

# Peter Wiener

## Associate

I am a Business Consultant with over 30 years' commercial experience across the aviation, rail and telecommunications sectors. I started my career at British Airways, where I spent 11 years in a number of roles including Operational Research, Pricing and Cargo. Following nearly five years in mobile telecommunications, I returned to my transport roots, this time as a consultant, where I have developed a portfolio of work in the rail industry to complement my continuing involvement in aviation. I undertake projects ranging from broad strategic studies, to detailed technical analyses across the aviation and rail industries, including both policy and transaction studies. Previous experience includes the following:

- Jacobs Consultancy 2001-2006 Associate Director
- Sonera Zed 2000-2001 Director Of Commercial Solutions
- CO Global Communications 1997-2000 Manager Revenue Management
- British Airways 1985-1996
  - Network Optimisation Manager, BA World Cargo
  - Pricing Development Manager
  - Senior Operational Research Analyst

## Relevant skills

**Aviation consultancy:** Peter's experience includes the development and review of traffic projections, aeronautical revenues and operating costs, on behalf of developers, lenders or vendors for a number of major airport transactions including: London Stansted, London Gatwick, Brazil (Sao Paulo, Brasilia, Rio de Janeiro, Belo Horizonte), Sendai (Japan), Hochtief AirPort assets including Athens, St. Petersburg, Dakar, Rome, Brussels, Budapest, Delhi/Mumbai, Madagascar, Montenegro, Nairobi, Bugesera (Rwanda) and Milan, as well as developing traffic forecasts for the Berlin airport system, Manchester and Birmingham Airports.

Peter has undertaken studies into airport operating costs for both regulators and airport operators. This includes a study into the operating costs of Dublin Airport for the 2014 Determination for CAR following similar studies for the UK CAA in respect of Heathrow, Gatwick and Stansted Airports. More recently, he has worked for a major European airport to review its own forecasts of operating costs, on projects undertaken in 2015, 2016 and 2018.

Peter's other policy experience includes acting as Monitoring Trustee for the IAG-bmi, AA-US and AF-KLM mergers and AA-BA-IB and AF-KL-AZ-DL transatlantic JVs for the European Commission. He recently undertook studies into the problems facing the aviation industry in Africa and trends in European aviation development for the Norwegian airport operator Avinor.

Peter recently advised Avinor on the sale of a small airport in Haugesund, Norway, and is currently advising the IFC (World Bank Group) on the concession of Sofia Airport in Bulgaria.

## Qualifications

Kingston University  
*Master in Business Administration (MBA)*  
1992

Lancaster University  
*MSc Operational Research*  
1985

Oxford University  
*BA Physics and Philosophy*  
1984

## Professional membership

Association for Project Management  
*APMP*

## Languages

French Good  
German Intermediate  
Spanish Basic  
English Native

## Years of Experience

16 Client side  
15 Consultancy

## Projects summary

	Project	Client	Year/Location	Role
Aviation consultancy	Leading European Airport Business Plan Review	Confidential	2018, UK	Operating Cost workstream leader
	Concession of Sofia Airport	IFC, World Bank Group	2017-18, Bulgaria	Project Manager
	Haugesund Airport Concession Support	Avinor	2017, Norway	Project Manager
	CDG Express Traffic Advisor	Confidential	2017, France	Air demand forecast lead
	Support to HAL Engineering for H7	Heathrow Airport Limited	2017, UK	Project Director
	Monitoring Trustee, Air France – KLM Merger	European Commission	2017, Europe	Project Manager
	Traffic, Commercial & Technical Due Diligence, Westchester County Airport	Confidential	2017, USA	Workstream lead (opex)
	Malaysian Airport Charges Regulation	Malaysian Aviation Commission	2017, Malaysia	Project Manager
	Development of a Regulatory Approach towards Quality of Service at Malaysian Airports	Malaysian Aviation Commission	2017, Malaysia	Project Manager
	Investment in SAVE Airports	Confidential	2017, Italy	Workstream lead (opex)
	Update of study on the socio-economic impact of Basel-Mulhouse Airport	EuroAirport	2017, France/Switzerland	Project Director
	African Aviation Approach Paper	African Development Bank	2016-17, Africa	Project Manager
	Traffic, Business Plan & Capital Investment Review	AGS Airports	2016, UK	Workstream lead (opex)
	Study on European airport development - ownership, operation, commercial strategies and governance	Avinor	2016-17, Norway	Project Director
	Study on airport ownership and management and the groundhandling market in selected non-EU countries	European Commission	2016, Europe	Workstream lead
	Heathrow Airport Operating Cost Benchmarking Study	Heathrow Airport Limited (HAL)	2016, UK	Project Manager

Africa Aviation Training Research	International Air Transport Association	2016, Africa	Project Director
Monitoring Trustee LATAM	Fiscalia Nacional Económica / LATAM airlines	2016, Chile	Project Director
Competitiveness of Air Passenger Duty	British Air Transport Association (BATA)	2016, UK	Project Director
Heathrow Airport Operating Cost Benchmarking Study	Heathrow Airport Ltd.	2016, UK	Project Manager
Sale of shares of Nice and Lyon Airports	Confidential Client	2015-16, France	Operating Cost workstream leader
Impact of EU aviation safety cooperation agreements with China and Japan	European Commission DG MOVE	2016, Europe, China, Japan	Project Manager
Berlin Airport Aeronautical Revenue Forecast and Scenario Analysis	Flughafen Berlin Brandenburg	2016, Germany	Project Manager
Monitoring Trustee Skyteam AF-KL-AZ-DL transatlantic JV	European Commission DG COMP	2015	Project Manager
Plymouth Airport as a GA facility - Business case assessment	Sutton Harbour Holdings PLC	2015, UK	Project Manager
Review of Heathrow Airport Forecasts	Heathrow Airport Ltd	2015, UK	Operating Cost workstream leader
Impact of opening aviation markets between the EU and a number of key partner countries	European Commission DG MOVE	2015, Europe, Gulf States, China	Project Manager
Montenegro Airports Lender's Advisor	European Bank for Reconstruction and Development	2015, Montenegro	Project Manager
Berlin Airport Traffic Forecasts	Flughafen Berlin Brandenburg	2015	Project Manager
Madagascar Airports Traffic Advisor	Confidential client	2015	Project Manager
Sendai Airport Business Adviser	Confidential client	2014-15, Japan	Operating Cost workstream leader
Economic Benefits of Opening Aviation Markets between the EU and Mexico	European Commission DG MOVE	2014-15, Europe / Mexico	Project Manager

Athens Airport Technical and Traffic Advisor	Hellenic Republic Asset Development Fund	2014 and 2016, Greece	Operating Cost workstream leader
Facilitated Dialogue on Alternative Dispute Resolution	Civil Aviation Authority	2014, UK	Project Manager
Nairobi Airport Greenfield Terminal Advisor	Kenya Airports Authority	2014, Kenya	Project Manager
Potential Benefits of a Possible Comprehensive Agreement between the EU and ASEAN	European Commission DG MOVE	2014, Europe/ South East Asia	Project Manager
Airport Operating Models and Maximum Connectivity	Confederation of British Industry	2014, UK	Project Manager
Study to assist in the opening up of Aviation Services in Africa	African Development Bank / European Investment Bank	2013-14, Africa	Project Director
Review of Operational Resilience at Heathrow and Gatwick Airports	UK Civil Aviation Authority	2014, UK	Project Manager
Dublin Airport Operating Expenditure Efficiency Study	Commission for Aviation Regulation	2013-14, Ireland	Project Director
Rio de Janeiro Galeão and Belo Horizonte Confins Airport Concessions	Confidential client	2013, Brazil	Operating Cost workstream leader
Review of Operating Costs and Commercial Revenues Maintenance and Renewals Costs at Stansted Airport	UK Civil Aviation Authority	2013, UK	Staff Costs workstream leader
Manchester Airport Group Traffic Forecasts	Manchester Airport Group	2013, UK	Project Director
Birmingham Airport Traffic Forecasts	Birmingham Airport	2013, UK	Project Director
Monitoring Trustee (Prospective) US/AA Merger	European Commission (DG COMP)	2013, Europe	Project Manager
Monitoring Trustee A++ Transatlantic Joint Venture	European Commission (DG COMP)	2013, Europe	Project Manager
Review of Maintenance and Renewals Costs at Heathrow and Gatwick Airport	UK Civil Aviation Authority	2012-13, UK	Project Manager
Review of Other Operating Expenditure at Heathrow and Gatwick Airports	UK Civil Aviation Authority	2012-13, UK	Project Manager

