



## Mr. Dale A. Smith

### BACKGROUND

Dale Smith is a Senior Consultant at JHolcombe and Associates, Inc. and has a consistent track record of bottom line impact through leveraging best practices. Effectively uses leadership, visionary, strategic, program management skills and team building in providing dramatic performance improvement. Industry experience includes: Aerospace and Defense, High Tech/Electronics, Consumer Products, Repair/Remanufacturing (MRO), Apparel, Food Processing, Automotive, Oil Field Services, Energy/Chemical, Steel. He has served clients in U. S., Canada, Ireland, England, Australia, Scotland, Denmark and Mexico.

### AREAS OF SPECIALIZATION

Mr. Smith has personal experience in the areas of:

- Organizational Change Management (OCM)
- Enterprise Resource Planning (ERP)
- Supply Chain Management (SCM)
- Customer Relationship Management (CRM)
- Business and Information Technology (IT) strategy
- IT systems selection & implementation
- Business Process Re-engineering (BPR)
- Aviation maintenance repair and overhaul (MRO)
- Business Continuity Planning
- Strategic Sourcing
- Management By Objective (MBO)
- Business Transformation

### CAREER EXPERIENCE

Mr. Smith's career experience includes operations management and information technology experience in both public and private sector:

#### *Consulting Experience*

##### **Global Consumer Products Company – Senior Management Consultant**

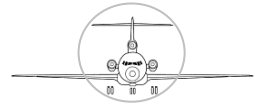
- March 09 – Jul 2010; Program Manager for a global Strategic Sourcing initiative within a \$12MM Business Transformation project. Responsibilities include: Spend analysis, creation of cost savings initiative process, reorganization of purchasing organization to a global Strategic Sourcing/Commodity Management structure, creation of Standard Procurement Operating Policies and Procedures, development of global performance measurements/dashboard. Developed and implemented a global procurement communication strategy which included a monthly news bulletin. Achieved global cost saving in excess of \$80 million. Developed and implemented a global Procurement Performance measurement system.

##### **Global Energy Company, Houston TX – Senior Change Management Consultant**

- Jun – Sep 2008; Change Management Consultant responsible for a business transformation initiative within a strategic business unit. Responsibilities included strategy development, initiative management, human capital alignment, strategy communications and business value realization. Lead five client teams focused on business transformation within the business unit

##### **Major Medical Supply Company, Twinsburg OH – Senior Change Management Consultant**

- Apr – May 2008; Program Manager in conjunction with an enterprise-wide Oracle implementation at 3 locations, responsibilities include:
  - Set up Program Management Office/Program Governance, implementation controls methodology and implementation management.
  - Development and execution of: OCM Program Strategy, Organizational Change Readiness Assessment, Sponsorship Strategy, Stakeholder Engagement Plan, Leadership Alignment Plan, Communication Strategy, Training Strategy, Transition Management Strategy and Benefits Realization Strategy.
  - Developed over all Program Strategy and launched the 68 person project team
  - Actively involved in program leadership



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### LSG Sky Chefs, Irving TX – Senior Change Management Consultant

- Sept 2007 – Mar 2008; Change Management Program Manager in conjunction with an enterprise-wide SAP MM implementation at 52 locations throughout the US, responsibilities include:
  - Development and execution of: OCM Program Strategy, Organizational Change Readiness Assessment, Sponsorship Strategy, Stakeholder Engagement Plan, Leadership Alignment Plan, Communication Strategy and Training Needs Assessment and Training Strategy
  - Developed and executed Company-wide communication program which included all internal and external stakeholders.
  - Coordinated the development of Business Process Procedures, Role Mapping, Organization Impact analysis, overall task management, Cut-Over plans, etc.
  - Active involvement in program leadership, etc.

### Aflac, Columbus GA – Senior Change Management Consultant

- Nov. 2006 – Aug. 2007; Change Management Program Manager in conjunction with an enterprise-wide SAP HCM implementation, responsibilities include:
  - Development and execution of OCM Program Strategy which included: Communication, Training and Organizational Transition Management
  - Management of client team of 11 Change Agents, across a user base of 4,000+
  - Coordinated Company-wide communications, Stakeholder analysis, Training plan development including Computer-Based Training aides, executed Knowledge Transfer Assessments, coordinated the development of Business Process Procedures, Role Mapping, Organization Impact analysis, overall task management, Issue Log management, etc.
  - Active involvement in Executive Steering Committee meetings, Program Leadership meetings, etc.

