



Jay Martin; Management Consulting Biography

Mr. Martin is the head of **Chief Innovation®** and his primary focus areas are the Strategy, Innovation, Operations and Supply Chain disciplines. His professional experience spans close to 30 years in consulting and operating positions in manufacturing and service companies, with more than 20 years of leading consulting engagements. His background includes all areas of Supply Chain as well as Strategic Planning. Mr. Martin has led or participated in more than 100 projects in over a dozen industries (including Consumer Products, Retail, Automotive, Industrial Products, Aerospace, Downstream Oil, Steel, Finance and Counter-terrorism) throughout the United States, Latin America, Europe and Asia. His ability to adapt his skills to major challenges resulted in U.S. Federal Government Agencies utilizing him in key roles both after the 9-11 Crisis in Terrorism and the Financial Crisis in the Banking Sector. Though both areas at the time were outside of his normal focus, he demonstrated success by receiving follow-on assignments in both cases.

He has both deep consulting experience and a line operations background from the Consumer Products industry. He authored two different BPR methodologies which were Global Best Practices at Arthur D. Little and designed numerous customized engagements addressing unique client issues.

His past employers include IBM, Pepsico, Arthur D. Little, Ford Motor Company, B.F. Goodrich/Rohr and Rockwell's Rocketdyne Division. Mr. Martin holds an MBA from University of Texas at Austin, a Master's in Engineering from San Diego State and a Bachelor's in Industrial Engineering from Lehigh University. He is fluent in Portuguese and has working knowledge of Spanish.

Employer History

Chief Innovation <i>Strategy, Innovation and Supply Chain Consulting</i>	2001-Present	Dallas, TX
Federal Deposit Insurance Corporation (FDIC) <i>Deputy Project Manager (consultant), Receivership Oversight Financial Analysis Project</i>	2010-2012	Dallas, TX
IBM Business Consulting Services <i>Senior Managing Consultant; Supply Chain Strategy Practice, Consumer Goods & Retail Industries</i>	2006-2009	Dallas, TX
Pepsico / Frito-Lay <i>Section Manager for Operations, R&D Pilot Plant</i>	2004-2006	Dallas, TX
Thomas Group <i>Operations Management Consulting</i>	2000-2001	Irving, TX
Arthur D. Little <i>Project Management; Strategy & Operations Consulting</i>	1994-1999	Cambridge, MA Sao Paulo, BR
Goodrich Aerospace <i>Engineer; Manufacturing & Design</i>	1989-1992	Chula Vista, CA
Lehigh Computer Integrated Manufacturing Laboratory <i>Consultant/Project Management, CAD/CAM & Robotics Laboratory</i>	1986-1989	Bethlehem, PA
<i>Internships included:</i>		
Ford Motor Company (Marketing Leadership Program)	Summer 1993	Dearborn, MI
Rockwell International Rocketdyne (CAD/CAM Support)	Summer 1988	Canoga Pk, CA



Jay Martin; Management Consulting Biography

Assignment History

Supply Chain & Operations Management

Supply Chain Strategic Options for a Major Global Retailer. The company was looking to review strategic options related to its logistics, warehousing and critical suppliers. CI identified and developed 10 major strategic options, built out the logic and worked with client to narrow their choices down to two. CI then built out the decision collateral to support the executive team, and was their primary consulting lead for a team which included two of the Big 4 as well as three other Logistics/Warehousing firms. Currently an implementation (variant of what CI had worked on) is underway, and CI has recently (2016) been asked about possibly returning to provide assistance.

Designed new Operations and Supply chain for a Canadian Pharmaceutical Joint Venture. After having been the point person for a joint venture between a Canadian healthcare company and the global niche segment leader, was retained to create the implementation plan of all the sourcing, staffing, systems and operations/distribution required to support fulfillment. The client previously had minimal capabilities in terms of human resources, processes and information technology. The plan was broken out into 16 sections with 132 pages of details along with over 100 action items for launch. Detailed implementation plans for areas such as Forecasting and Production Control were created, and needed given the lack of ERP functionality at the client. The implementation of the plan was transitioned over to the new COO designate.

