

Curriculum vitae

1. **Family name:** Simmons
2. **First names:** Adam
3. **Date of birth:** 22/10/1960
4. **Nationality:** UK
5. **Civil status:** Married
6. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
Warwick University (1989-1992)	MBA
Polytechnic of Central London (1982-1983)	MSc Transport Planning and Management
London School of Economics (1979-1982)	BSc Economics and Statistics

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	Native speaker		
French	1	2	3
Spanish	2	3	3

8. **Membership of professional bodies:**

Passenger Demand Forecasting Council, ATOC – Associate Member

Independent Rail consulting Group (<http://www.ircg.co.uk>)

9. **Other skills:** (e.g. Computer literacy, etc.)

Excel, Access, Statistical Software (SPSS)

10. **Present position:** self-employed consultant and Associate Fellow at Warwick University Business School

11. **Years within the firm:** 13 and 6 respectively

12. **Bio**

Adam Simmons has worked on major passenger, freight and infrastructure projects both in Europe and world-wide. He has been particularly involved in transport and corridor studies throughout Africa and has also participated in studies concerning the political and structural aspects of transport infrastructure and also demand forecasting, economic/financial analysis (including cost-benefit analyses). Adam is also employed by Warwick University as an Associate Fellow and tutor in International Business, Economics of the Business Environment and Modelling/Analysis for Management.

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13. Specific experience in the region:

Country	Date from - Date to
Guinea-Conakry	September-October 2010
Cameroon	March 2010
Mauritania	July-October 2006, October 2011
Uganda	May-July 1999, March-June 2001
Guadeloupe/Martinique	October-December 1995
Tanzania	November 1988-May 1989, August-September 1995
Senegal	July-October 1988

14. Professional experience (selected)

Date from - Date to	Location	Company and reference person	Position	Description
11/2011 – summer 2012 (approx)	Malawi	Moritz Keim, GOPA Keim, Moritz (Moritz.Keim@gopa.de)	Financial Advisor	<p>Financial and Legal Advice to the Government of Malawi to renegotiate the Malawi Railway Concession: the three major tasks for this role will be:</p> <p>Support government’s negotiating team and the transaction adviser in the assessment of the likely range of traffic levels that can be expected on the various sections of the concessioned rail network over the next 30 years;</p> <p>Estimate the cost premium Vale would have to pay in order to construct a new connection from Moatize to Nacala avoiding Malawian territory; and</p> <p>Verification of the financial model submitted by the concessionaire, including evaluation of risk, expected income levels, passenger service obligations and other factors..</p>
11/2011	Uganda, but work undertaken in Spain	Mpoyi Bajikila Lukusa (mb.lukusa@att.net), team leader of Mauritania Project immediately below		<p>Economic evaluation (including socio-economic impact, reduction in road haulage costs) of the recently constructed Jinja-Bugiri and Kagamba-Rukingiri roads, including time savings, gains in vehicle operating costs, maintenance regimes and the impact of construction workers’ salaries on the region.</p>

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10/2011	Mauritania	EURADIA International, SL. (Maréchal Nanda, internacional@euradia.es)	Transport Economist	Economic evaluation (including socio-economic impact, reduction in road haulage costs) of the recently constructed Rosso-Lexeiba road , including time savings, gains in vehicle operating costs, maintenance regimes and the impact of construction workers' salaries on the region.
06/2011-	Marina Alta, Spain	Tim Ladd, General Secretary, Xabia Democratica (timdladd@gmail.com)	Advisor to two political parties in the Marina Alta región of Spain	The area of Spain where I live has extremely poor public transport usage due to rigid contracts and poor communication of services. In light of very little money available for local transport infrastructure projects, I am providing advice on how the towns Denia and Javea can improve public transport usage, improve the sustainability of transport and its accessibility to poorer sectors of society and improve congestion in the town centres.
11/2010-	Cornwall	Hotel (confidential client)	Pricing and Marketing Strategy Advisor	Currently advising a hotel in Cornwall on pricing and marketing strategy as a means to improve occupancy and profitability. The strategy involves managing website development (the design is being undertaken by a third party), promotional strategy (booking engines, improving exposure in the market place) and pricing strategy by examining seasonality of visitors to Cornwall, competitor offerings and taking account of the weak economic situation in the UK in 2011. The short term benefits of the advice have seen short term bookings more than double the hotel's occupancy, the result of adjusting pricing and offering a package deal of accommodation, meals and tourist attractions to potential clients.
09-10/2010	Guinea-Conakry	EURADIA International, SL. (Maréchal Nanda, internacional@euradia.es)	Public sector administration specialist	EC_FWC Lot 2 (Transport and Infrastructure) - Diagnostic study of the road transport sector in Guinea: undertook an in-depth appraisal of the National Directorate of Surface Transport (DNNT) in Guinea, including lack of raw data, inability to process this data into information and knowledge, along with poor motivation and qualification of DNNT staff. Having determined that the DNNT was answerable to a good number of stakeholders with differing and conflicting objectives, a devolution of many of its tasks into semi-independent agencies was proposed, along with a drive to increase the diversity of ages and skills in the public sector pertaining to surface transport.
06/2010 -	UK/Ireland	Institute of Railway Operators Mike Hill, Education Officer	Tutor	Subjects to date include railway business organisation and railway economics

