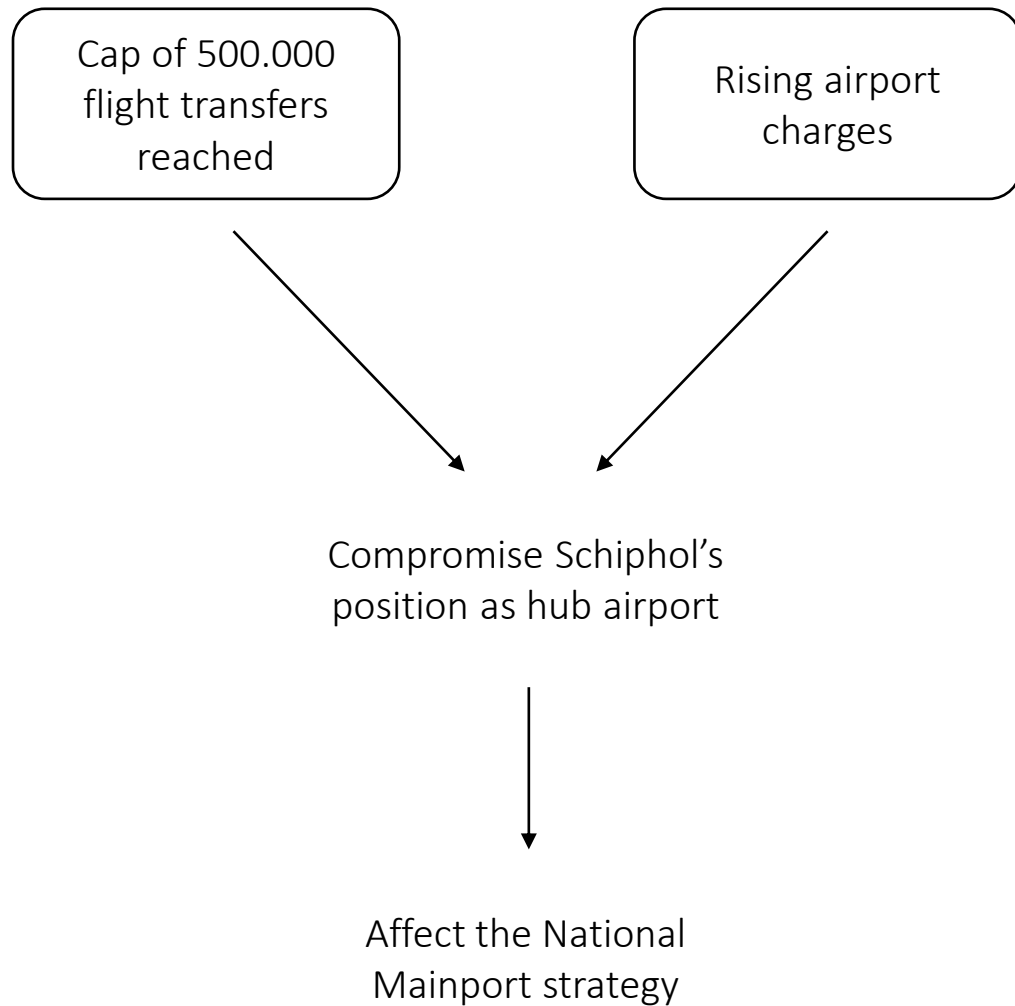
## **Produce a strategic plan for a functional program**

to utilize the real estate at Schiphol in an optimal manner based on the demands of the corporations

## **Schiphol contributes to the Mainport strategy**

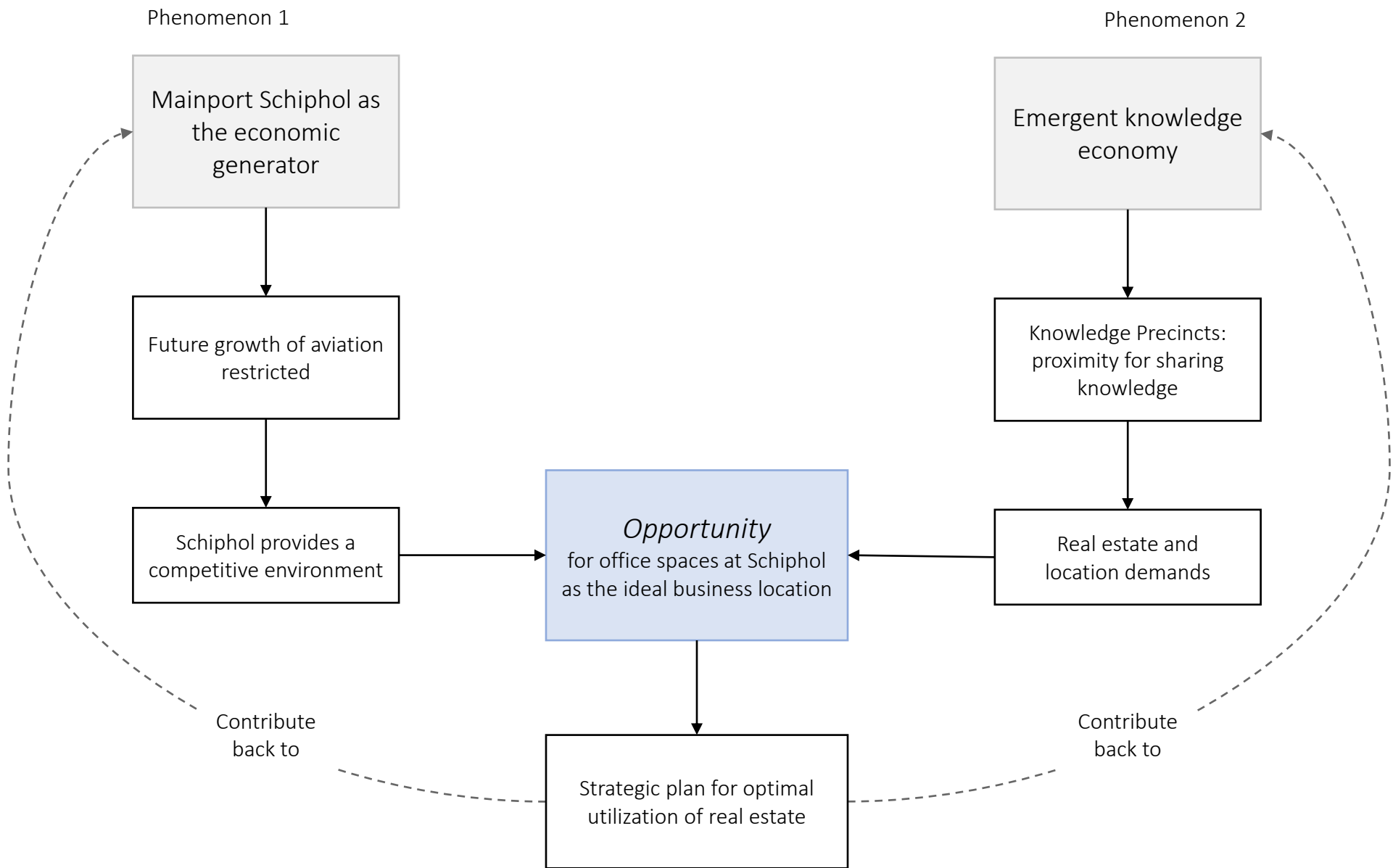
by addressing changes in the knowledge economy

# Problem Statement



Focus on the non-aeronautical businesses and reduce dependence on the core business of aviation.

# Conceptual Model



# Research Question

“How can the commercial office real estate at Schiphol Amsterdam Airport help to foster its strategic growth as a Mainport, by facilitating the corporations in the knowledge economy?”

How can the commercial office real estate at Schiphol Amsterdam Airport help to foster its strategic growth as a Mainport, by facilitating the corporations in the knowledge economy?

1. What is the importance of non-aeronautical businesses for Schiphol as a Mainport?
2. How does the knowledge based economy influence the commercial real estate developments around airports?
3. How can the commercial real estate at Schiphol facilitate the knowledge corporations?



# 02 Research Method



Exploratory research study	Scientific articles, Strategy documents	Case studies, semi structured interviews	Literature review, Empirical research
<b>Step 1: Define research Scope</b>	<b>Step 2: Literature Review</b>	<b>Step 3: Empirical Research</b>	<b>Step 4: Conclusions</b>
Understand main concepts	Create theoretical framework	Identify demand and supply at Schiphol	Gain a deeper understanding into real estate



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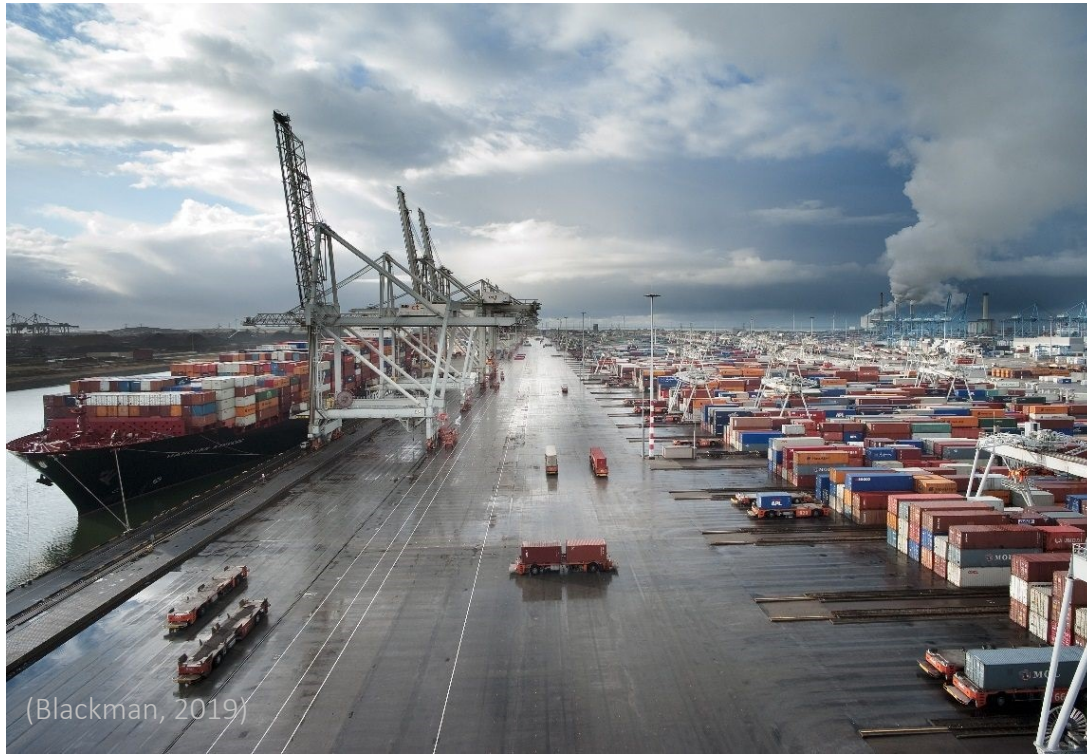
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# 03 Literature Review

