

Mark B. Alter

Principal

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Executive Summary

Trusted advisor to some of the world's premier executive leadership teams and boards of directors representing a diverse set of Aerospace & Defense companies and both U.S. and International government agencies

Experienced consultant with more than 13 years of experience in Aerospace, Defense and Industrials leading strategy, design and implementation of major transformations

SPECIALTIES

- ◆ Corporate Portfolio Strategy
- ◆ Merger and Acquisition Strategy
- ◆ New Market Entry Strategy
- ◆ Operations Improvement
- ◆ Value-from-Data Strategy
- ◆ Strategic Business Unit Strategy
- ◆ M&A Planning and Execution
- ◆ Business Cost Restructuring
- ◆ Organizational Design

CLIENTS

U.S. Aerospace & Defense Primes
International A&D Primes

Major Private Equity Firms
Fortune 500 Industrial Firms

U.S. Government Agencies
Int'l Government Agencies

PLATFORMS

Submarines
Wheeled & Tracked Vehicles

Surface Vessels
Utility Infrastructure

Rotary Aircraft
Nuclear Weapons

Professional History / Education

Principal, Senior Associate roles, Booz Allen Hamilton, Inc.	2009 – 2017
Senior Associate, Booz & Company (formerly part of Booz Allen Hamilton; now Strategy&)	2008 – 2009
Senior Associate, Associate roles, Booz Allen Hamilton, Inc.	2004 – 2008
Civil Engineering Officer, U.S. Air Force	1996 – 2002
MBA – Duke University Fuqua School of Business	2002 – 2004
BSE Civil Engineering – Princeton University, Minor from Woodrow Wilson School of Public Policy and International Affairs	1992 – 1996

Certified Professional Engineer: State of California (1999-Present)

MARK B. ALTER – SAMPLE CLIENT ENGAGEMENTS

Mr. Alter is a Principal at MW JONES & COMPANY INC based in Reston, Virginia. Currently, Mr. Alter is leading MW JONES & COMPANY's project delivery to the U.S. Aerospace, Defense and Industrials (ADI) market segments focusing on Strategy, Business Restructuring, Operations Improvement and Value-from-Data.

Corporate Portfolio Strategies

- For a group of nation-wide and regional electric utilities, developed a supply-demand model for the next decade. The tool allowed them to weigh decisions for building, operating, and disposing their generation assets under a variety of scenarios, including fuel prices and regulatory constraints. The tool allowed the corporations to develop a portfolio strategy, including the recommendation for the optimal plant type for meeting new marginal demand.
- For a Tier 1 global automotive supplier, reviewed their portfolio of products to identify which businesses they should retain, which they should invest in, and where they should divest. Analysis included both the competitive market dynamics of the products, and the company's relative competitiveness, their "right-to-win", and internal investment hurdles.
- For a U.S. government agency, performed an assessment of their facility footprint and recommended the optimal capital reinvestment plan to meet their forecasted manufacturing demands over the next 20 years. Options included greenfield development, expansion of existing facilities, and risks of maintaining status-quo operations.

Strategic Business Unit (SBU) Strategies

- For a global industrial manufacturer, reviewed their product portfolio in building controls and air-conditioning to identify opportunities within a market segment. Identified customer purchasing behaviors and selection criteria and evaluated the client's performance and features relative to competitors to improve product positioning and sales force structure.
- For a global industrial conglomerate, conducted a global market assessment across the entire value chain. Reviewed their product portfolio in water treatment and controls for competitiveness and profitability. Identified product or market segment opportunities as well as identifying cost reduction opportunities that would make its overall portfolio of products more profitable and price-competitive.
- For an industrial manufacturer, evaluated the business strategy for a new product launch for predictive maintenance. Interviewed potential customers to assess potential adoption rates, recommended design changes to the product to provide the most useful offerings and features for the product to appeal to target customers.

Merger and Acquisition Strategy

- Conducted a search of potential acquisition targets amongst Tier 1 component suppliers and repair service yards in the rail industry. Screened candidates against financial criteria, strategic fit, and business synergies for corporate client.

- Conducted a search of potential acquisition targets amongst water / waste treatment technology solutions providers. Screened candidates against financial criteria, strategic fit, and business synergies.
- Performed more than half a dozen pre-acquisition due diligence studies on behalf of major private equity firms and corporations, including:
 - A major shipbuilder
 - An international defense software company
 - International railroad infrastructure, rail equipment, and parts suppliers
 - A global liquid fuels equipment, parts, and services provider

M&A Planning & Execution

- Designed and implemented an innovative cost restructuring program for two major nuclear weapons production sites within the DOE/NNSA complex to significantly reduce future Operations and Maintenance (O&M) spending (~\$3.3 billion) using a post-merger value-creation framework to create one-site economics across both sites. Total value of the contract award was \$23 billion, if all options executed.
- Supported the merger of two global building systems companies. Reviewed product portfolios, sales forces, and manufacturing / service operations for rationalization. Businesses were successfully merged within 120-day timeline and target savings from synergy achieved.
- Led a Post-Merger Integration team for a global petrochemical enterprise that rolled up eight different companies within an eight-month period. Mapped existing sales-to-cash and procure-to-pay processes for each organization, developed interim and long-term process adjustments to incorporate new entities into parent operations without risk to on-going business. Developed standardized and tailored checklists for each migration, and managed multiple client teams' progress through an integrated project schedule.
- Led post-merger integration of a health product manufacturer and a health products distributor covering the U.S. nationally. Worked with C-suite to redesign the new corporation to safely de-conflict business operation functions and to merge supporting functions into a more efficient corporate core. Reviewed product portfolio to identify overlap and recommend changes needed to distribution catalogue. Identified over 20% savings reductions to combined corporation's costs.

