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 |

1. **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 | 2 |
| Spanish | 3 | 3 | 3 |
| German | 5 | 5 | 5 |

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

**Excel, Access, Statistical Software (Minitab)**

1. **Present position: self-employed consultant and Teaching Associate at Warwick and Birmingham University Business Schools**
2. **Years within the firm: 23, 17 and 3 respectively**
3. **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 as well as the Caribbean, southeast Asia and Europe 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). In addition, he has undertaken EuropeAid projects on ex-post evaluation and institutional restructuring. Adam is also employed by Birmingham University as a tutor in Advanced Strategy, Corporate Finance, Service Management and Economics and also at Warwick University as a Teaching Associate on their Distance Learning MBA programme.

1. **Specific experience in the region:**

|  |  |
| --- | --- |
| **Country** | **Date from - Date to** |
| Indonesia | January 2020- |
| Windward Islands, Caribbean | October-December 1995, May 2008 |
| Australia | April – June 2014 |
| Malawi | November 2011 – October 2013, November 2015 |
| Guinea-Conakry | September-October 2010 |
| Cameroon | March 2010 |
| Mauritania | July-October 2006, October 2011 |
| Uganda | May-July 1999, March-June 2001 |
| Tanzania | November 1988-May 1989, August-September 1995 |
| Senegal  | July-October 1988 |