### Rapidigm/Fujitsu – Interim Business Transformation Practice Director

- Sep – Oct 2006; Responsibilities Include:
  - Responsible for oversight of 7 client engagements, deliverables management, customer relationship management, etc
  - Managing staff of 13+ consultants focused on Business Transformation, Process Improvement, Change Management, Training, etc.
  - Responsible for business development, recruitment, customer presentation, proposal development, cost models, negotiations, engagement management, implementation deliverables, contract closure, etc.
  - Performed strategy development, staffing and management

### Union Switch & Signal, Pittsburgh, PA – Senior Change Management Consultant

- Mar – Aug 2006; Program Manager for Change Management initiative for a global SAP implementation, accomplishments:
  - Managed multiple change management initiatives focused communications, training and organizational impact.
  - Developed and executed a Change Management strategy, which included readiness assessment of stakeholders, Communication strategy development and execution
  - Developed and implemented a Value Benefits Realization program that captured and tracked the benefits of the overall program. Developed and facilitated methodology with the clients' process owners. Responsible for implementation deliverables.
  - In conjunction with this engagement, developed an enterprise-wide SAP Program Strategy
  - Served as the Engagement Manager and was accountable for contractual deliverables management, engagement staffing and client relationship management.

### Jackson Products, St. Louis, MO – Senior SCM Consultant

- Jun 2005 – Feb 2006; Program Manager for a global Supply Chain Management initiative which included process improvements in Warehouse management, Sales and Operational Planning, Product rationalization, Logistics and International Outsourcing. Benefits Achieved:
  - Developed and implemented a global Supply Chain Strategy through multiple client teams.
  - Improvements in Forecasting accuracy – From Aug 76.2% -To Dec 92.2%
  - Institutionalized a formal Sales and Operation Planning process across all business units. Developed and facilitated methodology with the clients' process owners.
  - Improved customer service, lowered target inventory levels, improved fill rate, etc
  - Improved communications with Marketing and Plant Management regarding realistic tactical plans to run the operation
  - Measurable and quantifiable improvements in inventory record and location accuracy – 64% -To 98%
  - Instituted daily tracking and analysis of inventory discrepancies resulting in timely resolution of conditions causing inventory discrepancies
  - Improved communication between Receiving and Purchasing personnel regarding policies governing suppliers

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- Responsible for implementation deliverables.

### **BancTec, Dallas, TX – Acting Interim VP of Information Technology.**

- Jun 2004 – May 2005; Responsibilities Include:
  - Assumed responsibility for the Information Technology organization as VP of IT - 38 people
  - Developed and implemented a global IT Strategy
  - Dramatically improved IT communications with senior management and business unit leadership
  - Instituted standard operating procedures for all IT Processes and initiated strategic planning
  - Managed multiple projects through client teams: Managed the implementation of a global Business Continuity Program. Project consisted of 11 Project leaders. Developed and facilitated methodology with the clients' process owners. Managed the migration of a DEC computer platform to a new IBM environment, on budget and ahead of schedule.
  - Outsourced the IT organization and Call Center to a third party which resulted in \$10 Million annual savings
  - Successfully negotiated a license upgrade of SAP 3.0f to SAP 5.2
  - Developed and secured approval of an enterprise-wide SAP Program Implementation Strategy

### **Goodrich Aerospace, Charlotte NC – Senior Consultant**

- 2003 – 2004; Benefits achieved:
  - Developed and implemented a global Total Cost of Ownership (TOC) program for the Information Technology component of this 4.3 Billion dollar enterprise. This effort resulted in identifying and categorizing all IT cost across 140 global locations. Developed and facilitated methodology with the clients' process owners.
  - Successfully completed the management of an IT cost reduction program which resulted in a cost reduction of \$10 Million annually.
  - Developed a strategy for global Assets Management and a performance measurement system for tracking critical IT performance metrics.

### **FLS Aerospace, Ireland, England and Copenhagen – Senior SCM Consultant**

- 2001 to 2003; Successfully managed a global enterprise-wide Supply Chain Management implementation across Ireland, England and Copenhagen. The scope of this program included the development of a global Supply Chain strategy, various sub projects relating to Process improvement - managed a team of 3 project Managers with 17 team members. Focus was on process and performance improvement. In conjunction with this engagement successfully managed the implementation of a global Human Resources software (CORE HR) implementation. A.T. Kearney, Inc., Dallas, TX – Management consulting firm owned by EDS
- Principal - 2000 to 2001; Responsible for business development and program leadership/execution in the area of enterprise wide technology solutions, specializing in transforming businesses through integrating business process redesign into the development of information systems from strategy through implementation.
- Focus was on strategically integrating people, processes, and technology that consistently results in high client pay back and operational performance improvement;

### **Ernst & Young LLP, Dallas, TX – Management Consulting firm**

- Senior Manager - 1997 to 1999; Managed major integration/implementation projects through cross functional teams both internally and externally. Proven implementation success; responsible for business development from market assessment to customer presentations/demos, proposal development, cost models, negotiations, contract closure, etc. Performed sales and marketing activities for new global MRO service offering in the commercial airline industry, responsible for the Americas.

