



Mr. Arthur C. (Sandy) Lee

BACKGROUND

Arthur C. Lee is an executive with over 40 years of experience. He has consulted with clients across the Aerospace & Defense, Technology, and Manufacturing industry sectors in financial and operations management, enterprise transformation, and business strategy. As a senior executive in those industries, he was responsible for building sound business foundations, managing post-merger transitions, and restructuring businesses. He has served clients in North America and Western Europe.

AREAS OF EXPERTISE

Mr. Lee has personal experience in the areas of:

- Large-scale transformation
- Operational improvement/ cost reduction
- ERP implementations
- Aggressive cash management
- Shared services & corporate governance
- Mergers, acquisitions, post-merger integration
- Proposal Support
- Business Strategy and market analysis
- Government contracting

CAREER EXPERIENCE

Prior to joining JHolcombe & Associates, Inc., a Florida-based management consulting firm, Mr. Lee's career experience of executive management and management consulting included:

Consulting Experience

Associated Senior Consultant: JSA Partners, Kitty Hawk Consulting, and Meridian Consulting

Provided business strategy and marketing consulting, acquisition due-diligence support, and transformational change management project leadership

A.T. Kearney, Inc.: a Chicago, IL-based management consulting firm. Principal-level Management Consultant – 1996 to 2004; Aviation, Aerospace & Defense Practice, Enterprise Services Transformation Practice, and Client Solutions Group

Provided enterprise transformation, financial, manufacturing, integrated program management/ product development, and aftermarket support consulting to clients in the Aviation, Aerospace and Defense, High Tech and Manufacturing industries; key participant in the development of enterprise transformation management, integrated performance measurement, shared services and corporate governance consulting. Leadership position within Client Solutions Group, a joint EDS/ AT Kearney effort to develop integrated industry business solutions.

EDS, Management Consulting Services Division: a Plano, TX-based information services company. Manager-level Management Consultant – 1994 to 1996; Aerospace & Defense Practice

Provided enterprise transformation and financial management consulting to the Aviation, Aerospace and Defense industry. Charter member of the global A&D practice, building a practice of 45 professionals.

Industry Experience

CAE Link Simulation. Senior VP Finance and Chief Financial Officer (1989-1994)

Hired by Canadian parent to restructure Link's operations and organization, including consolidation of facilities and the consolidation and strengthening financial management in a post-merger integration environment. A key element was to reestablish integrity and trust during "Qui Tam" defective pricing investigations. Attained acquisition profitability goals despite restructuring company to half its former size. Financial responsibilities included Pricing and Costing, Program Control, Planning and Budgets, Accounting, Treasury, Tax, and Pension management.

Dalmo Victor. Vice President Finance (1985-1989)

In the span of five years, Dalmo Victor was successively owned by Textron, The Singer Company, Bi-Coastal, and General Instruments. Created a division-level financial organization and then managed all divestiture and post-merger integration activities. Financial responsibilities included Pricing and Costing, Program Control, Planning and Budgets, and Accounting.

Textron, Inc. Group Controller (1980 - 1985);

Aerospace Group Controller. Before that Group Controller for Consumer Products and Machine Tool Groups

Ernst & Whinney (now Ernst & Young) (1974 - 1979). Manager. Responsible for audits of manufacturing and retail clients

Staff Resume



CONSULTING ABSTRACTS

- Lead a red-team review of an international aircraft modification proposal including major re-write, and also wrote a socio-economic section for another logistics support proposal for a major U.S. air framer
- Lead an acquisition due diligence effort for a major foreign conglomerate seeking a major presence in the American Aerospace market
- Conducted market and business strategy studies in chem.-light, armored self-protection, counter-terrorism, ground vehicle, UAV, regional aircraft, satellite, and servo-actuation markets for various aerospace firms
- Prepared an initial study to ascertain viability of Indian engineering outsourcing/ joint venture for an international airplane Maintenance, Repair and Overhaul company
- Lead change management consulting activities supporting an SAP implementation impacting four sectors and 22,000 employees at a first tier aerospace & defense company. Successfully focused on practical application of change management activities to educate and train managers and staff in new requirements, and through that involvement to migrate responsibility and accountability for successful implementation to managers and executives. Direct assistant to the Company's SAP Program Manager; led the deployment of SAP financial applications at the Company's west coast operations
- Leadership position in Client Solutions Group, an EDS/ ATK group which developed new industry-based value propositions for EDS to take to market, and which leveraged and integrated all the capabilities of EDS and its subsidiaries. This project has now been expanded and embedded into the EDS fabric as Portfolio Management.
- Subject matter expert and advisor in an engagement to define new financial and accounting structures, performance goals, and organization for a \$10 Billion spin-off of a global chemical industry leader. Deliverables included shared-service and business process outsourcing targets as well as organizational structure, governance, roles, processes and benchmarks.
- Lead an engagement for a welfare ministry of European country to review and recommend improvements to program management for a large IT transformation project.
- Lead an operations and procurement diagnostic for a leading avionics firm which identified critical improvement areas in manufacturing cycle time and yields, sales and operational planning, procurement and product-line management that could generate over \$500 Million of benefit; with initial costs funded by quick improvements in receivables management.
- Lead a successful joint ATK/ EDS effort which won a ten-year outsourcing contract and embedded three-year transformation/ IT implementation, to include dramatic changes to operations, integrated product development, customer-related, financial, and program management processes. Project leader for first two work phases and co-leader for IT/ process implementation phase third phase. Consulting efforts paid from a share of the improvements.
- Team leader for an enterprise transformation effort at a major A&D aircraft manufacturer, implementing transformation management structure including performance measurement. Also evaluated financial functions and developed improvement plans.
- Lead an operations cost reduction effort for a leading aircraft manufacturer reviewing procurement, production control, industrial engineering, aftermarket, and other support functions. Identified over \$70 Million of near-term savings. Also developed an Activity-Based Costing model to evaluate strategic manufacturing, outsourcing, and supply chain alternatives.
- Lead an engagement to define common financial management practices and an SAP systems requirement document enabling integration of three companies and nine organizations in a post-merger integration environment for a sector of a major A&D client
- Lead business process outsourcing/ shared services diagnostics for financial and HR functions of a major US airline, including an assessment of HR requirements.

EDUCATION

Mr. Lee holds a Master of Business Administration degree from Harvard Business School, Boston, MA, and a Bachelor of Arts degree in Economics from Ripon College, Ripon, WI

PROFESSIONAL AFFILIATIONS

Mr. Lee is a Certified Public Accountant, Member of the Rhode Island Society of Certified Public Accountants and the American Institute of Certified Public Accountants. He is also a member of the executive financial management group, Financial Executives International

Mr. Lee also attained the rank of Commander, SC, U.S. Naval Reserve, during his thirteen years on active and reserve duty.