1. **Professional** **experience (selected)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Date from - Date to** | **Location** | **Company and reference person** | **Position** | **Description** |
| 12/20-09/21 | Lanzarote | David Alexander, Mott MacDonaldDavid.Alexander@mottmac.comChris.Judge@mottmac.com  | Co-ordinator of Performance Metrics and Models | With the franchising system for railways companies effectively abolished, it is necessary to develop new performance benchmarks for railway companies taking into ccount the reduced volume of trains and passengers on the network. I had responsibility for setting and calibrating benchmark setting and forecasts across three of the railway ex-franchises and also auditing their modelling work. |
| 01/20-08/21 | Lanzarote/Jakarta | Alexandra Sepulveda, GOPAAlexandra.SepulvedaSilva@gopa-infra.de  | Co-ordinator of financial and economic aspects of feasibility studies | **Bus Rapid Transit**: The two studies for which I have responsibility are for bus rapid transit schemes in Bandung and Pekanbaru, both in Indonesia.The financial aspect identifies sources of funds, ability of operators to pay loans, determining interest rates and weighted cost of capital to develop discount rates for the two schemes. The willingness of provinical and municial authorities to provide subsidies is strongly related to pricing strategies for the new service which in turn are a function of modal choice, BRT demand, willingness to pay and the ability to extract consumer surplus from BRT users. The feasibility study model considered economic benefits, including reduction in operating costs, journey time savings, etc.  |
| 08/17 – 07/20 | UK/Lanzarote | Chris Judge, Mott MacDonaldChris.Judge@mottmac.com  | Performance Modeller | **Performance Model Development.** As part of the UK’s Department for Transport rail franchising process, the DfT requires its own models against which to assess candidates’ bids to operate services in any given franchise. I am responsible for the DfT’s performance model and also, later in the contract, assessing bids from candidates seeking to operate the Cross Country rail franchise.The project was cancelled in September 2018 at the behest of the DfT but resumed as a Direct Award bid a few weeks later. |
| 09/16-12/16 | Lanzarote | Benjamin Perdomo<https://www.linkedin.com/in/benjamin-perdomo-barreto-82385580/?originalSubdomain=es><https://twitter.com/benjiperdomo?lang=en> | Economist and Financial Analyst | **Redesign of Lanzarote’s Bus network.** The current interurban network fulfils the requirements of tourists (an important constituency in Lanzarote) but provides poor service, in terms of trip rates, to residents of the island. The capital, Arrecife, has a separate bus network which has witnessed a decline in demand of close to 50% in five years; the trip rate per resident on the municipal network was just 6 per person per annum in 2016.The objective of the redesign is sharply improve residents’ trip rates through the provision of regular frequency services, greater opportunities to interchange, simplification of the fares system and more user-friendly timetables. A 100% increase in residents’ trip rates is feasible, which will more than pay for the increase in bus-kms by 40%.  |
| 12/16 - 01/17 | Home based, London | Rachel.East@gtrailway.com  | Data Analyst | **Assessment of historic delays** at stations on Britains largest railway franchise, including the trends and root causes of these delays. The output from this project is a scoping exercise to understand what actions need to be taken in order to improve GTR’s performance before the 2018 full ‘Thameslink’ timetable comes into force. |
| 09/16 -  | Home-based | D.K.Boojihawon@bham.ac.ukF.Carmichael@bham.ac.uk  | Tutor | **Tutor on postgraduate courses** (MSc, MBA) for Economics, Corporate Finance and Service Operations Management at Birmingham University. The role includes live online tutoring, providing assistance to students and grading work. |
| 03/17-06/17 | Home-based | Private client (confidential) | Market Analyst | **Forecasting Inter-Island Travel.** Undertook an assessment of the inter-island transport market of the Canary Islands, including: assessment of market size, modal split between ferry and air travel, and market share of individual operators where available data permitted. The study also assessed the growth in demand for inter-island travel and its relationship with the GDP and population of the Canary Islands and forecast demand by route and mode on the principal axes of inter-island travel.  |
| 09/16-02/17 | Home-based | Mott MacDonald and DfTChris JudgeChris.judge@mottmac.com  | Model Auditor | **Audit of East Midlands Franchise Bid Comparator Model (Performance).** For details please see the project immediately below this one. |
| 07/15- 02/16 | Home-based | Mott MacDonald and DfTJon Crockettjon.crockett@mottmac.com  | Model Auditor | **Audit of West Coast Franchise Bid Comparator Model (Performance).** A rail operator’s performance has a dual impact on income under the British rail franchise system: through a mechanism known as Schedule 8, which reward or penalizes operators based on the performance of operators and the infrastructure provider and also as a factor which influences demand. My involvement was to assess the logic and structure of the performance model and to validate or otherwise the assumptions and statistical analysis used in the development of this model.  |
| 11/2015 | Malawi | Nigel Penfold, IMC WorldwideNigel.penfold@imcworldwide.com  | Risk Analyst | **Risk Assessment**: The Government of Malawi was invited to to be involved in a transfer of risk for the Nacala Railway project (op.cit.) and assume guarantees for loans to develop the project. My role was to assess and quantify these risks and determine what compensation the Government would require to assume these risks.  |
| 09/15- | Home-based | (Bernd Brunnengraeber, Project Co-ordinatorBernd.Brunnengraeber@gopa.de  | Infrastructure Economist | **Cost-Benefit Analysis.** This project involves intermittent assessment of several projects in Afghanistan, covering road transport projects in the country. The CBA took RED Model outputs and checked consistency within and between projects. Benefits were also benchmarked against global good practice, for example the weight in traffic counts to be assigned to specific vehicle types. The projects covered were Mazar-Sholgara; Dasht-e-Shor; Amiri Town; and Aybak Town. |
| 03/15-04/15 | Home-based | Network Rail | Model Auditor | **Audit of Scotrail’s Revenue Model**: Prior to signing a partnership agreement between the infrastructure owner (NR) and the train operator (Abellio), NR hired consultants to assess the financial risks of Abellio’s winning bid, including revenue, operating costs and hence overall contribution to the partnership. My tasks included checking assumptions used in model development, determining minimum revenue streams by service group necessary to achieve viability and the application of Passenger Demand Forecasting Handbook assumptions used in the model and hence to assess the level of risk to which NR was likely to be exposed during the course of the partnership. |
| 02/15-03/15 | Home-based | Network Rail and DfT | Model Auditor | **Audit of Revenue and New Station Feasibility models:** These two projects, running concurrently, both use auditing techniques, including checking assumptions used in model development, determining minimum revenue streams necessary to achieve viability and the application of PDFH assumptions to the specific regional backgrounds of the two projects. The study also assessed whether PDFH factors used were suitable for this particular project. |