# 01 Schiphol Airport as the Mainport of the Netherlands



# 01 The Mainport of the Netherlands



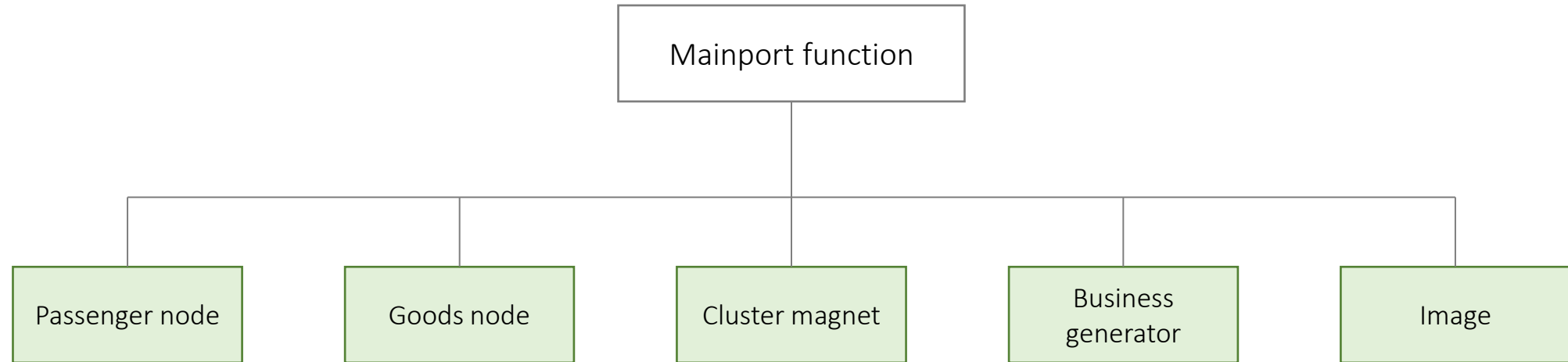
The Port of Rotterdam



The Schiphol Airport

# 01 Schiphol Airport as the Mainport of the Netherlands

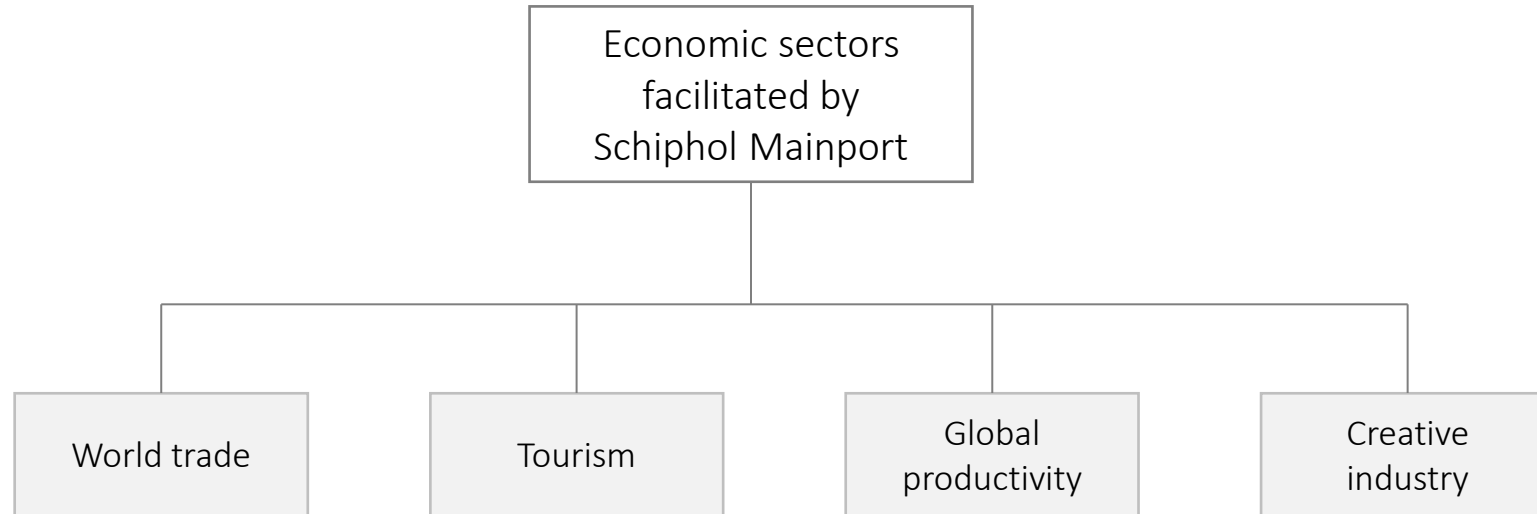
Evolution of the Mainport function into the generator of economic activities



(Priemus, 2001)

# 01 Schiphol Airport as the Mainport of the Netherlands

Evolution of the Mainport function into the generator of economic activities



(Bleumink et al., 2006)

# 01 Schiphol Airport as the Mainport of the Netherlands

Increasing importance of non-aeronautical activities at the airport

- Retail and wholesale
- Industrial park
- Business park
- Research and education
- Distribution centers

(Kasarda, 2000)



## 02 Airports and the Knowledge economy

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Corporations are focused on high knowledge and information flow and locate in knowledge hubs for fast and efficient accessibility

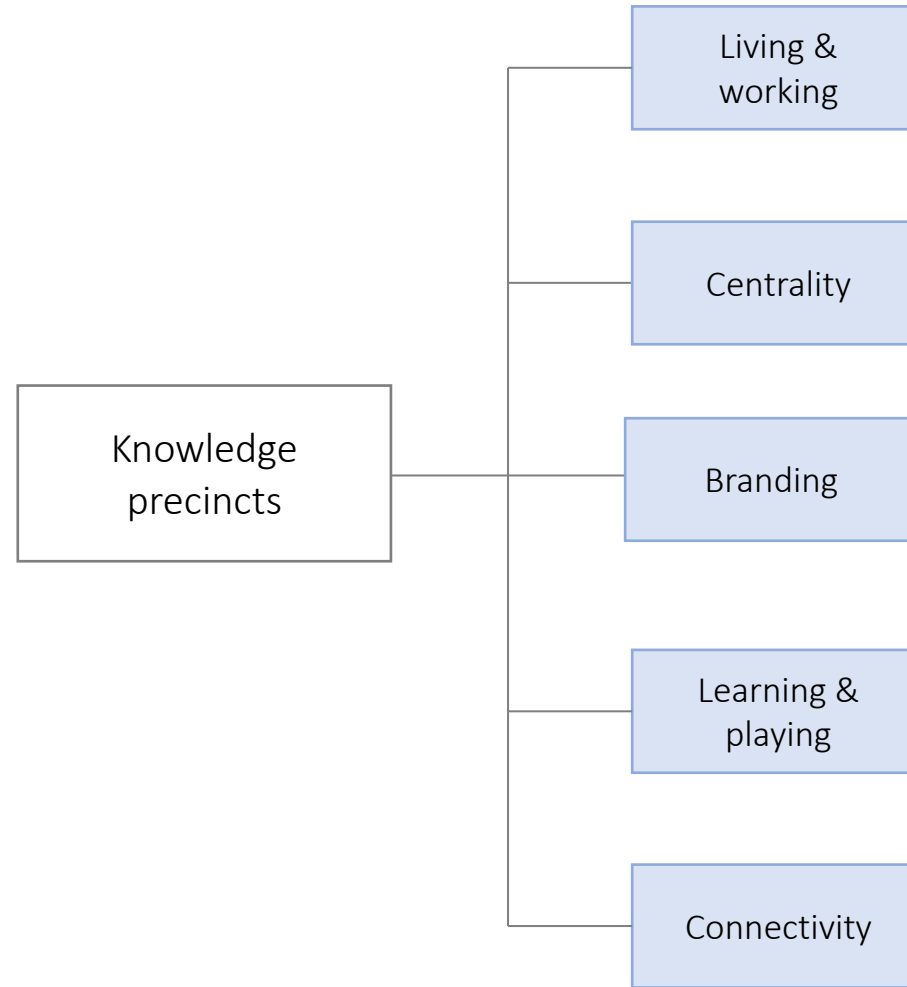
(Powell & Snellman, 2008)



## 02 Airports and the Knowledge economy

Corporations locate in close proximity in vibrant and well-connected urban locations called knowledge precincts

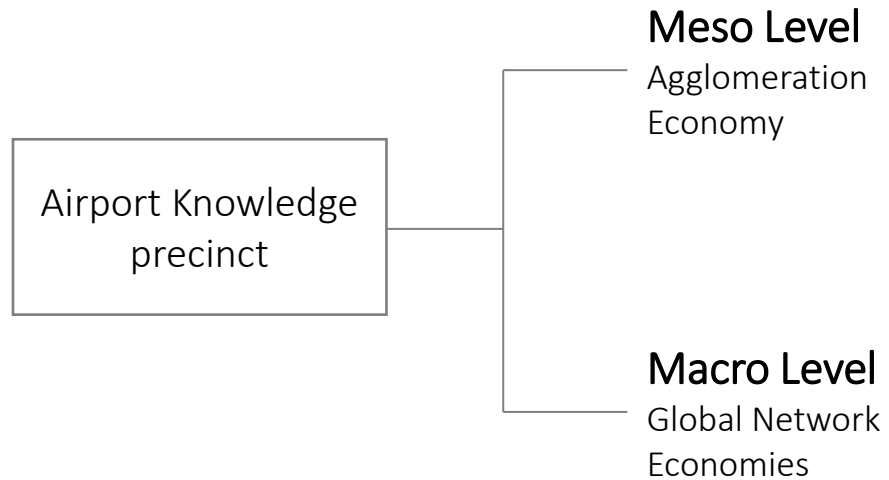
(Yigitcanlar et al., 2008)



## 02 Airports and the Knowledge economy

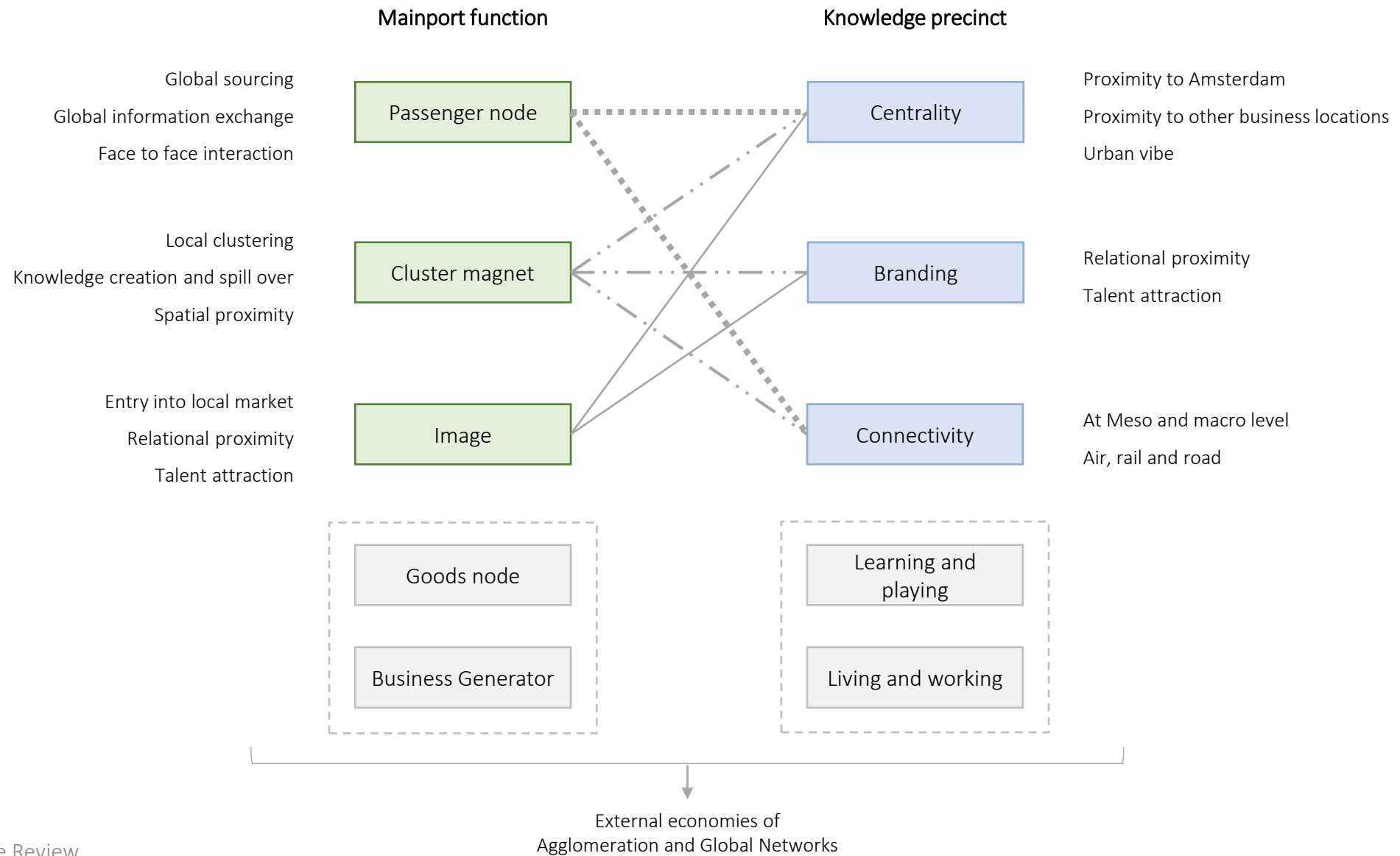
Two external factors that affect generation and sharing of knowledge within an airport setting

(Lüthi et al., 2008)





# Schiphol in the knowledge economy



# 04 Empirical Research

# 04 Empirical Research

Real estate occupied by firms has become increasingly important in the knowledge generation and sharing process

Lack of scientific knowledge to understand the real estate strategies and demands of knowledge corporations in the airport vicinity