Vendor Due Diligence for sale of Stansted Airport	Ferrovial	2012, UK	Operating Cost Workstream Leader
Due Diligence on sale of Guarulhos airport	BNP Paribas	2012, Brazil	Operating Cost Workstream Leader
San Luis Potosí airport runway extension – freight impact	OMA / Estafeta	2012, Mexico	Project Director
IAG-bmi merger Monitoring Trustee	European Commission (DG COMP)	2012 - ongoing, Europe	Project Manager
Stansted Airport Mid-Q5 Review	UK Civil Aviation Authority	2012, UK	Expert
Study into private sector participation in the maritime and air transport sectors in Africa	Infrastructure Consortium for Africa / European Investment Bank	2011-12, UK/Africa	Project Manager
Evaluation of Computer Reservations System Regulation	European Commission (DG MOVE)	2011-12, Europe	Project Director
Brazil Airports Concessions	Advent International	2011, Brazil	Project Manager
Hochtief Airport Sale	Vinci Airports	2011, Europe	Project Director
Northern Air Connectivity	Northern Way	2010, UK	Project Manager
AA-BA-IB Joint Venture Monitoring Trustee	European Commission (DG COMP)	2010 - ongoing, Europe	Fares and SPA Expert
Rwanda Bugesera Airport	Government of Rwanda	2010-12, Rwanda	Project Manager
Air Freight – Economic and Environmental Drivers and Impacts	Department for Transport	2009-2010, UK	Project Director
Acquisition of a shareholding in Gatwick Airport	CALPERS	2010, UK	Project Director
Pulkovo Traffic and Aeronautical Revenue Forecast	FRAPORT	2008-2009, Russia	Project Director
Dakar Airport Traffic Forecast	BNP Paribas and AIDB	2008-2009, Senegal	Project Director
Development of Aviation Sector Policy	Ghana Civil Aviation Authority	2008, Ghana	Aviation Expert
Review of ATWP Progress Report	South East England Regional Assembly (SEERA)	2007, UK	Project Manager
Competition Impact of Airline Code-share Agreements	European Commission (DG COMP)	2006, UK	Project Manager

Review of Air Traffic Forecasts	Northern Way	2006, UK	Aviation Expert
Milan Airports Traffic Forecasts	Goldman Sachs (while at Jacobs)	2005, UK/Italy	Traffic Forecaster
Budapest Airport Traffic Forecasts	Ferrovial Aeropuertos / Goldman Sachs (while at Jacobs)	2005, UK/Hungary	Traffic Forecaster
Delhi & Mumbai Airports Review	Macquarie Bank (while at Jacobs)	2005, UK/India	Revenue & Cost Analyst
Rome Airports Independent Review	Aeroporti di Roma (while at Jacobs)	2005, UK/Italy	Traffic Forecaster
Kuwait Airways Activity Value Analysis	UN Development Programme (while at Jacobs)	2003-2004, Kuwait	Consultant/Interviewer/Analyst
Brussels Airport Acquisition	Macquarie Bank(while at Jacobs)	2004, UK/ Belgium	Project Manager
Exeter Airport Traffic Forecast	South West Regional Airports (while at Jacobs)	2004, UK	Traffic Forecaster
Regional Spanish Airport Traffic Forecast	South West Regional Airports (while at Jacobs)	2004, UK	Traffic Forecaster
Civil Aviation Identification Mission	European Commission (while at Jacobs)	2004, Sri Lanka	Aviation Expert
Cyprus Airports Traffic Forecast	Alterra Partners (while at Jacobs)	2004, UK	Traffic Forecaster
Rome Airports Due Diligence	Macquarie Bank (while at Jacobs)	2002, UK/Italy	Traffic Forecaster

## Selected projects

### Aviation consultancy

#### Leading European Airport Business Plan Review

**Client** Confidential  
**Year/Location** 2018  
**Position Held** Operating Cost workstream leader

As part of a project to review the long term business plans of a leading European airport, Peter is leading the review of operating cost forecasts developed by the airport.

#### Concession of Sofia Airport

**Client** International Finance Corporation, World Bank Group  
**Year/Location** 2017-18  
**Position Held** Project Manager

Steer was appointed by the IFC as Technical Advisor to support IFC in its role in providing advice to the Bulgarian Government on the letting of Sofia Airport for a 30 to 35 year concession. Peter led the team to develop forecasts of traffic, revenues and costs, and a capital development plan, to underpin the valuation of the concession and the structuring of the concession contract. The transaction is currently underway, with bids from tenderers expected in October.

#### Haugesund Airport Concession Support

**Client** Avinor  
**Year/Location** 2017, Norway  
**Position Held** Project Manager

In August 2017, Avinor appointed Steer to help define its strategy for the concession of Haugesund Airport, covering the nature of the business model to be adopted taking into account the perspectives of both bidders and of Avinor, as well as those of the local community and the Norwegian Government. The advice covers financial arrangements (structure of concession payments), the rules governing airport charges and other revenue-generating activities, stipulations on the services to be provided and quality of service requirements, as well as remedies in the event of unsatisfactory performance by the operator.

#### CDG Express Traffic Advisor

**Client** Confidential Client  
**Year/Location** 2017, France  
**Position Held** Workstream Leader (Air demand forecast)

Steer was appointed by a bidder for the proposed franchise for the operation of a new fast rail link between Paris and CDG Airport (the CDG Express) to develop patronage forecasts for the new service. This included estimating air passenger traffic demand at the airport as well as the share of this demand which would use the new rail service.

#### Support to HAL Engineering for H7

**Client** Heathrow Airport Limited  
**Year/Location** 2017, UK  
**Position Held** Project Director

Steer was commissioned by Heathrow Airport Limited (HAL) to assist HAL in developing its position on Engineering costs in relation to the H7 regulatory assessment process. The scope of work included consideration of the potential impact on HAL's costs of the following aspects of its particular circumstances: operational resilience, operating environment, sustainability, utilities and a review of benchmarks for engineering and cleaning costs.

#### **Monitoring Trustee, Air France – KLM Merger**

**Client** European Commission (DG COMP)  
**Year/Location** 2017, Europe  
**Position Held** Project Manager

Steer was appointed as the aviation expert in the Monitoring Trustee team (replacing the previous trustee) for the Air France-KLM merger to ensure that commitments given by the Commission are adhered to. The measures to be monitored include specific commitments on airport slots, flight frequencies, interlining and intermodal operation, frequent flyer schemes, special prorated agreements and airline fares.

#### **Traffic, Commercial & Technical Due Diligence, Westchester County Airport**

**Client** Confidential Client  
**Year/Location** 2017, USA  
**Position Held** Workstream Leader (Opex)

Steer was appointed by a confidential bidder for the Concession of Westchester County Airport (New York State). The work included providing advice on traffic, aeronautical and non-aeronautical revenues, operating costs and capital expenditure.

#### **Malaysian Airport Charges Regulation**

**Client** Malaysian Aviation Commission (MAVCOM)  
**Year/Location** 2017 - ongoing, Malaysia  
**Position Held** Project Manager

The Malaysian Aviation Commission (MAVCOM) was established in March 2016 as the independent economic regulator of the civil aviation industry in Malaysia. This role includes the regulation of aviation charges at the country's 40 larger commercial airports. These were historically regulated directly by the Government of Malaysia. Steer was appointed (in May 2017) to support MAVCOM in moving towards a cost-based approach to setting aeronautical charges, by designing a long-term framework and methodology related to those used by other regulatory authorities for the economic regulation of airports.

#### **Development of a Regulatory Approach towards Quality of Service at Malaysian Airports**

**Client** Malaysian Aviation Commission (MAVCOM)  
**Year/Location** 2017 - ongoing, Malaysia  
**Position Held** Project Manager

The Malaysian Aviation Commission (MAVCOM) was established in March 2016 as the independent economic regulator of the civil aviation industry in Malaysia. In this capacity



MAVCOM decided to introduce a quality of service (QoS) regime at Malaysian airports and appointed Steer to develop a QoS scheme for the country's airports (in March 2017) We have developed a proposal for the new QoS regime which has been shared with stakeholders as part of a formal consultation process.