Inventory Review of Long-Tail for Major North American Retail Business. Global Retailer, with over \$10 Billion in sales in the United States, was looking to understand their 'long-tail' for inventory items. CI worked to identify different levels of long-tails in terms of revenue, margin and SKU counts. A long-tail summary was built showing SKU contribution in terms of revenue versus the SKU percentage of the total. Isolated items only sold in certain stores (client has more than 1,000 stores in U.S.) were identified and proposed for elimination, and the top level process to support elimination decisions and phase-outs was developed by CI as well.

Analyzed Excess Warehouse Space Utilization for Major U.S. Apparel Retailer. Head of Strategy for multi-billion dollar retailer asked about possible options for utilizing warehouse space given potential exit of categories and markets in the United States. Quick analysis completed showing financial options and 'new use' options to utilize physical space, and possibly other assets, to support outside businesses.

Supply Chain Assessment and Strategy for a Mid-Market Consumer Products and Healthcare products company. The new COO hired CI to complete an analysis of the entire company's Supply Chain across the world. The Supply Chain is primarily outsourced, and the project focused on how to optimize the control points/inputs from the corporation while also understanding the balance between inventory management costs and expedite expenses / stock outs. Creating the outline of a Supply Chain Dashboard was also included in the assignment, and CI was requested to continue to assist the client in its finalization and development. CI returned a year later to evaluate cost build ups to allow the client to better understand the potential savings for switching suppliers or starting manufacturing. CI has completed multiple projects for the CEO, COO and former SVP of Supply Chain since 2009.



Jay Martin; Management Consulting Biography

Top 3 U.S. Grocery Company's Technology Strategy and Roadmap Development. Led a joint team to create a Technology Strategy and Roadmap for the private label products division of a major grocery retailer. The project first analyzed the client's divisions (Bakery, Dairy and Grocery) related to their current state, IT investments and priorities for future IT investment (Mr. Martin's team from his prior firm delivered an interactive financial model with revisable assumptions). A comprehensive set of strategic options was then created, and the Consultants and Client Executive Team agreed on one selection to move forward with. The team then developed a roadmap with projects, investment requirements and benefits detailed out for implementation. Client implemented the system in a follow-on project.

Led Operations & Supply Chain Groups at Major Consumer Products Company. Led a team of approximately (50) salaried associates, including (5) Managers, for a 3-shift facility, with (6) Production areas: Potato Chips, Corn, Extrusion, Baked Products, Pretzels and Packaging as well as (4) of the Support functions: Quality, Laboratory & Analytics, Safety and Sanitation/Food Safety. Supported new product tests, test markets, intermediate scale production and equipment development. Improved Customer Service metric by 8% over previous year, measured across hundreds of tests. Reduced overall facility downtime by 20% and achieved aggressive Production downtime goal.

Food Manufacturing Expert for a Top 5 Global Retailer. Assisted client with development of processes and creation of information systems for their first Greenfield manufacturing facility. Assisted the client in understanding and selecting software packages (and modules) for successful operation of the new plant. Led the investigation and creation of the Maintenance function. Built out and detailed process for all areas across the facility. Led discussions with client regarding critical Food-related areas such as Safety, Food Safety, Environmental, Plant Maintenance, Recipe Management and Food Storage.

Led Supply Chain Transformation for International Steel Company. For a multi-billion dollar construction products company (steel and concrete related items), led the analysis for improvement opportunities in Inventory, Procurement, Transportation and Trading. Identified and developed implementation plans which are expected to provide recurring savings in excess of \$50 Million, and a one-time inventory reduction in excess of \$100 Million. In addition, resolved critical issues of transfer pricing across divisions and how operational decisions should be made given options to supply to internal divisions or sell to external customers.

Restructuring of an Indian Industrial Subsidiary. Completed a total overview of a Pune, India manufacturing company for a well-known global conglomerate. Implementation consists of close to (300) action items across every function and facility for this client. Client has already attained highest sales and best delivery performance in their history, and their division became the fastest growing worldwide.