# Sub-markets at Schiphol

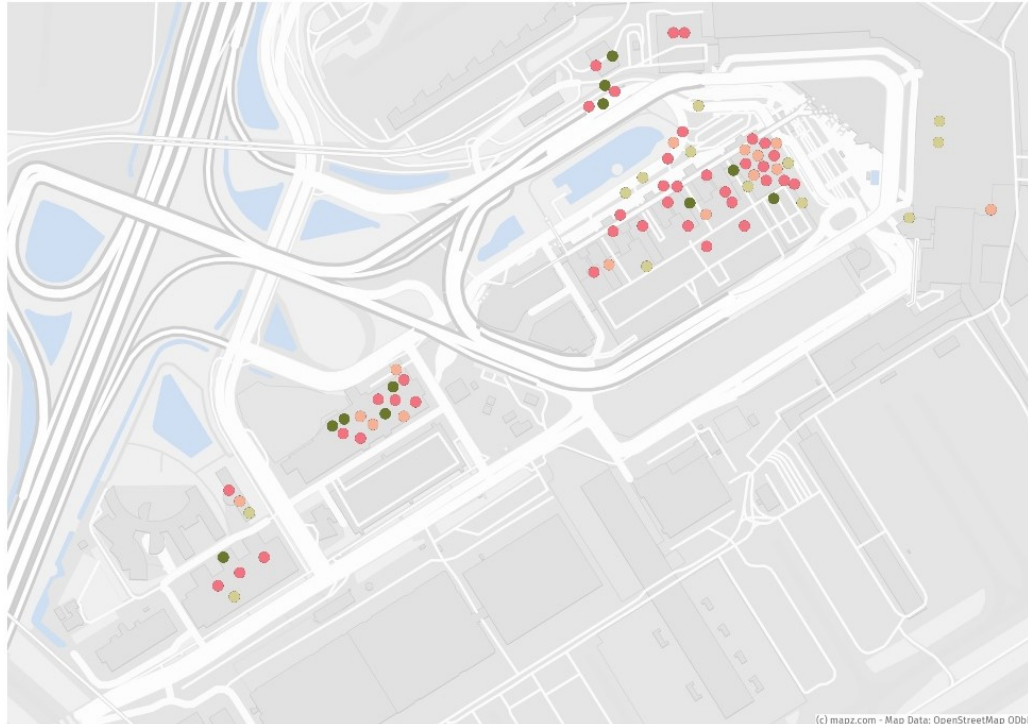


Schiphol CBD

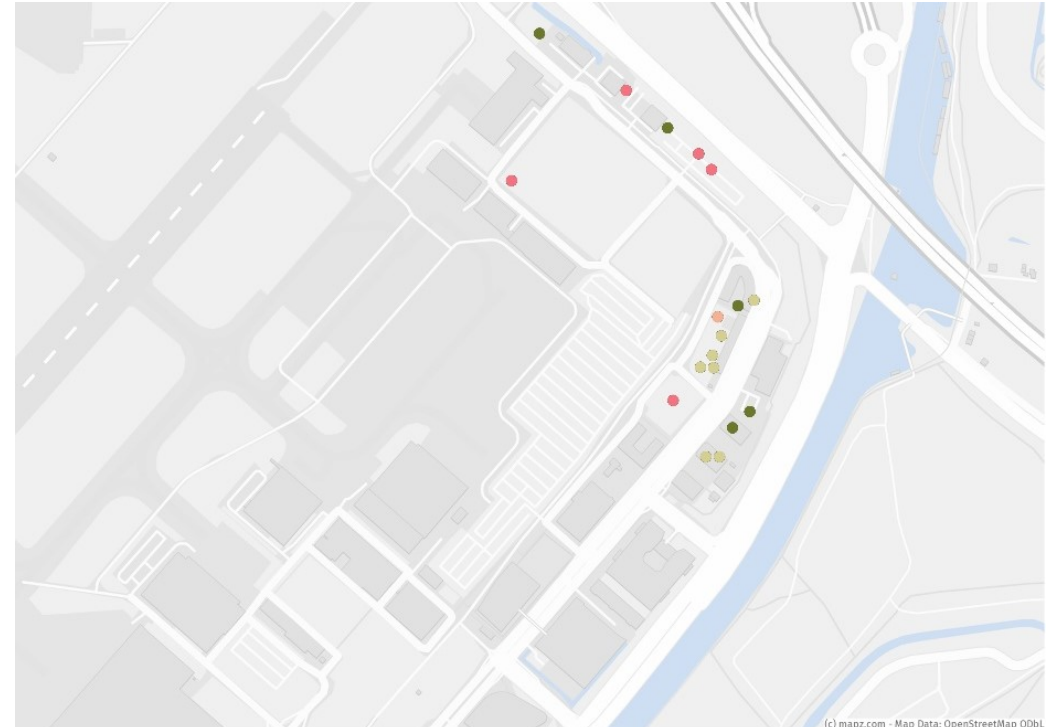


Schiphol East

# Knowledge corporations at Schiphol



Schiphol CBD



Schiphol East

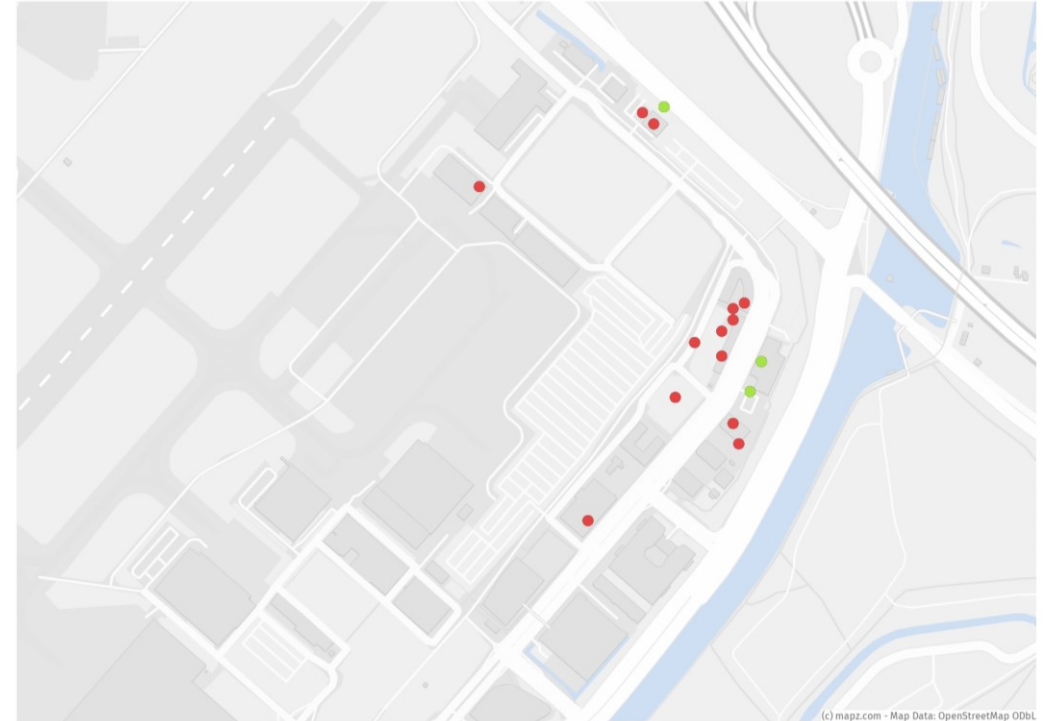
- Advanced Producer Services Headquarter
- Advanced Producer Services Branch office