#### **Investment in SAVE Airports**

**Client** Confidential Client  
**Year/Location** 2017, Italy  
**Position Held** Workstream Leader (Opex)

Steer was appointed to support a potential investor in SAVE, the owner and operator of Venice airport with interests also in Verona and Brescia airports. We undertook a review of information provided by the vendor, and also developed our own forecasts of traffic, non-aeronautical revenues, operating costs and capital investment projections.

#### **Update of study on the socio-economic impact of Basel-Mulhouse Airport**

**Client** EuroAirport  
**Year/Location** 2017, France/Switzerland  
**Position Held** Project Director

Steer was commissioned by EuroAirport Basel Mulhouse to update an earlier (2008) study into the economic impacts of the airport, including positive economic benefits and negative environmental effects. The potential impacts of a change to the airport's operating hours was also considered as part of the study.

#### **African Aviation Approach Paper**

**Client** African Development Bank  
**Year/Location** 2016-17, Africa  
**Position Held** Project Manager

The African Development Bank commissioned Steer to develop an Approach Paper to provide a framework for understating the issues and barriers to African aviation development, identify potential options for improving the position of African aviation, and suggest how the Bank could contribute most effectively to this for the benefit of passengers and to encourage economic development. The Approach Paper considered how the Bank can continue to support investment activity, encourage capacity development and bring together key stakeholders within the aviation sector.

#### **Traffic, Business Plan & Capital Investment Review**

**Client** AGS Airports Limited  
**Year/Location** 2016, UK  
**Position Held** Workstream Leader (Opex)

Steer was been retained by AGS Airports Limited to provide Traffic, Business Plan and Technical advice in support of its prospective refinancing. Our report provided an assessment of the current and historical business performance at the airports in the AGS Airports group (Aberdeen, Glasgow and Southampton airports), along with our independent review of traffic, business plan and capital investment projections developed by the AGS management team.

#### **Study on European airport development - ownership, operation, commercial strategies and governance**

**Client** Avinor  
**Year/Location** 2016-17, Norway  
**Position Held** Project Director

As a part of its process of developing a new corporate strategy, Avinor commissioned Steer to undertake a study to review recent trends and possible future developments in the European airport industry. The study considered the following aspects of the industry: airport ownership, airport operations, airport commercial strategies and airport governance.

**Study on airport ownership and management and the groundhandling market in selected non-EU countries**

**Client** European Commission, DG MOVE  
**Year/Location** 2016, Worldwide  
**Position Held** Workstream Lead

Steer was appointed by the European Commission to undertake a study into the ownership and management of airports, as well as the groundhandling market, in 10 selected non-EU countries. This included providing an overview of the international (General Agreement on Trade in Services (GATS)) and bilateral frameworks applying to access by EU companies, identifying international trends in airport ownership and management and the groundhandling market., analysing the selected national markets, as well as reviewing barriers within the EU. Peter led the review of the international and bilateral frameworks.

**Heathrow Airport Operating Cost Benchmarking Study**

**Client** Heathrow Airport Limited  
**Year/Location** 2016, UK  
**Position Held** Project Manager

Steer was commissioned by Heathrow Airport Limited (HAL) to undertake a benchmarking study of the airport's operating costs in the context of the next regulatory review period (H7), starting in 2019 .

**Africa Aviation Training Research**

**Client** International Air Transport Association (IATA)  
**Year/Location** 2016, UK  
**Position Held** Project Director

Steer was commissioned by IATA to undertake research into suppliers competing with IATA in the provision of aviation training in Africa and also to survey current and potential clients of aviation training to understand their requirements.

**Monitoring Trustee LATAM**

**Client** FISCALIA NACIONAL ECONOMICA (FNE), Chile / LATAM airlines  
**Year/Location** 2015, Chile  
**Position Held** Project Director

Steer was appointed by LATAM airlines (resulting from the merger of Chile's LAN and Brazil's TAM airlines) to advise the competition authority of Chile (Fiscalia Nacional Económica) in relation to LATAM's adherence to Commitments agreed with the FNE as part of being granted permission to merge with TAM. These Commitments relate to restrictions on code share and

other interline agreements between LATAM and airlines outside its airline alliance group (the oneworld alliance).

**Competitiveness of Air Passenger Duty**

**Client** *British Air Transport Association (BATA)*  
**Year/Location** *2016, UK*  
**Position Held** *Project Director*

Steer was commissioned by the British Air Transport Association to undertake research into the competitiveness of UK Air Passenger Duty in relation to corresponding taxes on aviation levied by other countries.

### **Sale of shares of Nice and Lyon Airports**

**Client** *Confidential client*  
**Year/Location** *2015-16, France*  
**Position Held** *Operating cost workstream leader*

Steer was commissioned by a bidder for the French Government's controlling shares of Nice and Lyon airports, to support the client's bid through the development of a detailed business plan for each airport. Peter led the operating costs workstream.

### **Study on the impact of concluding EU aviation safety cooperation agreements with China and Japan**

**Client** *European Commission, DG MOVE*  
**Year/Location** *2016, Europe, China, Japan*  
**Position Held** *Project Manager*

Steer was commissioned by the European Commission to undertake a study into possible EU aviation safety cooperation agreements (BASAs) with each of China and Japan. The purpose was to assess the impact of such agreements in terms of economic benefits, the impacts on the competitiveness of the EU aviation manufacturing sector and environmental, social and labour market impacts.

### **Berlin Airport Aeronautical Revenue Forecast and Scenario Analysis**

**Client** *Flughafen Berlin Brandenburg*  
**Year/Location** *2016 - ongoing, Germany*  
**Position Held** *Project Manager*

Steer was commissioned by Flughafen Berlin Brandenburg to develop annual aeronautical revenue forecasts to 2035, based on the traffic forecasts developed in an earlier project and taking account of the move to the new BER airport facility. This involved the development of a bespoke aeronautical revenue modelling suite. We were subsequently requested to analyse 10 different scenarios relating to external events and internal policy decisions, making use of the aeronautical revenue models.

### **Monitoring Trustee Skyteam AF-KL-AZ-DL transatlantic JV**

**Client** *European Commission (DG COMP)*  
**Year/Location** *2015, Europe*  
**Position Held** *Project Manager*

Steer is the aviation expert in the Monitoring Trustee team for the transatlantic joint venture between AF-KLM, Alitalia and Delta Airlines ensuring that commitments given by the Commission are adhered to. Peter is part of the team contributing to slot allocation analysis, special pro-rate agreements, fares combinability agreements, with a focus on special pro-rate agreements.

### **Review of Heathrow Airport Forecasts**

**Client** *Heathrow Airport Limited*  
**Year/Location** *2015, UK*  
**Position Held** *Operating cost workstream leader*

Steer was commissioned by Heathrow Airport Limited (HAL) to undertake a review of its long term traffic, non-aeronautical revenues and operating costs. We reviewed HAL's projections and made recommendations on changes that could be made to the supporting methodologies or assumptions. We also noted the need for more evidence in certain areas to support the assumptions, which is pertinent to how the projections might eventually be used, for example, with external audiences such as the Civil Aviation Authority. Peter was the operating cost workstream leader.

#### **Plymouth Airport as a GA facility - business case assessment**

**Client** *Sutton Harbour Holdings PLC*  
**Year/Location** *2015 UK*  
**Position Held** *Project Manager*

Steer was commissioned Sutton Harbour Holdings, the owner of the site of the disused Plymouth Airport, to assess whether a business case for the re-opening of the airport site as a General Aviation only facility could be developed. Our analysis showed that any such use of the airport would be highly unprofitable. We subsequently undertook further work on behalf of the client in supporting its position in relation to plans by Plymouth City Council to safeguard the site for potential future airport use.

#### **Impact of opening aviation markets between the EU and a number of key partner countries**

**Client** *European Commission, DG MOVE*  
**Year/Location** *2015, Europe, Gulf Cooperation Council States, China*  
**Position Held** *Project Manager*

Steer was commissioned by the European Commission to undertake a study into opening aviation markets with the six countries of the Gulf Cooperation Council (United Arab Emirates, Qatar, Saudi Arabia, Bahrain, Kuwait and Oman) and also with China. This formed part of a programme of work to adopt an Aviation Package which is aimed at bolstering the competitiveness of the EU aviation sector, which could include negotiation by the European Commission to reach EU level air transport agreements with those countries. The purpose of the study was to estimate the level of economic benefits of such agreements and considered elements such as consumer surplus, the impact on employment, tourism benefits, and the impact on the EU airline industry.