| 11/14-12/14  | Home-based | Depart for Transport, UKKaren.Letten@dft.gsi.gov.uk | Performance and Demand Analyst | **Southend Airport Station:** This project appraised the agreement between the operator (Greater Anglia) and Stobart (owners of the airport and its station) to determine whether GA was paying the appropriate amount in fees to Stobart or whether the costs of serving the station from GA’s viewpoint were excessive. I undertook a thorough analysis of revenue trends for traffic to and from the station to support this exercise.  |
| 08/14 – 10/14  | Home-based | Depart for Transport, UKNick.Weyman@dft.gsi.gov.uk | Performance and Demand Analyst | **Anglia Market Review:** Undertooktwo sections of the Anglia Market Review for the DfT including current and future demand by route/service group and also an assessment of service performance over the last five years. The review also considered the impact on demand of long distance bus services and car travel and the likely response of buses to rail service improvements |
| 03/14 – 06/14  | Home-based/Sydney, Australia | Keolis Australia PtySimon Humphrey simon.humphrey@downergroup.com  | Performance Analyst | **Sydney Light Rail PPP**: I was in charge of developing the model for the performance regime applied by Transport for New South Wales which will be applied to the company winning the bid to operate the Sydney Light Rail system.  |
| 7/2012 – 10/12 | Home-based/UK | Tony Davis, Maddox ConsultingTony.davis@maddoxconsulting.com  | n/a | **Development of Bid for Crossrail Rolling Stock Procurement for Siemens.** Part of a team which assisted Siemens in preparing its bid for rolling stock to serve Crossrail in London. My main focus was on train works execution, including provisional, final and fleet acceptance of rolling stock; RS manuals and training materials, validation and verification strategy; and configuration management. |
| 11/2011 – 10/2013 | Malawi |  (Bernd Brunnengraeber, Project Co-ordinatorBernd.Brunnengraeber@gopa.de  Joint World Bank/EU Project. | Financial Advisor | **Financial and Legal Advice to the Government of Malawi to renegotiate the Malawi Railway Concession**: the four major tasks for this role were: 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 by examining alternative/competing modes for passenger and freight flows;Assist the Government of Malawi in developing its policies in the rail sector nationwide, including the relationship between the new railway and the existing railway system (CEAR); Development of a financial model, including evaluation of risk, expected income levels, passenger service obligations and other factors; andAppraisal of the business plan provided by the concessionaire to support the concession agreement, including its viability and benchmarking costs and revenues against similar railways in sub-Saharan Africa. |
| 11/2011 | Uganda, but work undertaken in Spain | Mpoyi Bajikila Lukusa (mb.lukusa@att.net), team leader of Mauritania Project immediately below |  | **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. |
| 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.The project followed the standard EU evaluation framework and took into account: relevance and coherence; efficiency; impact; institutional framework; implementation modalities; expected outputs and outcomes; risk assessment; and sustainability |
| 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 (DNTT)in Guinea, including lack of raw data, inability to process this data into information and knowledge, along with poor motivation and qualification of DNTT staff. The review also examined how the DNTT developed transport policy and how a restructuring of the Directorate could improve decision-making in this vital area in a timely and effective manner.  |
| 06/2010 -  | UK/Ireland | Institute of Railway OperatorsTricia Meade, Education Officer (tricia@railwayoperators.co.uk)  | Tutor | Subjects to date include railway business organisation (Tutor) and railway economics (Lead Tutor) |
| 03-06/2010 | Cameroon | Abarloa2(Eduardo Jimenez, now self-employed:<https://www.linkedin.com/in/eduardo-jim%25C3%25A9nez-1947b8b/> ) | 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 Business School | Teaching Associate  | **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@norternrail.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 diagrammes 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 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. |
| 5-6/2008 | St Vincent and Grenadines | EU Delegation to Barbados(Contact: Brian Moodybrian.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.  |
| 10-11/2007 | UK | IRCG Rita O’Neill (rita.oneill@talk21.com)  | 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 is 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 Hopperkevin\_hopper@btinternet.com  | 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/TYPSALuis Maria Navarro (luisma@typsa.es) | 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/ATOCDavid Stockman David.stockman@atosorigin.com  | 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 paid for inferior performance. |
| 5/2004-9/2006 | UK | First GroupGerard O’Hanlon (gerard.ohanlon@firstgroup.com)  | 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 |
| 10-12/2001 | UK | Property developer (confidential client) | Forecasting expert | **Wigan Transportation Hub Development Study**: the task was to determine volume and revenues for three categories of passenger: current users, visitors to and from the new development and airport passengers. A set of critical success factors was developed, such as the application of real time information and the greater use of integrated ticketing and service between the different transport companies who would be involved in providing transport services through the hub. The principal focus was the forecast of passenger demand between the transport hub and Manchester airport. |
| 3-6/2001 | Uganda | DFID/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.  |
| 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. |
| 12/1996 -3/1997 | Congo-Brazzaville | European Commission/TecnEcon | Freelance Consultant  | **Technical Assistance for Adjusting the Transport Sector :** Participated in the development of a program to reform the Congolese transport system, with a focus on water transport (both services and infrastructure). The main output provided by the TA to the ministerial Commission in charge of this project was a policy document on the transport sector in Congo.  |
| 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, 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.  |

1. **Other relevant information:**

**Publications**

“Realistic Business Forecasting” ([www.realisticbusinessforecasting.com](http://www.realisticbusinessforecasting.com)), published in August 2020

 “Business Planning in Transport”, published May 2017

[https://www.amazon.co.uk/Business-Planning-Transport-Adam-Simmons-ebook/dp/B071FMZX7R/ref=sr\_1\_6?ie=UTF8&qid=1496326810&sr=8-6&keywords=business+planning+transport](https://www.amazon.co.uk/Business-Planning-Transport-Adam-Simmons-ebook/dp/B071FMZX7R/ref%3Dsr_1_6?ie=UTF8&qid=1496326810&sr=8-6&keywords=business+planning+transport)

This book discusses demand and forecasting techniques in detail and the need to assess demand over all modes in a corridor rather than just one or two. Also, the use of local data for elasticities, etc. is important as such information cannot be guaranteed to be transferable from one country to another.

 “New Pricing Models for Travel and Tourism Brands” for the World Travel Market, London, 2008

“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)

1. **Contact details:**

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