### **A T Kearney, Dallas, TX, Management consulting firm owned by EDS**

- Principal - 1996 to 1997; Directed major integration/implementation projects through cross-functional teams, developed implementation methodology, performed business process reengineering. Key components of his role included:
  - Leading and managing multiple disciplined teams of 30+
  - Program strategy development, risk management/mitigation and contract negotiation.
  - Developed and managed senior (C-level) client relationships as the conduit of communication between project teams and client leadership.
  - Actively mentored and motivate project managers and team members.
    - Identified business improvement opportunities and work collaboratively with support teams to gain performance improvement

### **EDS/Management Consulting Services**

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- Managing Consultant - 1990-1996; Managed consulting organization of 35 focusing on enterprise technology solutions. Activities included - Business Assessments, Program Strategic Planning, Technology Evaluation and Selection, Systems Implementation and Project Evaluations.
  - Developed business strategy for introducing approach to World Class Manufacturing for the EDS client base
  - Actively involved in the business development process from prospecting, customer presentations, proposal development, cost models, negotiations, etc. Developed marketing collateral, published articles; priced and packaged products/services
  - Conducted extensive evaluations on major projects to insure that project deliverables were achieved as planned.
  - Exhibited strong oral and written communication skills, with attention to detail.
  - As a Program Manager gained experience leading and managing multiple disciplined teams of 30+ people, developed a proven track record in leading technology teams involved with engagements in excess of \$20 million annually. Primarily responsible for successfully delivering enterprise technology solutions to clients. Key components of his role included:
    - Developed a strong leadership presence with client counter-parts and project delivery teams.
    - Worked closely with clients to understand their business objectives and developed strategies to match those objectives.
    - Ensured on-time, on-budget delivery of large-scale projects by providing overall management and leadership to engagement teams comprised of: Program Strategy, Requirements Definition, Process Redesign, Technology Evaluation and Selection, System Design, IT Implementation, Change/Risk Management and Program Evaluation.

### **Dale Smith & Associates, Inc. Dallas, TX (Management Consulting firm)**

- President/CEO - 1983-1990; Developed and executed a business plan to address a perceived need in the manufacturing industry relative to successfully implementing enterprise-wide technology solutions. Launched the business venture and built a successful nation-wide consulting company.
  - Developed a comprehensive nationally recognized implementation methodology and related education products. Performed business development from prospecting, customer presentations, proposal development, cost models, negotiations, etc. Developed marketing collateral, participated in trade shows - designed trade show booth. Published articles; priced and packaged products and services
  - Directed technology teams through the implementation of enterprise-wide technology projects. Services including: strategic program planning, business concepts education, best practices identification and reviews, reengineering of core business processes, requirements definition, technology evaluation and selection, systems transformation, performance measurement and program evaluation
  - Developed and conducted extensive education courses for senior and middle management.
  - The firm was acquired by EDS in Oct. 1990

### **Industry Experience**

COMSERV Corporation, Dallas, TX (ERP Software firm) District Manager, Professional Services - Southern Region

- Developed and executed a business strategy for building a Professional Services support organization for the southern region. Set up operations, recruited and developed consultants and established liaison with regional sales and marketing organization. Managed all aspects of the southern region -significantly grew the region in both revenue and staff over a five year period.
  - Performed pre sales consulting: Pre proposal consulting to assist in qualifying prospect, proposal development and sales presentations, cost model development, etc.
  - Managed major integration/implementation projects through Cross Functional teams both internally and externally
- Emerson Electric Co., Aerospace Defence Division, St. Louis, MO;
- Materials Management/Program Management.
- Wagner Electric, St. Louis, MO;
- Materials Management/Program Management.

### **Aerospace Defense / MRO Experience**

Allison Engine Co. Indianapolis, IN., (Division of Rolls Royce) Manufactures aircraft engines for commercial and military

- Directed 36-person client team through an ERP technology evaluation/selection that resulted in a unanimous SAP decision. In conjunction with this engagement directed the development of a functional system requirements document based on core business processes and best practices. Directed a Proof of Concept demonstration on critical business requirements,

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relating to A&D functionality, with the core business process owners, including MRO. Conducted a successful senior management Red Team review.