Operations Redesign & MRP creation. Restructured operations of an industrial products division for a \$5 Billion dollar international conglomerate. Requested by President to takeover as interim head of Production Control & Scheduling. Created a 'Production Control/Shop Management & Reporting system' in Excel as a stop-gap for client while they were evaluating ERP systems. Throughput reached record levels; 30% increase in (6) weeks. This system is unique, and though not close to as comprehensive as a mainstay system, it was designed, implemented, customized and debugged in less than a month and a half by one person. Executed improvements in Manufacturing, Lab, Purchasing and Returned Materials. Results included a 10% improvement in labor utilization and an 85% reduction in cost of rework of customer returns. The system completed its fourth year of running the operation, but was replaced by a formal ERP package along with a multi-million dollar implementation.



Jay Martin; Management Consulting Biography

Designed and Built the Commodity Sourcing / Forecast Dashboard System for one of the World's Largest Consumer Goods companies. For the Demand Planning team at one of the world's most recognized brands, designed and built a forecasting and data analysis system in Tableau to assist in managing over \$15 billion in annual commodity purchases. Identified the inability for existing cubes and systems to support a direct dashboard, and designed and built an Excel-based interim data processing system with 27 worksheets which converted existing weekly data downloads that were able to support more than 70 different dashboard charts and their weekly updates. Led additional projects to support internal IT and development teams in building out a final Cube based solution.

New Company/Factory Plan for a Lebanese Private Investor. Designed a plan to evaluate feasibility and start-up a new manufacturing facility in the Amazon Free Trade Zone. The client was shown how using a two front approach to both create estimated financial projections as well as began operational preparations, the lead-time for start-up could be reduced and the risk to investors could be held to an absolute minimum. Using the plan which Mr. Martin created, the client found a partner to assist with the technical and operational issues, and moved forward with the next steps of the business. Client offered the CEO position to Mr. Martin.

Process Redesign & Reorganization for Steel Mill Maintenance. For a major integrated Steel producer in Latin America, restructured the maintenance functions through personnel reduction opportunities, operational improvements and outsourcing of internal parts production. The client reviewed options to outsource specific capabilities at the plant and determined which areas needed to be sold, passed to suppliers or closed down.

Plant Rationalization Plan for a Global Conglomerate. Prepared the proposal and plan to completely restructure a \$1.2 Billion Automotive Braking division and their plants around the United States. Initial analysis demonstrated to the CEO and COO that division could never achieve their profitability targets, and Mr. Martin's prior firm was asked to help facilitate the sale of the division. The new purchasers, a major European Automotive parts conglomerate, reviewed the plan and contracted the firm to do the work originally proposed to the seller.

Process Redesign of Credit & Collection Processes. Managed a process redesign of the Credit and Collection Process at a South American construction products company, focusing on the impacts of strategy with respect to the rules and policies as opposed to the actual process flow. In turn, the team was asked to resolve problems created between the Commercial and Financial functions, mostly resulting from difficulties in this process. The new process recommendations centered around changing the policies provided by the executives, identifying the appropriate metrics and granting autonomy (with measurements and controls) to sales people in the field who had felt heavily constrained in the past.

Redesign for Quote & Sample Process for a Tier 3 Automotive Components Supplier. Redesigned the Quote and Sample (Prototype) processes for a major supplier of sealing systems to the automotive and aerospace industries. New and innovative triage system for new sales prospects that Mr. Martin designed provided the cornerstone for the redesign and also the root savings to improve the efficiency of the entire function at the client. In addition, presented options for organization restructuring in the Engineering Function and reassigned roles of executives involved.



Jay Martin; Management Consulting Biography

Created Demand Signal Profiling for a Global Consumer Goods Leader. For one of the world's largest companies, on our own initiative during longer multiple engagements, identified 20 possible demand signal profile 'shapes' (e.g. 'the hockey stick' was one). These profiles were representative of the changes in expected demand of key raw material commodity components within the 8 week window from initial forecasted orders to the final delivery requirements. The value of this was that Demand Planning could better predict systemic issues in forecasting of their more than 300 demand planners around the world, and better adjust forecasts and planning given they were ordering more than \$250 million a week from dozens of factories and multiple competing suppliers with factories across the globe.