- High Tech Headquarter
- High Tech Branch office

# Knowledge corporations at Schiphol



Schiphol CBD



Schiphol East

● International companies

● Dutch companies

### 3. Expert view

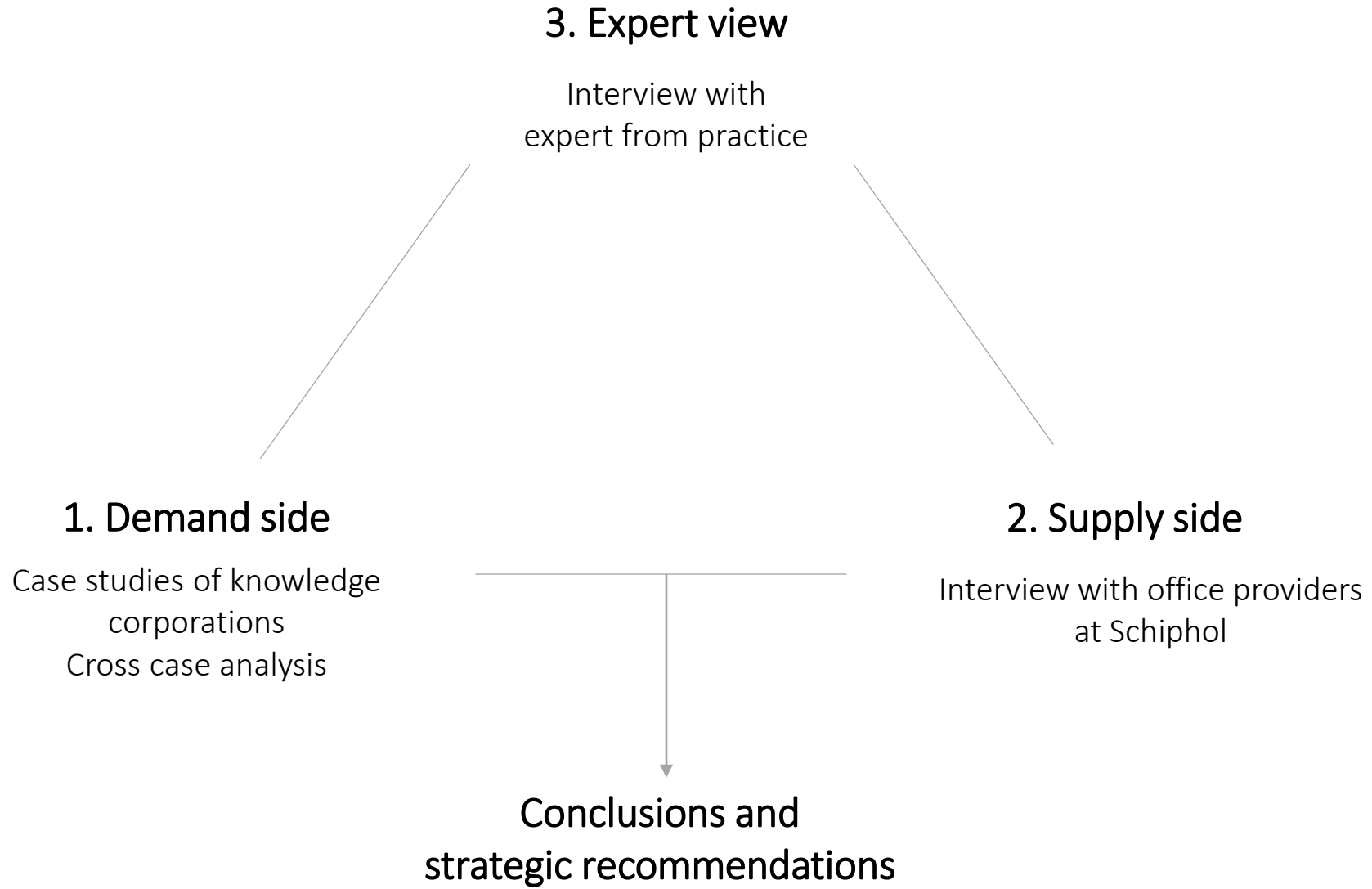
Interview with  
expert from practice

### 1. Demand side

Case studies of knowledge  
corporations  
Cross case analysis

### 2. Supply side

Interview with office providers  
at Schiphol





# 1. Demand side: Corporations selected

**A. Microsoft**  
Schiphol CBD

**B. Samsung**  
Schiphol CBD

**C. John Laing  
Group**  
WTC Schiphol

**D. KLM DS**  
Schiphol East

## 2. Supply side: interviews

### **A. Schiphol Real Estate**

Real Estate Developer

### **B. Schiphol Real Estate**

Senior manager developer

### **C. Co-working provider**

Chief Financial Officer