- Developed an SAP implementation methodology, which was the cornerstone of the success of the program. The methodology focused on the use of virtual teams for each business process through each step of the implementation, such as: gap analysis, scripting, issue resolution, system configuration, system testing and integration. Managed and monitored overall status of the SAP implementation by core business process and SAP module.
- Directed numerous virtual teams through the SAP implementation process
- Managed client relationships and maintained liaison with the Rolls Royce UK team on project activities under his control. Developing and managing senior (C-level) client relationships as the conduit of communication between project teams and client leadership.

Hercules Inc. McGregor, TX (Division of Hercules Aerospace segment, Wilmington, DE) Designs and manufactures rocket motors for the military and the space program

- Sold this engagement and directed a combined team of client personnel and consultants through a complete enterprise wide technology implementation. The engagement included: executive education, strategic program plan development, process redesign, user education on best practices and related disciplines, requirements definition based on best practices, technology evaluation/selection, systems implementation, project evaluation and performance measurement and tracking.

USAF Wright Patterson AFB, Dayton OH (Maintenance Headquarters for the US Air Force)

- Selected as Prime contractor to lead the DMMIS (Depot Maintenance Material Information System) through an MRPII implementation at Hill AFB, Ogden UT and Newark AFB, Newark OH repair/overhaul depots. Personally sold this engagement and directed team(s) through executive education, strategic program planning, operations analysis and environment preparation, user education on best practices and related disciplines, requirements definition, software evaluation/selection and project evaluation.
- Managed client relationship through executive briefings comprehensive status reports.
- This engagement encompassed all the unique aspects of repair and overhaul of aircraft and Minuteman missiles, such as: tear down and re assembly, probabilistic routings, etc.

LORI Inc. Tulsa OK (Remanufacture of heat exchangers and oil coolers for the airline industry)

- Directed a combined team of client personnel and consultants through a complete enterprise-wide technology implementation. The engagement included: executive education, strategic program plan development, process re design and environment preparation, user education on best practices and related disciplines, requirements definition based on best practices, technology evaluation/selection, systems implementation, project evaluation and performance measurement and tracking. Managed client relationship at presidential level. This engagement encompassed as aspects of overhaul and repair/re manufacture

### MRO - Maintenance, Repair and Overhaul Symposium

- Organized, sponsored and conducted a national MRO symposium for the military and private sector to discuss the application of enterprise-wide technology, such as MRPII/ERP to address the repair and overhaul unique requirements. The symposium helped shape the technology solutions for the future and created a common ground of understanding among the participants.

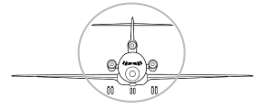
### MRO - Aircraft Industry

- Launched a major marketing program, in the airline industry, to promote a new software solution for aircraft maintenance. The solution tracked all components on the aircraft in terms of their ware life cycle and determined replacement schedules. The technology scheduled maintenance events and was integrated with engineering and cost accounting. Responsible for promoting this MRO solution to the tier two airlines within the Americas.
- FLS Aerospace – Aircraft maintenance; managed a global VISAer/MRO Supply Chain Management implementation across Ireland, England and Denmark.
- Tinker AFB, Tinker OK - Conducted full suite of business concepts education programs tailored to A&D specifics
- Rockwell International - Consulting and education
- Bell Aerospace - Project Strategic Planning
- General Dynamics – IT Applications Education
- Martin Marietta - Project Management and Education

## EDUCATION

Mr. Smith holds a Bachelor of Science degree in Industrial Management from Washington University, St. Louis, MO. His additional specialized training includes:

- × Advanced studies in Change Management and Business Process Reengineering



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- × American Production and Inventory Control Society - Certification: CPIM
- × Speaker at the International Conference of the American Production Inventory Control Society (APICS) for six consecutive years

### PROFESSIONAL AFFILIATIONS, AWARDS AND HONORS AND THOUGHT LEADERSHIP

Mr. Smith has served as an "Industry Expert" witness in a major court case in New York, testifying on the benefits of Information Technology Solutions, such as ERP in American industry; he is a past member of the American Production and Inventory Control Society (APICS); Nominated to the Arthur Young Entrepreneurial Services organization as Entrepreneur of the Year in 1987; Eagle Scout; Elder – Trinity Prebisterian Church

Mr. Smith has been published by Manufacturing Systems magazine, contributing an article entitled: "It's the Implementation, Not the Software".

### INTERNATIONAL EXPERIENCE:

Canada, Ireland, England, Scandinavia, Australia, Scotland, Mexico