Quality System Development for Major Beverage Leader. Developed the top-level outline of a 'quality system' for one of the world's largest wine producers and bottlers. This encompassed both traditional quality areas such as inspection and QC along with more modern concepts as Total Quality Management.

Created a Production Scheduling and Die Rotation System & for a Texas Industrial Company. CI deciphered a decade old challenge with respect to scheduling a bottle neck Press Shop for an industrial products client in North Texas. CI was able to create a new scheduling system, using notes from an operator that had ran it for two decades to show how to schedule and optimize the area. The client's division's new profitability level for this previously poor-performing area was calculated at a payback on investment in Consultant time and expenses as less than 7 days. Increased raw material and energy costs have made this new level critical, and GM, COO and CEO of client's division served as references.

Led Inventory Study for Major Aerospace Manufacturer to reduce internal material transportation, increase accuracy, and reduce audit time by 50% with almost no loss of kit integrity.

Coordinated Effort for Major Automotive Supplier (Leather Seating) to revise their plant layout, perform time-motion study on their hazardous material processing, and assist in the implementation of JIT work-cells for one of their functional areas.

Major Aerospace Tier 1 Components Manufacturer. Completed rotation through (11) different manufacturing areas & positions, including Planning, Industrial, Manufacturing and Tool Design Engineering. Worked as an Engineer in manufacturing and has experience with numerous metal forming areas, including: assembly, stamping, stretch-bend, machining, super-plastic forming, routing, hot-sizing, and high temperature structures. Received both Vice-Presidential and Manager Letters of Commendation. Saved \$142,000 through cost reductions and method improvements in one area.

Transportation & Logistics

New Market Entry for a Niche Retailer & World Leader in Industry (Lost Luggage). Proposed idea and developed plan to enter into client's last untapped market. Identified opportunity of how to accomplish this, which had eluded them for over 30 years. Created the plan, researched government regulations in the area of Customs and Imports, devised testing to reduce their risk in starting it and coached their new executive in-charge on how to proceed. The area is very logistically intensive and complicated, and the tests were successful. Client currently has contracts and is expanding this area.



Jay Martin; Management Consulting Biography

Logistics Network Review for Largest Latin American Energy Conglomerate. Prepared the analysis for all of the intra-country distribution for oil products for the state-run oil company of the largest Latin American country. This was the first step in their restructuring of their entire inter-modal transport system and included reviewing pipelines, distribution points, barge transport and storage facilities. Client gave proposal & approach rave reviews, but due to budget constraints and political pressures, awarded project to local academic organization which was asked to try to complete it as proposed. After a failed attempt by this firm, the client returned and made the request that Mr. Martin's prior firm redo the project.

Logistics Modeling Support (Passengers) for Government Agency. Led four different teams traveling to nine cities throughout the United States to support a Homeland Defense initiative focused on explosive detection for threats against commercial aircraft. Collected data on passenger flow through checkpoints to better develop models on constraints inside of terminals. These models were to better understand the flow from air side to secure side to better anticipate peak needs of security during the heaviest traffic hours and to support staffing of security personnel at the airports.

Procurement, Sourcing & Supplier Management

Strategic Sourcing Assessment for World's Premier Optoelectronics Manufacturer. Procurement Lead for assessment project for the world's premier Optoelectronics supplier for both the medical and defense sectors. Led the analysis portion to determine the total addressable spend, and determined the opportunities for each of the Commodity Areas. Navigated the very complicated challenge with ITAR and other customer data release restrictions to ensure a balance between getting new supplier information while not violating any laws relating to any of the client's military customers. Led the team efforts with staff in the UK, China and Germany, while also identifying new suppliers inside the United States. Project was a success, the team won a multi-million dollar, 11 month engagement. The firm offered Mr. Martin the Engagement Leader role over all of the teams, in addition being the primary Procurement SME.

Redesigned Supplier Management Process for Top 3 Global Retailer. Worked with a team to redesign the processes behind the client's Supplier Management Process, and led the areas focused on searching, evaluating and on-boarding new suppliers. Developed top level data requirements throughout the different phases of the process from supplier evaluation to on-boarding, and wrote the business requirements for the system to be developed by the client's internal IT department. Mr. Martin's work as subject matter expert on the process redesign was completed with their Global Procurement staff at their offices in China near Hong Kong, and encompassed Suppliers with close to 5,000 factories.

