

## Dr Alan James - Profile

Dr Alan James is an exceptional business leader with broad strategic experience, gained in both corporate and consulting roles of establishing and leading major projects. His skills include:

- defining** projects ranging from local initiatives to multi-billion dollar infrastructure;
- refining** their business, funding and policy proposals;
- developing** their promotion, marketing and brand strategies; and
- communicating** their policy, political and commercial cases at the highest levels of Government and business, with **vision, precision and authority**.

Alan has experience of presenting and negotiating in person with Heads of Government and Board leaders of multinational businesses. His recent experience includes:

**Strategic Adviser** to CEO, FCO Services, part of the UK Government Foreign & Commonwealth Office.

**Project Director** of HS2 The Stoke Route – a major project to redesign and optimise High Speed 2 Phase 2 to save £5 billion capital cost and to allow services to start 7 years earlier than planned.

**CEO** of UK Ultraspeed, the 300 mph maglev alternative to 200 mph conventional rail High Speed 2, with personal leadership and P&L sign-off for the multi-million planning and promotional phases of the Western world's most highly developed 'next generation' ground transport project.

**Project Director** for PZ Cussons International Ltd coordinating construction of a £50m high-tech capital project in Nigeria, developing a consumer products business to market its output, plus leading on a range of corporate transformation activities with out-turn values in the hundreds of millions.

Alan has proven ability to direct teams spanning strategy, engineering, finance, policy/politics & communications. He is known for elegant and economical presentations to decision-makers, distilling complex commercial and technical information into clear, concise and costed proposals. He is also experienced in harnessing broadcast and print media to communicate with the public. He is an award-winning presenter, an inspiring team leader, and a Freeman of the City of London.

In the transport, infrastructure and strategic projects field generally, Alan has the experience required to lead and/or advise upon the development process for major projects from initial concept definition and economic benefit analysis, through demand, service and revenue modelling, into capital costing and project finance negotiation (including PPP), and on into detailed planning for construction and operation. Given his extensive leadership experience in *both* maglev and conventional wheel-on-rail high speed rail systems, he is the world's foremost expert in the comparative costs, benefits, economics and planning of *both* systems.

From his experience promoting the fastest transport system on earth, Alan has strong awareness of the vital importance, to both society and business, of optimising carbon economics of any undertaking, and of maximising its wider environmental benefits.

**A wide range of consulting assignments** outside the transport and strategic projects sector has given Alan extensive international experience and a broad range of strategic business skills. A PhD education provides the analytic foundation for his business leadership style of vision, precision and authority, which he complements by a hands-on, pragmatic approach to 'getting the job done' cost-effectively.

Private sector roles have ranged from hard project execution in Africa, through B2B and B2C product development, to brand and service development in the tourism industry. Public sector work has focussed on 'location-building' – spanning economic development, regeneration and inward investment disciplines to create, capture and communicate competitive advantage for cities, regions and countries.

### **Positions, roles and assignments considered.**

Alan will consider appropriate senior positions on an employed, interim or long-term retained consulting basis for both public and private sector clients. He is ideally suited to roles such as interim MD/CEO, Strategy Director, Special Projects Director, or New Business Development. From a home and office base in Northern England, Alan is accustomed to operating anywhere in the UK and internationally. He is happy to consider relocation where the position, contract duration and remuneration package justifies it.