### 3. Expert view: interviews

#### **A. Senior advisor**

Real Estate consultancy

#### **B. Max Hirsh**

CEO- Airport Urbanism

Author- Urban Experts

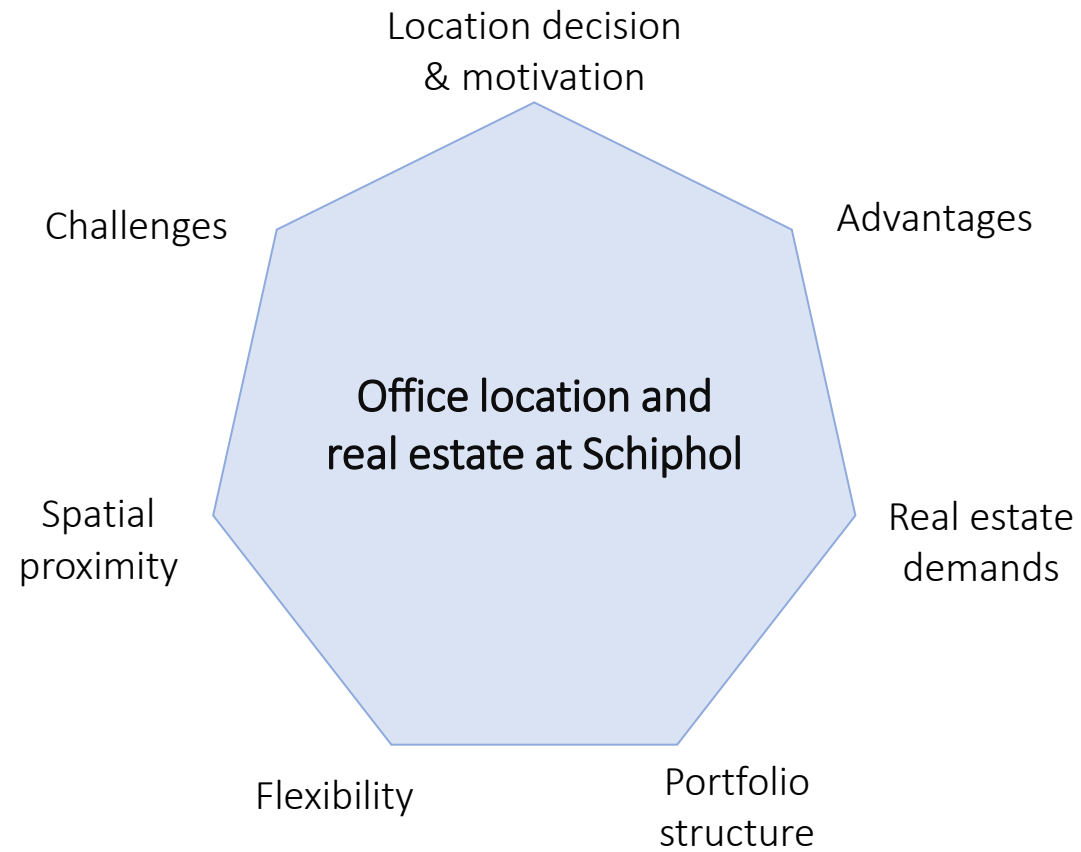
#### **C. Pieter van der Horst**

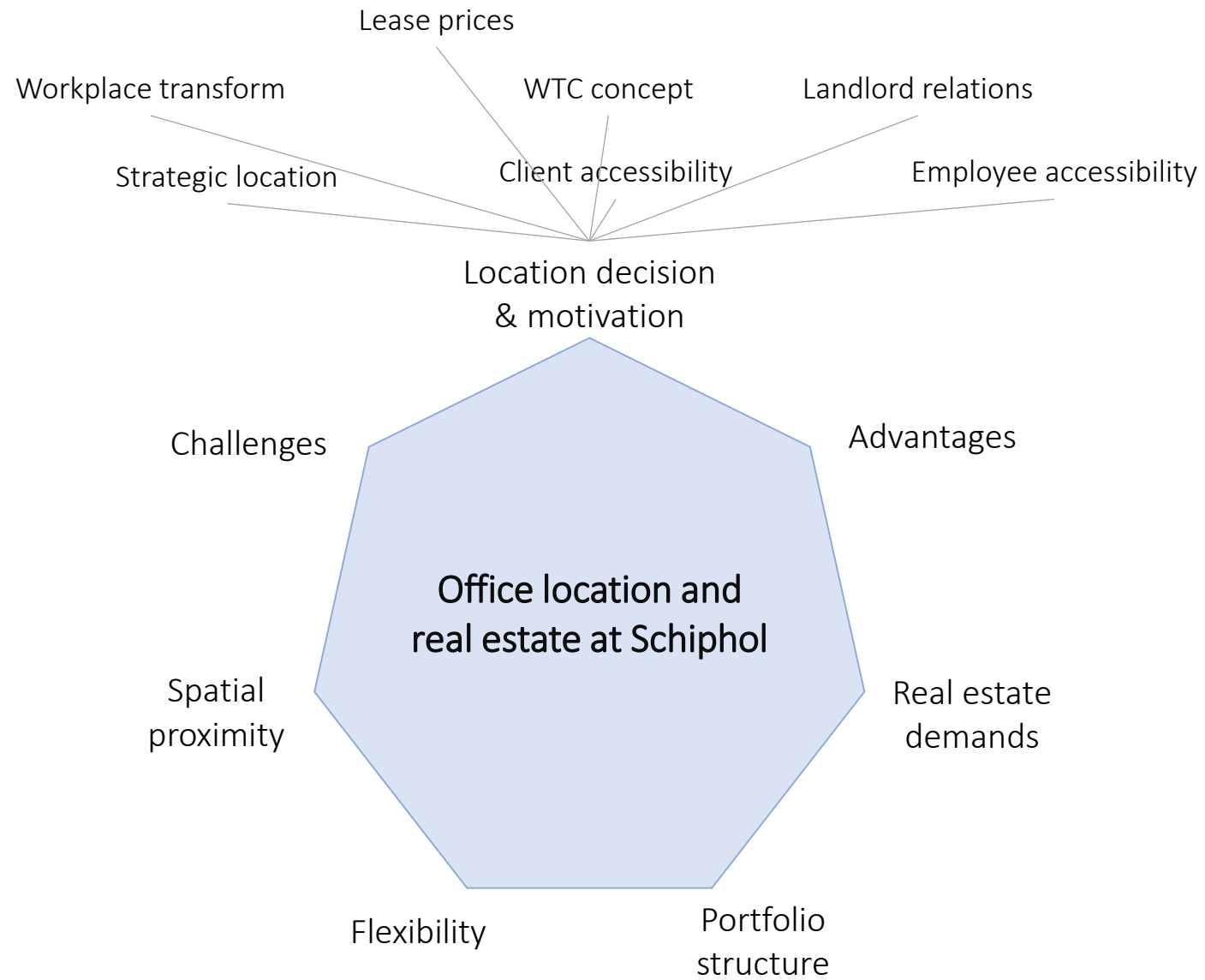
Managing Director- Airea

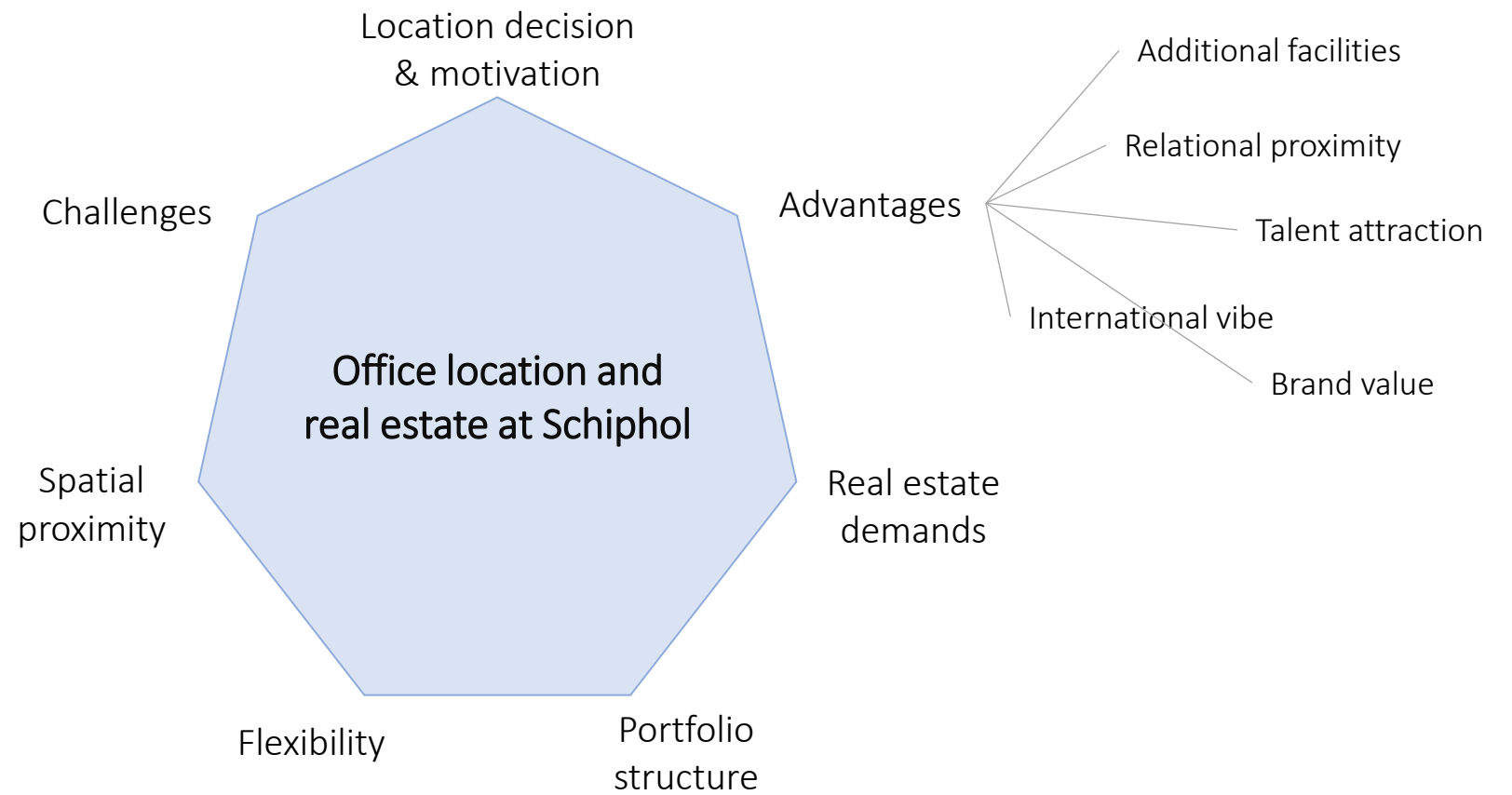
Co-founder- Airport City

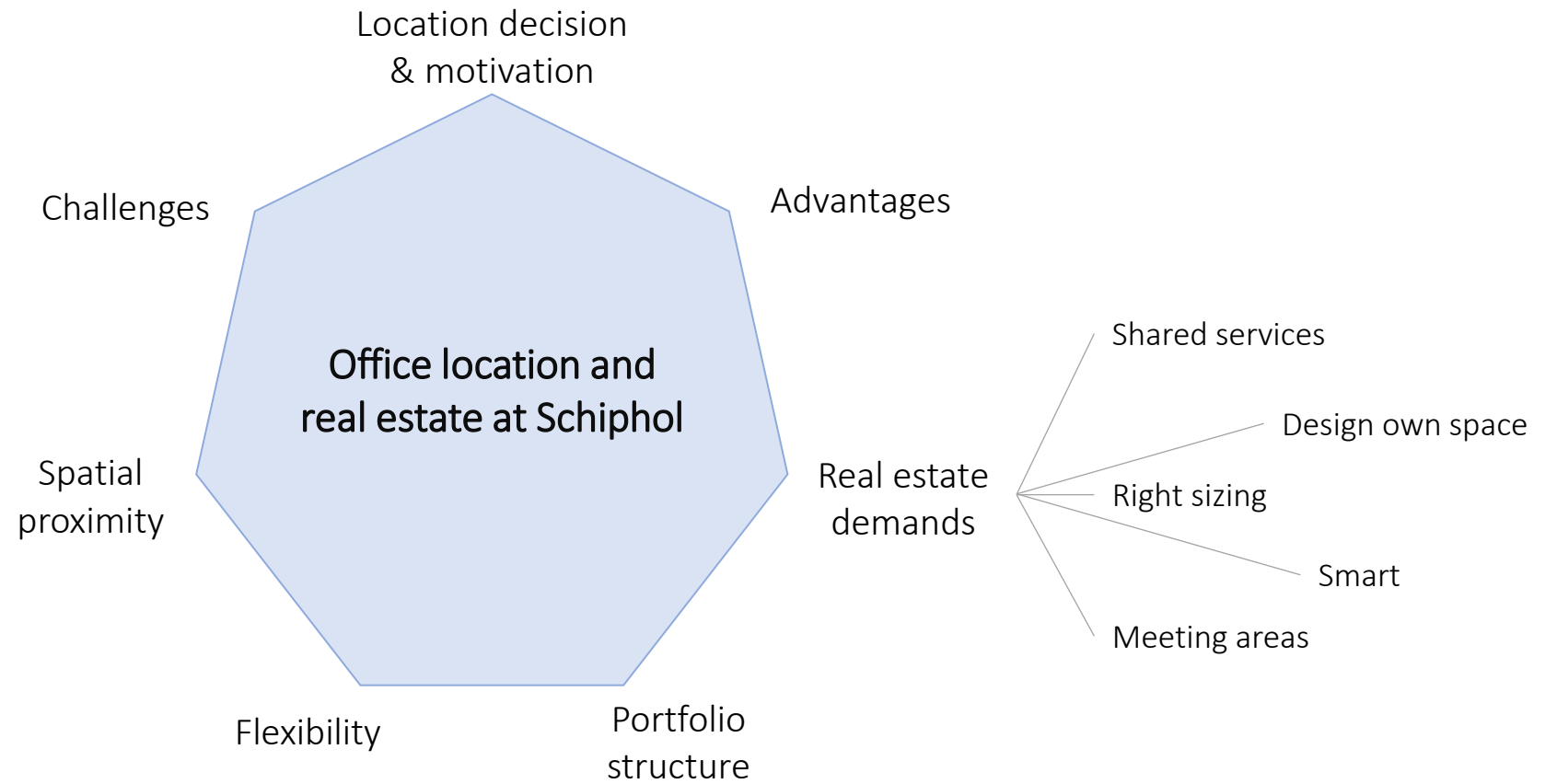
Academy

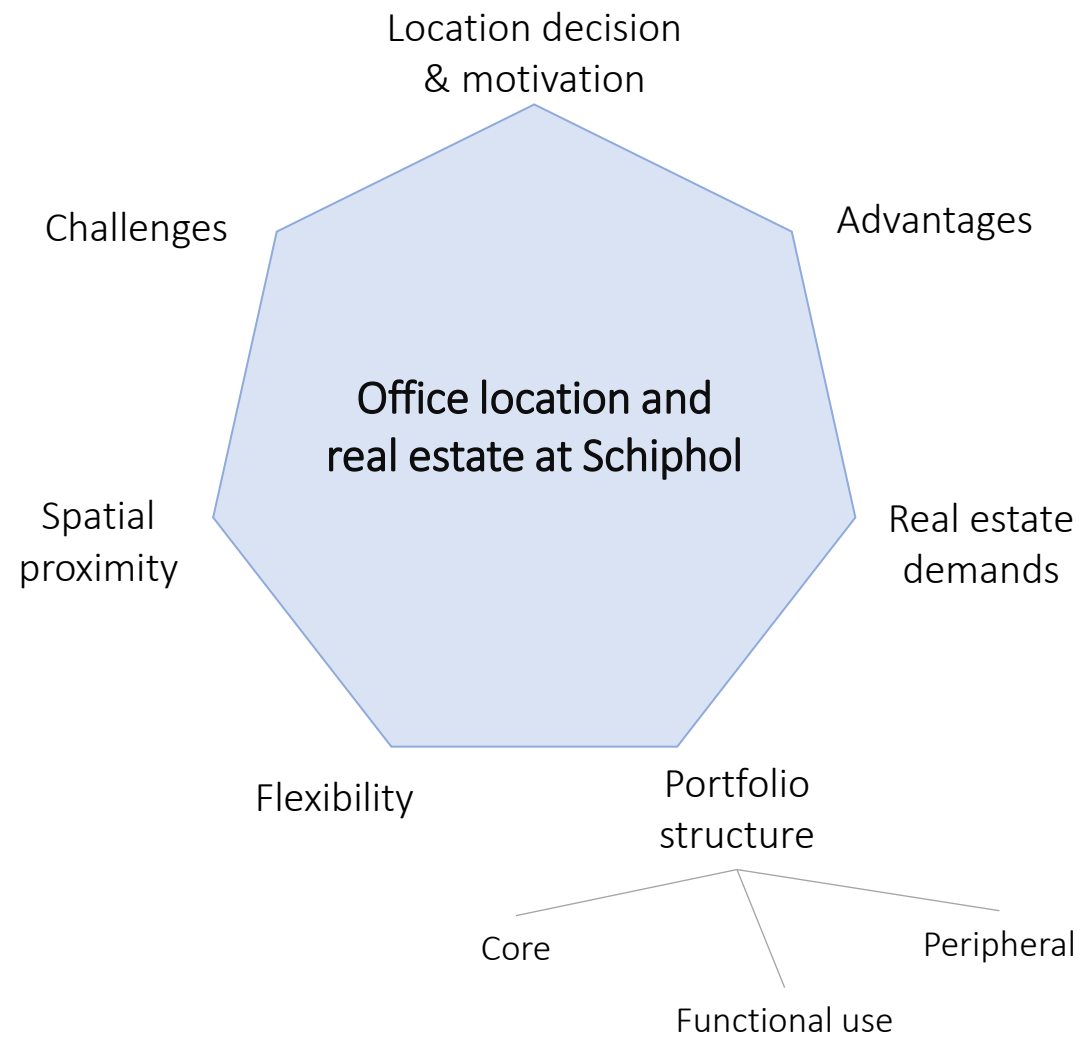
# Research basis



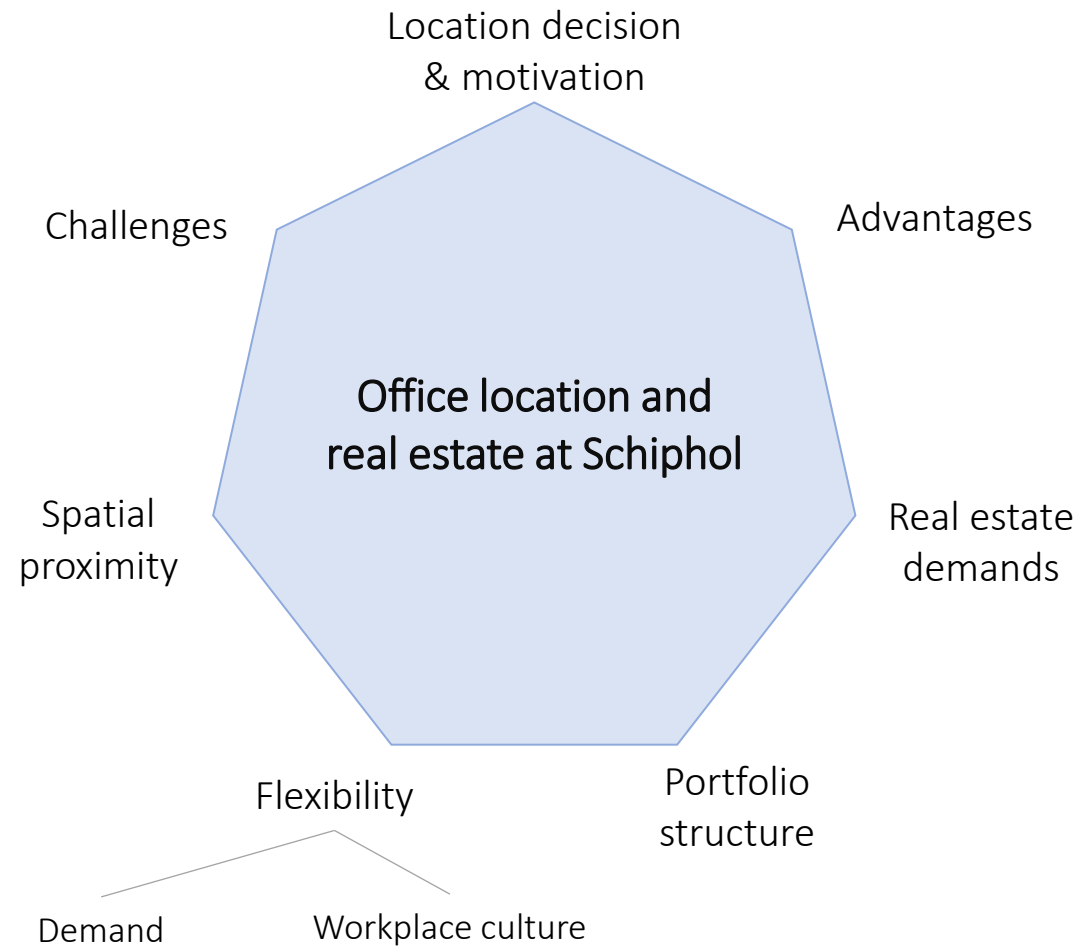


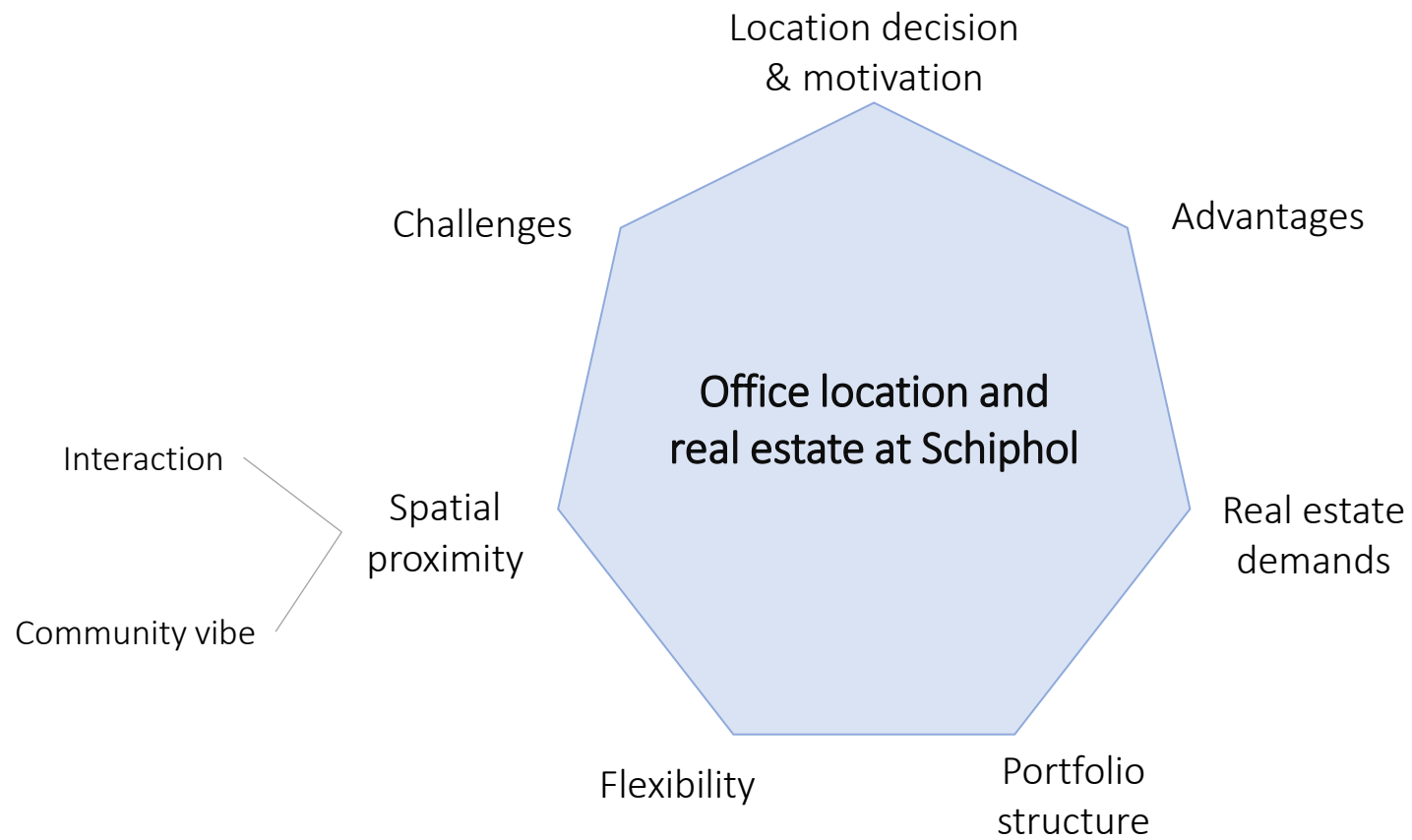


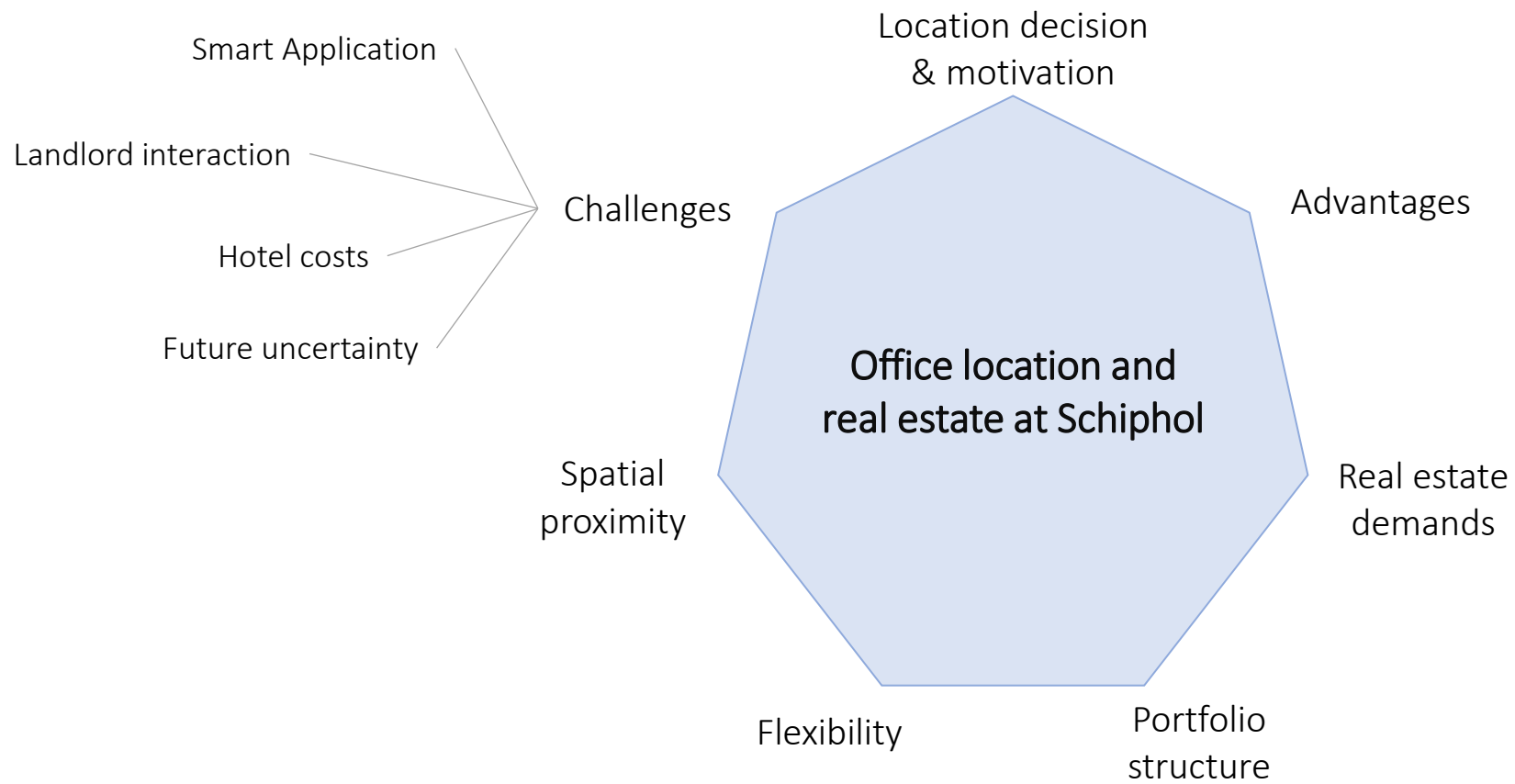






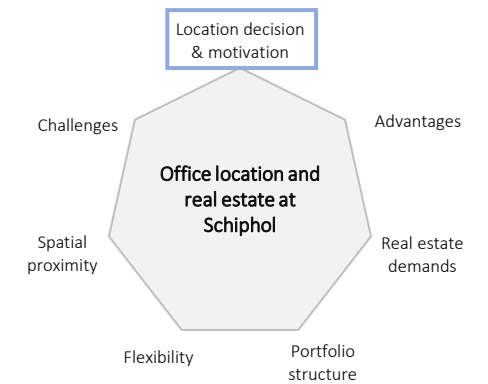






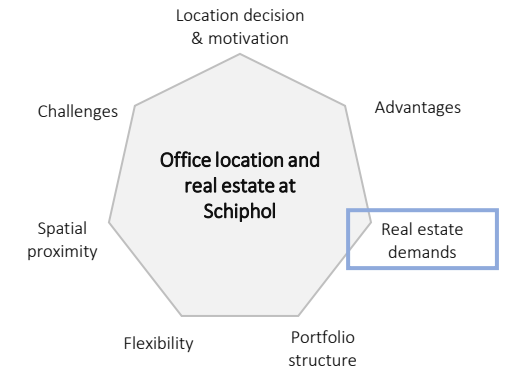
# 05 Synthesis

# Location decision & motivation



Hub function	Match
Multimodality	Match
Accessibility	Match
Strategic location	Match