#### **Montenegro Airports Lender's Advisor**

**Client** *European Bank for Reconstruction and Development*  
**Year/Location** *2015, Montenegro*  
**Position Held** *Project Manager*

Steer was appointed by the European Bank for Reconstruction and Development to review the plans by Airports of Montenegro to expand Tivat airport as well as considering the ability of Airports of Montenegro to service proposed loans to fund the expansion project. We developed traffic, revenue and cost projections for both Tivat and the country's other main airport at Podgorica, as well as reviewing the capital requirements for the Tivat airport expansion.

#### **Berlin Airport Traffic Forecasts**

**Client** *Flughafen Berlin Brandenburg*  
**Year/Location** *2015, Germany*  
**Position Held** *Project Manager*

Steer was commissioned by Flughafen Berlin Brandenburg, operator of Tegel and Schönefeld airports to develop traffic forecasts to 2040. We developed forecasts using a combined top-down and bottom-up approach, and developed detailed linked airport schedules for the busy day in six different future years.

#### **Madagascar Airports Traffic Advisor**

**Client** *Confidential client*  
**Year/Location** *2015, Madagascar*  
**Position Held** *Project Manager*

Steer acted as traffic advisor for a bidder for the concessions at Antananarivo and Nosy Bé in Madagascar. This included development of annual and busy hour traffic forecasts at the two airports and support for the lenders' advisory process.

#### **Sendai Airport Business Advisor**

**Client** *Confidential client*  
**Year/Location** *2014-15, Japan*  
**Position Held** *Operating Costs workstream leader*

Steer is acting as business advisor for a bidder for the concession for Sendai Airport in north-east Japan. This includes the development of traffic forecasts and projections of aeronautical and commercial revenues, as well as operating costs and capital expenditure. Peter is leading the operating costs workstream.

#### **Economic Benefits of Opening Aviation Markets between the EU and Mexico**

**Client** *European Commission, DG MOVE*  
**Year/Location** *2014-15, Europe/Mexico*  
**Position Held** *Project Manager*

Steer was commissioned to undertake a study into the potential benefits of an aviation agreement between the EU and Mexico. The study involved an extensive programme of stakeholder consultation and desktop research leading to the estimation of the potential economic benefits for three different scenarios.

#### **Athens Airport Technical and Traffic Advisor**

**Client** *Hellenic Republic Asset Development Fund (HRADF)*  
**Year/Location** *2014-2016, Greece*  
**Position Held** *Operating costs workstream leader*

Steer was commissioned to act as vendor's advisor in relation to the potential sale of HRADF's 30% share of the airport. This included a review of the airport management's traffic forecasts and business plan revenue and cost projections. We undertook an update of this study in 2016. Peter led the operating costs workstream.

#### **Facilitated Dialogue on Alternative Dispute Resolution**

**Client** *Civil Aviation Authority*  
**Year/Location** *2014*  
**Position Held** *Project Manager*

In the context of a European Directive requiring the establishment of Alternative Dispute Resolution mechanisms for consumers (as opposed to recourse to the courts in the case of a dispute with a trader), the Civil Aviation Authority appointed Steer to undertake a process of “facilitated dialogue” with the aviation industry in the UK, to help the CAA understand whether the industry was willing and able to establish an ADR body. This involved a programme of detailed consultations with a number of airlines and facilitation of a workshop to help agree on the parameters of such a body.

#### **Nairobi Airport Greenfield Terminal Advisor**

**Client** *Kenya Airports Authority*  
**Year/Location** *Kenya Airports Authority*  
**Position Held** *Project Manager*

Davies Gleave supported Pricewaterhouse Coopers in undertaking a preliminary study on the funding of the proposed new greenfield terminal at Nairobi airport. This included developing a review of the airport’s traffic forecast, and revenue and cost projections.

#### **Potential Benefits of a Possible Comprehensive Agreement between the EU and ASEAN**

**Client** *European Commission, DG MOVE*  
**Year/Location** *2014, Europe/South-East Asia*  
**Position Held** *Project Manager*

Steer was commissioned to undertake a study into the potential benefits of a comprehensive aviation agreement between the EU and the ASEAN countries, which currently in the process of developing a single aviation market among themselves. The study involved an extensive programme of stakeholder consultation and desktop research leading to the estimation of the potential economic benefits for three different scenarios.

#### **Airport Operating Models and Maximum Connectivity**

**Client** *Confederation of British Industry*  
**Year/Location** *2014, UK*  
**Position Held** *Project Manager*

Steer was commissioned to undertake research on behalf of the Confederation of British Industry (CBI) to support the CBI’s development of its position on the provision of additional airport capacity in South East England, as inputs to the Airports Commission under Sir Howard Davies. This looked at connectivity to different markets, with a focus on destinations in emerging markets, considering routes, frequencies and the numbers of connecting passengers.

### **Study to assist in the opening up of Aviation Services in Africa**

**Client** *ICA / African Development Bank / European Investment Bank*  
**Year/Location** *2013-2014, Africa*  
**Position Held** *Project Director*

On behalf of the Infrastructure Consortium for Africa, hosted by the African Development Bank and funded by the European Investment Bank Steer was commissioned to undertake a study to contribute to addressing the barriers to the expansion of effective aviation services across Africa through analysis and targeted interventions. This included research into existing patterns of demand and supply across the continent, a review of the aviation policy of African states, an assessment of barriers to entry to the aviation markets in Africa, a routes economics analysis comparing African with corresponding Indian and European routes and the development of policy proposals to help liberalise the African aviation market.

### **Review of Operational Resilience at Heathrow and Gatwick Airports**

**Client** *Civil Aviation Authority*  
**Year/Location** *2014, UK*  
**Position Held** *Project Manager*

Steer has been undertaking this study into the operational resilience at Heathrow and Gatwick Airports on behalf of the UK CAA. The study consisted of four workstreams: a review of the MacMillan report into the disruption at Gatwick on Christmas Eve 2013, a review of the Heathrow capacity allocation and management processes, developing policy guidance for operational resilience for the CAA and reviewing the airports' October 2014 submitted plans. The first three of these have been completed and the policy guidance report has been published on the CAA's website.

### **Dublin Airport Operating Expenditure Efficiency Study**

**Client** *Commission for Aviation Regulation*  
**Year/Location** *2013-14, Ireland*  
**Position Held** *Project Director*

Steer has been undertaking this study into the operating efficiency of Dublin Airport on behalf of the Irish economic aviation regulator, CAR, reviewing all operating expenditure with a focus on areas where the greatest quantity of efficiency savings are likely to be found. Our draft report has been published on CAR's website. Peter is the Project Director for this study.

### **Rio de Janeiro Galeão and Belo Horizonte Confins Airport Concessions**

**Client** *Confidential client*  
**Year/Location** *2013, Brazil*  
**Position Held** *Operating cost workstream leader*

Steer acted as Business Plan advisor for the a bidder for the concessions offered by the Government at these two airports. We developed traffic forecasts and associated projections of aeronautical and non-aeronautical revenues and operating costs, as well as developing the capital development concepts for each airports and the associated capital expenditure. Peter led the operating cost workstream, and undertook a site visit to both airports.



### **Review of Operating Costs and Commercial Revenues Maintenance and Renewals Costs at Stansted Airport**

**Client** *Civil Aviation Authority*  
**Year/Location** *2013, UK*  
**Position Held** *Staff cost workstream leader*

Steer undertook a review of operating cost and commercial revenues projections at Stansted Airport as part of the economic regulation process for Quinquennium 6 (2014/15-2018/19). This involved a detailed review of all major operating cost areas (both staff and non-staff) as well as of all major commercial revenue streams. Peter led the analysis of staff costs.

### **Manchester Airport Group Traffic Forecasts**

**Client** *Manchester Airport Group*  
**Year/Location** *2013, UK*  
**Position Held** *Project Director*

Steer developed short and long-term traffic projections for the Manchester Airport Group's two largest airports, Manchester and Stansted, in the context of MAG's submission to the UK's Airports Commission chaired by Sir Howard Davies. Peter led the development of the forecasts for Manchester Airport.

### **Birmingham Airport Traffic Forecasts**

**Client** *Birmingham Airport*  
**Year/Location** *2013, UK*  
**Position Held** *Project Director*

Steer developed short and long-term traffic projections for Birmingham Airport in the context of MAG's submission to the UK's Airports Commission chaired by Sir Howard Davies. Peter led the development of the long-term forecasts.