## Dr Alan James CV: Career Summary

From	To	
2015	Present	<p><b>FCOS Services (Part of the Foreign &amp; Commonwealth Office)</b> Adviser to CEO on strategic business upgrade relating to worldwide delivery of services to the FCO, other UK Government Departments and third party clients. Wrote strategic business case for discussion with Foreign Secretary and FCO senior leadership, supported by financial modelling and implementation programming. Follow-through activities have included coordinating detailed in-house implementation planning teams and defining the process by which the emerging proposals will be reviewed, approved and adopted by the FCO.</p>
2013	Present	<p><b>HS2 Phase 2</b> Project Director for a major initiative, commissioned by Stoke-on-Trent City Council to redesign HS2 Phase 2, to ensure that Stoke-on-Trent, the UK's 13th largest city, is served by the UK's new High Speed Rail network.</p> <p>Personally defined the project from initial concept onwards. Authored full business case submission to Government, producing documents setting out the 'Stoke Route' in detail, incorporating policy, commercial and third party expert inputs as required. See: <a href="http://www.stoke.gov.uk/hs2">www.stoke.gov.uk/hs2</a>. eBook on iBookstore <a href="#">here</a>.</p> <p>Now leading a multi-disciplinary team refining all aspects of technical, commercial, environment, operational and policy case ahead of Government decision on route.</p>
2014	Present	<p><b>Very high speed transport project</b> Strategic advisor on a privately-funded initiative to combine maglev, pressure-reduction, and ICT-derived control systems to deliver very high speed (Mach 0.9) ground transport, with the potential to cut journey times between major cities from hours to a few minutes. Current focus on competitive selection of corridor for c. 80km technology demonstrator project.</p>
2010	2013	<p><b>Project Director: PZ Cussons International Ltd</b> Manchester, Lagos &amp; Global.</p> <p>Role commenced with defining and leading delivery of a £50+m JV capital project and associated consumer product launch, in Nigeria; one of the world's most dynamic, but difficult, business environments.</p> <p>Operating internationally, FIFO from a UK base, Alan's role evolved to include input into Group strategic decisions, thought leadership, and business planning for major Group investments – ranging from utilities-scale power generation, to relocation of key business functions on a global scale.</p> <p>Role also included leading the team developing the business case to manufacture UNICEF's famine-relief foodstuffs close-to-use in Africa, rather than import, plus building relationships with the UK Government and NGOs involved in this sector.</p>
2003	2010	<p><b>CEO: UK Ultraspeed.</b> Full P&amp;L responsibility for multi-million pound promotion of a strategic project with an out-turn value of ± £30 bn. Funding was provided by Siemens AG and ThyssenKrupp. <a href="#">Details Page 5</a> and at <a href="http://www.500kmh.com">www.500kmh.com</a></p>
2002	Present	<p><b>Partner: Expert Alliance.</b> Alan set up this practice to supply his consultancy services to clients. Expert Alliance also maintains a roster of experts in various disciplines whose specialist services are deployed under Alan's leadership and direction when required for specific assignments.</p> <p>As a consultant, Alan has led and delivered a very wide range of assignments for private and public sector clients. To illustrate the scope of these assignments, a selection of Alan's consulting roles is presented later in this document.</p>

1999	2002	<b>Director: Locum Destination Consulting.</b> Part of the MBO team which transformed L&R Consulting (see below) into Europe's leading specialist niche consultancy in tourism, leisure and culture. Specialised in major development projects typically driven by various kinds of public/private partnership.
1995	1999	<b>Consultant, then Managing Consultant: L&amp;R Consulting.</b> In this growing tourism consultancy, role included developing many of the key tools that are now the de facto standard in "destination development". Concentrated on strategic policy advice and business planning for cities, region and countries
1991	1995	<b>Sales Director: Mercury Design Partnership.</b> Sold design services – from print to architectural – to a variety of corporate and SME clients. Notable focus in the Scottish tourism industry, including whisky industry visitor centres.
1988	1991	Various sales and management roles at <b>Apple</b> dealerships in UK and Germany.

### Degree Awarded Education (all at University of Sussex)

PhD	1988	Thesis analysed how German wartime systems (notably the V2 rocket and cybernetics) evolved into the key technologies of the Cold War.
MA	1986	Thesis on centre/periphery economics and the changing relationship between cities, regions and countries in the then newly-emerging global economy.
BA	1985	English with German in the School of European Studies.

### Key Skills

Government	Have negotiated with Heads of Government, Ministers and key Civil Servants, and contributed evidence to parliamentary enquiries etc. Fully familiar with the protocols and confidentiality requirements of such activities. SC cleared.
Media	Many TV and radio appearances fronting major projects, plus briefing media agencies to generate and manage specialist and general public press coverage.
Languages	Near bi-lingual in German. Fluent French, currently a little rusty.