Strategic Sourcing for Major Electric Utility. Developed Sourcing Strategy for a major national Energy company reviewing all areas of manufactured products and services (\$1.2 Billion) to best determine opportunities for short and long term savings against the spend. Targeted savings from project expected to surpass \$30 million dollars annually.

Procurement Division Restructuring at Major Steel Producer. Assisted senior management in the closing of the Purchasing function at the mill and restarting at headquarters in another city, as well as identified and acted on short-term opportunities in materials management. The new purchasing area is up and running and the team identified numerous areas of savings for the client in the areas of contracts, material management, supplier management and maintenance.



Jay Martin; Management Consulting Biography

Sourcing & Development Strategy for Government Agency. Worked on an assignment for a major Government agency's security and anti-terrorism unit. The United States Government was in the midst of pushing the Argus Project, the development and deployment of small scale bomb detection equipment into smaller airport (CAT III and below) and was struggling with funding, development and procurement issues. The team demonstrated where the government had missed the mark in launching this effort, the expected future of the project and the suppliers, overall situation and costs to date and finally those actions required to get it back on track.

Major Commodity (Steel) Spend Reduction for Industrial Products Company. Analyzed online purchasing opportunities for an industrial products company, specifically for stainless steel coils. Ran tests in purchasing, and determined that existing relationships provided better cost and service than 'one-off' purchasing via the internet. Three years later was brought back to assist client in reducing its overall steel purchase costs, but market pressures (i.e. high demand) eliminated negotiation potential with existing supplier and also created a supply risk to actually get product.

Major Methodology Improvement for Strategic Sourcing projects for one of the World's Premier Procurement Consulting Boutiques. Created a new major component for the Proof of Claim process to demonstrate to clients the potential opportunity of savings from completing a Strategic Sourcing engagement. In addition to the firm's four existing pillars (Spot Quotes, Raw Material Indices, Should Cost Models and Market Research), created more than a dozen possible data evaluation methods from the corporate spend data to identify possible savings. or even signal magnitude. An example of this was calculating cost variances across sites or countries to show potential to obtain lower prices. Another example was to identify similar components where supplier spend could be further rolled-up, and scale advantage in shopping out the spend could yield fewer suppliers, better prices and more leverage. Mr. Martin created this improvement as the project's Procurement Lead, and the firm's SVP of Procurement was rolling this new improvement out across their other projects around the world during 2018.

Product Lifecycle Management (PLM) & Innovation

Product Development Process Complete Redesign for a Life Sciences Company. Led a joint client team of R&D and Marketing to completely redesign their entire Product Development Process from ideation to post-launch evaluation. Project was completed in less than 2 months, and was hired back by client to support implementation efforts. Client CEO commented 'this process is World Class.'

Product Development Process Post-Mortem for Water Meter Company. Performed analysis of Product Creation Process for a water utility products company to identify areas for improvement and work to develop a more effective process. Worked with multi-functional client team with members from both the U.S. and Europe to redesign process and identify additional issues needing to be addressed by senior management.

Process Redesign for Automotive Tier 1 Supplier (Seating Systems). Led a re-engineering of the Engineering Change Order Process for one of the world's largest automotive component suppliers. New process design results in more rapid change processing, fewer technical and financial resources spent on change incorporations and superior engineering solutions to resolve issues. Methodology created for this assignment is a worldwide 'Best Practice' at his former firm.



Jay Martin; Management Consulting Biography

PLM Benchmarking for Automotive Electronics. Benchmarked Product Development Practices across all industries to identify Best Practices and applicable activities for a major Brazilian automotive supplier. Project won his former firm's internal award for "Star Case" for the team due to feedback from client.

Strategic Impacts of New Automotive Engine Technology Breakthroughs. Led assignment to determine the impact of more than a dozen engine technologies on the automotive catalyst business. Reviewed Automotive OEM interest and perceptions in both the United States and Europe, and then analyzed the threat to the client's existing businesses, as well as highlighted potential opportunities in other related business areas.

