

STRATEGIC VALUE DELIVERED



# GTSC

GLOBAL TERMINAL STRATEGIC CONSULTING

Transforming Ports/Terminals, Multi-Modal Logistics and Supply Chain assets into high-performing, customer-centric gateways for global trade.



# Who We Are

## Industry Veterans

GTSC is a team of industry experts, each with over 20+ years of experience, who specialise in turning underperforming assets into high-yield, high-reliability operations. Our team combines deep frontline management experience with senior leadership responsibilities, providing a rare ability to connect strategy, operations, engineering, asset management, finance, and technology into defined, coherent, and transformative strategies for delivery and execution.

### Proven Track Record

Lifting operational efficiency by  $\geq 20\%$ , reducing operational expenditure, and improving EBITDA performances

### Global Experience

Experienced in negotiating and operating under long-term concession agreements in multiple jurisdictions worldwide

### End-to-End Leadership

Hands-on leadership experience – From front line operations leadership through to C-level and board-level positions

## Strategic Execution

We bridge the gap between strategic vision and operational reality. Our hands-on leadership spans from frontline operations leadership through to group COO and board roles, ensuring recommendations are both strategic and executable. This unique perspective allows us to deliver solutions that work in the real world, not just on paper.

# GTSC Managing Partners



Daniel Wright is a visionary ports and multi-modal logistics senior executive with 30+ years of experience in the global supply chain industry, operating in frontline roles in the UK, Europe, the Middle East, and the USA, to becoming a Group Chief Operating Officer overseeing a multi-country portfolio.

A proven track record of strategic turnarounds, delivering sustained commercial growth, EBITDA uplift, and operational excellence through lean principles. Combining decades of hands-on supply chain experience with board-level authority, that consistently outperform industry benchmarks worldwide.



Jonathan Grace, an MBA graduate with over 23 years of global leadership in ports and multi-modal logistics, has progressed from frontline operational roles to executive leadership, driving operational excellence, sustainable growth and innovation across the UAE, the UK, Europe, and North America. Jonathan's career trajectory has taken him from the shop floor to the C-suite, with hands-on experience across multiple disciplines, including Operations, Engineering, Commercial, IT, and Finance.

Jonathan combines frontline insight with board-level vision to drive sustainable, high-performance port and logistics operations worldwide.

# Key Strengths & Expertise

Our comprehensive capabilities span the entire value chain across operations, from strategic planning to operational execution.



## Strategic Leadership

Experts in corporate strategy, governance, and long-term business planning, with a focus on delivering EBITDA growth and orchestrating successful turnarounds. We bring board-level strategic thinking to operational challenges.



## Digital Transformation

Pioneering the adoption of next-generation technologies, including AI-powered automation and data-driven decision-making platforms, to enhance efficiency and customer service delivery.



## Sustainability and ESG

Passionate about advancing sustainability, safety, and efficiency in global trade, with a strong record in embedding ESG principles and safety leadership throughout operations.



## Operational Excellence

Demonstrated ability to optimise costs, increase productivity, and embed high-performance, safety-focused cultures across multi-site operations. Our lean methodologies deliver sustainable improvements.



## Stakeholder Engagement

Skilled at building trusted relationships with government agencies, boards, and key stakeholders, ensuring regulatory compliance and customer satisfaction across complex environments.



## Market Expansion

Successfully diversified numerous terminal operations, securing major clients, leading to significant volume growth and business development initiatives across global markets.

# Common Challenges Requiring Strategic Solutions

Port/terminal & Multi-Modal Logistics face multifaceted challenges that constrain growth, profitability, and competitiveness. GTSC specialises in addressing these critical pain points with proven methodologies and practical solutions.

## Port/Terminal & Multi-Modal Logistics

Low productivity constraining volume growth and cargo storage utilization levels. Inefficient cargo handling workflows and equipment utilization limiting throughput capacity and customer service levels.

## Financial Metrics

High operating cost per unit and suboptimal headcount deployment. Inefficient resource allocation and process inefficiencies are driving up OPEX and eroding EBITDA margins.

## Data & Key Performance Indicators

Fragmented data, inconsistent KPIs, and limited visibility for decision-making. Lack of standardized performance metrics preventing effective management and continuous improvement.

## Asset and Infrastructure Management

Ageing or poorly utilised assets and suboptimal berth, yard, warehouse and equipment planning. Inadequate maintenance strategies and capital planning reducing operational reliability and capacity.