### Published work in other fields

eMobility	<p>Alan's eBook <b>Testing the Tesla Models S in the real world</b> presents objective data, financial analysis, and subjective impressions arising from an intensive road test of the Tesla Model S electric supercar, designed to replicate a typical mix of long-distance business trips and frequent shorter journeys. The aim of the test is to determine whether the Tesla Model S, the world's first electric car technically capable of making a long journey on a single battery charge, is practically usable for all trip types in real world conditions. It includes an overview of the financial and tax incentives available to support EV ownership, including a like-for-like comparison with a conventionally-powered car of similar performance and price over a three year / 45,000 mile period. eBook on Apple iBookstore <a href="#">here</a>.</p> <p>Working at the cutting-edge of interactive eBook technology, and with the support of Volvo Car UK Ltd, Alan wrote the most detailed factual work on the practicalities of owning and operating plug-in cars yet published in English. Co-authored with his wife, <b>The PHEV Factbook</b> is available as a free download from the Apple iBookstore <a href="#">here</a>.</p>
Cycling	<p>Alan's passion for cycling led him to write <b>The North Tyne Bike Ride Guide</b>. Again using advanced eBook interactivity, this book was the first outdoor leisure guidebook in the world to integrate interactive mapping and Google StreetView with detailed route descriptions, gradient profiles, and traditional tourism advice on accommodation, food and drink etc. NTBRG is also available on the the Apple iBookstore <a href="#">here</a>.</p>

## Dr Alan James CV: Selected consulting assignments

Assignment	Description
National Rail Academy & National Strategic Rail Testing Centre	<p>Instructed by a public sector consortium, Alan led a team which developed the business, policy and political cases for a UK National Rail Academy [NRA].</p> <p>Alan also led the related study of a potential National Strategic Rail Testing Centre. Here research revealed a consensus within the rail industry that a dedicated testing facility would 'break the log jam', solving the commercially and politically damaging problem of expensive new trains unusable for want of acceptance certificates.</p> <p>Alan presented this proposal to Ministers. Both proposals became UK Government policy with publication of the Strategic Rail Authority's ten year Strategic Plan. Taken forward as the Centre for Rail Skills, NRA was selected as the first specific initiative to be headlined at the public launch of the Plan.</p>
Nuclear Decommissioning Authority [NDA]	<p>Recognising the strength of Alan's work in developing the National Rail Academy, an NDA task force commissioned him to advise on a nuclear skills-building and skills retention system. Alan recommended an industry-owned, Government-regulated Nuclear Skills Passport, designed to ensure that an auditable system of safety-critical skills withstands the pressures of fragmentation once contractorisation is introduced to the sector. Several core skills recommendations are now being implemented.</p>
Government of Poland and European Union	<p>As part of a team funded by the EU PHARE programme, Alan authored the National Tourism Product Development Strategy for the Polish Government. This mapped the industry for 1997–2005 and beyond. It included a Brand Development Programme for the Polish tourism industry, and policy advice on establishing a dedicated Tourism Investment Fund, bringing together state funding guarantees and commercial bond funding. This was 'sharp end' consulting, conducted against a background 100,000 job losses and catastrophic decline as Poland's formerly communist (and frankly grotty) tourism industry was opened to global competition.</p>
Alfred McAlpine plc	<p>Lead consultancy on the creation of a new industry in 'sustainable stone', recycling the 300 million tonnes of waste by-products of the Victorian slate mining industry in Blaenau Ffestiniog, as a replacement for virgin aggregate in contemporary building projects. Alan's work here laid the foundations for an EU Objective 1 funding bid.</p>
Eurotunnel	<p>Commissioned by Eurotunnel, Alan delivered a strategy for major new tourism, residential and commercial development in the Ashford area in support of Eurotunnel's property and traffic strategies.</p>
Vinopolis City of Wine	<p>Commissioned by the owners and promoters of the world's foremost wine visitor attraction, which is also one of London's largest indoor events venues, Alan advised on business planning and brand roll-out.</p>
Invest Hong Kong	<p>Working to support the PwC team advising HK's new inward investment agency, Alan led a research project to define HK's locational advantages for a number of key global industries and made recommendations on how best to communicate those advantages to inward investment decision-makers.</p>
One North East	<p>Instructed by the Regional Development Agency for the North East of England, Alan provided Board level advice on location brand building and strategic communications, assisting the agency in re-focussing its Regional Image Strategy.</p>
Mick Jagger Centre	<p>Advised on successful Lottery fund bid for a music/performance centre at Mick Jagger's former school in Dartford. Involvement included attending formal opening by Mick Jagger, which was memorable for a seductive <i>pas de deux</i> danced by Mr Jagger and ballerina/broadcaster Deborah Bull, representing the funding body.</p>