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		education@railwayoperators.org		
03-06/2010	Cameroon	Abarloa2 (Eduardo Jimenez, eje@abarloa2.com)	Economist/statistician	Logistical Base for transit Traffic in the port of Douala: developed two models for the proposed Base Logistique de Transit in the port of Douala, to be used by road vehicles carrying transit traffic to and from countries in Cameroon's hinterland. The first was a queuing model to simulate the variation in arrival and service times of vehicles using the BLT. The results of this model were then used in the more comprehensive model to forecast demand for the BLT, which took into account economic factors influencing trade levels, private sector involvement, employment levels, competition from other corridors, the extent of regional trade and modal splits along the Cameroon corridor.
2002-	UK	Warwick University (DL MBA Director, Sue Beech; sue.beech@wbs.ac.uk)	Associate Fellow	Tutor in economics, statistics and international business: tutor on a wide range of subjects, including quantitative methods and financial management. In both these courses I have taught NPV/IRR techniques, econometrics and linear programming/optimization. The material has included not only the techniques themselves but also the problems associated with each and how these may be overcome.
7-8/2008, 3-4/2009	UK	Northern Trains (Employed by Pat Beijer: Pat.beijer@northernrail.org)	Freelance consultant	Demand and supply of rolling stock: as part of Northern Trains' submission for extra rolling stock to the Department for Transport, the project required extraction of load data and rolling stock diagrams into a bespoke model to determine where and when extra rolling stock would be required. In addition, I developed significant improvements to this model to speed up the process of allocating more and different types of rolling stock to enable the planners to run this model more effectively. In the second phase, I developed a methodology for calculating the critical (maximum) load per train using a combination of statistical sampling analysis and forecasting. The analysis took into account variations by day of the week and seasonality during the course of the year.
11/2008- 3/2009	UK	Nedrail (Mike Tham, Director: Mike.tham@firstclasspartnerships.com)	Freelance consultant	UK rail franchise bid: one of the key requirements of the franchise bid is the development of a performance model which models train delays and projects over an eight year period forecast Average Minutes Lateness. Also required for the model are initiatives by all concerned parties (such as the train operator and Network Rail) to reduce delays across Southern's network. The railway's performance as measured against AML has implications

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				of several million pounds over the lifetime of the franchise and it was my responsibility to develop and verify the model to achieve these forecasts.
2008	UK	Travelport (Employed by Clement Wong: Clement.wong@travelport.com) Clement can also provide a reference for my work at Euromonitor – see below)	Freelance consultant	Analysis of tourist accommodation sector in several countries: the objective of the analysis was to determine how Travelport, one of the world’s major global Distribution Systems (GDS) is able to increase its reach by covering segments not presently available in the GDS. These include self-catering accommodation, ancillary services and boutique hotels. The research covered a discussion of the major players in the sector, the development of the internet for reservations and consumer behaviour covering both end users (i.e. tourists) and intermediaries (travel agents and travel management companies). Issues covered included internet penetration, GDs use and the influence of Web 2.0 sites.
5/2008	St Vincent and Grenadines	EU Delegation to Barbados (Contact: Brian Moody brian.moody@ec.europa.eu)	Freelance consultant	Organisation and facilitator of a workshop on shipping issues in the OECS area: this workshop was organised to develop a pre-feasibility study on the problems occurring in the freight and passenger shipping sector in the eastern Caribbean, in particular St Lucia, St Vincent, Grenada and Dominica. The workshop brought together participants from the tourism, agriculture, shipping and public works areas of the four countries and terms of reference was developed for further study into the problems.
2007-8 (several reports over the period)	UK	Euromonitor	Freelance market research analyst	Reports on the tourism Sector: these report examined the flows of inbound and outbound tourism to each region (Gibraltar, Iceland, Monaco, Luxembourg, Cyprus, Malta, Andorra and Liechtenstein) and also the accommodation, transportation and car hire sectors. The timeframe comprises historical analysis over the last eight years and also a five year forecast.
8/2007 and 9/2008	UK	Euromonitor	Freelance market research analyst	Reports on consumer finance and credit/debit cards: The report analyses the development of credit, debit, charge, contactless and prepaid plastic cards within the UK, examines the forces influencing market development and forecasts the value and volume of transactions over a five year period. These two reports contained a discussion of external influences influencing each company, a competitive analysis of each airline in

