

A nighttime photograph of Istanbul, Turkey, featuring the Bosphorus Bridge and the Hagia Sophia. The city lights are reflected in the water, and the sky is a deep twilight blue. A white geometric network of lines with red dots at the vertices is overlaid on the image.

# Amsterdam Airport Area

Study tour

Istanbul

Programme  
& Delegation

9 - 11 September 2015

I amsterdam.



# Foreword

It gives me great pleasure to present the programme and the delegation for the Amsterdam Airport Area (AAA) study trip to Stockholm from 9-11 September, 2015.

The delegation for this study tour consists of representatives from the Amsterdam Metropolitan Area business community among which local government officials and representatives from public and private organisations, who are all involved in either airport development, urban planning, logistics and/or development of business parks and real estate.

By organising a yearly study trip, AAA aims to provide her members and stakeholders a perspective on developments in international metropolitan city regions worldwide. To see them not only as competition, but also to serve as inspiration, to learn from related developments and to explore mutual interests. This year we welcome the opportunity to visit Istanbul, to experience and learn from the remarkable developments taking place in this city.

We would like to provide our delegates an understanding of the dynamics driving the greater Istanbul metropole. We have set up a short but powerful 2 day programme in which the delegation will visit a selection of relevant projects related to metropolitan development, airport development and real estate.

We hope that this visit to Istanbul will inspire all participants in their own line of work. And last, we would like to thank all the organisations who have contributed to make this study tour a success.

Adam Elzakalai



Chairman Amsterdam Airport Area  
Vice mayor of the Amsterdam Metropolitan Area



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# Programme

## Wednesday September 9

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<b>08.30 - 11.25</b>	Check-in at Schiphol Airport
<b>11.25 - 15.45</b>	Flight Amsterdam Schiphol - Istanbul Atatürk Airport
<b>15.45 - 17.00</b>	Collect baggage + travel time to TIM
<b>17.00 - 18.00</b>	Presentation TIM (Turkish Exporters Assembly)
<b>18.00 - 18.30</b>	Travel time to boat
<b>18.30 - 20.00</b>	Introduction to Istanbul during boat tour Bosphorus by Dutch Consul General
<b>20.00 - 22.00</b>	Dinner at Suada Gbalik restaurant
<b>22.00 - 22.45</b>	Travel time to Pera Palace Jumeirah Hotel

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## Thursday September 10

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<b>07.00 - 08.00</b>	Breakfast
<b>08.00 - 09.00</b>	Transfer to Sapphire building
<b>09.00 - 10.30</b>	Presentation Masterplanning Istanbul
<b>10.30 - 10.45</b>	Short coffee break
<b>10.45 - 12.15</b>	Presentation Istanbul Grand Airport (IGA)
<b>12.00 - 12.30</b>	Travel time to lunch restaurant
<b>12.30 - 14.00</b>	Lunch at Sans restaurant
<b>14.00 - 15.30</b>	Guided walking tour through Levent business district
<b>15.30 - 16.30</b>	Travel time to hotel
<b>16.30 - 17.10</b>	Presentation Sustineo: sustainability in Turkey
<b>17.10 - 18.00</b>	Presentation NFIA: Turkish investment developments

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<b>18.00 - 20.00</b>	Business reception with Turkish entrepreneurs at Pera Palace Jumeirah Hotel
<b>20.00 - 22.00</b>	Dinner at Pera Palace Jumeirah Hotel

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## Friday September 11

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<b>07.00 - 08.00</b>	Check-out hotel + breakfast at Pera Palace Jumeirah Hotel
<b>08.00 - 09.00</b>	Travel time to Turkish Airlines Head Office
<b>09.00 - 11.45</b>	Presentations + tour at Turkish Airlines Head Office
<b>11.45 - 12.15</b>	Travel time to lunch restaurant
<b>12.15 - 13.15</b>	Lunch at Beyti restaurant (near airport)
<b>13.15 - 13.30</b>	Travel time to TAV
<b>13.30 - 15.00</b>	Presentation TAV
<b>15.00 - 15.15</b>	Travel time to airport
<b>15.15 - 17.00</b>	Check-In at Istanbul Atatürk Airport
<b>17.00 - 19.40</b>	Flight Istanbul Atatürk Airport - Amsterdam Schiphol Airport

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# Projects & speakers

## Turkish Exporters Assembly (TIM)

Turkish Exporters Assembly (TIM) is the head organisation of more than 55 thousand exporter companies and is founded in 1993. The aim of TIM is to identify problems related to exports, conduct improvement studies and to ensure the problems to be delivered to the relevant authorities by the exporters themselves. Innovations and developments in the world markets are closely monitored. Strategies are developed in order to contribute effectively to the international activities of the Turkish companies. TIM working to be the center of the solution for the problems of export companies develops projects and proposals to create policies for improving exports, as well as representing the exporters at home and abroad.