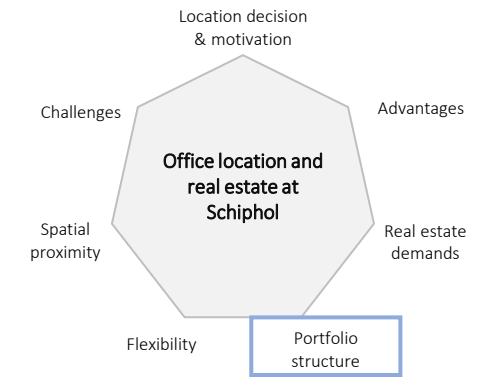
# Real Estate aspects



Company size	Match
Shared facilities	Semi-match
Serviced offices	Semi-match
Collaborative working	Mismatch

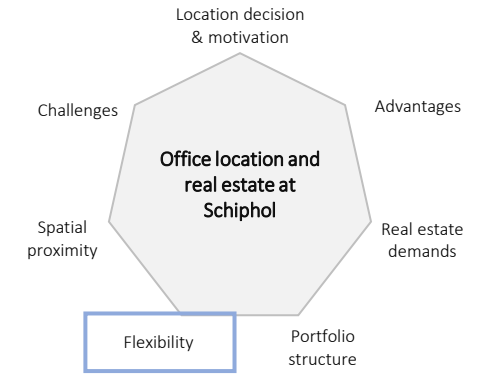
# Portfolio structure

Core office	Semi-match
Peripheral office	Semi-match
Functional use	Mismatch



# Flexibility

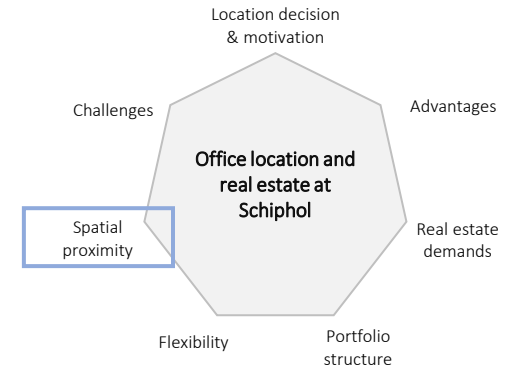
Financial	Semi-match
Spatial	Semi-match





# Spatial proximity

Ease of access	Match
Community vibe	Match



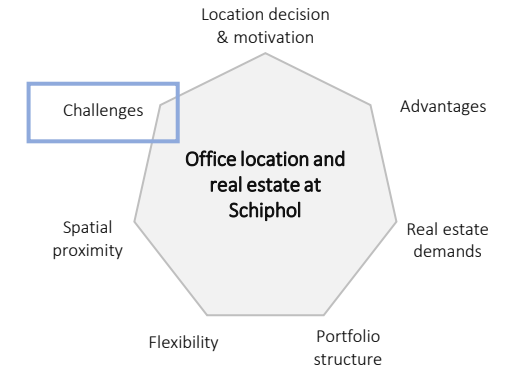
# Challenges

Smart tools

Match

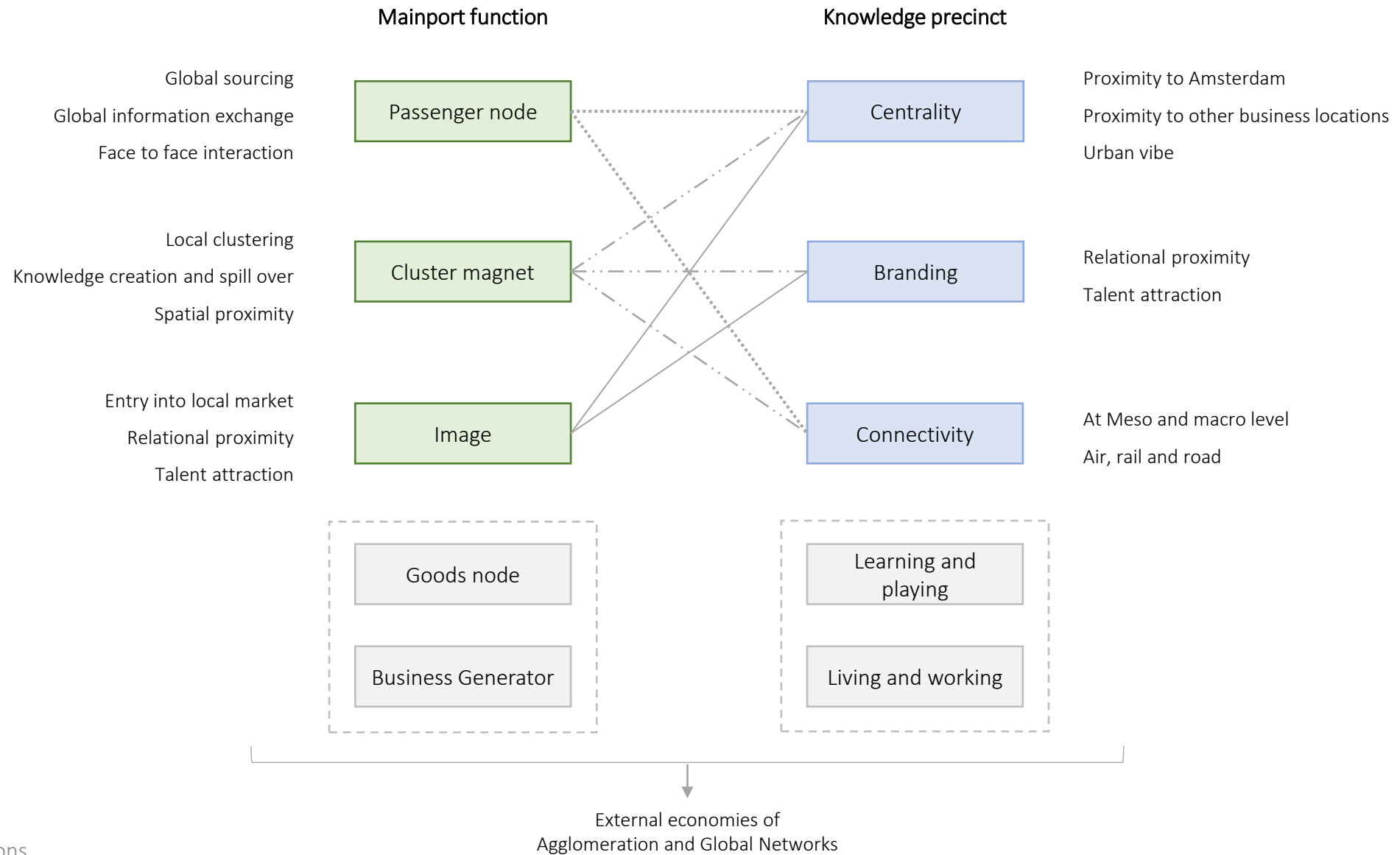