Major Aerospace Tier One Components Manufacturer. Developed product specifications for aircraft engine components to incorporate all needed performance, weight and interface criteria into design process. Provided methods to ensure adequate testing, minimal manufacturing and the inclusion of adequate functional testing before final delivery. Represented the technical functions and input for the Supplier Selection Process & decision in conjunction with the Procurement/Purchasing Department.

Technology Forecasting in Automotive Electronics. Analyzed potential advancements in the area of automotive electronics, and completed analyses of security, safety, advanced entertainment, communications and speech and voice recognition deployment in vehicles. The client, one of the world's premier high-end audio companies, wanted to understand where the opportunities in 'dashboard' electronics were going to be and we presented this along with options on how to best exploit the anticipated future in each of these and their revenue/profit potential.

R&D Strategy Development for Glass World Leader. Identified and evaluated opportunities in Glass application, Glass Ceramics, Tribology, Cellular Ceramics and Thin Films for a major manufacturer of glass in North America. This project was in support of the development of the R&D strategy for the unchallenged leader in many of these markets, who came to dominate entire segments due to focused investments in the years following this project.

Major Aerospace Tier One Components Manufacturer. Managed technical development of a \$23 million new aerospace program, coordinating both all internal engineering and development functions as well participating organizations at various suppliers.

R&D Project Evaluation Method for Major Consumer Battery Manufacturer. Developed a project evaluation method to better analyze past projects for a major consumer battery producer. Worked with client staff to identify opportunities for improvement in future project execution.

Blueprint and CAD Projects for Leading Companies. Completed multiple CAD design projects, including a 3-D schematic for a robotic work-cell for one of the world's largest telecommunications company's chip assembly operations, a classroom of the future for a major university, and translated piping schematics for a utility in New York City from 1950s blueprints into the state-of-the-art three dimensional CAD drawings to support repairs/maintenance and perform computer modeling.

Process Redesigns for European Consumer Goods Company. Developed corporate-level processes for a redesign effort for a major Swiss bathroom fixture and tile company's Latin American operating unit. The team reviewed the strategy, finance, operations and sales related processes in the redesign.



Jay Martin; Management Consulting Biography

Product Development Assistance for New Product for Art & Framing Industry. Consulted to CEO and rewrote patent application for a novel new tool for the framing products industry, the FilletMaster.

Supported CAD/CAM Users for World's Leading Rocket Engine and Space Vehicle Builder. Supported CAD users for Space Station & Shuttle Engine projects for the world leader in rocket propulsion and space exploration, primarily assisting them with CADAM & CATIA problems.

Improved Product Design for Construction Product Company. Created new product design and manufacturing process for a blasting meter company which reduced part count, variable cost and weight. This project was entered into an IIE 'Design-for-Manufacture' (DFM) competition where it received national recognition.

Strategy & Marketing

Led the Joint Venture creation and negotiations for a Canadian Pharmaceutical company. Led the transition process from a Letter of Intent (LOI) through the final negotiations. Worked with the law firms to ensure the legal agreements and contracts reflected the agreements and understanding of the two parties. Brokered the economics jointly with both CEOs, and resolved a misunderstanding that could have cost the client CEO over \$5 million dollars during the first three year term of the venture. Built a dynamic financial model for both companies to see and understand the impacts of different decisions and to better agree on how to split both the revenue and expected costs. Was retained to design the operations of the venture, from the raw material Sourcing through Supply Chain & Fulfillment.

Merger & Acquisition Candidate Identification & Evaluation for a Major Global Retailer. Led profiling of specific candidates for an upstream play (acquiring Suppliers or others in their categories, e.g. for Private Label) for a Major Global Retailer. Created corporate profiles for each of the possible candidates, and fit of how acquisition would support client corporate objectives. Demonstrated to client that an acquisition of a supplier was not financially expedient given the fact that the cost would be based on enterprise value, but the discount on the divestiture (or loss) of competitor Retail relationships would incur greater losses than the synergy benefits realized.

