

ALEJANDRO C. ARROYO WELBERS

WORK BACKGROUND

2010 to present- Advisor and Consultant for CBSNETWORK LATAM

2001 to present (Consultancy in International Project Logistics with branches in Brazil, Chile, Peru, Panama and Canada)

1989 to 2000 – ZIM LINES ARGENTINA S.A., Buenos Aires

(Israeli Global Ocean Transportation and Multimodal Logistics Company)

- Annual turnover Argentina / Uruguay / Paraguay / Chile / Bolivia : USD 160 million
- Annual global turnover: USD 1.2 billion
- CEO SOUTHERN CONE REGION (January 1993 to December 2000)
- MARKETING AND SALES MANAGER (February 1989 to December 1992)

1987 to 1988 – SAMTRANS S.A., Buenos Aires

(Norwegian Ship-brokers in Refrigerated and Liquid Bulk cargoes)

- Annual turnover: USD 65 million
- REEFER AND LIQUID BULK CHARTERING

1980 to 1984 – DELTA LINE INC (American LASH type ocean and river transportation company)

- Annual turnover: USD 190 million
- OPERATIONS DEPARTMENT

COMPANIES I WORKED FOR ON GLOBAL OPERATIONS & CONSULTING FOR THEIR PROJECTS
WITHIN THE AMERICAS, AFRICA & ASIA 2000-2013:

AECL, CANDU Toronto, On	AECOM, Montreal, QC
SNC LAVALIN, Montreal, QC	TALISMAN ENERGY, Calgary, AB
SILVER STANDARD, Vancouver, BC	INFINITO GOLD, Calgary, AB
YAMANA GOLD, Toronto, ON	PANAMERICAN SILVER, Vancouver, BC
PROMON ENGENHARIA, Sao Paulo	LUMINA COPPER, Vancouver, BC
M3ENGINEERING, Tucson, AZ	ERAMET ENGINEERING, Paris
FMC LITHIUM, Salta	VALE, Vitoria, ES
PANAMERICAN ENERGY, Bs.As.	SKANSKA DO BRASIL, Sao Paulo
SKANSKA LATIN AMERICA, Bs.As.	GALAXY RESOURCES, Perth, WA
LITHIUM AMERICAS, Vancouver, BC	OROCOBRE, Brisbane, QLD
MERIT CONSULTANTS, Vancouver, BC	MCEWEN MINING, Toronto, ON
IAMGOLD, Montreal, QC	TALON METALS, Toronto, ON
PLUSPETROL, Lima, Bs.As.	INTREPID MINES / AECOM, Toronto/Vancouver
ADY RESOURCES, Sydney, NSW	XSTRATA COPPER, San Juan, ARG
AMEC, Vancouver, BC	MANSFIELD MINERALS, Vancouver, BC
AURA MINERALS, Vancouver, BC	EXTORRE GOLD, Vancouver, BC
ENRC, Belo Horizonte	BRAZILIAN METALS GROUP, Perth, WA
PATAGONIA GOLD, UK	APOGEE SILVER, Toronto, ON
SNC MINERCONSULT, Belo Horizonte	LIONGOLD CORP, Perth, WA
GOGOLD, St. Johns, NS	VERDE POTASH, Sao Paulo
WEST AFRICAN MINERALS, London	CORE MINING, London
AREVA TN, Maryland	APR ENERGY, Jacksonville
HUNT OIL, Lima	TECPETROL, Ecuador

ACADEMIC BACKGROUND

2003 to 2009 // DOCTOR OF PROJECT MANAGEMENT (DPM) (#)
FACULTY OF ENGINEERING & CONSTRUCTION ECONOMICS
ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY UNIVERSITY (RMIT
UNIVERSITY) MELBOURNE, AUSTRALIA

2002 to 2007 // MBA in MARINE RESOURCE MANAGEMENT (##)
FACULTY OF FISHERIES AND MARINE ENVIRONMENT
AUSTRALIAN MARITIME COLLEGE, LAUNCESTON, AUSTRALIA

1985 to 1986 // MSc in MARITIME ECONOMICS & OPERATIONS (###)
WORLD MARITIME UNIVERSITY (IMO – UN), MALMOE, SWEDEN

1984 // Maestria in INTERNATIONAL ECONOMIC POLICY
GRADUATE STUDIES FACULTY
UNIVERSIDAD DE BELGRANO, BUENOS AIRES, ARGENTINA

1980 to 1983 // Bachelor in MARITIME BUSINESS
UNIVERSIDAD DE LA MARINA MERCANTE, BUENOS AIRES, ARGENTINA

(#) THESIS: The Role of the Atlantic Corridor Project as a Strategic Community of Practice in Facilitating Business Transformations in Latin America

(##) THESIS: Comparative Analysis of PARACAS' National Reserve in Peru and Bonaire's Marine Park in the Dutch Antilles: An Information Systems Management Perspective

(###) THESIS: Liner Shipping in Latin America: a Managerial and Economic Comparative Analysis

LANGUAGES: SPANISH / ENGLISH / PORTUGUESE – FLUENT
FRENCH – WORKING KNOWLEDGE

INVITED LECTURER

1985 // INTRODUCTION TO STRATEGIC PLANNING

ESCUELA NACIONAL DE NAUTICA , BS. AS.
UNIVERSIDAD DE LA MARINA MERCANTE , BS. AS.