## Operational Culture

Safety incidents, compliance concerns, and weak safety culture. Insufficient focus on QHSE standards and employee engagement impacting performance and reputation.

## Stakeholder Management

Complex stakeholder environments: concessionaires, regulators, shipping lines, and labour. Navigating competing interests and regulatory requirements while maintaining operational excellence.

# Comprehensive Service Offerings

## 1) Operational Excellence and Benchmarking

**Strategic Optimization:** Congestion mitigation strategies, optimizing vessel berthing schedules, cargo handling workflows, and multi-modal logistics integration to minimize delays. Performance audits and benchmarking against industry standards, identifying bottlenecks in operations like stevedoring, warehousing, equipment & fleet utilisation or intermodal transfers.

**Capability Building:** Training programs for staff on best practices in safety, equipment utilization, and operational protocols to achieve excellence. Supply chain optimization, including vendor management and process reengineering for faster turnaround times.

**Technical Excellence:** Terminal productivity benchmarking (moves per hour, truck turn times, vessel stay ratios, dwell times). Lean implementation in terminal operations. TOS (Terminal Operating System) selection, optimization, and integration.

**Process Reengineering:** Gate and yard process re-engineering (appointment systems, OCR, automation readiness). Equipment fleet optimization, asset lifecycle and life extension evaluation (STS cranes, RTGs, reach stackers, terminal tractors).

**Performance Management:** Implementation of standardised KPIs, dedicated dashboards, embedding data-driven performance routines and performance management systems.

### OPEX Reductions

Improving EBITDA performances through targeted cost and process redesign

### Increased Efficiency

Increased operational productivity whilst protecting service delivery levels

### Enhanced Safety Culture

Strengthen safety, ESG, and QHSE performance to further enhance overall operations

# Comprehensive Service Offerings

## 2) Engineering, Asset Performance & Infrastructure Optimisation

### Infrastructure Assessment & Design:

Maximise asset value through targeted infrastructure assessments of ports, terminals, and logistics facilities, identifying capacity, condition, and upgrade opportunities.

Risk assessment of capital projects with independent reviews of quay wall, dredging, and reclamation designs.

Enable higher throughput via heavy-duty pavement and yard engineering for high-stack equipment and warehouse operations.

Optimise berth and channel depths to improve vessel call economics and overall terminal profitability.

### Advanced Systems & Sustainability:

Risk assessments for environmental and climate resilience factors, including sea-level rise, storm impacts, and corrosion environments

Design and integration of automation systems (ARMG, AGV, auto-stow systems)

Electrical infrastructure assessments for shore power (cold ironing) and hybrid/electric equipment integration

### Asset Performance & Maintenance Optimisation:

Improve reliability and reduce lifecycle cost through advanced asset management strategies, predictive maintenance, and reliability engineering. De-risk operations with failure analysis (FMEA/FMECA) and optimisation of critical spares and inventories.

Increase uptime and productivity by optimising maintenance workflows, workforce deployment, and performance KPIs.

Enable smarter investment decisions via lifecycle planning, CAPEX/OPEX modelling, fleet right-sizing, and replacement strategies.

### Logistics Fleet & Energy Systems Optimisation:

Fleet maintenance management for 3PL fleets, terminal tractors, reach stackers, forklifts, and support vehicles

Fuel management system implementation and optimisation (dispensing automation, telemetry, fuel tracking)

Energy-efficiency strategies, including electrification roadmaps for e-RTGs and electric vehicles, charging infrastructure, and power-demand modelling

Reefer yard optimisation and yard energy-usage reduction initiatives

# Comprehensive Service Offerings

## 3) Strategic Planning and Advisory Services

### Market Intelligence

Conducting market assessments and demand forecasting to identify growth opportunities, analysing cargo volumes, trade routes, and competitive landscapes. Traffic demand forecasting (container, bulk, Ro-Ro, cruise, LNG, etc.).

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### Sustainability Integration

Advising on sustainability initiatives, like integrating green technologies (e.g., electrification of equipment or carbon footprint reduction) to align with global regulations and ESG standards.

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### Master Planning

Developing master plans for port expansion, including feasibility studies for new terminals, berths, or multimodal connections with long-term horizons (20-50 years). Scenario planning and sensitivity analysis for trade routes, transshipment hubs, and hinterland connectivity.

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### Digital Transformation

Formulating strategies for digital transformation, such as implementing IoT for real-time monitoring or AI-driven predictive maintenance. Strategic positioning of the port vs. competing regional ports. Development of port vision, mission, and KPI frameworks.