Analyzed Grocery Wholesaler Market in North America for Prospective Investor. Major International Holding Company, with operations in the United States, requested a review of the United States Grocery Wholesale Market, including Co-operatives, in North America. Objective was to understand the market, and decide if there were any possible candidates for an acquisition. Secondary objective was to understand potential for wholesale support for possible new acquisitions for Retail in the United States.

Developed Strategic Plan for Well-known Southwestern Non-for-Profit. The Executive Director requested that a strategic plan be developed for the Board to discuss. CI, utilizing its Small Business Strategic Planning Methodology as a base, created a simplified plan and process to help the charity better focus its resources. The outline of the plan was taken to a Board retreat and finalized for implementation.

Joint Venture between a Leading Niche American Consumer Products company and a corresponding Canadian New Entrant. Led the deal structuring and Letter of Intent creation between an American company who is the market leader in their segment, with a Canadian company they were

Jay Martin; Management Consulting Biography

interested in partnering with. Was requested by Canadian CEO to spearhead this effort after successful prior work on another joint venture deal between them and another Canadian company. Deal is moving forward, transitioned the work to the Canadian company's Chief Marketing Officer. The American CEO directly thanked Canadian CEO for our involvement and complimented us on the quality of our follow-up.

Researched 'Cash usage trends' for one of World's Largest Cash Processors & Security firms.

Reviewed sources and discussed how to estimate future cash usage at the major retailers in the United States to support the development of a new cash solution. Unfortunately after researching publicly available information, along with discussing trends with relevant trade associations, it was determined that the data sought after was unavailable and would be impossible to get from competing retailers, as they demonstrated they wouldn't even provide it to key Retail associations to be presented in aggregate.

New Channel Entry for Rapidly Growing Consumer Products Company. New COO of a consumer products company, which was already facing explosive online sales growth, asked CI to help support its entry into brick & mortar retail. CI worked with sales team to identify key retail accounts, create corporate profiles of each, and used the internet to identify key decision makers for their categories.

COGS & Bracket Pricing Analysis & Modeling for Multi-Billion Dollar North American General Merchandise Retailer. The company was reviewing its options with respect to its distribution agreements, and CI was asked to build up a model showing the move away from the different category wholesalers to direct purchase, taking into account bracket pricing based on client volume as well as the shift of trade spend from Retailer to Direct Retailer Purchaser across (20) different areas of potential trade spend and cost recovery.

Equity Participation Options & Valuation for a Privately Held Health & Beauty Aid Company. Client was trying to decide on an Executive Team compensation system. CI was asked to research ESOPs and create the key questions for the Executives and Owners to discuss in their leadership meeting. CI researched the different options, presented a Stock Appreciation Rights plan instead, along with more than 50 questions and issues to be decided. Client accepted CI's recommendations and delivered to their attorneys for implementation.

International Competitive Assessment, Acquisition Evaluation & Execution for the World Leader in a Niche Consumer Product Market. CI was asked to complete a comprehensive review of all of the competitive products around the world for a niche leader. Client CEO believed they only had a few, but CI identified (125) different companies and sellers worldwide, with dozens that were well-established in foreign markets. One small competitor CI researched and profiled was targeted for acquisition. CI completed the entire acquisition as a straw buyer, so as to avoid purchase price escalation, took control of the assets (no employees) and then transferred over to the client.

Oil Services Supply Chain Market Evaluation for Private Equity Firm. A Private Equity firm, recognizing the oil downturn of 2015, was interested in better understanding the related markets for upstream with respect to 'Supply Chain', and companies with hard assets. CI completed an evaluation of the upstream sub-sectors, laid out processes and activities in each, and built the next steps for the PE firm to investigate potential transactions.

New Market Entry Strategy for Niche Retailer. Created plan to enter two new businesses for a small specialty retailer, one regarding a new area of sourcing, and the other a plan for global expansion. For



Jay Martin; Management Consulting Biography

the international project, developed the strategic plan, provided contacts for partners around the world and completed analysis of all customs and logistical hurdles and options. He also designed the first test, which was completed successfully. During this engagement, Mr. Martin developed a pricing strategy & modeling methodology for their unique industry segment (in which they are the clear leader).