Landlord involvement

Mismatch

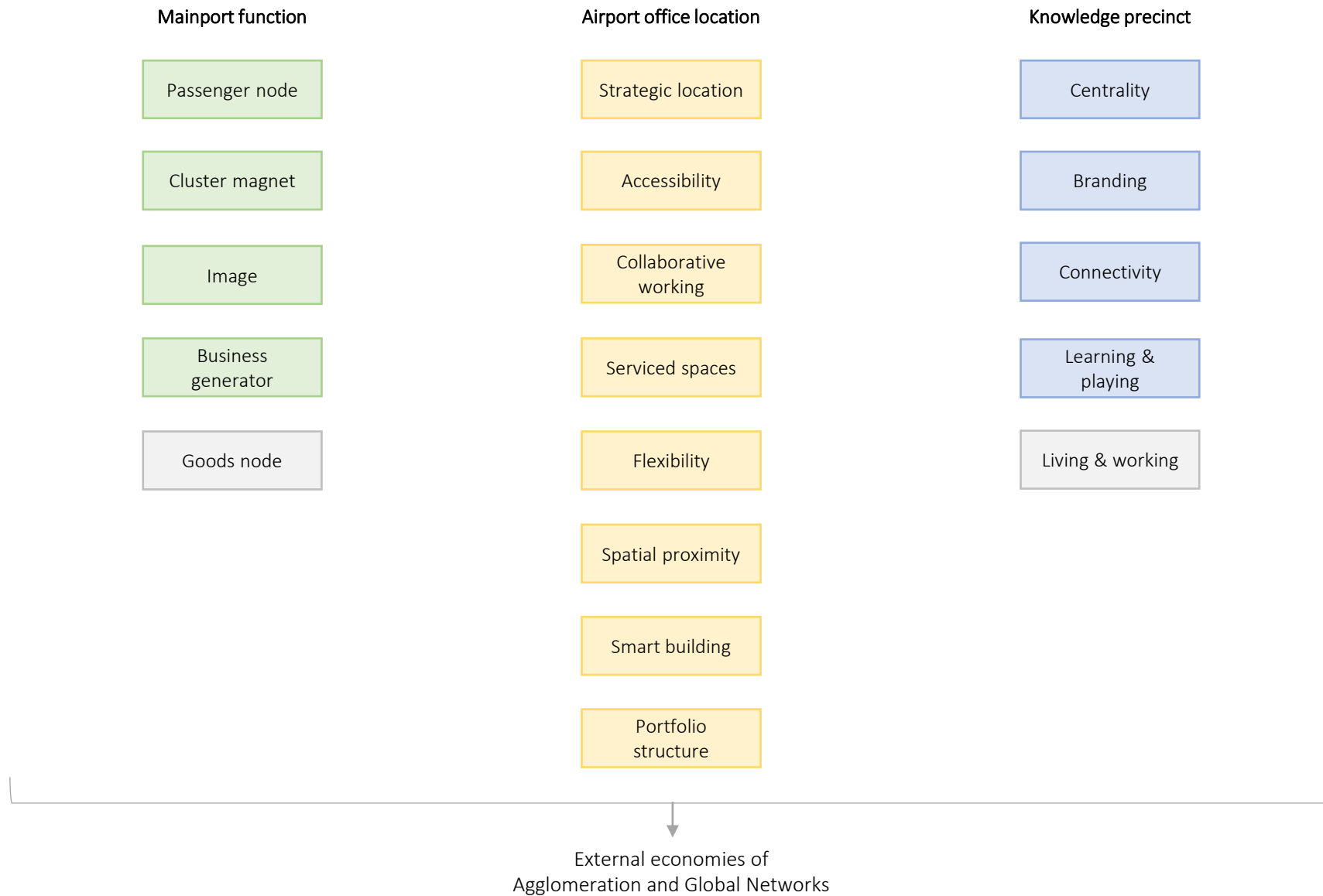


# 06 Conclusions

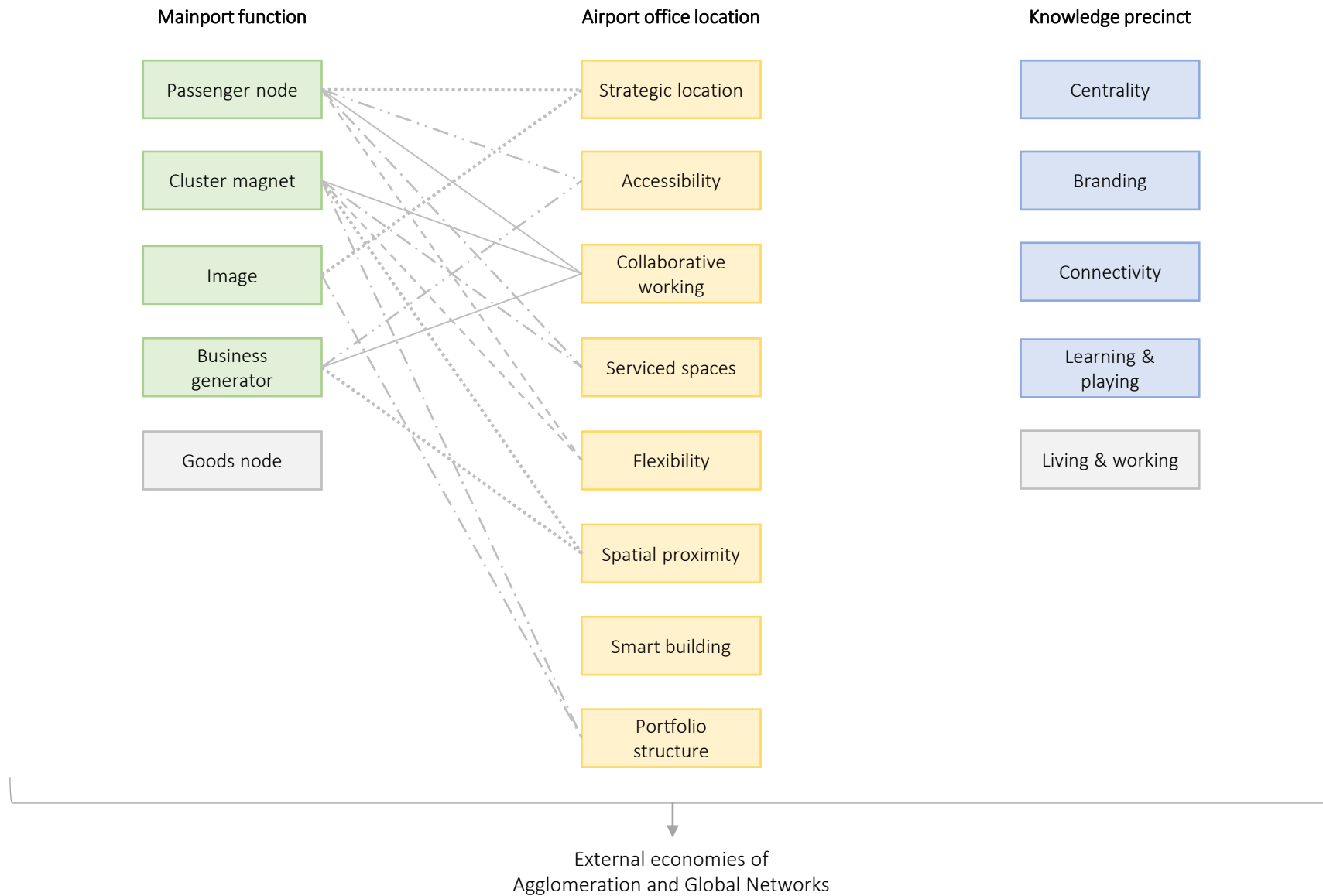
# Schiphol in the knowledge economy



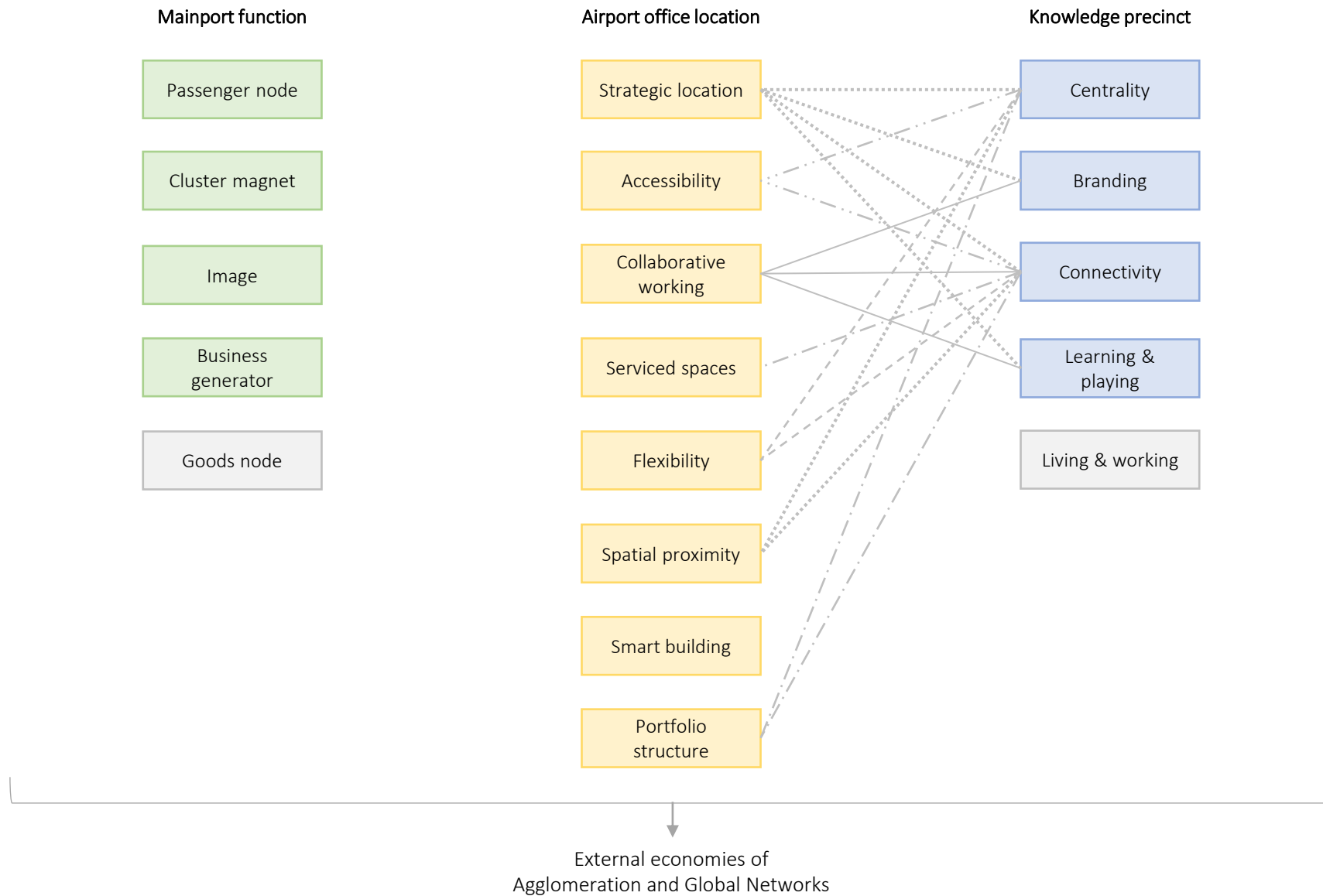
Schiphol in the knowledge economy



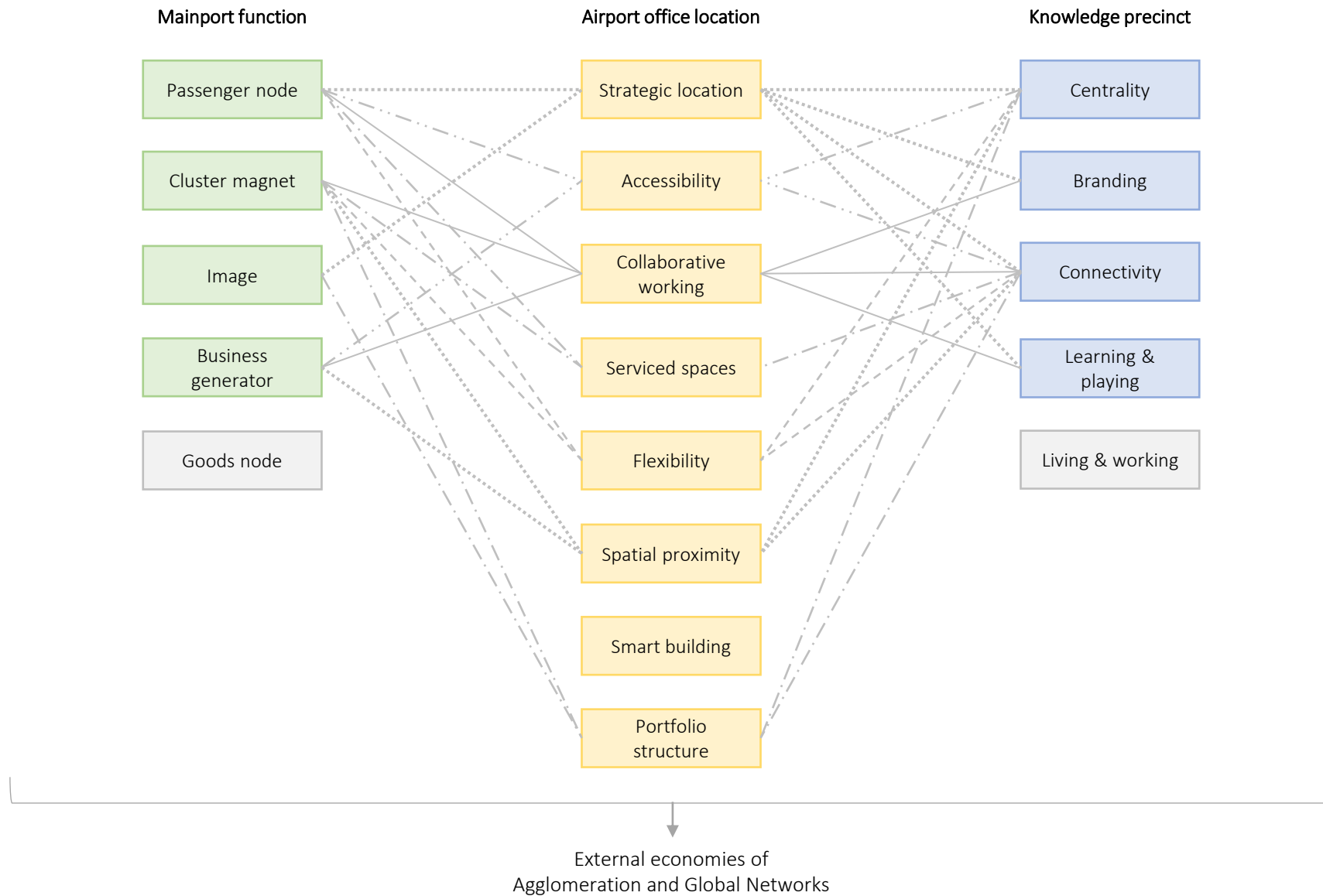
Schiphol in the knowledge economy



Schiphol in the knowledge economy



Schiphol in the knowledge economy



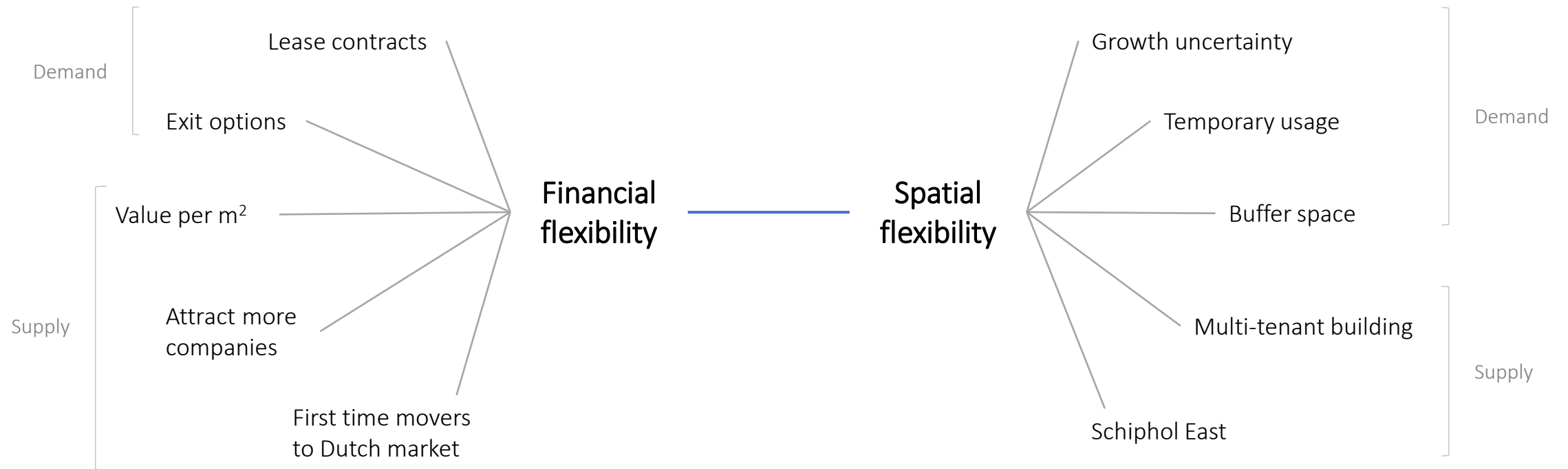


# 07 Strategic Recommendations

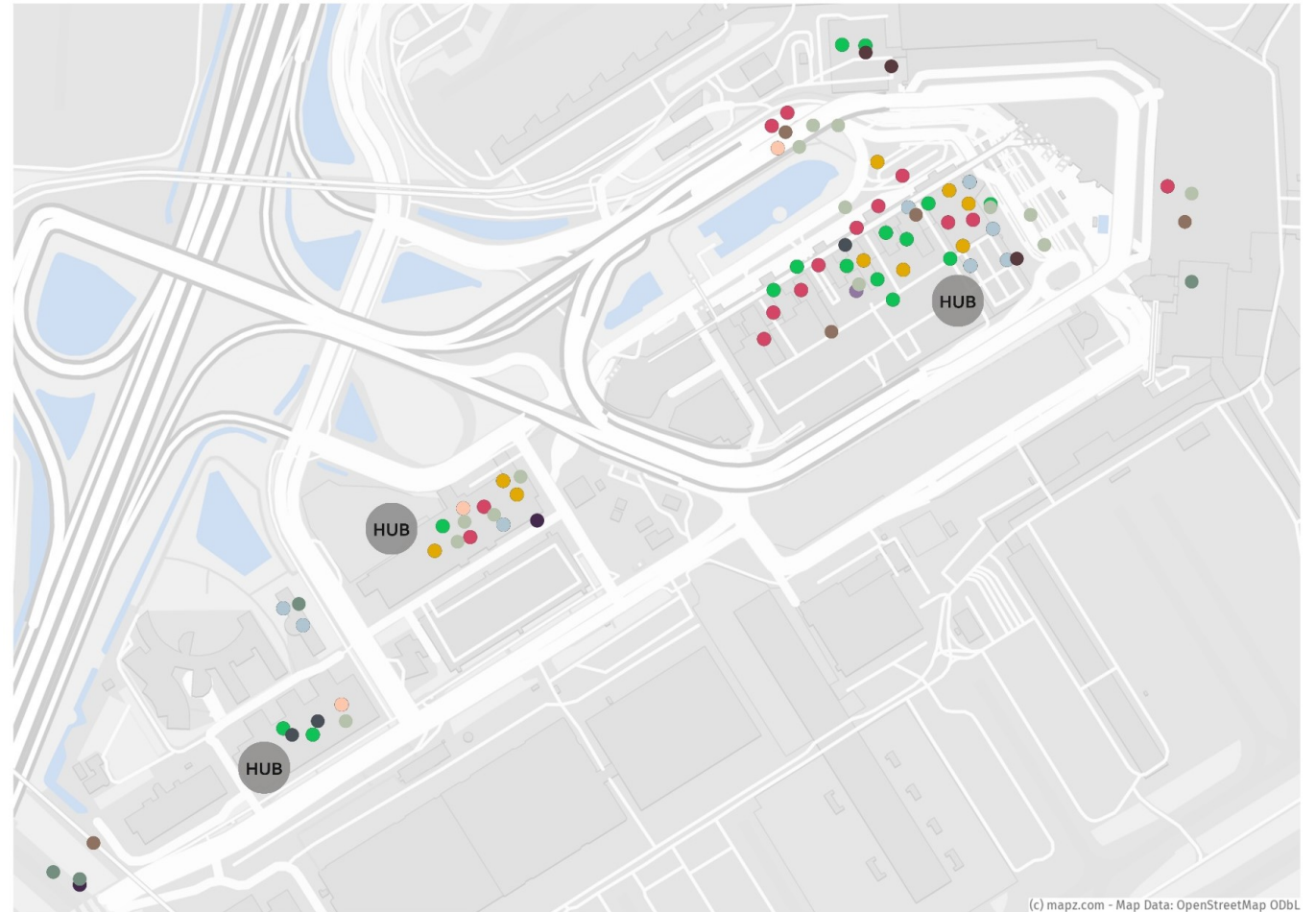
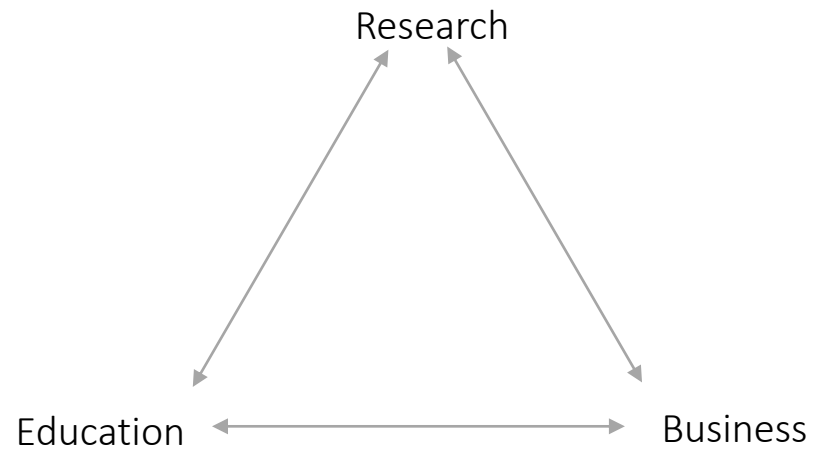
# 07 Strategic Recommendations