# Comprehensive Service Offerings

## 4) Port/Terminal Concession Design and Tender Preparation

GTSC provides comprehensive advisory services for port authorities navigating the complex process of terminal concession design and competitive tender preparation. Our expertise ensures optimal risk allocation, competitive bidding processes, and sustainable long-term partnerships.



### Concession Structure Design

Advising concession models structures (BOT, BOOT, landlord concessions). Drafting pre-qualification criteria (RFQ) and tender documents (RFP). Defining minimum technical specifications (crane productivity, berth depth, yard density, gate throughput, etc.).



### Risk Allocation & Financial Modelling

Designing risk allocation matrices (force majeure, change in law, revenue sharing, currency risks). Advising royalty/fee structures: fixed vs. volume-based, throughput guarantees, revenue sharing mechanisms. Financial modelling of concession fees and port authority revenue streams.



### Compliance & Safeguards

Environmental and social safeguards compliance (IFC Performance Standards, Equator Principles). Advising on drafting concession agreements and performance bonds. Bid evaluation methodologies and scoring frameworks.



### Tender Process Management

Organizing data rooms, roadshows, and bidder conferences. Managing the competitive tender process from RFQ through to contract award, ensuring transparency and optimal outcomes for port authorities.

# Operational Excellence Drives Competitive Advantages

20+  
Years Experience

Each team member brings over 20 years of specialized industry expertise

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EBITDA Growth

Material reduction in OPEX and improved EBITDA per unit delivered consistently

20%+  
Efficiency Gains

Proven track record of lifting operational efficiency by  $\geq 20\%$  across multiple partners

Operational excellence in ports, terminals, multi-modal logistics and supply chain is what transforms fixed assets into high-performing, customer-centric gateways for trade.

Global Terminal Strategic Consulting provides client value in its ability to rapidly diagnose performance gaps, design pragmatic solutions, and deliver measurable uplift in productivity, revenue, cost, safety, and service delivery quality.

GTSC services are highly valued by port authorities, port/terminal & multi-modal logistics operators, private investors, and government entities seeking transformative operational improvements.

# Our Value Proposition

Strategic Solutions at the Intersection of Operations, Engineering, and Commercial Excellence

GTSC assists port/terminal, multi-modal logistics owners/operators, port authorities and investors to rapidly diagnose performance gaps, design pragmatic solutions, and deliver measurable uplift in productivity, revenue, cost, safety, and service delivery quality. We are perfectly placed at the intersection of operational efficiency, engineering optimization, commercial strategy, and concession/tender preparation.



## Rapid Diagnosis

Quick identification of performance gaps and root causes through comprehensive operational audits and benchmarking



## Pragmatic Solutions

Design practical, executable strategies grounded in real-world operational experience and industry best practices



## Measurable Uplift

Deliver tangible improvements in productivity, revenue, cost efficiency, safety, and service delivery quality.



## Global Best Practices

All services tailored to unique client needs, drawing on global best practices to drive competitiveness and sustainability

# GTSC Tailored Excellence Programming

Our proven three-phase methodology delivers rapid, sustainable improvements through a structured approach that combines diagnostic rigour, strategic design, and hands-on implementation support.



## Phase 1: Rapid Diagnostic (4–8 weeks)

Assess current operations, KPIs, cost base, asset utilisation, and constraints.

Benchmark against leading operators and identify quick wins vs structural plays and long-term strategic outcomes.

Comprehensive data collection and stakeholder interviews to understand the root causes of performance gaps.



## Phase 2: Design & Business Case

Co-create a practical future-state operating model, layout and process changes.

Quantify impact on productivity, OPEX, EBITDA, and service levels, with a clear roadmap. Develop detailed implementation plans with timelines, resource requirements, and investment cases.



## Phase 3: Implementation & Capability Build

Pilot, scale, and embed improved processes, systems, and performance routines. Coach leaders and supervisors to sustain gains and drive a continuous improvement culture.

Transfer knowledge and build internal capabilities for long-term success.

# Ready to Transform Your Business?

Partner with GTSC, with offices in Europe, Middle East and Asia to unlock the full potential of your business assets.

Our team of industry experts is ready to deliver measurable improvements in productivity, profitability, and operational excellence.

For more details, please contact:

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*"Transforming your assets into high-performing, customer-centric gateways for global trade through operational excellence, strategic insight, and proven execution."*