Today, the world's 16th largest economy, Turkey aims to take part in the world's largest 10 economies in 2023, the hundredth anniversary of the founding of the Republic. In this regards Turkey plans, designs and works to increase by \$ 500 billion export volume and 1.1. trillion of foreign trade in 2023. "2023 Export Strategy of Turkey" has been created by the TIM. Turkish economy, aiming to quadruple its export volume in eleven years, re-designs its strategy according to the production of high value added products, in order to achieve its goal.



Discover  
the potential

Speaker:

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## Consulate General of the Kingdom of the Netherlands in Istanbul

Blog by Dutch Consul General in Istanbul, Robert Schuddeboom:  
<http://robertschuddeboom.com/?p=299>

Renewed Istanbul infrastructure boom (3): Urban Development and Real Estate Projects. Without much ado in greater Istanbul a series of multi-billion dollar infrastructural projects is being implemented putting Istanbul on the first spot when it comes to new infrastructure in Europe. Some projects are controversial (third airport, the canal), others too long delayed (the expansion of the metro network), but one thing is for sure: their impact on the future face and functioning of Istanbul will be huge.

My first blog on this subject was about the construction of Istanbul's third airport (scheduled to become the world's largest) and the to be renewed Salıpazarı-Karaköy Cruise Port with an expansion from ½ mln to 3 mln cruise tourists annually.

My second blog on construction was about the third bridge over the Bosphorus (consisting of eight lanes and two railway lines) and the Eurasia Tunnel, which makes Asia and Europe join under the seabed.

This third blog in my series about Istanbul's infrastructure boom is about Turkey's rapid urban development. Which major real estate projects are taking place in – and around – Istanbul? And what is the influence of Turkey's unprecedented hunger for construction on its economy and social development?

**Some impressive numbers and examples:  
Construction is booming in Turkey.**

Since 2008, 39 new skyscrapers have been completed in Turkey while almost 50 are currently still under construction. In the year 2000, Turkey had only 46 malls while nowadays it has over 300. And the following three years more than 50 new four and five star hotels will be constructed and completed, adding almost 40,000 new beds to the hotel market.

Besides that, large residential areas are being developed. 'Vadistanbul', for example, plans to build 3,000 residential units, a 55,000 square meter shopping center, 48,000 square meters of hotels, a private connection to Istanbul's metro system and a waterway from the Bosphorus making its way through the area, while 'Tema Istanbul' will construct almost 4,000 homes, offices and hotels on 330,000 square meter of land.

**Construction: good for development (?)...**

Recently, Martin Raiser (World Bank Country Director for Turkey) wrote an interesting blog on the subject of Turkey's rapid urbanization over the past three decades. Despite all the discussion and protests going on, Raiser states that Turkey's growing cities are good for development. 'Turkey has been able to combine rapid urbanization with sustained increases in living standards in ways that are far from self-evident.'

With Istanbul, Bursa, Izmir and Ankara among the 10 most dynamic cities worldwide (according to a recent Brookings report), according to Raiser, Turkey's urbanization 'has been a remarkable success'.

There are two policy choices that contributed greatly to the successful urbanization story of Turkey, Raiser writes. Firstly the 1984 metropolitan municipality law, which consolidated city planning and the provision of public services. Secondly the investments which the central government made in transport infrastructure, starting in the 1930's.

### **...or driver of 'bubble economy'?**

Economic analyst and columnist Jesse Colombo couldn't disagree more with Martin Raiser. In his blog on Forbes.com he warns for Turkey's 'Bubble Economy'. Turkish housing prices have soared by more than 50% since 2009, the number of ultra-wealthy individuals in Turkey has increased and the country depends significantly on foreign capital inflows, Colombo writes.

'Turkey's frothy, low interest rate environment of the past half-decade had led to the inflation of property bubbles in major urban centers. (...) Turkey's ballooning mortgage bubble helped to finance a 78.8 % increase in property sales in 2013, which has led to a bubble in residential construction activity in turn.' According to Colombo, construction plays a key role in Turkey's bubble. In the New York Times experts too, express their worries over Istanbul's building boom. Others counter these claims and point to less than 10% of GDP being in mortgage loans, while in the Netherlands that figure is approximately 100%.

### **The future**

As always it is hard to predict what will happen, especially in the future. It doesn't look like however that the implementation of multi-billion dollar infrastructure and real estate projects is going to end anytime soon. We see a city that will continue

to grow to well above 20 million people and with a strong need for more construction. As in other cities there are conflicting interests, with nature and social fabric coming under pressure. Yes, there will be the occasional bust, but as said, we will see a lot more construction in the coming years in Istanbul. And what about historic Istanbul? Hopefully this world heritage site will be strong enough to survive any construction!"

## Speaker:

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## Levent Business district: Sapphire building

Istanbul Sapphire is a shopping mall and luxury residence mixed-use project and one of the tallest buildings in Istanbul. A revolutionary building, rising in the heart of Istanbul's new center, Büyükdere Caddesi. A highly intelligent, environmentally friendly, energy efficient building with vertical gardens that preserve the relationship between humans and nature, featuring not only social and activity spaces but also Istanbul's highest golf practice range.

