



**DIRECTOR'S CV FOR ASIA LOGISTICS LIMITED**

Please contact [info@asia-logistics-consulting.com](mailto:info@asia-logistics-consulting.com) for any reference details required

**BILL GALVIN**

Bill Galvin has 31 years experience in logistics and supply chain management. This has covered most business sectors, including food and fashion retailing, consumer goods, industrials and utilities as well as the public sector. Professional qualifications are:

- ◆ Degree in Law.
- ◆ Fellow of the Chartered Institute of Logistics and Transport of both the United Kingdom and Hong Kong.
- ◆ Fellow of the Institute of Business Consultants (UK).

**EXAMPLES OF EXPERIENCE**

- Advised a leading Chinese port development business on a range of design and marketing-related issues for a Bonded Logistics Park linked to a new container port in Qingdao, Shandong province, China.
- Worked with a leading global consulting engineer to advise on the ancillary logistics services provision for a new container terminal in the Middle East.

- Distribution Centre design for a greenfield logistics zone in Shekou, Guangdong province, China, for the same client.
- Market demand analysis for a logistics park at Shanghai Pudong international airport.
- Developed the logistics services business plan and market background analysis as part of the tender for the construction and operation of a new world-class cargo handling terminal at a leading international airport in Asia. Reviewed the proposed supply chain model for a chemicals trading business establishing a new venture for trading plastic resin from Jeddah to Asia and Europe. The project included advice on selection of service providers for freight forwarding and shipping, cost projection, contract specifications and on how to set up an inventory-based trading hub in Singapore using PSA container yard facilities. The project also examined the option for establishing in-market inventory hubs in China.
- Led a logistics review of a clients' global retail operations covering the health & beauty businesses in Asia and in Europe, as well as supermarket and wine businesses in various locations. The review addressed options for applying synergies across the different components of the business, including shared-services logistics, shared global procurement support services and the use of information technology.
- Surveyed the airport-related logistics environment in a major coastal city in China for an overseas technology products investor requiring comfort in service quality prior to making a major investment in new production facilities.
- Carried out an inventory reduction project for a multinational chemicals distributor with regional operations based in Singapore and China.
- Carried out various logistics review projects for a world-leading soft drinks business in various provinces of China, relating to facility design, handling equipment selection, finished goods distribution to key account and general trade customers.
- Carried out a transport operations review of the largest beverages business in Hong Kong, identifying large-scale savings through improved resource manpower and vehicle utilization. This involved design and piloting of an innovative delivery method that enabled most of the transport fleet to carry out three delivery trips per day instead of two. We also helped the client to design an outsourced approach – including a model contract – for localized outsourcing to low-cost delivery agents in areas of thinner demand.
- Was briefed to identify requirements for a new larger warehouse for an airport duty free business in Hong Kong.

Detailed analysis identified that improvements to inventory turn and modest expenditure on new equipment would enable the operation to remain at its existing warehouse, thus avoiding a higher rental and substantial relocation expense.

- Carried out an operations review and warehouse re-design project for a consumer products retailer in Hong Kong. This included revision to the functionality of the warehouse management system (WMS) to support improved operational performance.
- Researched and reported on the viability of a logistics park near to Hong Kong International Airport for an institutional client.
- Analysed demand for a logistics park at the leading international gateway airport in China, and advised on design considerations for different types of park user based upon demand segmentation.
- Provided logistics technical support to a team evaluating a major investment in a containerised cargo hub in Shenzhen, China, for a railway operator. The project entailed market research in China for potential users of the hub, covering Guangdong Province and inland cities, as well as a survey of opinion within the regional shipping sector, covering container lines, port operators, major users of shipping services and a variety of institutions. A model was developed to replicate the impact of likely levels of demand upon resource requirements and thus financial outcomes.
- Project managed a combined client and consultancy team that developed a marketing and logistics strategy for a China-based State-Owned Enterprise. The work was carried out in Beijing and Shanghai, and was commissioned in response to the impact of WTO. Recommendations were made to establish a pan-China distributor capability for industrial and agricultural customers, supplementing the direct importation services previously offered.
- Investigated and recommended on options for setting up export freight forwarding and consolidation services in South Korea and Taiwan to support manufacturing facilities in China for the 3PL of a large electronics-to-apparel business.
- Managed a risk evaluation and risk reduction project using BPR methodology for a leading global consumer product brand in Indonesia. A team of eight consultants examined planning, procurement, manufacturing and logistics functions in order to evaluate current quality of risk management, and developed a prioritised list of areas needing improvement. The project also identified a number of areas where efficiency could be improved, and in particular highlighted the scope for substantial cost and inventory reduction measures in a multi-stage manufacturing process covering the Indonesia, Malaysia and Thailand markets.