### **Review of Maintenance and Renewals Costs at Heathrow and Gatwick Airports**

**Client** *Civil Aviation Authority*  
**Year/Location** *2012-13, UK*  
**Position Held** *Project Manager*

Steer undertook a review of the maintenance operating cost projections at the two airports, as well as the overall asset management strategy and significant capital renewals projects as part of the economic regulation process for Quinquennium 6 (2014/15-2018/19), involving a detailed review of airport cost assumptions and asset management strategy and approach. Peter was the project manager.

### **Review of other operating expenditure at Heathrow and Gatwick Airports**

**Client** *Civil Aviation Authority*  
**Year/Location** *2012-13, UK*  
**Position Held** *Project Manager*

Steer undertook a review of the projections of various categories of operating costs at the two airports as part of the economic regulation process for Quinquennium 6 (2014/15-2018/19), involving a detailed review of airport cost assumptions. Peter was the project manager.

### **Monitoring Trustee US/AA Merger**

**Client** *European Commission (DG COMP)*  
**Year/Location** *2013, Europe*  
**Position Held** *Project Manager*

Steer is the aviation expert in the Monitoring Trustee for the US Air / American Airlines merger ensuring that Commitments given by the Commission are adhered to. Peter is part of the team contributing to slot allocation analysis, special pro-rate agreements, fares combinability agreements, with a focus on special pro-rate agreements.

### **Monitoring Trustee A++ Transatlantic Joint Venture**

**Client** *European Commission (DG COMP)*  
**Year/Location** *2013, Europe*  
**Position Held** *Project Manager*

Steer is the aviation expert in the Monitoring Trustee for the A++ (Lufthansa, United Airlines and Air Canada) Joint Venture ensuring that Commitments given by the Commission are adhered to. Peter is part of the team contributing to slot allocation analysis, special pro-rate agreements, fares combinability agreements with a focus on special pro-rate agreements.

### **Vendor Due Diligence for sale of Stansted Airport**

**Client** *Ferrovial*  
**Year/Location** *2012, UK*  
**Position Held** *Operating costs workstream leader*

Steer undertook vendor due diligence on behalf of Ferrovial, who are selling Stansted Airport, reviewing the Management plan for the airport in relation to traffic, aeronautical and non-aeronautical revenues, operating costs and capital expenditure. Peter led the operating costs workstream.

### **Due Diligence services for Guarulhos International Airport**

**Client** *BNP Paribas*  
**Year/Location** *2012, Brazil*  
**Position Held** *Operating costs workstream leader*

Steer undertook vendor due diligence on behalf of Ferrovial, who are selling Stansted Airport, reviewing the Management plan for the airport in relation to traffic, aeronautical and non-aeronautical revenues, operating costs and capital expenditure. Peter led the operating costs workstream.

### **Due Diligence services for Guarulhos International Airport**

**Client** *BNP Paribas*  
**Year/Location** *2012, Brazil*  
**Position Held** *Operating costs workstream leader*

Steer undertook a lenders' advisory role in relation to the recent concessioning of Guarulhos airport in Sao Paulo, including traffic, aeronautical and non-aeronautical revenues, operating costs and the capital investment plan. Peter led the operating costs workstream.

### **San Luis Potosí airport runway extension – freight impact**

**Client** *OMA, Estafeta*  
**Year/Location** *2012, Mexico*  
**Position Held** *Project Director*

Steer undertook an analysis for the market for air freight and the business case / financial viability of an extension to the runway at San Luis Potosí airport in Mexico on behalf of the airport operator OMA and logistics operator Estafeta. This involved developing a demand forecasting model for the Mexican air freight market and the likely share of the market which San Luis Potosí could capture, interviews with local stakeholders including potential air freight customers, as well as financial modelling of the runway extension project and the level of support required from public sources to make the project viable.

### **Monitoring Trustee for the IAG-bmi merger**

**Client** *European Commission (DG COMP)*  
**Year/Location** *2012 - ongoing , Europe*  
**Position Held** *Project Manager*

Steer is acting as the aviation expert in the Monitoring Trustee team (led by CompetitionRx) mandated by the European Commission in respect of the merger British Airways and bmi (which was purchased by BA's parent, IAG, from Lufthansa) in April 2012. IAG has given a series of "Commitments" to the Commission in relation to take-off and landing slots at Heathrow Airport, as well to Special Prorate Agreements (revenue sharing on connecting journeys) and a number of other activities, in order to secure agreement to the merger by the EU. Peter is project manager for the Steer team and is leading the workstream related to SPAs, fares and access to capacity.

### **Stansted Airports Mid-Quinquennium Review**

**Client** *UK Civil Aviation Authority*  
**Year/Location** *2012, UK*  
**Position Held** *Expert*

Steer was appointed by the Civil Aviation Authority to support its mid-term Quinquennium 5 review of Stansted Airport covering operating expenditure and "Annex D" investment consultation. Peter undertook the investment consultation workstream, liaising with the main airline users of the airport as well as with airport management.

### **Study into private sector participation in the maritime and air transport sectors in Africa**

**Client** *Infrastructure Consortium for Africa (hosted by the African Development Bank) / European Investment Bank*  
**Year/Location** *2011-12, UK / Africa*  
**Position Held** *Project Manager*

Steer was appointed by the African Development Bank, on behalf of the Infrastructure Consortium for Africa (a consortium of development banks), to undertake this study, funded by the European Investment Bank. The objective was to assess the potential for enhanced private participation in the maritime and air transport sectors in Africa and to identify candidate projects for support by ICA members. Peter was project manager for the study and led the air transport workstream.

### **Evaluation of Computer Reservations System Regulation**

**Client** *European Commission (DG MOVE)*  
**Year/Location** *2011-12, Europe*  
**Position Held** *Project Director*

Steer was appointed to undertake the mid-term evaluation of Regulation 80/2009 on a Code of Conduct for Computerised Reservation Systems on behalf of the European Commission. The study was motivated by the fact that even though the Code of Conduct is recent, there have been many technological and marketing changes since its introduction and hence it may need to be revised further. The study comprised a market analysis of the airline distribution industry, including stakeholder consultation, a review of potential issues with the current regulation and development of conclusions and recommendations. Peter was Project Director for the Study.

### **São Paulo and Brasilia Airport Concessions**

**Client** *Advent International*  
**Year/Location** *2011, Brazil*  
**Position Held** *Project Manager*

We have developed traffic projections on behalf of a bidder for the concessions at Sao Paulo Guarulhos and Brasilia airports. Peter was the project manager for the assignment, managing the interface with the client and the development of the forecasts.

### **Hochtief Airport Sale**

**Client** *Vinci Airports*  
**Year/Location** *2011, Europe*  
**Position Held** *Project Director*

We acted for a bidder for sale of Hochtief's airport assets (six airports including Dusseldorf, Hamburg, Budapest and Athens), developing traffic and aeronautical revenue projections. Peter was the project director with ultimate responsibility for the deliverables to the client.

### **Northern Air Connectivity**

**Client** *The Northern Way*  
**Year/Location** *2010, UK*  
**Position Held** *Project Manager*

On behalf of the Northern Way we undertook a study to investigate the air transport constraints on Northern regions and how these affect indigenous businesses, inward investment and the attractiveness of the North to international companies to locate there. Peter was the project manager for the study

### **Monitoring Trustee for the AA-BA-IB Joint Venture**

**Client** *European Commission (DG COMP)*  
**Year/Location** *2010 - ongoing, Europe*  
**Position Held** *Fares and SPA Expert*

Steer is acting as the aviation expert in the Monitoring Trustee team (led by CompetitionRx) mandated by the European Commission (and subsequently the US Department of Transportation) in respect of the transatlantic Joint Venture between American Airlines,

British Airways and Iberia. The Parties to the JV, in order to obtain regulatory agreement, gave a number of Commitments, including the divestment of slots and associated fares combinability and special prorated agreement conditions. Peter is leading on the fares and SPA issues and has contributed to the analysis of applications for the divested slots.

#### **Rwanda Bugesera Airport Drivers and Impacts**

**Client** *Government of Rwanda*  
**Year/Location** *2010-12, Rwanda*  
**Position Held** *Project Manager*

The Government of Rwanda is planning the development of a new airport to replace the existing airport at its capital, Kigali. Steer is supporting PricewaterhouseCoopers, which has been commissioned to provide transaction advice, in the development of traffic and revenue projections, as well as undertaking an economic analysis. Peter is now assisting in the sale process, discussing the traffic and revenue projections with bidders.