Istanbul Sapphire is rising to take its place as Istanbul's premier living environment. Istanbul Sapphire, or Sapphire, is the tallest building in Istanbul's Levent main business district. And the second tallest building in Istanbul and Turkey – after the Diamond of Istanbul located in the nearby Maslak business district.

Sapphire is the first ecological building of Turkey, having two individual glass shells that can take the outside air naturally by holes located on every 3 floors. Thanks to this system, the inhabitants of the building will not be affected by the unfavorable weather conditions and external urban noise, besides to providing a buffer with the outside atmosphere and the internal facilities. Absorption of the sunlight and ultraviolet beams will be ensured by a unique curtain system that's automatically controlled by a computer, depending on the season, day and hour.

Sapphire rises 54 floors above ground level and boasts an above-ground roof height of 238 meters. The building has an overall structural height of 261 meters including its spire, which is part of the design and not a radio antenna.

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# MASTERPLANNING ISTANBUL

## **Positioning Istanbul in the World: To The City**

The name of Istanbul officially recognized in 1930's Republican Era, literally comes from Greek, Is Tin Poli that means To The City. That is probably a unique way to call a city as "to the city". While constructing Marmaray, the first inter-continental tube tunnel project in the world, the archaeological findings showed two new evidences. First, the city was the harbor hub of the Mediterranean and second the known age of the city proved to be 8,500 years old.

Since Istanbul has started to move towards over 10m-inhabitant metropolises league in the world in the 1990s, she has become the economically central location in her region after a century. One of the largest industrial and manufacturing cities of Turkey that triggered constant migration is shifting from services sector towards knowledge economy that triggers immigration from developed and developing countries. OECD Territorial Review in 2008 indicates Istanbul is a regional economic magnet with multiple competitive sectors at the same time. According to OECD, mega-size cities like Seoul, Mexico City, Istanbul and Tokyo have outgrown the economies of scale normally associated with cities. PwC and ULI report locate Istanbul at top ranking of European Real estate markets in terms of development, new property acquisition and investments.

Some MNCs located not only for markets in Turkey but also coordinates region-wise operations. For instance Coca Cola runs 90 countries, GE Healthcare runs 80 countries, Microsoft runs 76 countries, Intel runs 67 countries, and Unilever runs 36 countries from Istanbul. Some other can be listed as; Verifone, Glaxo Smith Kline, Schneider Electric, Ericsson, Cargill, Volvo, BASF, Pepsico, Roche, Henkel, P&G, BSH, Pfizer, MasterCard, Novo Nordisk, LG, Adobe.

Last decade the FIRE sector prefers to be located in the city. Istanbul International Finance Center Project started in 2009 with the demand of global finance companies in order to compete Dubai, Warsaw, Dublin and Moscow at the regional level.

### **Main Metropolitan Projects: Great Ambitions**

Great ambitions all came together as mega infrastructure projects. First phase of Marmaray, the first underground rail connection of Europe and Asia opened in 2013. This is the milestone for mega projects for the future of the City-Region. A motor vehicle one, Eurasia Tunnel to be opened in 2016. A new bridge with motor vehicles and rail called Yavuz Sultan Selim to be opened in October 2015. Investment of the project of another tube over the Bosphorus for both motor vehicles and rail just approved by Ministry of Transport, Telecommunications and Maritime Affairs. Add to them, 2.7 km long Izmit Bay Area Bridge linking part of Istanbul-Izmir highway is under construction. The most ambitious one is a new canal and new city nearby bypassing the Bosphorus is at the planning phase.

Turkish Airlines member of Star Alliance links 45 domestic and 222 international destinations in 108 countries from Istanbul. Aero-business is rising, not only for passengers but also in air-cargo and freight forwarding sectors. Existing capacity of two active airports could not answer the demand currently and would not enough for the trends. A new airport construction linking mega projects is carrying on with the target of 94 million passengers a year with 150 million passengers capacities by 2018. Regional ro-ro and ro-la lines planned to link in to the ports contribute more efficient Eurasian transits for containers by TIRs.

The bigger picture shows a direction towards a well-connected more efficient and effective transport. The logistics infrastructure serves not only Istanbul and Turkey but also the broader region with the hinterland of Europe, Asia and Africa .

The weight of metropolitan transport has shifted towards different rail systems (metro, LRT, tram, funicular) and BRT extensively constructed, opened and integrated. New roads, viaducts, connections and a metro bridge over the Golden Horn constructed. Almost every three months a new metro station is completed and more than one line is under construction. City owned ferry company IDO was privatized with the largest fleet and has carrying the most populated ferry passengers in the world. Integrated smart ticket system called Istanbul Card is the most efficient inter-model ticket provides enormous practicality, integration as well as massive data collection.

Construction of massive housing, retail, and office projects is continuously carrying on. Number of shopping centers are 103 by the year 2015 in Istanbul, and this number will raise in to 134 with 31 new developments by the year 2018.

