

# Shade H. Sanford

Director

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## Executive Summary

Senior 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

Executive consultant with more than 15 years of experience in Aerospace, Defense and Heavy Industrials leading strategy and large-scale transformations

### SPECIALTIES

- ◆ Business Cost Restructuring
- ◆ Top-line Turnarounds
- ◆ Organizational Design
- ◆ Corporate Growth Strategy
- ◆ Merger & Acquisition Strategy
- ◆ Data Analytics

### CLIENTS

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

Major Private Equity Firms  
Heavy Industrial Clients

U.S. Government Agencies  
Int'l Government Agencies

### PLATFORMS

Satellites & Space Launch  
Rail Transport

Maritime Vessels  
Lighter than Air Vehicles

Fixed Wing & Rotary Aircraft  
Freight Aircraft

## Professional History / Education

Vice President, Principal, and Engagement Manager roles at Booz Allen Hamilton, Inc.	2006 – 2017
Senior Director, Corporate Executive Board	2003 – 2006
Management Consultant, Avascent	2002 – 2003
Management Consultant, Mercer Management Consulting	2000 – 2001
U.S. Government Intelligence Officer	1989 – 1998
MBA with Honors – Tuck School of Business at Dartmouth	1998 – 2000
Defense Language Institute Foreign Language Center	1995 – 1996
MA Economics – University of Oklahoma at Norman	1992 – 1994
BA International Studies – University of North Carolina at Chapel Hill	1984 – 1998

## SHADE H. SANFORD – SAMPLE CLIENT ENGAGEMENTS

Mr. Sanford is a Senior Advisor to global Aerospace & Defense companies and currently a Director at MW JONES & COMPANY INC based in Reston, VA. Previously, Mr. Sanford was a Vice President with Booz Allen Hamilton. He has over 15 years of experience in consulting working for C-level executives on issues of business cost restructuring, corporate growth strategy, top-line turnarounds, merger & acquisition strategy, organization design, and data analytics. His work spans private sector industries and the government. His clients include Fortune 500 companies and governments across the United States, Europe, the Middle East, Southeast Asia, and Australia.

### Business Cost Restructuring

- For a shipbuilding company at risk of losing a \$7.5 billion program due to cost overruns, served as a senior advisor across a cost transformation program. Oversaw the development of the cost baseline and the design of the client's turnaround program. Developed a roadmap and ensured board level buy-in for an implementation plan and targets across functional areas including engineering, production, supply chain, IT, footprint, marketing, and R&D. Program enabled client to save over 20% of controllable costs.
- For two Fortune 100 Defense primes that had established a new joint venture, led a cost transformation program that touched all aspects of engineering, production, operations, IT, and indirect costs. Designed the go-forward operational and financial architectures for the business. Created the new Forward Pricing Rate Proposal. Developed recommendations that drove over \$1 billion across a six-year investment amortization window.
- For a \$4 billion Defense program at risk of immediate cancellation, led a rapid cost diagnostic designed to quantify improvement opportunities. Identified cost drivers and provided recommendations across R&D, production, engineering, operations, and all indirect costs. Assessed actions required to reduce the program cost base, while maintaining operation and safety requirements.
- For a \$5 billion industry leading Defense contractor, led an IT cost transformation program. Applied benchmarks, best practices, and functional expertise in developing a customized turnaround program for the organization that enabled the client to achieve an immediate 15% cost reduction against its pro forma baseline over a 3-year period, with sustained ongoing cost savings.
- For a Fortune 500 transportation and logistics company in a post-merger integration situation, played a lead role in a company-wide business process reengineering program. Set up the follow-on program management office and directed the implementation of over 45 separate major change initiatives. Program improved operations and saved the company over \$120 million of documented costs across a 3-year time period.
- For the global leader in petrochemicals and with a presence in over 30 countries, on behalf of the CEO led the post-merger integration program that included company-wide business process reengineering and standardization. Program drove cost efficiencies and reduced complexity across the organization.

### Corporate Growth Strategy

- For a Fortune 100 Defense prime, developed the new market entry strategy for one of its primary lines of business with revenues of over \$1 billion. Analyzed opportunities across all aspects of a complex value chain, from design and production through operations and maintenance. Prioritized new growth opportunities for the client that were approved by its CEO and board and comprised the business unit's go-forward strategy.
- For a global satellite services company, developed the economic model that forecast demand, new product adoption rates, and overall growth across all major geographies. Identified and quantified core market and white space opportunities in enabling the client to make a \$7 billion investment decision in a high growth market.
- For Fortune 500 Defense contractor in a rapidly declining market, led the development of a corporate growth strategy that objectively assessed existing and potential new lines of business. Assessment supported the executive team in determining which lines of business and markets to exit and enter. The study also shaped a refinement of the company's pricing strategy, including new rates and cost centers.
- For a Fortune 500 company, led the development of a framework and implementation plan for taking new ventures from concept to exit. Identified market opportunities for building the new venture creation line of business. Developed a business plan with a detailed financial pro forma for the stand up and growth for the new corporate practice.

### Top Line Turnarounds

- For a global freight carrier in a declining market, led the corporate strategy review on behalf of the CEO and COO. Assessed market dynamics, analyzed the competitive landscape, and developed a predictive model that forecast global freight traffic and revenues. Provided recommendations that shaped the client's growth strategy and asset investment decisions, including entering a new market space that was central to the company's turnaround in profitability and stock price.
- For a regional leader in Defense maintenance, repair and operations, on behalf of the CEO and Board led the development of a 10-year growth strategy. In a rapidly declining market environment, developed a strategy to enter new markets and exit sunseting programs. In parallel, made recommendations across the company's cost structure to increase its competitiveness.
- For a Fortune 100 Defense prime, led a study that assessed and prioritized commercial applications for a Lighter Than Air vehicle that was part of its Defense portfolio. Study examined potential markets across industries including oil & gas, mining, and logistics in developing a set of new market entry options.

### Merger & Acquisition Strategy

- Led numerous M&A screening and due diligence projects for clients focused on defense acquisitions – including Defense primes and private equity firms. Deal valuations ranged from \$150 million to over \$2 billion.

### Organizational Design

- For a global leader in its industry, led the development of the organizational design and operating model for the company's procurement division. Study included an in-depth review and reengineering of the client's business process and governance structure. Recommendations were adopted by the executive leadership team and included a transformation from a decentralized procurement model and organizational structure to a centralized model and structure.
- For a federal government, developed the strategy and led the stand up of a national-level Cyber Security agency. Took the client from concept and seed funding through to full operational capability across a multi-year program that spanned strategy, organizational design, capability building, and technical development.
- For a federal government, developed the strategy and led the stand up of a new national Space Agency with implications on the government and a range of private sector industries. Designed the strategy, organizational structure, 5-year roadmap, and partnership model. Developed the business case for the new agency that enabled it to secure long-term funding.

### Data Analytics

- For a global leader in logistics, directed the market strategy for a new line of business focused on Data Analytics. Identified priority market segments and strategic options in the context of the firm's capabilities and growth ambitions. Worked across the firm's senior leadership team to ensure commitment and helped secure board-level funding for the new business unit.
- For a set of over 120 Fortune 500 and Global 3000 clients, developed data analytics platforms and established corporate level KPIs. Clients spanned all major industries and included Northrop Grumman, Chevron, Gap, Lowe's, Starbucks, United Airlines, Time Warner, Bristol-Myers Squibb, Aetna, MasterCard, Nokia, Cadbury Schweppes, British Telecom, World Bank, U.S. Department of Homeland Security (DHS), U.S. Department of Justice (DoJ), and U.S. General Accounting Organization (GAO).