1986 // LEASING AS A SHIPPING FINANCIAL TOOL

CENTRO DE ESTUDIOS PORTUARIOS Y MARITIMOS , BS. AS.

1987 // TRANSPORT INFRASTRUCTURE DEVELOPMENT IN LATIN AMERICA

JAMAICA MARITIME TRAINING INSTITUTE , KINGSTON , JAMAICA

1988 // SHIPPING BUSINESS WORLD TRENDS

ASOCIACION DE FLETADORES Y EXPORTADORES DE BUENOS AIRES , BS. AS.

1989 // ARGENTINE PORT SYSTEMS

ESTUDIO VOLLERT , WILKEN Y ASOCIADOS , BS. AS.

1995 // LOGISTICS WITHIN MERCOSUR

UNIVERSIDAD DE LA MARINA MERCANTE , ZIM ISRAEL NAV CO. LTD. , GSI TRADING ,
BANKBOSTON FOUNDATION, BS. AS .

1996 // INTERNATIONAL LOGISTICS

UNIVERSIDAD DE LA MARINA MERCANTE , ZIM ISRAEL NAV.CO.LTD. , , GSI TRADING
BANKBOSTON FOUNDATION, BS. AS.

1997 // INTERNATIONAL LOGISTICS

ZIM ISRAEL NAV.CO.LTD; THE GEORGIA PORTS AUTHORITY, BANKBOSTON
FOUNDATION, BS. AS.

// MULTIMODAL LOGISTICS AND PHYSICAL INTEGRATION

ZIM ISRAEL NAV. CO. LTD , ROSARIO CITY STOCK EXCHANGE , ROSARIO .

2002 // RECENT ECONOMIC DEVELOPMENTS IN ARGENTINA WITH A SPECIAL FOCUS ON
PORT AND MARITIME ISSUES.

THE FLINDERS UNIVERSITY OF SOUTH AUSTRALIA – SCHOOL OF COMMERCE,
ADELAIDE, AUSTRALIA ;

2003 // PROJECT MANAGEMENT : EUROPE-CHILE LAND-BRIDGE CASE STUDY

ST. PETERSBURG COLLEGE, SCHOOL OF ENGINEERING , ST. PETERSBURG , FL. USA

2004 // COMMUNITIES OF PRACTICE : A LATIN AMERICAN EXPERIENCE .

AUSTRALIA-NEW ZEALAND ACADEMY OF MANAGEMENT CONFERENCE 2004 (ANZAM)
– UNIVERSITY OF OTAGO, DUNEDIN, NEW ZEALAND .

2005 // PROJECT MANAGEMENT : PROJECT LOGISTIC CASE STUDY.

ST. PETERSBURG COLLEGE, SCHOOL OF ENGINEERING, ST. PETERSBURG , FL. USA

// CONFERENCIA SOBRE CONTRATOS DE FLETAMENTO PARA EMPRESAS MINERAS

CONUDFI : CONSEJO NACIONAL DE USUARIOS DE DISTRIBUCION FISICA
INTERNACIONAL , LIMA , PERU .

// CONFERENCIA SOBRE EL POTENCIAL DE PUERTOS PERUANOS Y CORREDORES
LOGISTICOS ENTRE BRASIL/PERU , BOLIVIA/PERU , AMAZONAS .

CONUDFI : CONSEJO NACIONAL DE USUARIOS DE DE DISTRIBUCION FISICA
INTERNACIONAL , LIMA , PERU .

2009 // EURAM CONFERENCE ON BUSINESS TRANSFORMATION, LIVERPOOL, UK.
CASE STUDY ON A REGIONAL LOGISTICS OPERATION BUSINESS
TRANSFORMATION

PUBLISHED ARTICLES :

