

## **GERRY VAN LEEUWEN: Career Overview & Role with WOOD MARKETS**



Gerry Van Leeuwen has had a remarkable career in the global wood products industry. His strong operational and market experience in the sawmill business with Interfor from 1972 to 1998 gave him exceptional skills and a strong background for his consulting work with WOOD MARKETS when he started in 1998.

Not only was Gerry a tireless and diligent worker, he was an exceptional team player and wonderful to work with. He was a quick learner and developed a unique skill set that allowed him to continually explore many geographic regions where he was able to compare competing wood products regions in key export markets. This allowed him to provide his insights and strategic perspectives that were invaluable in his extensive client work. As well, he summarized many of his global travels into special analyses and assessments that were a crucial part of various WOOD MARKETS' reports. While he was always modest about his accomplishments, he never hesitated to engage in a long discussion on key industry or market topics of the day with anyone that wanted his unique view of the world.

Gerry was a special person in so many ways – in work and in life - and will be missed by his family and his WOOD MARKETS team members.

A profile of Gerry's wood products industry career and a sampling of his accomplishments follow.

## **Gerry Van Leeuwen & International Forest Products (INTERFOR), Vancouver BC**

- 1972: **Gerry Van Leeuwen** starts work with Sauder Industries (majority shareholder of Whonnock Industries – later Interfor) in moulding and door sales.
- 1979: **Gerry Van Leeuwen** transfers from Sauder to Whonnock Industries (Interfor) in lumber sales.
- 1982: Russ Taylor starts work with Whonnock Industries (Interfor) in lumber sales.
- 1983: Russ Taylor starts to work with **Gerry Van Leeuwen** at Interfor, first on a part-time basis and then on a full-time basis in the log custom cutting and custom remanufacturing business.
- 1987: Peter Butzelaar starts work with Interfor – is hired by **Gerry Van Leeuwen**.
- 1987: **Gerry Van Leeuwen** named General Manager, Whitewood Mills (4 mills), Interfor.

## **Gerry Van Leeuwen & WOOD MARKETS, Vancouver BC**

- 1992: Russ Taylor starts WOOD MARKETS (R.E. Taylor & Associates) after four years with Widman Management Consulting, Vancouver BC
- 1994: Peter Butzelaar joins
- 1996: Chari Gimenez joins
- 1998: **Gerry Van Leeuwen** joins
- 2004: Jane Guo (China office) joins
- 2006: Barb MacDonald joins

## **Gerry Van Leeuwen: Consultant Profile/Overview**

The breadth and scope of Gerry's consulting work covered a broad range of topics, products and geographies. Gerry developed a unique ability where he could match the timber resources and markets with the optimal manufacturing processes to achieve value for clients. At the same time, he was able to assess the competitive delivered costs of major exporters into key export markets and identify their strategic advantages to determine what the optimal business opportunities were.

Aside from many North American projects, it was in the international consulting field where Gerry's skills were particularly evident. For example, Gerry spent 18 months (including 11 return flights) in South Africa on a major timberland, sawmill and plywood mill bid by an investor, and the successful acquisition was followed by an integration/implementation strategy. Similarly, a major project in Australia involved developing an investment memorandum and then soliciting a wide range of forest products companies to commit to building a green field processing investment in Australia in return for a long-term timber supply agreement. Gerry became one of the world's experts on the Russian forest industry by conducting over 30 consulting assignments alone in the Russian timber and solid wood products industry. Gerry's strategic insight into Russian wood products manufacturing companies, including an in-depth knowledge of most financial aspects of the logging and wood products manufacturing industry (lumber, plywood, and some value-added products), made him a highly respected and a valuable resource for clients. His knowledge and insight provided key analysis found in a variety of our WOOD MARKETS publications.

## **Gerry Van Leeuwen & WOOD MARKETS Publications**

Gerry was a key contributor to almost all of WOOD MARKETS various publications, especially where there was a strategic element or forecast involved. Aside from WOOD MARKETS' monthly and annual publications, Gerry was a key contributor and/or architect of four landmark publications produced by WOOD MARKETS:

- *Global Timber/Lumber Cost Benchmarking Report (2003, 2005, 2007, 2009, 2011, 2013).*
- *Russia: Forest Industry Competitiveness & Export Outlook (2004; 2009; 2013).*
- *BC Interior – Mountain Pine Beetle Attack: Outlook to 2017 (2010, 2012).*
- *The China Book – Wood Products Industry & Market: 5-Year Outlook (2006; 2010; 2012).*