#### **Air Freight – Economic and Environmental Drivers and Impacts**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2009-10, UK*  
**Position Held** *Project Director*

DfT commissioned this study to enhance its knowledge of the air freight industry, which has historically been less well understood than the air passenger industry, despite being intrinsically linked through use of shared capacity. The objective of the work was to enhance understanding of the structure of the market and drivers of behaviour, the economic value of air freight services and the environmental impact. Peter acted as Project Director, agreeing the overall approach with the client and synthesising the various workstreams, including stakeholder engagement, desktop research, and economic and environmental

#### **Purchase of a shareholding in Gatwick Airport**

**Client** *California Public Employees' Retirement System (CalPERS)*  
**Year/Location** *2010, UK*  
**Position Held** *Project Director*

On behalf of CalPERS we undertook a review of Gatwick Airport's business plan, covering the traffic forecasts, aeronautical and non-aeronautical revenue, operating costs and capital expenditure. We also reviewed the financial model. Peter acted as Project Director and undertook the Operating Cost workstream.

#### **Pulkovo traffic and aeronautical revenue forecast**

**Client** *FRAPORT*  
**Year/Location** *2008-2009, Russia*  
**Position Held** *Project Director*

The City of St Petersburg, Russia, has decided to offer a Concession for the operation and development of the city's only major airport, Pulkovo. Steer's role was to prepare air traffic and aeronautical revenue projections in support of FRAPORT's bid for the Concession. Peter acted as Project Director, liaising with the Client (and attending the presentation and site visit to the airport) and overseeing the development of the traffic forecasting models.

### **Dakar Airport Traffic Forecast**

**Client** *BNP Paribas & Aéroport International Blaise Diagne, Senegal*  
**Year/Location** *2008, Senegal*  
**Position Held** *Project Director*

The Senegalese government has decided to construct a new 3-million-passenger capacity international airport, Aéroport International Blaise Diagne (AIBD). Following a visit to Senegal and interviews with the client and key stakeholders, Peter oversaw the development of a traffic forecasting model on behalf of future providers of long term finance for the project, including a market analysis of the current aviation environment, and taking account of economic and supply-driven factors in developing the model.

### **Development of aviation sector policy**

**Client** *Ghana Civil Aviation Authority*  
**Year/Location** *2008, Ghana*  
**Position Held** *Aviation Expert*

The purpose of this project was to advise the Ghana Civil Aviation Authority (and through them the Government of Ghana) on the overall direction of aviation policy in Ghana, encompassing traffic access rights and bilateral treaties, airport ownership and management structures and safety oversight. Peter's role was to analyse the passenger and cargo aviation markets in discussion with interested parties and to advice on the key issue of access to traffic rights in the domestic, intra-African and inter-continental markets. Peter also developed a traffic forecast for the country, to provide a basis for the evaluation of different ownership options for the infrastructure and regulatory services.

### **Implications of Air Transport White Paper progress report**

**Client** *South East England Regional Assembly (SEERA)*  
**Year/Location** *2007, UK*  
**Position Held** *Project Manager*

On behalf of SEERA, Peter led a project to review the Government's approach to future airport development and planned expansion in the South East of England, in the light of the publication of the Progress Report on the Air Transport White Paper and of the Assembly's existing position.

### **Competition Impact of Airline Code-share Agreements**

**Client** *European Commission (Directorate-General Competition)*  
**Year/Location** *2006, UK*  
**Position Held** *Project Manager*

Peter led a multidisciplinary team, including economists and airline and legal experts, to carry out a study into the competition impact of the various forms of airline code-share agreement, on behalf of the European Commission's Directorate-General for Competition. The study developed both a "typology" of airline code-shares, describing in detail the various types of agreement, as well as a conceptual framework for the assessment of the agreements' competitive effects. The framework addressed how code-shares affect entry into the markets in which they operate and their impact on other markets. The welfare impacts of code-share agreements were assessed, in particular the effects on prices paid by consumers.

### **Northern Way – Review of Airport Masterplan Traffic Forecasts**

**Client** *Northern Way (commissioned by Yorkshire Forward)*  
**Year/Location** *2006, UK*  
**Position Held** *Aviation Expert*

Peter reviewed the masterplans and underlying traffic forecasts for major airports in northern England. This work was undertaken for the Northern Way project on behalf of the regional development agencies of northern England, with the objective of identifying ways to improve the economic productivity of northern England.

### **Milan Airports Traffic Forecasts**

**Client** *Goldman Sachs*  
**Year/Location** *2005, UK/Italy*  
**Position Held** *Traffic Forecaster*

On behalf of Goldman Sachs, Peter undertook due diligence on management's traffic forecasts for Milan's Linate and Malpensa airports. This formed a part of its bid for a minority stake in the airports.

### **Budapest Airport Traffic Forecasts**

**Client** *Ferrovial Aeropuertos / Goldman Sachs*  
**Year/Location** *2005, UK/Hungary*  
**Position Held** *Traffic Forecaster*

Peter developed traffic forecasts on behalf of a consortium of Ferrovial Aeropuertos and Goldman Sachs as part of its bid for a majority share of Budapest airport.

### **Delhi & Mumbai Airports Review**

**Client** *Macquarie Bank*  
**Year/Location** *2005, UK/India*  
**Position Held** *Revenue & Cost Analyst*

On behalf of the lenders, Peter reviewed aeronautical revenues and operating costs in the business plans for an acquisition of a 30-year concession in either Delhi or Mumbai airports. The consortium included Macquarie Bank, Aeroports de Paris and Sterlite of India.

### **Rome Airports Independent Review**

**Client** *Aeroporti di Roma*  
**Year/Location** *2005, UK/Italy*  
**Position Held** *Traffic Forecaster*

Undertook a review of Aeroporti di Roma management's traffic forecasts on behalf of the consortium of banks and bond-holders.

### **Kuwait Airways Activity Value Analysis**

**Client** *United Nations Development Programme*  
**Year/Location** *2003-2004, Kuwait*  
**Position Held** *Consultant/Interviewer/Analyst*

Peter was part of a team undertaking an Activity Value Analysis (AVA) at Kuwait Airways on behalf of the United Nations Development Programme. His role included interviewing managers and team leaders, identifying activities that could be eliminated to produce savings. He compiled the results and reported back to the panel responsible for implementing the recommendations. The analysis identified over 15% savings in overheads.

### **Brussels Airport Acquisition**

**Client** *Macquarie Bank*  
**Year/Location** *2004, UK/Belgium*  
**Position Held** *Project Manager*

Peter was appointed project manager of business plan development for the acquisition of a major share of Brussels Airport. This was on behalf of Macquarie Bank, the successful bidder. The business plan covered aviation and non-aviation revenues, operating costs and capital expenditure.

### **Exeter Airport Traffic Forecast**

**Client** *South West Regional Airports*  
**Year/Location** *2004, UK*  
**Position Held** *Traffic Forecaster*

Peter undertook a review of traffic forecasts for a potential bidder for Exeter Airport.

### **Sri Lanka – Civil Aviation Identification Mission**

**Client** *European Commission*  
**Year/Location** *2004, Sri Lanka*  
**Position Held** *Aviation Expert*

Peter undertook an identification mission for the EU Commission. His brief was to establish the possible basis for EC funding for domestic aviation in Sri Lanka.

### **Cyprus Airports Traffic Forecast**

**Client** *Alterra Partners*  
**Year/Location** *2004, UK*  
**Position Held** *Traffic Forecaster*

Peter undertook a review of traffic forecasts for a potential bidder for Cyprus Airports.



### **Rome Airports Due Diligence**

**Client** *Macquarie Bank*  
**Year/Location** *2002, UK/Italy*  
**Position Held** *Traffic Forecaster*

Peter undertook due diligence of acquisition of a share of Aeroporti di Roma by Macquarie Bank. This was a two-phase review, covering traffic forecast, aeronautical and commercial revenue, operating costs, capital cost, and technical and environmental issues.

[Click here to enter skill 2 title.](#)

### **Technical Advisor Support for InterCity East Coast Franchise**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2014, UK*  
**Position Held** *Ticketing and Revenue Protection Bid Assessor*

Steer is supporting DfT as Technical Advisor for the specification of, and procurement of an operator for, the InterCity East Coast (ICEC) franchise. The specification phase included franchise and operational review, modelling of revenue, costs, performance, economic benefits, development of the trains service requirement and of a shadow bid. The procurement phase included development of the ITT and the evaluation of bids, including assessment of a review of deliverability through the assessment of bidders' Delivery Plans and a financial assessment of bids, including revenues and costs and financial viability. Peter acted as an assessor for the Delivery Plan relating to Ticketing and Revenue Protection.