### **Masterplanning and Sustainable Development: Managing the Unmanageable**

A Three-step administrative reform re-structured the territorial governance of the system in Istanbul in the last decade. The new big city system is first tested in Istanbul as a pilot study, then adopted in other metropolitan regions of Turkey. The complex system with over 70 municipalities simplified in to single metropolitan authority constituted by 39 local governments of 39 districts in entire province. Elected mayors and councilors of 39 districts are represented in the metropolitan council. The people of Istanbul also elect the lord mayor of the city. Current mayor Dr. Kadir TOPBA is re-elected for the third time, serves as president of Union of Municipalities of Turkey, as well as the second term president of UCLA - United Council of Local Authorities, the largest local government union in the world.

By 2005, the planning agenda with new Masterplanning, accelerated and pioneered by an innovative organization associated with public, private and civic society parties



interacted in an ad hoc way. The city of Istanbul initiated IMP, Metropolitan Planning & Urban Design Center under a city-owned company BIMTAS to facilitate the complex processes. Inspired from Parisian APUR and Urban Expert Center of Rotterdam, IMP has managed, supported, and facilitated various amounts of research, planning, project and policy development processes.

We cannot speak of only one masterplanning process, because it is characterized by interaction of different but inter-related planning frameworks. These planning frameworks are developed for future vision on a rapid, complex, massive urban development, setting challenged by the local and international real estate investments. When the whole Istanbul Province became a metropolitan government territory, environmental planning became a pioneer challenger. By 2006, 1/100,000 scale Environmental Plan framed the sustainable metropolitan development strategy. This plan is revised in 2009, and to be revised in 2015-2016. The vision for Istanbul in this planning is to be a world city increasing quality of life, while protecting the natural, historic and cul-



tural values in economic, social and ecologically sustainable way. Several strategies addressing ecological and environmental sustainability, restructuring urban centers, well connected transport, smart and efficient logistics, comprehensive tourism structured the logic of the plan.

Istanbul's planning takes place in a very dynamic legal, administrative, social and economic environment and requires extensive feedback among interrelated planning processes. Environmental planning led the master planning process. These frameworks guided development planning at district level. At metropolitan scale tourism planning and coastal zone management planning studies are carried out. The Transportation Master Plan has been studied internationally and revised several times, and by 2015, the new agenda has taken off; Istanbul Logistics Master Planning. The first site management plan for Historic Areas of Istanbul for

UNESCO has been prepared and by 2015 revised. Planning experience of Istanbul provide feedback to the neighbor regions planning frameworks and introduces larger regional frameworks. Moreover provided input for national spatial planning frameworks to be studied first time in Turkey. Add to that, corporate strategic planning introduced to all public institutions including 39 districts and Metropolitan Municipality, challenged the mindset of corporate financial planning, and third generation plans approved by the year 2015.

**Urban Economic Governance:  
Istanbul Development Agency**

The local economy of Istanbul is mainly driven by the private sector. Therefore the role of the public sector is shifting towards new public management that makes public agencies more entrepreneur- and business oriented. One of the new institutional frameworks for regional economic governance introduced resulted from interaction with European Union. "Development Agency" for NUTS2 level regions established by Ministry of Development not as a department or subsidiary but a mixed model combines public and private parties of particular region.

Istanbul as a NUTS 2 region has a development agency called ISTKA (Istanbul Development Agency) is funded by the Istanbul Metropolitan Municipality, Istanbul Chamber of Commerce, and Istanbul Chamber of Industry. ISTKA developed the Istanbul Regional Plan which takes in to account other spatial and sectoral plans and integrates and translates it into an economic development vision. It is the first time ever that development agencies introduce the notion of "programs" at local level to support projects under the programs framed by the plan.

The second generation Istanbul regional Plan looks at 2014-2023 period.

The overall economic vision of this plan is; "Original/authentic Istanbul; City of Innovation and Culture where Peo-

ple are Free and Creative". This shows the change from an industry based economic vision to a knowledge economy.

According to this vision, the Plan has 3 development axes, 23 priority areas, 57 strategies, and 476 objectives/targets for the 2023. The three development axes are;

- Innovative and creative economy, produce added value and have a role in the global economy
- Sharing, inclusive and learning society
- Sustainable environment and authentic urban spaces for living in pleasure

### **Challenges and Opportunities**

The California-like seismic conditions of Istanbul caused a massive urban regeneration agenda. Therefore, the self-organizing and private sector led real estate mechanisms fasten this process. It is an opportunity because there is less need of public money for such ambitious transformation, but forms a challenge at the same time. Rapid urban development seems a risk of ecological areas as well as great public spaces and green areas.

Immigration is a new challenge in two patterns: expats from developed countries and immigrants from Asia and Africa. Improving the transport and logistics system is an opportunity for quality of life, therefore dependency on motor-vehicles as a status symbol and comfort is a mental challenge to overcome in the recent years.

New generation plan-making mechanisms are recently developed with fragmentation and needs some fine-tuning and capacity building to address a coordinative action.