## **Gerry Van Leeuwen & WOOD MARKETS Projects**

- Russia: Assessment of a new plywood manufacturing operation and an evaluation of the company's international marketing plan (2013).
- B.C. Interior Sawmill: Analysis/assessment of capex on costs, revenues & earnings (2012 & 2013);
- Expert Witness in Litigation: Provided a detailed analysis of flaws in an export contract (2013);
- Pacific Rim Timber and Sawmill Costs: Competitiveness and margin analysis of origin country mills vs. Chinese mills using the same domestic/export log (2011 & 2012);
- Northern B.C.: Evaluation of Northern B.C. sawmill competitive advantages and disadvantages compared to average and top quartile B.C. Interior sawmills (2011);
- Russia: Detailed review of a large timber & lumber manufacturing company's operations and business/marketing plan, including restructuring & cost reduction recommendations (2011 & 2012);
- South Africa: Detailed review of a large forestry and wood products company's timber, operations, costs, products, marketing with recommendations on restructuring and cost improvements (2011);
- South Africa: Operations evaluation for a South African company's lumber manufacturing facilities, including efficiency, cost reduction and margin improvement recommendations (2011);
- Global Wood Products Company: A strategic review of company's global business/marketing plan; preparation of a strategic plan as well as a potential acquisition/growth strategy (2011);
- Eastern Russia: Development of business and marketing plan for a proposed log processing operation in Eastern Russia, including sawmill, plywood, MDF and OSB options (2010);
- B.C. Coast Sawmill: Key issues and trends impacting the viability of a new sawmill (2010);
- B.C. Interior Sawmill: Due diligence on cost structure & product mix assessment (2010);
- B.C. Wood Pellet Company: Assessment of wood supply and delivered costs of raw material, including a 10-year business proforma and margin analysis (2010);
- Global Lumber Competitiveness: Assessment of competitiveness in terms of costs, operations and other operational and product benchmarks (2010);
- Canada Sawmill Business & Cost Analysis: Assessment of the business and costs of 150 sawmills in Canada and development of provincial and a Canadian mill cost curve (2009);
- B.C. Interior: Due Diligence review of two large Interior B.C. SPF finger-joint lumber producers. Detailed review of business plan, marketing plan and manufacturing operations (2009);
- B.C. Interior: Due Diligence review of the proposed business plan, marketing plan, raw material supply and plant design and equipment selection for a new pellet manufacturing plant (2009);
- China: Market Research/Demand for Russian Softwood Logs and Lumber in China. Identification of most Suitable Distribution Channels and Potential Partners for a Russian Company (2009);
- Global Timber & Lumber Trends: Outlook in Relation to a Greenfield Investment (2008);

- Europe/Russia: Evaluation/Potential for Lumber Exports to the USA (2008);
- China: Forest Industry and Lumber Industry and Market Analysis for an Exporter (2008);
- Russia: Opportunities/Markets for New Investments in Various Wood Products (2008);
- B.C. Interior and Alberta: Due diligence evaluation and assessment of a wood product producer's raw material, manufacturing and product marketing strategy and business plan (2008);
- B.C. Shake and Shingle Industry: Update Report on B.C. Shake and Shingle Industry and Review of Major Industry Players (2008);
- B.C. Mountain Pine Beetle Logs – Alternative Business Plan & Market Options (2007);
- B.C. Coast Forest Industry: Development of a 10 Year Product and Marketing Outlook (2007);
- B.C. Coast: Due diligence work to assess a sawmill's competitive advantage, identify mill improvement options, and recommend product and marketing options (2007);
- Brazil: Plantation Pine Structural Pine Lumber Assessment (2007);
- China: Timber Supply Assessment & Survey of Chinese-Grown Wood Supply (2007);
- Baltic States: Softwood Lumber Market Research for a Potential Sawmill Investment (2006);
- B.C. Coast: Evaluation and improvement recommendations for a large Coastal B.C. sawmill operation relative to the available log supply, equipment, costs and products/markets (2005);
- B.C. Shake and Shingle Industry: Market and Competitor Assessment of B.C. Shake and Shingle Industry – Including Identification of Top Eight Companies (2005);
- Russia: Assessment of Manufacturing Investments in Russia (2005);
- China: Market Opportunity for Softwood Stile/Rail Doors & Finger-Joint Mouldings (2004);
- Chinese Wood Doors and Mouldings: A Competitive Assessment of the Manufacturing Industry and identification of Product/Market Opportunities in North American Market. (2004);
- Assessment and competitive analysis of the solid stile & rail doors and mouldings from pine (& other species) produced in China and the export potential to U.S. market vs. So. Hemisphere producers (2004);
- Plantation Pine Solid Wood Doors and F/J Mouldings: Competitive Assessment of Brazil and South African Producers and Identification of North American Market Opportunities (2003);
- Assessment of the Russian Far East/Siberian logging and sawmilling infrastructure, competitive analysis and implications for the Russian wood products industry in China, Japan, Europe & other markets (2002-2003);
- Assessment and competitive analysis of the solid pine door and moulding sectors in Brazil and South Africa and the export advantages relative to U.S. producers (2003);
- Assessment of the market potential for U.S. wood products in Japan vs. the competitive advantages of other imports, and the development of market/branding strategy for selected products (2003);
- Assessment of the Northern Chinese sawmilling industry and the business case for exporting logs from Siberia to China, Japan and Western Europe for processing in other countries (2003);
- Assessment of the western European timber, sawmilling and market infrastructure as well as a competitive cost analysis and its opportunities for offshore exports (2002);
- Due Diligence Assessment on Expansion Plans of an Edge-Glued Radiata Pine Plant Panel (2002);
- U.S. Market Assessment of Green Kiln Dried Hemlock Dimension Lumber (2002);
- Assessment of softwood lumber production in North America and offshore imports from Europe and the Southern Hemisphere to the U.S. (2002);
- Assessment of Investment Opportunities for Pine Lumber, Plywood, LVL, Mouldings & Specialty Products in South-east Australia and in export markets (2001 - 2002);
- Timber Investment Memorandum: Assessment of plantation pine resources and manufacturing business cases for the preparation of an Investment Memorandum to attract log processing investors to utilize plantation pine and eucalyptus resources in Victoria State, Australia (2001-2002).