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				Europe and the Mediterranean basin, an analysis of comparative costs and revenues per seat kilometre, a discussion of strategic issues facing each company. All these factors were then summarised in a SWOT analysis.
10-11/2007	UK	IRCG	Freelance consultant	Forecasting demand for the “Poacher” line, Lincolnshire: As part of a team from Independent Rail Consulting group, analysed LENNON and performance data to feed into the development of a marketing strategy for this line, whose aim was to increase utilisation of this important rural link within Lincolnshire. The project’s overall aim was to examine the incremental costs and benefits of adding a higher frequency of service to that currently run.
11/2006-03/2007	UK	Arriva (Contact: Kevin Hopper Kevin.hopper@rppl.ltd.uk)	Freelance performance analyst	UK rail franchise bid: Undertook detailed analyses of delays and cancellations for the NCC franchise bid which included remapping of services between Virgin Cross Country, Central and the new franchise. Contributed reports on historical performance to the 200 page long Performance Plan as part of the bid submission and was responsible for editing the entire document. Also undertook research on rail/air market shares in relevant markets and yield per passenger.
7-10/2006	Mauritania	European Commission/TYPSA	Freelance consultant	Analysis of transport strategy: as part of an EU-funded project on transport strategy, analysed and modelled the components of road passenger and freight haulage costs within Mauritania. This task included an examination of all costs and revenues associated with vehicle purchase and hence an appraisal of the financial burden required by transport operators, once incremental revenues were included. The output of this task was a spreadsheet model which enabled the client, the Government of Mauritania, to interrogate the costs and undertake analyses of different cost and revenue scenarios.
5-8/2005	UK	ATOS Origin/ATOC	Freelance statistician	Development of a performance regime to analyse response times to LENNON enquiries: as part of ATOS Origin’s contract with Railway Settlement Plan, a regime to measure LENNON’s performance is required. I thus analysed the distribution of response times to ten different LENNON queries. Once an appropriate statistical distribution was determined for each query, I then determined the likelihood of response times falling outside particular boundaries and thus the probability of penalties being

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				paid for inferior performance.
5/2004-9/2006	UK	First Group	Freelance analyst	Worked as a performance analyst for First Group. The project involved developing models which forecast the financial gains and losses accruing from the bidder's service performance over the life of the franchise. This performance is a function of delays, cancellations and short formation of trains, each of which carries financial penalties to the bidder. Further work involved developing a marketing plan for one bid and automation of the train planning system for one of First's TOCs.
11/2003 – 1/2004	UK	Essex County Council/Shotley Ferry	Freelance economic analyst	Financial analysis of the Shotley ferry: the objective of the study was to ascertain the cost of enhancing infrastructure and operations of the present Shotley-Harwich-Felixstowe ferry service. In particular, the implications for the redevelopment of the HMS Ganges site and its transport links with the region are the major focus for this study. The study also focussed on revenue implications of the improvements and the wider economic benefits of the project.
6-7/2002	UK	Bedfordshire County Council	Freelance financial analyst	Investment appraisal of park and ride schemes, Bedford: undertook feasibility studies on two park and ride sites, in particular, financial analyses on a range of demand and P+R patronage scenarios, to examine the impact of the P+R schemes on bus operating profits, revenue variations in Bedford town centre car parks, and the levels of subsidy required by bus operators to ensure a continuous bus service between the P+R sites and Bedford town centre.
2/1994-6/2002	UK	Various universities	Lecturer and tutor	Subjects covered included: quantitative methods, quantitative analysis for marketing, corporate finance, corporate strategy, marketing management
3-6/2001	Uganda	World Bank/Ministry of Works	Freelance policy advisor	Study and development of transport sector policy: the Government of Uganda published a Transport White Paper in late 2001 covering all modes of transport. Advised specifically on the value of the concession to the Government, in particular in the areas of co-ordination with neighbouring railway systems, the timing of the concession and policies pertaining to asset renewal, replacement and the ownership and management of new assets which the concessionaire may require over the concession period.

