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| **Graham Borthwick**Tel: +33 6 63 56 55 88 │ Email: graham.borthwick@gmail.com │ Profile: www.linkedin.com/in/grahamborthwick/ |
| **Change Agent:** enabling businesses to succeed through collaboration and operational excellence |
| **Strengths** | * **A natural leader** who builds and inspires culturally and geographically diverse supply chain teams that have achieved breakthrough results in structuring operations, changing business models, driving operational excellence and improving customer satisfaction. Focuses on development, knowledge transfer and succession planning to build strong teams and motivated individuals.
* **Creates bridges through collaboration** across borders, functions and companies with the capacity to see issues from all perspectives to influence all stakeholders. Equally comfortable in matrix or hierarchical organisations.
* **More than 20 years of global experience** collecting the knowledge and cultural awareness needed to succeed anywhere in the world.
* **Change agent** delivering ideas from concept through to successful deployment. Strong communication skills that come from the ability to distil complex scenarios into messages which trigger actions.
* **Process-driven** with an intuitive capability to identify key operational principles and details for focus and transfer best practices. Empowering leadership style uses performance transparency to create ownership and engagement.
* **Operated as principal and service provider** with broad supply chain knowledge including outsourcing, warehousing, freight forwarding, ground transportation, vendor-managed inventory and spare parts logistics. Experience across diverse business sectors with a strong emphasis on fast moving high volume products.
* **Full business line ownership** with Profit and Loss responsibility at country and regional level. Managed teams to adapt to changing business and strategic requirements while maintaining emphasis on operational and financial results.
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| **Professional Experience** | **Managing Partner, Founder** *Jan-17 – date*SupplyChainBridge, France* Interim management and consultancy using the power of collaboration to create successful supply chains.

**Vice President, Contract Logistics, South East Asia** *Jan-15 – Dec-16*CEVA Logistics, Malaysia* Integrated CEVA’s Contract Logistics business line into a collaborative team with common direction and goals across Singapore, Malaysia and Indonesia as the business moved from a country-centric to regional structure.
* Full Profit and Loss ownership for USD70m business with more than 2,000 employees operating more than 25 sites. Developed consistent KPI performance reviews to manage tactical operational performance while setting strategic direction to capitalise on the borderless organisational structure and to drive operational excellence and knowledge transfer.
* Managed supply chains for diverse businesses from FMCG to technology, industrial to health care, automotive to retail to develop a broad understanding of different business models and requirements.
* **Tripled profitability** across South East Asia by aligning teams with a focus on continuous improvement. Profitability advanced in each of the three countries through implementation of common performance management metrics and processes to develop a data-driven culture with internal competition.
* **Passion for operational excellence.** Implemented Lean resources to drive ownership and accountability to site level. This led to the teams being awarded best CEVA kaizen project across Asia Pacific for four consecutive years.
* **Above average win and retention rates** achieved through strong operational performance aligned with close customer relationships and clear understanding of customer supply chain requirements.

**Managing Director** *May-14 – Dec-14***Country Operations Director** *Feb-12 – Dec-14*CEVA Logistics, Indonesia* Country Managing Director stabilising and motivating the team while transforming the organisation for integration into the broader South East Asia geographic cluster. Prepared the team for the cultural change from direct in-country management to remote management.
* Full operational and profit and loss responsibility for CEVA’s USD40m warehousing and freight forwarding businesses across Indonesia.
* Project sponsor for multiple successful customer and site implementation projects including multi-geography implementations. Successful application of lessons learned to drive continuous improvement.
* **Created the team awarded as the best in Asia Pacific** in 2012. Award determined based on team spirit and culture along with financial and operational results.
* **Consecutive year-on-year margin improvements** accomplished through common KPIs which drove performance transparency and ownership at operational levels.
* **Achieved industry leading low attrition levels** through talent development and retention programs to address the turnover of good quality staff in the Indonesian logistics market.

**General Manager, Contract Logistics** *Oct-09 – Jan-12*DHL Global Forwarding, Dubai* Profit and loss responsibility for DHL’s warehousing operations in Dubai. Revenue of USD50m with a team of 600 people.
* Applied astructured, process-oriented attitude to transform the operations from a reactive, fire-fighting based culture into one with a growth focus built around properly defined processes and responsibilities. Improved productivity by 15%.
* Grew the Contract Logistics division within the broader DHL freight forwarding business to develop an in-depth understanding of operational principles and dependencies across the supply chain.
* **Turnaround experience.** Took on a loss-making operation and converted it into a profitable business exceeding revenue budget and 75% ahead of profit targets.
* **Re-implemented a regional Distribution Centre** to improve performance from less than 60% on-time delivery to 95+% on-time delivery within three months.
* **Implemented talent development and career development programs** for long-term sustainable teams. Created an organisation that filled 45% of all open positions, including entry-level hires, with internal transfers or promotions in a fast growing 3PL business.

**HWS Operations Manager** *May-04 – Oct-09*Nokia Networks/Nokia Siemens Networks, Thailand* Directed the spare parts logistics operations for Nokia Networks and subsequently Nokia Siemens Networks across Asia-Pacific with business in 14 countries and revenues of US$ 120 million per year.
* Shaped and implemented the organisation structure for the operations team after the Nokia and Siemens merger in 2007. Used direct and remote management to develop culture, competence and common goals for a geographically and culturally diverse team located across Asia Pacific.
* Coached team members as they moved from a country-focused hierarchical structure to a regional matrix structure where they had broad autonomy and decision-making power.
* **Integrated and outsourced the legacy Nokia and Siemens operations** to create a regional organisation with annual operational cost savings of more than US$ 1m.
* **Seconded to lead a key work-stream in a recovery program** in an LSP-operated global distribution centre in Europe. Developed visibility into site performance and flow to stabilise and turnaround the operation. Built the relationship and interface to enable a partnership for future operational improvement.
* **Consolidated Nokia Networks’ Asia-Pacific logistics network** to reduce direct operational costs by 10% and headcount by 15%. Transition was completed in 12 months while growing volumes by 20% and achieving a service level of more than 97% on-time.

**Manager, iHub Operations** *Aug-01 – May-04***Supplier Integration Manager** *May-00 – Aug-01*Nokia Mobile Phones, Finland* Founder member of the team thattransformed Nokia’s inbound supply chain. Global operations manager of Vendor Managed Inventory warehouses supplying components to Nokia’s handset factories. Supply chain was recognised as the best in the world at the time.
* Audited and managed the warehouses to ensure processes were harmonised, economies of scale were realised, real-time inventory visibility was available for vendors and inventory and delivery accuracy targets were met.
* **Transformed the supply chain** from an in-house operation with 0% supplier-owned inventory to an outsourced one where 70% of the inventory was supplier-owned in vendor-managed inventory hubs.
* **Promoted and executed the model with key global suppliers.** Used strong sales, analytical and persuasion skills to convince all organizational levels and cultures: from CEOs of multinational companies through to production line operators; in Europe, Asia and the Americas.
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| **Early Career** |

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| May-97 – May-00: | **Supply Quality Manager**, Nokia Mobile Phones, Hong Kong. |
| Nov-95 – May-97: | **Operations Project Leader**, Nokia Mobile Phones, Hong Kong. |
| Aug-94 – Nov-95: | **Operations Project Engineer**, Nokia Mobile Phones, Finland.  |
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| **Education** |

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| Sep-89 – Jul-94: | **M. Eng Manufacturing Engineering** (First Class Honours),Aston University, UKDegree centred on manufacturing management with a solid basis in engineering principles. |

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