

Michael W. Jones

Managing Director

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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 and Defense companies and both U.S. and International government agencies

Senior executive consultant with more than 20 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
- ◆ 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
Nuclear Energy Clients

U.S. Government Agencies
Int'l Government Agencies

PLATFORMS

Satellites & Space Launch
Armored Vehicles

Surface & Submarine Vessels
Guns & Ammo Systems

Fixed Wing & Rotary Aircraft
Ordnance & Munitions

New business identifier and leader with responsibilities for strategy, investment allocation, cost and profitability, human capital, marketing and PR for new markets and products

Extensive experience identifying new market opportunities and leading the launch and scaling of new businesses, as well as, initiating and leading new innovative product development platforms

SPECIALTIES

- ◆ New Market Identification
 - ◆ Business Launch and Scale-up
 - ◆ New Product Platform Development
 - ◆ International Business Development
- Middle East and Southeast Asia

PLATFORMS

International strategy & technology business
U.S. commercial Aerospace & Defense strategy business

U.S. government supply-chain business
Design for Affordability (DfA)

Professional History / Education

Partner, EVP, SVP and Vice President roles, Booz Allen Hamilton, Inc.	1994 – 2016
Plant Manager, Reheis, Inc.	1993 – 1994
Manager of Operations, Philip Morris, USA	1991 – 1993
Production Unit Manager, Hoffmann-La Roche	1989 – 1991
Process Eng. / Prod. Supervisor, ICI Americas, Inc.	1985 – 1989
MBA Corporate Finance – NYU Stern School of Business	1989 – 1991
BS Chemical Engineering – Cornell University, School of Engineering	1981 – 1985

MICHAEL W. JONES – SAMPLE CLIENT ENGAGEMENTS

Mr. Jones is Founder and Managing Director of MW JONES & COMPANY INC based in Reston, Virginia. Currently, Mr. Jones is establishing and scaling MW JONES & COMPANY's market entry into the U.S. Aerospace, Defense and Industrials (ADI) market segments focusing on Strategy, Business Restructuring, Operations Improvement and Advanced Analytics.

Corporate Portfolio Strategy

- For a major satellite prime, Mr. Jones led a team that evaluated five year trends in core and peripheral markets to assess competitive positioning across the space value-chain and made recommendations to adjust markets, investments and competitive positioning.
- For a major tracked-vehicle prime, Mr. Jones led a team that analyzed market trends, competitive positioning and buying behaviors within the Department of Defense (DoD) and internationally which resulted in a centers-of-excellence cost structure centered around major vehicle components/systems (e.g., transmissions, turrets, drive trains, etc.).
- For a major satellite prime, Mr. Jones led a team that analyzed market trends, competitors and buying behaviors within the DoD and Intelligence markets for its System Engineering and Integration (SE&I) businesses which resulted in detailed valuations of major targets and alternative moves.

Strategic Business Unit (SBU) Strategies

- For a U.S. supplier of enriched-uranium, Mr. Jones led a team that analyzed market trends, competitors and buying behaviors within the commercial nuclear market to develop value creation opportunities and alternative capital structure arrangements. As part of this strategy, Mr. Jones analyzed an innovative new centrifuge product, market demand, and global Separative Work Unit (SWU) pricing to recommend alternative Return on Invested Capital (ROIC) profiles.
- For a major supplier of tactical missiles, Mr. Jones led a team that evaluated the value chains of Unmanned Aerial Vehicles (UAV) and high-energy laser markets to discern competitive positioning, value creation opportunities and the potential to leverage existing organic capabilities and technology investments to create competitive advantage in these two emerging markets.

Merger and Acquisition Strategy

- For a major shipbuilding prime, Mr. Jones led a team that analyzed the U.S. military ship building industrial base and developed the acquisition framework and target screening of major players to discern best value acquisition targets.
- For a major private equity firm, as part of pre-acquisition due-diligence, Mr. Jones led teams that performed programmatic risk assessments and validated pricing to create risk adjusted scenarios for target acquisitions. Mr. Jones has supported several major private equity firms on more than 50 acquisition deal teams.

M&A Planning and Execution

- Designed and implemented an innovative cost restructuring program for two major nuclear weapons production sites within the Department of Energy (DOE) / National Nuclear Security Administration (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.
- For suppliers of U.S. National Security launch services, Mr. Jones designed and implemented a major post-merger integration plan that dramatically reduced the combined cost structure by \$850 million of two major space launch providers in the formation of a new joint venture.
- Mr. Jones led a team that developed the post-integration strategy to successfully integrate Defense Systems and Armament Systems into the broader portfolio of companies for a major defense prime.

New Market Entry Strategies

- Mr. Jones has led multiple engagements for European companies to analyze and screen various U.S. Aerospace and Defense markets for possible market entry points into the U.S. DoD /Intel /DHS market space, e.g., helicopters, electro-optical sensors, UAV's, land combat vehicles, NCBR.
- For a major U.S. aerospace prime that produces U.S. military helicopters and commercial helicopters, Mr. Jones led a team that analyzed possible international market expansion opportunities, prioritized those options and developed strategic investment plans to successfully launch international sales into new markets.