- Director of a major project for a leading Western consumer products business operating in Japan. The project focused on radical re-structuring of the Japan supply chain to match the requirements of retailers who are themselves evolving to Western supply chain models, using ECR (efficient consumer response) concepts. The project entailed planning the renewal and simplification of all physical elements of the supply chain, including inventory holding facilities and transport equipment, plus renewal of sales order processing and warehouse / transport management systems.
- Technical advisor to of a group of supply chain professionals drawn from UK and Asia advising a leading European retailer on options for flows of products between Asia and Europe.
- Conducted a supply chain efficiency improvement study for a fast food retailer, and evaluated options for improved storage and handling at their Distribution Centre.
- Advised a leading UK-based kitchen / bedroom furniture retailer / manufacturer on global logistics re-structuring, as part of a combined UK / Asia-based team.
- Has led pre-acquisition operational due diligence assessments of food, grocery and apparel retail businesses in South Korea on behalf of investment banks including HSBC (2 projects), State Street Global Advisors (2 projects), Citicorp Venture Capital and E.M. Warburg, Pincus. In one case the study led to a US\$8 million reduction in the acquisition price, mainly due to discovery of poor underlying growth trends and inventory over-valuation.
- Investigated options for increasing the volume and efficiency of global sourcing for a leading US food & grocery retailer.
- Assessed distribution performance effectiveness for a global jeanswear brand in Hong Kong, South Korea and Taiwan, and recommended on solutions for improvement.
- Carried out a transport operations efficiency assessment for the leading mobile communications business in Bangladesh. Substantial implementable scope for cost reduction was identified and set out in an action plan for follow-up by the client's management team.
- Developed a centralised logistics facility for a power utility in Hong Kong. The project embraced all aspects of high-level building design in order to store and handle a diverse range of components efficiently, materials handling equipment tendering and selection, computer systems design and implementation, together with full project implementation support to the client.

- Advised the city government of one of the largest three cities in China on logistics zoning aspects of its Master plan, including provision and utilization of logistics back-up for road, rail, aviation, general logistics and container transport components.
- Conducted an efficiency review of the stock management and purchasing operations for imported merchandise for a Hong Kong supermarket.
- Carried out a market entry strategy study for a USA sporting goods retail chain in Hong Kong, Singapore, Taiwan and Indonesia. Cautionary advice given to the client in 1997 prior to the economic crisis in Asia was subsequently strongly validated.
- Managed the transfer of Hong Kong and China order processing and logistics operations to an external contractor on behalf of a US-based pharmaceutical business. The project included defining the client's service requirements for three separate business streams, and placing the contract by limited tender to firms that had been short listed as being capable of meeting the client's exacting standards.
- Carried out an appraisal of the pharmaceuticals distribution industry in the Philippines on behalf of the same client. The work entailed a review of the distributors based in Manila, inspection of their premises and business systems, and fact-finding interviews with the pharmaceutical principals served by the distributors.
- Supported the same client in the transfer of distribution operations to a new contractor in the Philippines. This included negotiation of commercial terms and preparation of a distribution agreement along with the client's in-house counsel.
- Provided technical assistance to a international furniture brand in Hong Kong on the means of improving the home delivery service provided to customers, and on strategies for reducing overall stockholding levels while improving the availability of key items.
- For the same client, developed a strategic plan for logistics support to proposed new stores in Taiwan. This entailed building a detailed computer model taking into account all relevant capital expenditure and operating costs, so that the impact of changes in market conditions and key cost drivers could be evaluated.
- For the same client, advised on the design of a management information system to help monitor and control logistics cost and service performance, and developed an implementation strategy for achieving large reductions in the rate of

damage to stock.

- Developed an investment and relocation strategy for the sea container repair and heavy marine diesel engine reconditioning divisions of one of the world's largest container shipping lines, including project management of the development of new facilities, the need for which was highlighted by our earlier work.
- Conducted a review of container haulage operations within Hong Kong for the same client, securing a once-off reduction in assets employed together with substantial operating cost savings.
- For the same client, assessed options for establishing a container feeder service between Hong Kong and a selection of ports on the South coast of China. This project entailed assessing the marine and land transport infrastructure and both existing and forecast traffic patterns for eight ports prior to short listing two for commercial negotiations to proceed.
- Specified and installed a pilot centralised order processing and handling facility for a major furniture retailer, together with computerised support linked to the retail outlets. This allowed three separate trading companies to be served by one logistics resource. Service lead times were reduced by several days. Three separate management structures were integrated, and implementation of fundamentally new handling equipment and procedures was achieved, including direct training of warehouse staff. The resulting distribution system provided a greatly improved service at a much lower unit cost.
- On executive secondment to a leading pet food manufacturer. The assignment covered installing customer service level monitoring systems at all contractors' depots, with poor service identified and corrective action taken. Operations were restructured and improved warehouse facilities were constructed and equipped. New administration systems (e.g. order processing and stock location control) were designed and implemented.

#### **PUBLICATIONS / SPEECHES**

- ◆ Contributing author to "*Global Logistics & Distribution Planning*" on Route-to-Market for Western consumer goods in Asia. (Kogan Page 1999, reprinted 2003)

- ◆ Has chaired conferences in Shanghai, Singapore and Hong Kong on logistics and supply chain management conducted by leading international conference organizers. Has also conducted several private seminars and workshops
- ◆ *Best Practice Management*: articles on supply chain improvement techniques for this leading Hong Kong business journal
- ◆ *Logistics Focus*: articles on logistics practices in China and Hong Kong
- ◆ *Lloyd's Freight Transport Buyer Asia*: article on terms of trade for overseas retail buyers sourcing from Asia.

#### **BACKGROUND**

Bill Galvin graduated in law in 1977, and completed graduate management training with Unilever's frozen food distribution business in the UK. After operational management experience with the largest supermarket retailer in the UK, he joined Deloitte's consultancy practice in London where he worked for several years. He came to Asia in 1990 with Price Waterhouse to manage a complex three-year facility development engagement, and has worked in Hong Kong since then, setting up Asia Logistics Limited in 1995. He is a Hong Kong SAR Permanent Resident.