### **Thameslink Great Northern Rail Franchise Bid**

**Client** *MTR*  
**Year/Location** *2013, UK*  
**Position Held** *Ticketing, smart ticketing and ticket retailing bid plan writer*

Steer supported MTR Corporation in its bid for the Thameslink Great Northern rail franchise, developing passenger, revenue and cost forecasts, developing bid models and authoring bid plans. Peter was responsible for developing and authoring the Ticketing, Smart Ticketing and Ticket Retailing Plan.

### **Essex Thameside Rail Franchise Bid**

**Client** *MTR*  
**Year/Location** *2012, UK*  
**Position Held** *Fares and Ticketing Bid Plan Writer*

Steer supported MTR Corporation in its bid for the Essex Thameside rail franchise, developing passenger, revenue and cost forecasts, developing bid models and authoring bid plans. Peter was responsible for developing and authoring the Fares and Ticketing Plan.

### **Centro Rail Devolution – Initial Support**

**Client** *Centro*  
**Year/Location** *2012, UK*  
**Position Held** *Project Manager*

In the context of the UK government's rail devolution policy, Steer was appointed by Centro to undertake an initial review of potential options for greater involvement by Centro in the specification and management of rail services in the wider West Midlands regions. Peter was project manager for the study.

### **GO Rail Commuter Parking Strategy**

**Client** *Metrolinx*  
**Year/Location** *2011-12, Canada*  
**Position Held** *Modelling workstream leader*

Steer was appointed by Metrolinx, an agency of the Ontario Provincial Government, to develop a parking strategy for its GO suburban rail network serving the Greater Toronto and

Hamilton area. The strategy was required due to the demand pressures for increased parking associated with increased ridership. Peter led the modelling workstream, which developed a rail share and rail access mode share forecasting model, based on existing (revealed preference) surveys of GO rail users, and of commuters in general, in the Greater Toronto region. The models were based on a hierarchical logit design and were used to consider, inter alia, the impact of changes to commuters' costs at different GO stations, as well as of capacity constraints, including the opportunity to switch to other stations or to use other transport modes.

#### **ATOC Secondment – Initial Industry Plan**

**Client** *ATOC*  
**Year/Location** *2011, UK*  
**Position Held** *Project Manager*

Peter was seconded to ATOC to help develop its contribution to the Initial Industry Plan, a document produced jointly with Network Rail and part of the process leading up to the development of the HLOS and the regulatory settlement for CP5. Peter was involved in discussions with Network Rail on the presentation of industry cost trends, industry-supported schemes such as station improvements and customer information, as well as drafting sections of the document, for example on measures of customer satisfaction and the TOCs' contribution to achieving the efficiency savings identified in the McNulty Value for Money study.

#### **Yorkshire Rail Network Study**

**Client** *Metro*  
**Year/Location** *2011, UK*  
**Position Held** *Expert Adviser*

Steer is working with Metro and South Yorkshire PTE to identify the benefits of potential improvements to the rail network in Yorkshire, in a manner similar to that adopted in developing the Manchester Hub (now Northern Hub) scheme. A Conditional Output Statement will be developed stating where the greatest benefits will be achieved and will be used as the basis of developing appropriate schemes. Peter is acting as expert adviser, transferring the knowledge and methodology developed in the Manchester Hub work.

#### **Crossrail TSR Support**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2010-11, UK*  
**Position Held** *Project Manager*

Peter supported DfT in negotiations with Transport for London concerning the transfer of services from both the Greater Anglia and Great Western franchises into the new Crossrail Train Operating Company. The work involved facilitating discussions on the definition of services, staff and assets to be transferred allowing the two sides to reach agreement on how the transfer was to be undertaken. The work also involved identifying the revenues and costs involved in the transfer to ensure that DfT's financial position was protected.

### **Skelmersdale Rail Demand Study**

**Client** *Merseytravel / West Lancashire District Council*  
**Year/Location** *2010, UK*  
**Position Held** *Demand Modelling Expert*

Peter led the demand modelling in this study to demonstrate whether a business case existed for a new station in or near Skelmersdale. Demand for the proposed new station options was calculated using a station catchment and trip rate model approach.

### **Greater Anglia Franchise Support**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2010, UK*  
**Position Held** *Cost Modelling Workstream Leader*

Peter managed the Cost Modelling and Appraisal workstream for the specification of the Greater Anglia franchise on behalf of DfT. This has involved the development of a detailed cost model of the franchise, baselined to actual 2008/9 costs and able to respond to proposed timetable specification changes, as well as an appraisal model to assess the affordability and value for money of proposed changes to the service specification

### **NMF TOC Cost Model Enhancement**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2009-10, UK*  
**Position Held** *Project Manager*

Peter is currently managing this three-phase project to enhance the TOC Cost Model in the Network Modelling Framework. The project involves the creation of a historical cost database, econometric and efficiency (DEA) analysis of the dataset and the construction of a TOC cost forecasting model able to be run on a stand-alone basis or as part of NMF.

### **Airdrie Bathgate – Demand and Revenue Projections**

**Client** *First Scotrail*  
**Year/Location** *2009-10, UK*  
**Position Held** *Project Manager*

Peter managed the development of demand and revenue forecasts for the new Airdrie-Bathgate rail line which will provide another rail connection between Glasgow and Edinburgh, combining a catchment model for the new flows with traditional PDFH-based modelling techniques to model timetable impacts on existing flows and exogenous growth. The knock-on effects of the associated rolling stock cascade on other routes, in terms of changes to vehicle quality and crowding, were also modelled.

### **Manchester Hub (Phase 2)**

**Client** *Network Rail*  
**Year/Location** *2009, UK*  
**Position Held** *Project Manager*

Using models developed for the Manchester Hub Phase 1 study undertaken for the Northern Way, Peter led a team providing analytical support to Network Rail in development of options for the Manchester Hub scheme (and forecasting benefits for the two options selected for

further analysis). This is now being taken forward by Network Rail, with allocated government funding, under the Northern Hub name.

### **Commercial Strategy Support**

**Client** *Angel Trains*  
**Year/Location** *2009-10, UK*  
**Position Held** *Project Manager*

Peter managed the development of demand, revenue and cost projections for franchised train operators, based on publicly available data, under a number of different economic scenarios, to support Angel Trains in their development of commercial strategy

### **Reading Station Area Re-Development**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2009, UK*  
**Position Held** *Crowding Model Expert*

Peter managed the development of a Crowding Model as part of the Business Case analysis of the proposed Reading Station area re-development. This model is based on Steer's standard "Transparent Crowding Model" approach developed to support DfT's HLOS programme.

### **New Lines: Programme Management Consultancy**

**Client** *Network Rail*  
**Year/Location** *2008, UK*  
**Position Held** *Commuter Model Expert*

The New Lines project is being undertaken for Network Rail to identify where new rail infrastructure capacity may be necessary and to assess the business case for any proposed "new lines" resulting from this analysis. As part of this, it is necessary to develop models not only of the new lines themselves, but also to model the impact on the existing rail network, where the capacity freed up permits improved services to be run. Peter was responsible for designing the methodology for a Commuter Model, looking at the impact of improved services on commuter services, taking account of both timetable enhancements and crowding impacts on each flow.

### **Manchester Hub – Assessment of Economic Benefits of Service Improvements**

**Client** *Northern Way (commissioned by Yorkshire Forward)*  
**Year/Location** *2008-2009, UK*  
**Position Held** *Project Manager*

Peter managed a major modelling exercise to assess the economic value of improvements to services (in particular frequencies and journey times) in and around the rail network at Manchester (the Manchester Hub). The Hub has been identified as the most significant bottleneck in the rail network in the north of England and hence a constraint on achieving the Northern Way's objective of improving the relative productivity of northern England. The exercise included development of a suite of models, including exogenous and endogenous demand changes, a gravity model to determine the size of new rail markets potentially created by a step-change in rail services and an airport surface access to determine the size of the rail market to Manchester Airport from across the whole of the North.

### **Sensitivity of UK Rolling Stock Requirements to Changes in GDP Growth & Population Mix**

**Client** *Confidential client*  
**Year/Location** *2008, UK*  
**Position Held** *Project Manager*

Peter managed this assignment to assess the risk to the profitability of train operators (and hence to the client's rolling stock leasing business) due to the anticipated economic downturn and return of EU migrants to their home countries. The scope expanded to consider the impact of rising fuel prices on TOCs' profitability (both revenue benefits and increased costs).

