

Career Summary

Nicholas Findlay is a Senior Research Associate and the Performance Analytics Manager of the Railway and Transport Strategy Centre (RTSC) at Imperial College London. With thirteen years post graduate experience in research, data strategy, analysis and regulatory economics, he has strong quantitative and qualitative analytical skills coupled with an ability to draw meaningful insights, make compelling recommendations from large and complex datasets, and the ability to report and present these effectively to senior management. With a comprehensive knowledge and understanding of benchmarking and a familiarity of econometric techniques, Nicholas provides the technical lead for big data analytics and metrics development within a multi-disciplinary transportation benchmarking and research consultancy group.

Performance management and benchmarking is becoming increasingly prevalent in the transport industry and new techniques and applications are emerging with the increasing availability of very large data sets. Nicholas's role bridges analytical, academic research with practical application and benchmarking and identifies where research can have strong practical applications by industry.

Key Skills and Research Areas

- Transport performance and data analytics
- International benchmarking and performance analysis
- Urban transit management and strategy
- Transport planning, economics and regulation
- Data collection, setting up databases, analysis of structured and unstructured data
- Data visualisation software **Tableau**

Education

2000-2005 MA Hons Economics and Business Management, University of Glasgow

Career and Selected Projects

February 2018 – Current: Airport Benchmarking Group: Leading the Key Performance Indicator (KPI) programme for the benchmarking group for hub-airport operators, funded by Heathrow Airport, Airports Authority Hong Kong, Los Angeles World Airports, Munich Airport, San Francisco Airport Commission and the Greater Toronto Airports Authority.

- The research so far has included the development of a Key Performance Indicator system and research into the quality, effectiveness, efficiency and best practices of airports' flight connection processes.
- Visualising and benchmarking "Big Data" and developing Key Performance Indicators (KPIs), including developing new innovative approaches to assessing performance.

2015 – 18: Financial Conduct Authority Lead Analyst and Senior Associate of Analysis and Insight: As lead associate on the Retail Lending Sector View project, Nicholas oversaw the delivery of both the inaugural Retail Lending House View and the second iteration of the Sector View to the FCA board. The ongoing work on the Sector View was a key factor in driving the FCA's strategy and business planning in the subsequent financial year.

- Managed development of data methodology framework, generated ideas and insights based on data, information and intelligence, to support reports to FCA board

- Lead analyst on the Retail Lending Sector View Board report, supporting the technical specialist and managing various project tasks, while working with a variety of stakeholders across the sub-division and wider organisation.
- Leading engagement with stakeholders to build understanding of their requirements, linking data needs and insights to the FCA's business and strategic objectives, and translating the FCA's business needs into the technical requirements for analysis work.
- Leading on the development of effective strategy at all stages, from initial conception through consultation to implementation

2010 – 15: Senior Research Associate and Leading Benchmarking Projects for International Urban Transport Operators, RTSC at Imperial College London: Lead analyst on multiple studies for a highly successful, industry funded, and collaborative research programme serving some of the world's largest metros, suburban railways and bus operators. The programmes assist operators in identifying and implementing best practice through the application of benchmarking and evaluations of management processes. This includes an Asset Management Drill-Down Study for a strong international client where projected savings arising from the study amounted to circa £100 million over 30 years and projected savings are expected to exceed £500 million over the whole-life of the asset group.

- Delivering presentations on behalf of Imperial College London to influence change large urban transport organisations, including New York, Toronto, Singapore, Hong Kong, Seattle and Istanbul.
- Liaising with clients and senior management globally (including Montréal, Sydney and London) on a daily basis to develop understanding of their operations and communicate ongoing research.
- Managing and developing large confidential datasets, creating client ready database and developing Microsoft Excel models for detailed statistical analysis and organisational improvement.
- Implementing the ongoing management of the Key Performance Indicator system across four large urban transport operator benchmarking groups.
- Presenting detailed analysis (including technical and statistical concepts) to senior management (CEO and Directors), government regulators and large groups of conference delegates in a clear and concise manner.
- Representing the RTSC and presenting at large international conferences such as the UITP Fare Management Conference, Izmir, Turkey (2013), the International Transport Forum at the OECD (2013) and the Transportation Research Board 91st Annual Meeting (2012).

2005 – 10: Research Associate and benchmarking analyst, RTSC at Imperial College London: Analyst Involved in benchmarking projects for many large and international transport operators.

- Gained proficient knowledge in traditional and econometric benchmarking techniques to better measure and understand organisational efficiency and performance
- Reviewed and restructured the Key Performance Indicator system now used to understand and measure the performance of large urban transport operators worldwide.
- Writing detailed reports for senior managers and directors of large international organisations.
- Liaising with clients for front-line data management (KPI) issues, investigating and resolving any issues in a timely and efficient manner.

Publications

Anderson RJ, Condry BJ, Findlay N, Brage-Ardao R, Li H (2013). Measuring and Valuing Convenience and Service Quality: A review of global practices and challenges from mass transit operators and railway industries, OECD round table, 12-13 September 2013 Paris, Valuing Convenience in Public Transport, OECD, Paris

Anderson RJ, Findlay N, Graham DJ (2012). Improving Fares and Funding Policies to Support Sustainable Metros. Paper submitted for the Transportation Research Board Annual Meeting 2012.

Conferences

Findlay N, Anderson RJ (2013). Fares and Funding Policies to Support Sustainable Metros, UITP FARE MANGEMENT CONFERENCE, Izmir, Turkey. Invited speaker; address given by Findlay N.

Anderson RJ, Allport RJ, Findlay N (2012). Metro Financial Sustainability: Benchmark Management for Urban Rail. Invited address, WORLD BANK CHINA RAIL WORKSHOP, Beijing, China. Also presented by invitation to the Ministry of Transport (MOT) of the Government of the People's Republic of China, Beijing. Address given by Richard Anderson.