New Market Entry Strategies

- Developed market growth strategies for a government communications-solutions provider. Evaluated and estimated market size of multiple adjacent opportunities. Identified potential alliances / business partners to augment required capabilities or offerings. Recommended prioritized actions to seize opportunities for U.S. and European markets.
- Created market growth strategies for the Board of an Engineering, Procurement, and Construction (EPC) / infrastructure products company. Evaluated and estimated market size of multiple adjacent opportunities. Identified potential alliances / business partners to augment required capabilities or

offerings. Recommended prioritized actions to seize opportunities for North and South American markets.

- Developed market growth strategies for the Board of a financial services company. Evaluated existing capabilities and identified multiple adjacent opportunities. Estimated market size for the most promising opportunities and enumerated skills and capabilities required to effectively compete in these new areas.

Business Cost Restructuring

- In conjunction with U.S. Navy and shipbuilder, reviewed ship design to identify opportunities for reducing direct labor, material, and overhead cost using the Design for Affordability (DfA) platform. Reviewed maintenance / inspection events to be able to reduce the number of scheduled depot-level maintenance planned over its lifecycle. The platform's total lifecycle cost savings were over \$1B.
- For a major U.S. shipbuilder, reviewed ship design to identify opportunities for reducing direct labor, material, and overhead cost using the DfA platform. Recommended several high-priority areas for further investigation
- Led the program office for the restructuring of a multi-billion dollar North American operations and global vehicle manufacturer. Identified \$300M profit improvement for the organization through their manufacturing and corporate footprint, retail sales footprint (including agents and franchises), supply chain, Information Technology, Finance, Human Resources, and other shared services. The profit improvement additionally came from increased international sales and changes to their vehicle design and manufacturing processes.
- Led cost restructuring for an International Financial Institution. Identified benchmark measures, appropriate peer sets, and resulting improvement targets for the operating divisions as well as the organization as a whole. Worked with client teams to identify and quantify improvement opportunities within the regional operations. Additionally, reviewed the proposed solutions associated with their global footprint, HR/Benefits, IT Services, General Management and Support, and Finance, Accounting, and Treasury functions. Identified over \$400M of savings initiatives, which client successfully captured.

Operations Improvement

- For an international prime, led a project team improving overhead cost and direct labor performance on a first-of-a-kind air warfare destroyer program.
- For a Tier 1 defense supplier, evaluated the potential weight savings for replacing existing technology with a new product on U.S. Army helicopters. Quantified savings, developed business case and reviewed with U.S. Army program office.
- For a global building systems manufacturer, conducted a competitive assessment of their product lines versus their primary competitors. Analyzed product performance as well as developed cost estimates of their competitors' products. Identified design and manufacturing process changes

which would improve product profitability and improve product attributes to more effectively compete against others' products.

- For a Tier 1 automotive supplier, developed a strategy to contain their rising commodity costs. Established a framework for price negotiations with suppliers and with auto OEM clients to share commodity price risks for their primary product purchase categories.
- For an automotive manufacturer, conducted a competitive assessment of their product lines versus their primary competitors. Developed cost estimates of their competitors' products. Identified design and manufacturing process changes which would improve product profitability, including over-engineered requirements with key component suppliers.

Organizational Design

- For the U.S. Air Force, led a study assessing the right mix of military, civilian, and contractors to the linguistics profession, considering the career progression, skill development, timelines for establishment, respective costs, and mission flexibility.
- For a global-major oil & gas unit, conducted a study of the company's risk assessment processes and organization after a series of safety incidents. Conducted spans and layers assessments of multiple departments and made recommendations for structural and cultural changes within the business unit.
- For a manufacturer of voting machines, evaluated their organizational structure to improve product delivery and project management processes. Created recommendations to increase Agile concepts in software development and realign responsibility and accountability for project delivery within the organization.

Value-from-Data Strategies

- For a global pharmaceutical corporation, developed a data strategy to increase operational performance. Reviewed their current data sources and existing data structures. Developed use cases to demonstrate the potential improvement in customer management, processing times, and workforce staffing. Identified additional improvements to the big data architecture of the company, as well as additional sources of data that could allow solving of additional questions.
- For an international pharmaceutical distributor, developed a strategy to create new business value from its existing customer and market data. Identified the different avenues existing data could be monetized and how the business could grow from higher value-add services to existing and future customers. Developed a prioritized roadmap of capabilities for the organization to pursue to build its internal data analytic capabilities as it grows a new revenue stream.
- For the U.S. Navy, provided a comprehensive cost projection and model for a surface ship's lifecycle costs. Identified data sources, modeling algorithms for projecting costs, and key model parameters that would need to be re-examined when data exceeded value ranges.