### **South Central Franchise Support**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2008, UK*  
**Position Held** *Cost modelling workstream leader*

Peter was responsible for managing the estimation of costs associated with different options for the franchise, and for developing a model that will feed cost estimates into the Comparator Model for the selected option. These costs form the baseline against which the cost element of franchise bids will be assessed.

### **Stansted & West Anglia Route Upgrade**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2007-2010, UK*  
**Position Held** *Project Manager and Rail Demand Advisor*

Peter acted as Project Manager on this project to develop a scheme for the improvement of the West Anglia rail corridor, taking account of the needs of all users of the railway, including inner and outer commuters and air travellers to Stansted Airport. The project involves the modelling of demand, revenues and economic benefits, taking account of exogenous growth, forecast airport demand and rail modal share, and crowding impacts. Capital costs for the proposed scheme and the incremental operating costs of the enhanced service specification are modelled and, together with revenues and benefits, factored into an economic appraisal consistent with WebTAG guidance. An important part of the role is the interface with stakeholders, which include Network Rail, BAA (who are making a planning application to build a second runway at Stansted Airport) and TfL (who have aspirations for improved levels of service at currently poorly used stations on the route within London). The role also involves the management of a number of subcontractors to provide engineering and rail performance advice.

### **SWT Car Park Model Enhancement**

**Client** *South West Trains*  
**Year/Location** *2007-2008, UK*  
**Position Held** *Project Manager*

Peter was responsible for the development of a major enhancement to the Car Park Model previously supplied by Steer to Stagecoach as part of its successful bid to retain the South West Trains rail franchise. The enhancement was to enable user choices between different station car parks to be modelled, so that the business case for additional spaces at a station car park could take account of users who might, by default, be considered to be in the catchment of a different station. A car park choice model was built and calibrated, and inserted into the existing model, to provide the additional functionality.

### **Purchase of Laing Rail interests in the Chiltern Rail Franchise**

**Client** *MTR Corporation*  
**Year/Location** *2007, UK*  
**Position Held** *Fares & Capacity Modelling Expert*

On behalf of a bidder for the Chiltern Rail Franchise, which was offered for private sale by Laing Rail, Peter undertook an analysis of pricing options for a new franchise operator. He also estimated likely demand growth and the capacity required to accommodate this while staying within franchise crowding commitments.

### **Intercity East Coast Franchise Bid – Ticket Sales & Revenue Protection Plan**

**Client** *inter city-railways (Virgin Rail Group/Stagecoach Rail)*  
**Year/Location** *2007, UK*  
**Position Held** *Plan Writer*

Peter was responsible for the development and writing of the Ticket Sales and Revenue Protection Plan for inter city-railways' bid for the ICEC franchise. A number of relevant initiatives were worked up, with the benefits and costs feeding into the bid's Financial Model. The initiatives were written up in the Plan, following the RADAR approach required by DfT.

### **Intercity East Coast Franchise Bid – Business Review**

**Client** *inter city-railways (Virgin Rail Group/Stagecoach Rail)*  
**Year/Location** *2007, UK*  
**Position Held** *Project Manager*

Peter led a small team producing a detailed analysis of the commercial environment of the East Coast franchise, looking at current performance and historical trends in revenue and journeys, as well as rail and air competition. The analysis was used to inform forecasts and plans developed during the bid process.

### **New Cross Country Franchise Bid – Ticket Sales & Revenue Protection Plan**

**Client** *Virgin Rail Group*  
**Year/Location** *2007, UK*  
**Position Held** *Plan Writer*

Peter was responsible for compiling and writing the Ticket Sales and Revenue Protection Plan for VRG's bid for the New Cross Country franchise, using the RADAR approach required by DfT.

### **New Cross Country Franchise Bid – Fares Model**

**Client** *Virgin Rail Group*  
**Year/Location** *2006-2007, UK*  
**Position Held** *Project Manager*

Peter was responsible for the development of a Fares Model to support VRG's bid for the New Cross Country rail franchise, feeding into the revenue modelling process for the bid. A sophisticated spreadsheet modelling tool was developed (in Spreadsheet Modelling Best Practice format), allowing the user flexibility in specifying changes to fare levels and structures.

### **New Cross Country Franchise Bid – Business Review**

**Client** *Virgin Rail Group*  
**Year/Location** *2006, UK*  
**Position Held** *Project Manager*

Peter was responsible for managing a team of analysts producing a detailed analysis of VRG's existing CrossCountry operation, considering performance and trends in journeys, revenues and loadings. The results of the analysis fed into the development of the strategy for VRG's bid for the New Cross Country franchise.

### **New Cross Country Franchise Bid - Accreditation Questionnaire**

**Client** *Virgin Rail Group*  
**Year/Location** *2006, UK*  
**Position Held** *Writer*

Peter was responsible for writing the text for three of the nine questions in the Department for Transport's Accreditation Questionnaire for the New Cross Country rail franchise. The questions related to VRG's transport industry performance and experience. VRG successfully pre-qualified for the franchise tender process.

### **South Western Franchise Bid Support – Fares Model**

**Client** *Stagecoach Rail*  
**Year/Location** *2006, UK*  
**Position Held** *Fares Modelling Team Leader*

Peter was responsible for client liaison, model and forecast development, with respect to the modelling of fares. His work formed a part of the demand forecasting support provided to Stagecoach Rail for its successful bid for the South Western rail franchise.

### **Network Modelling Framework**

**Client** *Department for Transport (DfT)*  
**Year/Location** *2006, UK*  
**Position Held** *TOC Operating Cost Model Team Leader*

Peter led the development of the TOC Operating Cost module and input spreadsheet for the Network Modelling Framework suite of models developed for DfT.

### **South West Trains Franchise Pre-qualification**

**Client** *Stagecoach Rail*  
**Year/Location** *2005, UK*  
**Position Held** *Writer*

Peter supported Stagecoach in writing its pre-qualification document for the new South West Trains franchise. Stagecoach successfully qualified to take part in the franchise tender.



### **Secondment – Economics & Analysis**

**Client** *Strategic Rail Authority*  
**Year/Location** *2004-2005, UK*  
**Position Held** *Member of Economics & Analysis Team, SRA*

Seconded for a year to SRA Economics and Analysis team, Peter's role included developing industry demand forecasts, economic appraisal guidance, covering rail franchises and performance schemes. He also reviewed fares and route strategies. Peter provided analytical support for confidential projects jointly managed by DfT and SRA.

### **Performance Appraisal Guidance**

**Client** *Strategic Rail Authority*  
**Year/Location** *2004, UK*  
**Position Held** *Writer*

On behalf of the SRA, Peter developed formal train performance appraisal guidance and a spreadsheet model to implement the methodology.

### **Pilot Study on Benchmarking the Passenger Railway**

**Client** *Strategic Rail Authority*  
**Year/Location** *2003, UK*  
**Position Held** *Project Manager*

In association with Imperial College, London, Peter project managed a pilot study project on benchmarking train operator performance, both financial and operational. The study looked at key parameters such as: driver and rolling stock utilisation, passenger load factors and cost per seat kilometre across all franchised TOCs and through time.

### **Secondment – Strategic Planning**

**Client** *Strategic Rail Authority*  
**Year/Location** *2002-2003, UK*  
**Position Held** *Member of Strategic Planning Team, SRA*

Seconded to the SRA's Strategic Planning team, Peter worked on a variety of projects. Deliverables included:

- Analysis of Affordability of SRA's ten-year plan to 2011, and beyond to 2021, taking account of Network Rail expenditure, TOC economics, and enhancement projects. Significant development and enhancement of the Affordability Model.
- Compilation of Route Descriptions volume of the SRA's Strategic Plan 2003.
- Analysis of the relative utilisation of network infrastructure in terms of trains per day on each section of track. Regional and route-based analysis of revenues, train operations, and infrastructure operations, maintenance and renewals (OMR) costs.
- Analysis of the scope of SRA's enhancement project portfolio.

### **Fares Regulation**

**Client** *Strategic Rail Authority*  
**Year/Location** *2002, UK*  
**Position Held** *Analyst*

Fares Regulation Review for Strategic Rail Authority. The review analysed the impact of regulation on fares and yields on intercity services, in particular, those of GNER and Virgin West Coast.