### **IMP/BIMTAS**

IMP is the abbreviation of Metropolitan Planning & Urban Design Center managed by BIMTAS that is one of the companies affiliated to the City of Istanbul. Since 2005, IMP became a city-led pioneer ad hoc agency facilities research

and development for all scales of planning, mapping, engineering and cultural heritage projects in flexible and innovative ways. IMP associated with multidisciplinary and interdisciplinary interactions with academia, government, business and civil society with an ongoing innovation and complex problem solving approaches for urban management. Some of the pioneer studies have been carried out with various stakeholders such as Istanbul Environmental Planning, Istanbul Transport Master Planning, Historic Peninsula Site Management Planning, Istanbul 3d Modeling with Airborne LIDAR technology, and smart city infrastructure developments. In the last decade more than 270 international delegations have been welcomed and informed, dozens of mayors and staff from developing countries have been trained and master and PhD researchers from developed countries supported and supervised at IMP. IMP/BIMTAS has also been active in projects supported by the EU/EC framework programs such as FP6, FP7, H2020, URBACT, and has provided expert knowledge for NALAS, Network of Associations of Local Authorities in South East Europe. IMP/BIMTAS organized professional workshops between Istanbul and Dutch cities of Rotterdam, Amsterdam, The Hague, welcomed several delegations led by Mayors, Member of Parliaments, large, medium and small companies as well as universities of different departments.

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## Istanbul Grand Airport (IGA)

İGA Havalimanı İşletmesi Anonim Şirketi (İGA) was founded on October 7, 2013.

İGA plans to provide all manner of support in order to make Istanbul into the aviation center of a vast geographic region, and one of the biggest airport hubs in the world. Working to accelerate Turkey's long-term trend of becoming a global air transport center, İGA will launch the New Istanbul Airport by using the latest knowhow and advanced technology. This new global hub will be the biggest green-field airport in the world and is scheduled to go into operation in 2018.

### **Where will it be built?**

The New Airport will be located on 76.5 million m<sup>2</sup> of land

between Tayakadın and Akpınar villages near the Black Sea on the European side of Istanbul. The New Istanbul Airport is located about 35 km from Atatürk Airport.

### **How will Turkey benefit?**

More than a transportation hub, the Istanbul New Airport will be an important investment for the future of Turkey. This giant venture will contribute 22.2 billion Euro plus VAT over 25 years to the Turkish state. Another major contribution to the country is the estimated 100 thousand people who will be directly employed and 1.5 million people who will be employed in the sub-sectors.

### **Why a new airport?**

Istanbul, today, is one of the 15 largest cities of the world with its 14.7 million young and educated population. Welcoming 70 million passengers of the 150 million passenger traffic of Turkey in 2013, Istanbul is one of the most “productive” hubs of a vast territory covering Europe, Middle East and North Africa. Istanbul New Airport will significantly contribute to Turkish aviation where the number of passengers and landing/take off has been rising in comparison to previous years.

With a capacity of 150 million passengers per year Istanbul New Airport will have flights to more than 350 destinations. This wide flight network will make the new airport one of the leading airports and aviation hub of the world.

### **Who will build the airport?**

The New Istanbul Airport Implementation Agreement was signed between the General Directorate of State Airports Authority (DHM) and İGA Havalimanı İşletmesi A.Ş., established by the consortium of companies that won the bid. İGA's investors are; Cengiz İnşaat Sanayi ve Ticaret A.Ş., MAPA İnşaat ve Ticaret A.Ş., Limak İnşaat Sanayi ve Ticaret A.Ş., Kolin İnşaat Turizm Sanayi ve Ticaret A.Ş. and Kalyon İnşaat Sanayi ve Ticaret A.Ş. companies all having an equal

share of 20%. As a result of this collaboration, the future of Istanbul and Turkey will win!

### **What will the airport be like?**

The New Istanbul Airport will be a new and exciting transition for Istanbul and Turkey. The airport will be constructed in such a way that captures the incomparable spirit and unique character of Istanbul. In addition, the New Istanbul Airport will feature the best, most modern and functional air transport facilities at the highest international standards. Besides its outstanding aesthetic features, the airport project will also have a simple and user-friendly layout. Featuring spectacular architecture, the New Istanbul Airport will rank among the world's leading works of architecture with its flexible, spacious and robust design.

## Speaker:

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## Sustineo: sustainability in Turkey

Sustainable Buildings Interview Europe Real Estate with Gülin Yucel:  
<http://europe-re.com/gulin-yucel-sustineo-istanbul/46471#sthash.PJR2kAkJ.dpuf>

Sustineo Istanbul is a social entrepreneurship dedicated to environmental, social, and corporate governance sustainability which mobilizes and supports the business world, policy makers, and communities in adopting the principles of sustainability. Gulin Yucel, Partner at Sustineo Istanbul talks about the implementation of 'green principles' in Turkey and about Sustineo Istanbul's actions towards a sustainable future.