- | | |
|--|--------------------------------|
| 88 - Estrategias de Marketing Internacional | EL CRONISTA COMERCIAL |
| - Transporte Internacional y Estructura de Costos | EL CRONISTA COMERCIAL |
| - Estrategias de Planeamiento | EL CRONISTA COMERCIAL |
| 89 - Rol del sistema portuario argentino | EL CRONISTA COMERCIAL |
| - Sisitemas de financiación : industria naval | EL CRONISTA COMERCIAL |
| - Transporte Multimodal en Argentina | EL CRONISTA COMERCIAL |
| - Consideraciones sobre el Mercado naviero | EL CRONISTA COMERCIAL |
| - Análisis del sector naviero | EL CRONISTA COMERCIAL |
| - Leasing : herramienta commercial y financiera | EL CRONISTA COMERCIAL |
| 91 - Sistema portuario argentino | AGROMERCADO |
| 92 - Sistema portuario argentino : parte I | MEGATRADE |
| - Sistema portuario argentino : parte II | MEGATRADE |
| - Tendencias en el negocio naviero | MEGATRADE |
| - Sobreoferta de bodega | MEGATRADE |
| - Análisis del sector pesca al año 2020 | UNIVERSIDAD DE BELGRANO |
| - El leasing en la financiación naval | CEDEPORMAR |
| - Efectos de la desregulación portuaria | CAMARA DE COMERCIO |
| | ARGENTINO-ISRAELI |
| - Present situation rooted in disorder | BUENOS AIRES HERALD |
| - Warm prospects for reefer traffic | BUENOS AIRES HERALD |
| - On containers , technology and chances | BUENOS AIRES HERALD |
| - New port rules good but..... | BUENOS AIRES HERALD |
| - Gauging shipping for investing | BUENOS AIRES HERALD |
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- Models of quality	BUENOS AIRES HERALD
- Appraisal on ports deregulation law	BUENOS AIRES HERALD
93 -	
- Third party ship management	BUENOS AIRES HERALD
- Ship management : looking for leaders	BUENOS AIRES HERALD
- Administración Marítima Comparada	MEGATRADE
- Motivación : la herramienta de los 90	MEGATRADE
95 - La major rotación del container es la exigencia	MEGATRADE
96 - Shipping : las cartas estan echadas	MEGATRADE
97 - Fletes , entre la teoria y la realidad	MEGATRADE
- La logística del contenedor	MEGATRADE
98 - Con los ojos puestos en Brasil	MEGATRADE
99 - Flujos de comercio y niveles de flete	MEGATRADE
- Sin aumentos en el northbound el caos era previsible	MEGATRADE
00 - Fletes liner : tendencias en Brasil y el Rio de la Plata	MEGATRADE
01 - Los interrogantes del campo logístico	MEGATRADE

Procurement Systems: A Project Management Perspective. Chapter 14: Business Transformations through Innovative Alliances. Dr Derek H.T. Walker – Dr Alejandro Arroyo; 2007

The role of the Atlantic Corridor Project as a form of strategic community of practice in facilitating business transformations in Latin America; *International Journal of Managing Projects in Business*; Vol. 3 (2),2010; Dr Alejandro Arroyo W; Dr Derek H.T. Walker

A Latin American Strategic Organizational Transformation Project Management Experience: The Motivation to Transform Business. *EURAM, European Academy of Management*; University of Liverpool, 2009; Alejandro Arroyo.

Procurement Systems: A cross-industry project management perspective; Taylor & Francis, London 2008 (co-authored).

A Latin American Strategic Community of Practice Experience. *ANZAM, Australia-New Zealand Academy of Management*, University of Otago, New Zealand 2004. Dr Derek H.T. Walker; Alejandro Arroyo.

2007 – Co-authored book: “Procurement Systems: A Project Management Perspective”
Chapter 14: Business Transformation through Innovative Alliances.
Dr Derek H.T. Walker and Alejandro Arroyo

2012 to present – Professor of Global Project Logistics & Project-applied Knowledge Management @ York University’s Schulich Business School in their Global Mining MBA program; Toronto, Canada.

2013 to present – Professor of Global Project Logistic Operations @ Arizona University’s Mining Engineering Graduate School, Arizona, USA.

2013 to present - Professor of Operations Management and Technology @ Torcuato di Tella University’s Economics Faculty; Buenos Aires, Argentina.

2014 – Professor of Projects Technical Formulation @ ITBA-UCEMA’s joint Master Program in Project Appraisal, Buenos Aires, Argentina.

2014 – Professor of Operations Management @ UCEMA’s Business Administration undergraduate program, Buenos Aires, Argentina.

2014 – Professor of “Competing from Operations” @ UCA’s MBA Program; Buenos Aires, Argentina.

2014 – Professor of “Geopolitics and International Business: mining; oil & gas; nuclear energy and renewable energies @ UTDT Master Program in International Studies.

OTHER ACTIVITIES :

- Member of the Argentine Group of Companies in Canada (GEA)
 - Member of the Argentine-Canadian Chamber of Commerce
 - Member of the Argentine-Finnish Chamber of Commerce
 - Member of the Chilean-Canadian Chamber of Commerce
 - Member of CAMESE: Canadian Association of Mining Equipment and Services for Export
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