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5-7/1999	Uganda	World Bank/Ministry of Works	Advisor on organisational structure of the railway sector	Transport Sector Study: The study took place against a background of liberalisation and greater private sector participation in all utility sectors. The tasks involved were twofold: first, advising the Government on an appropriate structure for the railway business in Uganda, taking account of Uganda's dependence on the transport systems of neighbouring countries; and second, developing an appropriate regulatory framework compatible with the Government's overall objectives of retaining stakeholdings (as opposed to shareholdings) and more effective dissemination of information.
8-9/1995	Tanzania	World Bank	Information and financial systems analyst	Port Development Study: reviewed and recorded all financially related procedures and information systems at the port and prepared an action plan for the implementation of short term improvements to existing procedures. Developed a strategy and implementation plan for the introduction of financially related procedures and systems. This included the reorganisation of the port's management, which was required to address the implementation of new information systems, along with the provision of training and the need for external reporting to the Tanzania Harbours Authority.
10/1995	Brunei	Asian Development Bank	Seminar Leader	Port Management Training Seminars: Delivered a series of lectures to senior port managers from the ASEAN countries. The topics covered included financial and economic appraisal, scenario development and risk analysis, the value of service quality and the management of information for competitive advantage.
10-12/1995	Guadeloupe/Martinique	European Commission	Team Leader	Maritime Infrastructure Study: The study comprised the analysis of current infrastructure and superstructure in Guadeloupe's and Martinique's ports for cruise passengers, inter island and domestic passenger services, and also examined the market for passenger transport operations using the ports. As a result of future growth expected in these markets, the study developed and costed the infrastructure and superstructure requirements to enable Guadeloupe and Martinique to meet expected future demand.
7-9/1994	Luxembourg/UK	European Investment Bank	Analyst	Container Port Study: Conducted a major study for the European Investment Bank on the current and future competitive strategies of container ports in the Le Havre Hamburg range. The report considered the future size of the market to be served by the ports,

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				the impact of larger vessels, the implications of road, rail and barge links with hinterlands and the competitive position of container ports in the Mediterranean.
10-11/1994	Luxembourg/Germany/UK	European Investment Bank	Freelance financial analyst	Financial and Economic Appraisal of Bremerhaven Terminal's Extension: The appraisal of this extension for which funding had been requested from the European Investment Bank, took account of benefits to the terminal operator and users. The analysis also examined the impact of competition from elsewhere in northern Europe and the availability of capacity on links with the port's hinterland.
11/1988-5/1989	Tanzania	World Bank	Economic and forecasting analyst	Tanzania Railway Corporation Emergency Recovery Programme: was responsible for the economics and forecasting component of the 1987 ERP. This involved analysing the volume, origins and destinations of each commodity carried by TRC and also took account the constraints suffered by the organisation through lack of locomotives and wagons. The forecasts covered two scenarios of constrained and unconstrained demand.
7-10/1988	Senegal	Régie des Chemins de Fer du Sénégal	Freelance financial analyst	Performance Contract between RCFS and the Government of Sénégal: As part of the development of a performance contract between the RCFS and the Senegalese government, analysed previous accounts and developed projections on financial performance up to 1992. The projections were then used to set up financial targets for RCFS as part of the performance contract.

15. Other relevant information:

Publications

“New Pricing Models for Travel and Tourism Brands” for the World Travel Market, London, 2008 (available at http://www.wtmlondon.com/files/wtm_global_trends_report_2008.pdf)

“Impact of Eurostar’s expansion on low cost airlines”. Airline Business, July 2002

“Ryanair Case Study”. Case 4, Strategic Management of Organisations (by Alison Rieple and Adrian Haberberg. ISBN: 0130219711)

Business Monitor International: several profiles of national transport systems (2004)

Further details of my skills and experience are available at:

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<http://www.adamsimmons.co.uk>

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