# Dr Alan James

## Detail on roles as CEO of UK Ultraspeed & Project Director re HS2 Phase 2

UK Ultraspeed was the working brand for a 840km strategic infrastructure project, linking all the major cities of Britain with a new intercity passenger transport network. Details are available at [www.500kmh.com](http://www.500kmh.com) Ultraspeed was initiated by Alan James and was led by him from inception.

UK Ultraspeed used the German developed Transrapid magnetic levitation maglev system. Maglev travels at 500 km/h (311 mph), compared to only 300 km/h – 330 km/h (186 - 204 mph) TGV-style trains.

Funded by the maglev technology owners, Siemens and ThyssenKrupp, Alan's role was to develop and promote this multi-billion dollar infrastructure programme as the "Faster, Better, Cheaper and Greener" investment option for Britain's strategic transport. His mission was to take the project to the point of 100% readiness for competitive procurement. This was achieved in 2010, since when Ultraspeed has stood ready to provide UK high speed ground transport, should Government elect to open the HS2 project to competing technologies.

In a genuinely strategic leadership role, Alan's task as CEO was to lead and drive the project from its beginning as a concept on a single sheet of paper, to 'battle-readiness' for competitive procurement. This involved enlisting the private sector multinationals who own the technology as funding partners, and then producing and delivering the entire business case to meet public policy objectives.

Alan acted personally as the chief point of contact for Government. This role included one-on-one sessions with the Prime Minister and First Minister of Scotland, and with successive Secretaries of State for Transport and top tier Civil Servants. In 2008 – 10, He also led the team instructed by the (then) Shadow Secretary of State to produce a detailed case for a high speed link from London to Northern England. Alan was also responsible for generating and fronting broadcast, print media and influencing campaigns, with special emphasis on building regional support for a national high speed transport scheme.

The work covered all aspects of Design, Build, Finance, Operate & Maintain, and all the in-depth financial, commercial, engineering, organisational and environmental data underpinning the case.

In Scotland, the First Minister personally secured his Cabinet's approval for a £2bn, sub-15 minute, Glasgow – Edinburgh route, until the global banking crisis put paid to the PPP then proposed to finance it.

**To summarise:** Alan personally initiated the UK Ultraspeed project, secured its substantial financial backing, wrote the business plan, and then directed the multi-disciplinary teams with delivered the technical, engineering, business and project finance case for a multi-billion strategic infrastructure investment. He carried full sign-off authority and P&L responsibility for every aspect of the promotional phase of one of Europe's largest strategic infrastructure projects, and spearheaded it in person at the very highest levels of Government, Civil Service and multinational business.

Alan's specialist knowledge of the politics, policy and practicalities of UK high speed transport has given him a very close insight into the HS2 programme, as evidenced by his appointment by Stoke-on-Trent City Council and their partners to develop their HS2 Phase 2 Consultation Response.

This resulted in a proposal, authored by Alan and submitted to Government in January 2014, which is now under detailed consideration by DfT. As further detailed in the October 2014 Stoke Route business case, which was also authored by Alan with inputs from an multi-disciplinary team developing the technical, commercial, environmental, technical and policy strands, the Stoke Route saves up to £5.0 billion of the £8.4 billion budget of Phase 2 western leg from Birmingham to Manchester, whilst delivering substantially *faster* services to Manchester in 2026 than those proposed under the HS2's own plans. Alan continues to lead the Stoke Route team and has presented the project to every member of both Government and Opposition front bench transport teams.

Given his globally unique expertise in *both* conventional HSR and maglev, Alan has advised various high speed transport projects in the USA, Australia, the Arabian Gulf and Asia. This recently includes informal advice to *Hyperloop Technologies Inc.* who are developing the hardware to make Elon Musk's vision for 1,200 km/h (760 mph) ground transport a reality before the end of the decade.