Name: **David L Morgan**
Email: david@awakenconsulting.com

CURRENT ROLE: Retired after 34 years employment in the Shell Group. Now self employed Distribution and Logistics consultant.

QUALIFICATIONS :B.Sc.(Hons) Mechanical Engineering 1974, University of Bath
Member of the Institute of Mechanical Engineers
Elected as Chartered Engineer in 1977
Certificate of Professional Competence in National Road Haulage Operations (Royal Society of Arts) 1986

LANGUAGES: English, French

PERSONAL: British citizen, married with three grown-up children
Date of birth: 21/09/1949

KEY AREAS OF EXPERTISE

Technical Risk Management
Experienced in robust review and evaluation of engineering and operations activities in the downstream oil business including rail and road transport.

Change Management
Successfully developed the skills to implement business improvement opportunities across a wide range of geographical and cultural environments.

Projects Management
Skilled in development of engineering projects from conception, through design and engineering to implementation and start-up.

Operations Management
Experienced in the efficient management of multi-product operations and distribution activities in the downstream oil business.

RECENT CAREER SUMMARY

Nov 2004 to date **Self employed oil products Distribution and Logistics consultant**
Several discrete due diligence studies involving downstream oil businesses and individual storage terminals. Continued to provide downstream operations consultancy services as an associate in the Shell consultancy group.

Mar 2004 – Oct 2004 **Standards and Engineering Manager – Shell Oil Products Africa.**
Line responsibility for continued development and implementation of engineering and operational standards for terminal operations and road transport distribution in Africa. Development of appropriate maintenance standards for distribution facilities.

Scope covering 33 companies (Business Units), 147 depots (45 were company owned, 60 were JVs) and 1600 trucks.

Mar 2001 – Mar 2004 **Distribution advisor Africa** (Shell International Petroleum Co Ltd)
Identification of performance improvement opportunities and delivery of performance improvement projects in the African downstream business.
Main achievements include:
(i) Implementation of an intensive programme of Distribution Operations Reviews in all African business units.
(ii) Through the above process, identification of improvement opportunities and implementation of improvement projects in occasionally unreceptive and difficult environments.
(iii) Development and implementation of a road safety improvement tool for measuring performance and improving standards.
(iv) Part of team that defined and implemented new organisational structure for Distribution in Africa.
(v) Focal point for identification and development of appropriate standards for Shell activities in engineering and operations in Africa.

Apr 1993 – Feb 2001 Distribution Projects and Operations (SIPC Ltd)
Specialist advisor within the Shell Group on projects and operations.
Main achievements include:
(i) Effective and timely commissioning of a 23m USD Lubricants Blending Plant project in Argentina
(ii) Development of Lubricants Plant performance measurement techniques and improved understanding of performance drivers
(iii) Development (with others) of a project structure and contract strategy which has achieved significant reduction in plant unit construction cost, improved plant performance and achieved international consistency
(iv) Development (with others) of an effective distribution structure and performance review tool
(v) Development of a global approach for evaluating the potential benefits of joint venture operations
(vi) Part of a team that updated and transferred to digital media key operations and engineering reference manuals.

EARLY CAREER

Oct 1989 - Mar 1993 Projects/consultancy (Shell International Petroleum Co Ltd)
Plant appraisals, technical audits and project support
Sep 1984 - Oct 1989 Terminal Manager (Shell UK, Shell Haven Terminal)
Responsible for all aspects of the management of white oil, black oil, bitumen, bulk LPG and bulk lubricants road transport operations in a major installation.
Nov 1982 - Aug 1984 Airport Terminal Group Manager (Shell UK, Luton and Stansted Airports)
Aug 1980 - Oct 1982 Chief Engineer (Shell and BP Zambia Ltd)
Major achievements included:
the successful construction and commissioning of a used oil processing and blending plant
integration of retail site maintenance into the engineering function
Oct 1978 - Jul 1980 Regional Engineer (Shell UK, SE England)

Responsible for major maintenance and all capital projects in main product terminals and distribution depots in SE England.
Nov 1976 - Sep 1978 Marine Superintendent (Shell UK, Aberdeen)
Aug 1974 - Nov 1976 Industrial Lubricants Sales Engineer (Shell UK, Manchester)