### **How is Sustineo supporting/promoting the principles of sustainability in Turkey?**

Sustineo Istanbul's mission is to promote the right definition of sustainability. Moreover, we aim to be a leader facilitating the translation of abstract sustainability concepts into tangible actions for all types of organizations (businesses, governmental agencies, and non-profit organizations).

We do this by informing, inspiring, and helping leaders to



integrate sustainability in the core of their operations. We bring in business intelligence on sustainability concepts, help to plan for a specific 'sustainability agenda', and execute with precision and integrity, to ensure a healthy transition and transformation.

We believe that the business world, primarily the big corporations, will be leading the way for the sustainability transformation. Planetary boundaries and social risks are causing businesses to lose a lot in terms of monetary and non-monetary (prestige, respect, etc.) benefits, and hence threaten their survival.

On the other hand, if planned carefully and innovatively, there might be significant savings and new opportunities for businesses. Our role at Sustineo Istanbul is to be able to demonstrate businesses risks and opportunities, measure the impact, help them to develop their own plan, and manage the change.

### **Is there a certain sector more prone to adopting the 'green' principles?**

In theory, there is no sector that is more prone to adapting the 'green' principles; the benefits and risks apply for

all sectors. In practice, the adoption of 'green' building principles varies. We see the education sector (private) adopt the 'green' building standards in their campuses and sites. Currently, we see private universities advertising their 'green' campus facilities. This is not surprising and, if we consider that the clientele is young people who care about environmental and social issues, this is very promising. We also see large corporations, mostly global companies, asking for 'green' building standards as part of their operational standards. We see some 'green' museums and public buildings. Despite some private real estate projects with 'green' building standards, there seems to be no appeal from mass consumers as yet.

**In your opinion, what are the main implementation issues when 'going green'?**

The major issues when 'going green' in constructions in Turkey primarily relate to the lack of regulations on standards (carbon-emissions, energy efficiency, healthy living, materials, waste and water management) as well as the lack of demand from mass, corporate, and public customers.

When regulations are lacking, the intent of developers and investors for building 'green' does not go beyond 'having the credentials for high value and high quality'. Furthermore, this is a worldwide dilemma since investors have the final say around profit maximization and hence developers are trying to decrease costs to a minimum. This is one of the biggest hurdles for 'green' buildings as a common standard, as they might bear a cost uplift of 10-20% initially. Neither investors, nor developers have a motivation for operational cost savings that 'green' buildings offer during their lifetime.

From the other end of the spectrum, consumer awareness and demand should be there for 'green' constructions. Despite the current lack of 'green' constructions in Turkey, we have hope that the 'conscious' youth will kick off this

demand in the next 5-10 years. Moreover, The Union of Chambers of Turkish Engineers and Architects (UCTEA), Chambers of Commerce, TGBC, and other organizations should be working actively in this mutual effort to increase consumer awareness around 'green' buildings.

### **Compared to other major European cities, how does Istanbul rank as a sustainable city?**

Despite our wishes, Istanbul ranks low as a sustainable city when compared to its European peers. Being a coastal city located on an earthquake zone, we see a lack of measures and execution failing to meet the requirements of sustainability.

Concerning wastewater, only 28% is after biological treatment, and 5% is reclaimed and reused. (\*)

There is little management of storm water; only a small percentage is collected and transported to sewage plants, and the rest is discharged to coastal environments with little filtration. (\*)

Major water resources (Istranca, Melen) are not natively located in Istanbul and this requires a lot of pumping energy to bring it to use for the city.

Again, there is no 'green' standard or regulatory law for sustainable buildings. The effect is reinstated when we take into account the massive urban renewal going on in the City but the current law (Urban Regeneration Act) does not address any compulsory 'green' standard.

On the other hand, the European Union developed the 'Action Plan Of The Lead Market Initiative In The Area Of Sustainable Construction' in 2007, "as an integrated life-cycle oriented approach that involves environmental concerns, users' health aspects, and issues of convenience" and despite variations on country/province basis, this has been executed by regulations, and standards since then. For Istanbul, we should work to adopt a similar approach.

## Is there more investment in sustainability compared to five years ago?

Although we do not have any data available to support our view, we believe so. Compared to five years ago, there is rising awareness and adoption of sustainability principles from both the private, and the public sides.

What are some sustainable trends to look out for in 2014 and what do you as Sustineo Istanbul intend to do?

Sustainability has started to be discussed, and is entering the agenda of top executives in Turkey for a couple of years now. We believe that more businesses will move from 'awareness' to 'taking action' in 2014.

At Sustineo Istanbul, our mission is to be thought leaders for Sustainable Development and Sustainable Business in Turkey. We work with organizations, universities, civil society, as well as businesses, to progress in all aspects. In 2014, we will continue to work with all parties and help businesses with their sustainability planning and execution.