To utilize the real estate in an optimal manner and cater to the real estate demands of the knowledge corporations, based on the empirical research.

# 1. A move towards Flexibility



## 2. Create knowledge hubs

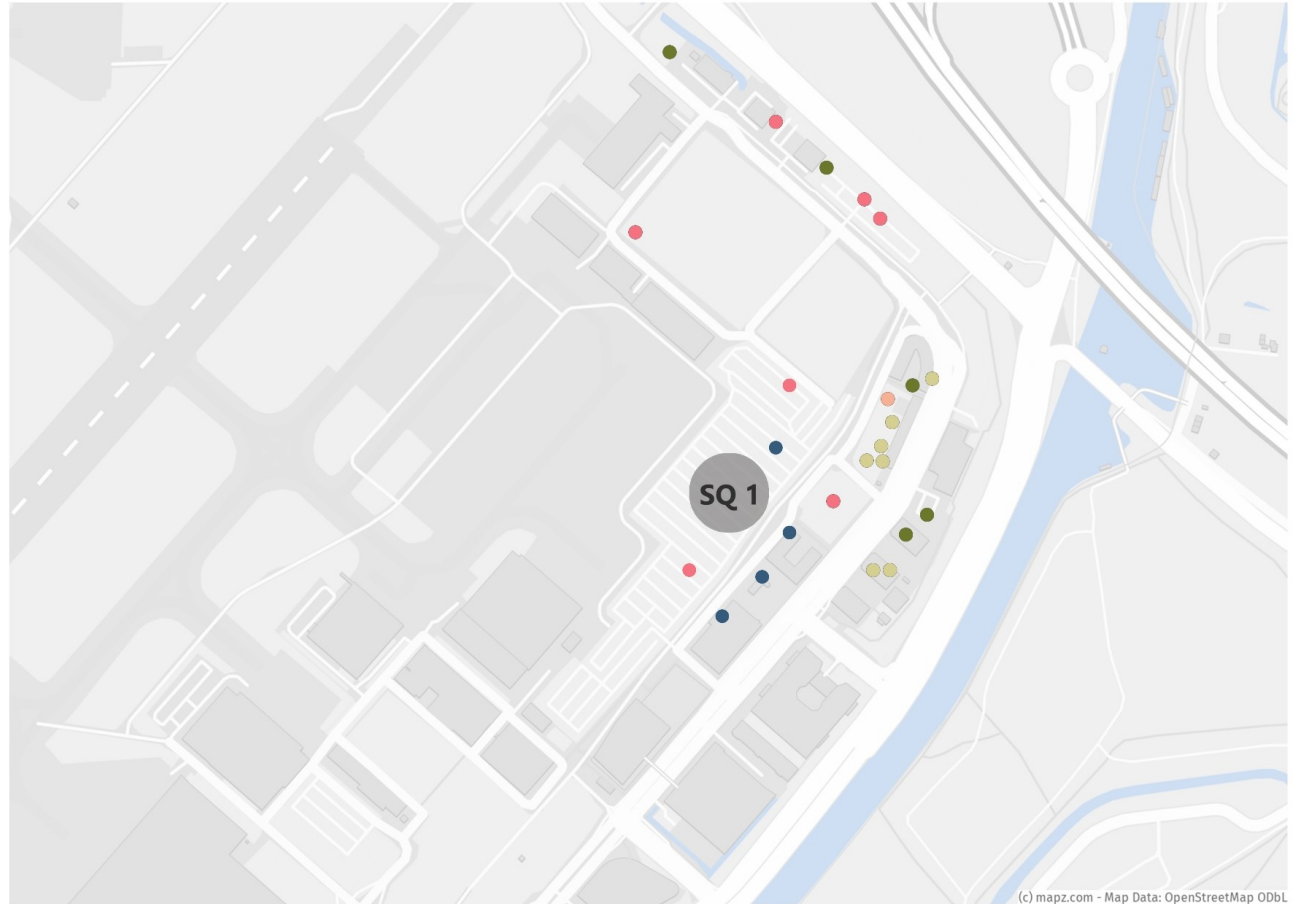


Knowledge hubs in Schiphol CBD

### 3. THE SQUARE 1, Schiphol East

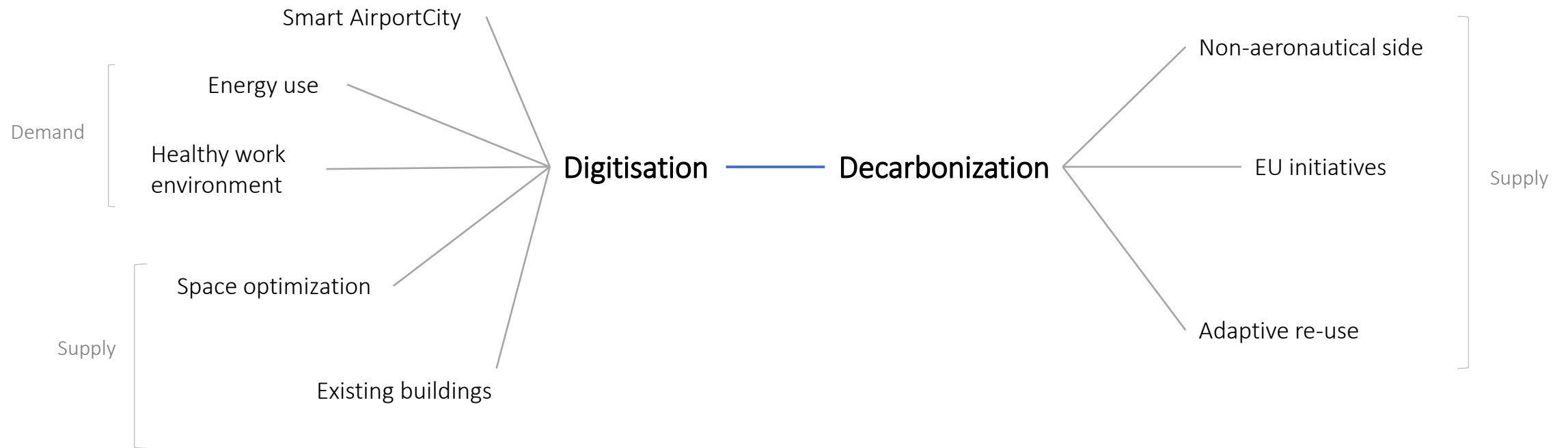


The Base building in Schiphol CBD

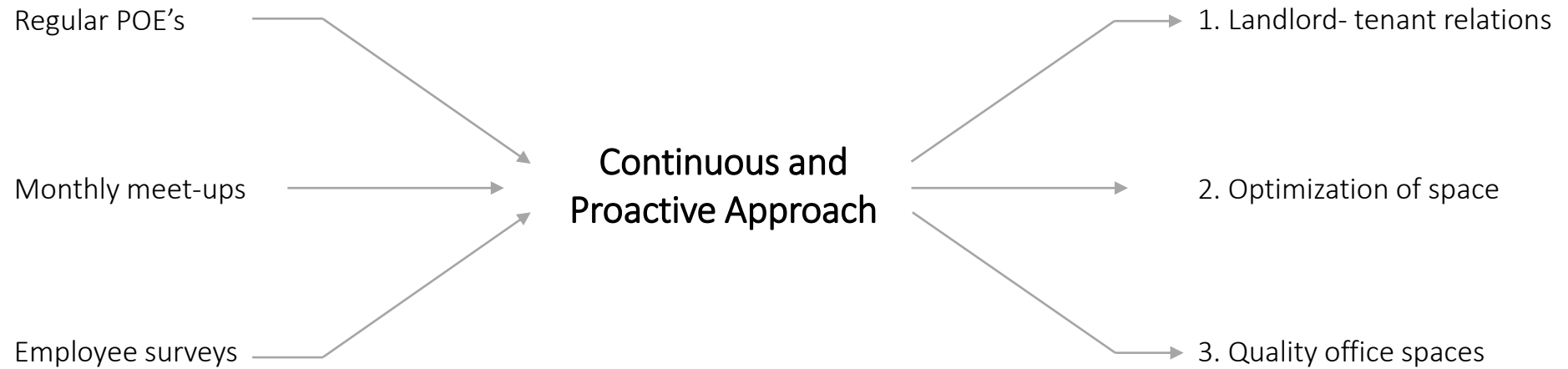


THE SQUARE 1, Schiphol East

## 4. 2-D's: Digitization and Decarbonization



## 5. Landlord - tenant interaction



With more research focused around the airports and their influence on the spatial developments, this research brings the three concepts of Mainport Schiphol, Knowledge precincts and the Airport office location together.



# Final Outcome

Deeper understanding into the spatial developments around  
Airports  
within the emergent knowledge economy

Strategic recommendations for  
Schiphol  
to utilize the real estate in an optimal manner

# Questions?



# Dissemination

**Schiphol Group:** to boost their growth through the real estate

Other **real estate professionals** working particularly with airports and airport cities

**Knowledge corporations** looking to (re)locate in the airport setting

**Researchers** in the field of real estate development, especially focusing on transportation hubs

**Students** in the field of real estate management and architecture

## Case study:

To understand the viewpoint of the demand side, **multiple knowledge-corporations** to be selected as case studies to collect the data.

Case study **selection criteria** for the corporations:

1. Located **at Schiphol** Amsterdam Airport
2. Part of the **knowledge economy**, i.e., is a high tech industry or provides advanced producer services
3. Occupies an **office space** offered **by the Schiphol** Group
4. The corporation utilises the **multimodal transportation services** offered by Schiphol extensively, i.e., the company is either a **European headquarter**, or is an **important branch office** of another global corporation.

## In-depth interviews:

**Semi-structured interviews** with decision makers of the corporations involved in deciding location as Schiphol.

Format suitable to gain a **deeper insight into the topic**, rather than acquire a representative sample

**Questions can be modified** slightly during the process of the interview (semi-structured)

## In-depth interviews:

7 themes identified for the interviews,  
identified through the knowledge base:

1. **Nature of the work** at the corporation
2. **Location decision** and motivation for Schiphol
3. **Accessibility requirements**, i.e., dependence on the hub function of Schiphol
4. Importance of **face-to-face interaction** and **relational proximity**
5. Location of other corporations in the same knowledge precinct, i.e., **spatial proximity**
6. Other **push and pull factors** from the Schiphol Airport City
7. **Long term plans** with respect to Schiphol as a business location

	1	2	3	4	5
Location decision & motivation					
Hub function		■	■		
Strategic location		■	■	■	
Multimodality	■				
Accessibility	■	■			
Real estate aspects					
Collaborative working		■	■		
Serviced offices	■		■		
Company size	■		■		
Shared facilities	■	■	■	■	■
Flexibility					
Financial	■		■		
Spatial	■	■	■	■	
Spatial proximity					
Community vibe		■	■		■
Smart Airport City					
Smart building tools			■	■	
Portfolio structure					
Core/ Peripheral	■	■	■		
Functional use	■				
Additional aspects					
Relational proximity					■
Talent attraction		■	■		

## Strategic Recommendations: Summary

No.	Strategy
1	Move towards flexibility
2	Create knowledge hubs
3	The SQUARE 1
4	Digitization and Decarbonization
5	Landlord-tenant interaction