Business Cost Restructuring

- Mr. Jones designed and implemented an innovative “Design for Affordability” (DfA) cost reduction program for the VIRGINIA class fast-attack submarine, to significantly reduce both acquisition costs (\$3.8 billion) and construction cycle times (40%) on Block III boats.
- For an international prime, Mr. Jones led a team to vastly improve overhead costs and direct labor performance on a first of a kind nuclear submarine program using the DfA platform.
- Mr. Jones designed, built and led multi-year Strategy-Based Transformations (SBT) with various prime contractors faced with declining volumes and / or competitive pricing. Change agendas included plans and strategies to impact performance of direct labor productivity, overhead cost structure, capital investment, and support labor. For example:
 - \$1 billion net savings for the prime contractor of Aegis-destroyers;
 - \$2 billion net savings for the prime contractor of nuclear submarines;
 - \$1 billion net savings for the prime contractor of helicopters; and
 - \$1 billion net savings for the prime contractor of fixed-wing fighter aircraft.

Operations Improvement

- For the Department of the Navy, Mr. Jones led a team supporting N8 in a comprehensive review of the Navy's requirements process focused on future readiness (N7), current readiness (N4), and Science and Technology (S&T) accounts (ASN RDA) to achieve better program stability.
- For a shipbuilding prime, Mr. Jones led a team that supported an acquisition and Request for Proposal (RFP) submission strategy for a \$200 billion next-generation destroyer program (DD21) for the U.S. Navy – including cost baseline development, should-cost analysis, risk analysis, and modeling to ascertain and formulate trade-space cost envelopes.
- For an international prime, Mr. Jones led a team improving overhead cost and direct labor performance on a first-of-a-kind air warfare destroyer program.
- For shipbuilding primes, reviewed and assisted in interpretation of complete programmatic cost and schedule performance across all phases of new acquisition programs for many platforms, including DDG-51 (multiple contracts), LPD-17, Seawolf, Trident, and Virginia. Fully literate in DoD cost methodologies, Financial Performance Regulations (FPR) and Earned Value Management Systems (EVMS) and approaches.
- On behalf of the Secretary of the Navy, VCNO, ACMC, Mr. Jones led a team that made recommendations on the effectiveness and efficiency of the Materiel Establishment which included NAVAIR, NAVSEA, SPAWAR, NAVSUP, MARCOSYSCOM, PEOs, DRPMs and NAVSEA 08 – encompassed \$54 billion in annual spend and 170,000 employees.
- Mr. Jones conducted industrial base and indirect cost performance reviews on behalf of the U.S. NAVY and made recommendations on indirect cost performance for all 4 Navy public shipyards, 3 NAPEDs, and 14 Warfare Systems Centers.
- For a Prime contractor supporting Aegis Destroyers, Mr. Jones led a team that assessed the industrial base issues related to the cancellation of the Arsenal ship program - minimum workforce levels in production, engineering, production support as well as capacity and overhead implications.
- Mr. Jones conducted several critical industrial base and program performance reviews on behalf of U.S. DoD agencies, National Reconnaissance Office (NRO), Office of Secretary of Defense (OSD), and Space Missile Command (SMC). Industrial base reviews include:
 - U.S. Space industry;
 - U.S. Space industry's Research & Development capabilities and investment profile;
 - U.S. Commercial Space Imaging industry;
 - U.S. Space Launch Industry;
 - “Assured Access to Space”; and
 - U.S. Space industry – to determine the cause of cost and schedule growth for the Nation's Military Satellite systems – SIBRS HI, AEHF, GPS II.

Organizational Design

- For an international government on behalf of the Director General (DG), Mr. Jones led a team that evaluated requirements and developed the roadmap to successfully launch and scale new national agencies focused on:
 - Electronic security / cyber mission; and
 - Space Exploration mission.
- For the U.S. Department of Homeland Security (DHS) on behalf of the Secretary and Deputy Secretary, Mr. Jones led a holistic strategy that integrated 23 separate agencies to create department-wide management processes, including strategic planning, budgeting, performance management, Information Technology (IT) management, acquisition and other processes during DHS formation. Mr. Jones served on the DHS strategic leadership team.
- For the U.S. Department of the Navy on behalf of the Secretary, Mr. Jones led a team that evaluated the efficiency and effectiveness of the U.S. Navy's Material Establishment (\$54B). The effort evaluated and made recommendations within the department on specific roles, responsibilities and decision rights with regards to major department-wide processes.
- For the U.S. Department of the Navy on behalf of the ASN-RDA, Mr. Jones led a team to evaluate the department's requirements process specifically focused on the roles, responsibilities and decision rights that are impacting year-to-year perturbations on program funding.
- For a satellite prime, Mr. Jones led a team that evaluated the business capture capabilities and business development organization. The effort made specific recommendations on roles, responsibilities and decision rights in conjunction with a realigned organization for business development focused on mission requirements rather than the legacy product focused organization.