(\*) Data by Prof. Orhan Yenigun, Bogazici University, June 2014

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# Netherlands Foreign Investment Agency (NFIA)

Blog: <http://robertschuddeboom.com/?p=309>

## Turkish Investments in the Netherlands: On The Move

"Turkish take-overs of Dutch companies are rare." That's what the Dutch Financial Newspaper 'Financieel Dagblad' wrote on the 22<sup>th</sup> of July.

I disagree with the title of that article, since Turkish business interests in the Netherlands have been growing rapidly over the past year. Direct investments increase while more and more Turkish take-overs of Dutch companies are being realized. I daily see how busy colleagues Arife and Meric from the Netherlands Foreign Investments Agency –based at the Netherlands Consulate General in Istanbul- are.

## 'Renaissance Construction' taking over 'Ballast Nedam'

Reason for the 'Financieel Dagblad' to write above-mentioned news item, was the decision of Turkish construction company 'Renaissance Construction' to take over 'Ballast Nedam'. 'Ballast Nedam' is one of the largest Dutch construction companies.

For 'Renaissance Construction' last week's take-over marks its fourth foreign acquisition in Europe. With an annual turnover of 2 billion Euros, 'Renaissance' is one of the strongest Turkish companies in the construction sector.

## From rare to rising

Looking back we clearly see that 'Renaissance Construction's' investment is not an isolated case. A few months ago 'Eroçlu' took over Dutch fashion chain 'Mexx'; Turkish food & beverages company 'Ülker' bought 'United Biscuits' for 2.6 billion Euro and, with this, indirectly the Dutch brands 'Verkade' and 'Sultana'.

Initially I was worried by this latter take-over. What would happen to our Dutch 'Sinterklaas' chocolate letters? Fortunately the CEO of 'Ülker' personally promised me to

respect our traditional Dutch chocolates and told me that he will find a solution on how to make chocolate letters for the complicated Turkish letters 'Ü' and 'Ö'.

And there are already current investors in the Netherlands, like 'Mado'; producer of traditional Turkish ice cream from goat milk and all kind of baklava's, opening its first branch in the Hague. And who in the Netherlands has not been to 'Sim-it Sarayi' yet, with over 10 outlets and many more to come?

### **The Consulate General supporting investments**

What is my role in all this as a Consul General? One of the things I do is to visit the Turkish companies in Istanbul. I try to maintain our existing relations with the current and possible new investors and to get an idea of their future plans and strategies to further expand their International businesses. One of our tasks is to inform them about the Dutch Economy and favourable investment climate in the Netherlands.

Turkey has many strong companies, ready to invest beyond borders. Together with the Netherlands Foreign Investment Agency, we introduce the Netherlands as an investment friendly country, that offers opportunities and has advantages, in regards to entering the European market via the Netherlands.

On one of my visits together with NFIA colleague Arife, we went to 'Erciyas Holding', a top 100 company in Turkey with a turnover of 250 million euro. They also own the company 'Bimas' from Izmir, producer of excellent E-bikes. Since begin 2014 they have a joint venture with a Dutch company 'ECC B.V.' selling (e-)bikes in the Netherlands.

At high school I cycled every day from Enkhuizen to Hoorn, 40 km per day. In my perception E-bikes are for old ladies and lazy guys. At 'Erciyas Holding', on the 25th floor of their office on the Asian side, I was invited to try one of their E-bikes. I should not have done this; E-bikes are actually great and quite addictive. Now I want to buy one...)

## And the other way around?

You might wonder by now: Are there also Dutch investments in Turkey? Yes, there are. Over the past 10 years the Netherlands has always been in the top 3 of foreign investors in Turkey. The latest investment plan is ING's intention to buy HSBC Turkey for 750 million Euro.

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**Invest in Holland**

...K HAVA YOLLARI - **TURKISH AIRLINES**



# Turkish Airlines

Greetings – Skylifebusiness – 6/2015

“..Last Month, we celebrated our 82<sup>nd</sup> anniversary and took stock of our progress. All our efforts now are focused on future achievements. Turkey’s growing- gaining strength and influence both regionally and globally. In the past three years, Turkish Airlines, the fastest-growing and most globally valued brand in Turkey, has realized great projects. It has found financial and moral support from the administration and has acted with self-confidence in determining its goals.

Making air travel accessible to everyone by supporting civic aviation and entrepreneurs has been a key aim in this recent period. Decreasing ticket prices to an affordable level with the policies fostered by the competitive business environment paved the way for Turkish civic aviation. Turkish Airlines administration kept pace with these new regulations and has achieved excellent growth in the past three years; enough to make Turkey proud. As a result, we have achieved a significant rise in employment by increasing the number of aircrafts from 66 (2002) tot 274, the number of passengers from 10.3 million to nearly 63 million, the number of domestic destinations from 26 to 48, the number of international destinations from 77 to 226, and the number of personnel from 10,984 to 63,000 (including our partners). Our growth continues, with new aircraft and routes planned. As the airline that flies to the most countries in the word, this month we start our flights between Istanbul and Karlsruhe/Baden-Baden (Germany and Graz (Austria).