- Infrastructure as well as Competitive Cost Analysis and Opportunities for Offshore Exports (2002);
- Canada Wood Export Strategy – Assessment of Canada’s Fit in International Markets (2002);
- Evaluation of log imports into the U.S. and of log exports from B.C. to various markets (2001);
- Evaluation of margins, competitive assessment & markets for an edge-glued panel company (2001);
- Strategic assessment of a primary sawmill, its competitive position, and the capital options to convert it to a lower cost operation or to include some value-added operations (2001);
- Sawmill operational assessment and market viability for hemlock lumber in the US& Japan (2001);
- Assessment of Pine Lumber & Edge-Panels in Brazil, Europe and the U.S. (2000);
- Market Positioning and Fit of Hemlock Products in Pacific Rim & North American Markets (2000);
- Market overview of products opportunities and constraints in India, China & South Korea (2000);
- Strategic Assessment for an SPF lumber producer including competitive analysis, distribution channel options and product positioning (1999);
- Analysis of the U.S. Market Opportunity for Pallet Lumber, Pallets, Fencing and Other Industrial Products from Caribbean Pine (1999);
- Field work and assessment on costs, product quality and positioning of lumber, edge-glued panels/furniture and plywood from plantation pine in Brazil (1999);
- Investment Advice, Processing, Market Strategy Development, and Due Diligence on the Successful Purchase of Mondi Timber (So. Africa) by the Global Environment Fund (1999-2001);
- Future Price Trends for Industrial Lumber vs. Common Lumber Grades (1998);
- U.S. Market Research on Opportunities for Radiata Pine in Doors (1998);
- B.C. Coast log export strategy and options in the U.S. PNW region (1998);

## **Gerry Van Leeuwen & WOOD MARKETS Industry Tours**

### Russia Tours:

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|---|----------------------|
| • Siberia/Russian Far East Forest, Mill and Industry Tour     | June 22-July 6, 2004 |
| • Russian ‘Sea of Japan’ Region & No. China Processing Plants | May 15-24, 2005      |
| • Western Russia Birch Plywood & Veneer Tour                  | July 8-15, 2006      |
| • Western Russia & Siberia Forest, Mill & Industry Tour       | Sept 16-30, 2006     |
| • Russia Siberia Forest, Mill & Industry Tour                 | Sept 15-22, 2007     |
| • Russia Siberia Forest, Mill & Industry Tour                 | Sept 14-22, 2010     |
| • Russia Siberia Forest, Mill & Industry & No. China Tour     | Sept 9-16, 2012      |

### China Tours:

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|---|-------------------|
| • Northern China/Russian Border Mill & Industry Tour  | Sept 17- 24, 2006 |
| • China Land & Ocean Port & Log Processing Tour       | Sept 23-30, 2010  |
| • China Land & Ocean Port & Log Processing Tour       | Sept 12-14, 2011  |
| • China Plantation & Ocean Port & Log Processing Tour | Sept 12-15, 2013  |

### U.S. & Canada Tours:

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|---|--------------------|
| • Russian Group in U.S. PNW (doors, windows, mouldings) | Jan 19-Feb 2, 2004 |
| • B.C. Interior “Mountain Pine Beetle Tour”             | May 4-5, 2013      |