Our sub-brand and partners that have made great investments in this period also continue their operations at an increasing pace. With the project HABOM, one of the world’s biggest maintenance facilities, Turkish Technic has become a regional maintenance base. Turkish Cargo has opened its new cargo terminal building for service with more storage



space, diversity and speed of processing. These brands of ours have started to move to a level at which they'll completely fulfill their capacities, thereby increasing their market share.

Moving in parallel with the 2023 goals of our administration, Turkish Airlines will exert maximum effort to fulfill its responsibilities to its country and customers – with our personnel, partners and sub-brands – and try to exceed beyond expectations. Our experiences so far indicate that we'll see even better days in the future..."

Temel Kotil, Deputy Chairman and CEO Turkish Airlines

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## TAV Airports

TAV Airports is a success story built on the accumulation of knowledge, experience and creativity gained in airport operations, one of the world's most challenging sectors. TAV's history started in 1997 with the tender for the Istanbul Atatürk Airport International Terminal. TAV Airports Holding was established as a joint venture between the Tepe and Akfen groups, who won the tender. Having grown to become a great success story within a very short period of time, TAV soon became a global brand in airport construction projects as well as airport operations; a brand new area, thanks to its know-how, highly skilled human resources and advanced technology. Having gone through a restructuring process in 2006 in line with its goals, TAV re-organized its "operational" and "construction" activities under TAV Airports Holding and TAV Construction. Following this re-structuring process, TAV Airports Holding was opened up for public offering in February 2007. In May 2012, 38 percent of TAV Airports' shares was sold to Aéroports de Paris.



Today, TAV Airports, Turkey's leading brand in the global airport operations sector, operates Istanbul Atatürk, Ankara Esenboğa, Izmir Adnan Menderes and Gazipaşa-Alanya airports in Turkey. The Tbilisi and Batumi airports in Georgia, Monastir and Enfidha-Hammamet airports in Tunisia, Skopje and Ohrid airports in Macedonia, Madinah Airport in Saudi Arabia and Zagreb Airport in Croatia are also operated by TAV Airports. Having undertaken the operation of the Milas-Bodrum Airport domestic terminal in July, 2014, TAV Airports will take over the operation of the international terminal beginning in the final quarter of 2015. The Holding also operates in other areas of airport operations including duty-free, food and beverage, ground handling services, IT, security and operation services. As part of these diversified services TAV Airports also operates the duty-free, food and beverage and other commercial areas at Riga Airport in Latvia. In 2014, the company provided services for 743,000 flights and 95 million passengers.

## **TAV Construction**

TAV Construction is a member of the TAV Group Company; founded in 1997, by two leading Turkish construction enterprises, namely Tepe Construction and Akfen Construction. The driving force behind the establishment of the TAV Group was the acquisition of the build-operate-transfer tender of the new Istanbul Ataturk Airport. Foreseeing the tremendous growth of the aviation and travel sectors both in Turkey and internationally, coupled with the demand for new airports of the highest quality and technology, the founders of the Company established TAV Construction in 2003 with the vision to become a leading brand in airport construction.

In less than a decade, TAV Construction achieved to undertake projects worth US \$ 16 billion in contract value and has rapidly become Turkey's undisputed leader in the sector. Engineering News Record (ENR), one of the most reputable publications in the construction industry, ranked TAV Construction as the World's 2nd largest airport contractor. In 2012, 49% of its shares has been sold to Aeroports de Paris Group; building a worldwide leading partnership in the Airport Industry.

We established TAV Construction in 2003 with the vision to become a leading brand in airport construction. In less than a decade, we achieved to undertake and realize projects worth 16,2 billion US dollars in contract value. Engineering News Record (ENR), one of the most reputable publications in the construction industry, ranked us as the World's Largest Airport Contractor.

Even though our main activity and area of expertise is the building of airports and related facilities, we applied this know-how to non-aviation projects as well and expanded our portfolio with futuristic tower projects that mark the stunning skylines of the cities of tomorrow. That's why we say; we build airports for cities and cities for airports...

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*Waarmaken van ambities*



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**Amsterdam  
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# Amsterdam Airport Area (AAA)

Amsterdam Airport Area (AAA) is a unique public-private partnership of organisations who are all involved in the development of business locations in the greater Amsterdam region. AAA offers its members a platform to work together and join forces for the international marketing and promotion of the region. The underlying aim is to improve the international competitiveness of the region by attracting new international companies and investors. For this, AAA has developed an extensive range of marketing activities to present the region and its specific strengths successfully to prospective clients.

In addition to its international promotion activities, AAA aims to provide her members and stakeholders a perspective on developments in international metropolitan city regions worldwide. To see them not only as competition, but also to serve as inspiration, to learn from related developments and to explore mutual interests. For this purpose, AAA has organized previous study tours to Dubai (2007), Istanbul (2008), Frankfurt (2010), Paris (2011), Berlin (2012), Manchester & Liverpool (2013) and Stockholm (2014). This year, AAA took the opportunity to organize a study trip to Istanbul.

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