Re-engineering of Oversight Organization for a Financial Services Regulatory Agency. Led the development and analysis for the non-Accounting areas for the most significant re-engineering project at the client's oversight organization in its history. Functional areas included Legal, Investigations, Settlements, Structured Transactions, Asset Management, Capital Markets/Securities and Real Estate. Mr. Martin sold a follow-on project with his partner for \$11 million, and beat out (14) of the country's top firms (e.g. Deloitte). Client created a specific modification to the contract to retain Mr. Martin's services.

Implementation of New Reporting and Oversight for a Financial Services Regulatory Agency. After a major re-engineering project, the client rehired Mr. Martin and his colleagues and instructed them to recruit and train more than (30) Financial, Accounting and Consulting professionals. This team would go on to create the reporting for over 200 banks with over ½ trillion dollars in inception assets (\$580 Billion). The team created all of the training materials, trained the new staff, worked with client personnel to understand the new reporting and worked with the client to create the next generation reports and processes/training as well. He was also the key person for understanding and evaluating the performance at the bank level of the client's structured partnerships and securitizations. The oversight organization kept Mr. Martin on for an additional three months longer than any of the other team members, four months longer than his own boss and six months longer than the majority of the team.

Workout of a Consumer Products roll-up (Food Brokers) for a Turnaround Consulting Firm & Commercial Bank. For the workout of a large consumer product bankruptcy (Chapter 7 liquidation), prepared an analysis of their situation (specifically focused on A/R recovery forecast) and this analysis allowed one of the creditors to avoid actions which would have resulted in a loss of over \$10 million. The analysis was contrary to the original beliefs of the client & our team. Without this analysis, the client would have suffered this loss and also, in his words possibly, 'lost my job.'

R&D Strategy for Korean Oil Company. Co-Led Strategic Management of Technology case for a \$5 Billion Korean Oil and Chemical producer. Developed Technology Strategy for four business divisions, redesigned core technology related processes and assisted in identifying the activities for their new R&D center in central Korea. Case required directing and coordinating staff efforts in four countries.

Strategic/Affinity Marketing Plan for Automotive OEM. Co-author of strategic partner marketing strategy for a U.S. automotive OEM. In addition to devising their new strategy, identified and proposed methods to resolve many internal communication and structural inefficiencies. Demonstrated value of implementing group technology to assist marketing information management.

Led Business Reporting Project for World's Largest Beer Company. The client requested assistance in analyzing their reporting requirements across the Western European Zone in an effort to understand which reports could be common across countries and what local needs there were. The executives of the company were looking to get in front of this area 'before' the future SAP implementations in Western Europe, and developed the idea of a pilot in the United Kingdom. The team demonstrated to the client that reporting had to be at the local country level, but that a major standardization project was needed across Western Europe to get people aligned and to conserve

Jay Martin; Management Consulting Biography

development funds.

New Market Assessment for Automotive OEM Electronics Division. Evaluated current and anticipated future Market positions for an electronics manufacturer in both the U.S. and European markets for Automotive Instrument Clusters to develop new product development strategies and support related resource deployment in areas such as new technology development and acquisition.

Strategic Planning Methodology for Small Businesses. Author of a methodology for Strategic Planning which is designed on the premise of simplicity, and whose objective is to allow any company to plan strategically without the need to hire consultants or invest in additional expensive internal talent. Currently its basic format is being used at a globally recognized multi-billion dollar U.S.-based manufacturing conglomerate.

Led KPI Reporting Project for World's Largest Beer Company. Client asked to analyze the current situation with the software used for plant and regional reporting to Corporate for key performance metrics (non-financials). The team was requested to prepare a plan to merge the requirements of this software package into a global KPI initiative based on Cognos and utilizing dashboards. Client was evaluating the timing to complete the project given a recent multi-billion dollar acquisition.

Created and Published Globally Cited Employment Index (CareerCast.com/JobSerf Index).

Thought up the concept, researched the competitive indexes, created the framework for data gathering, built the calculation models, analyzed the conversion of the data into a usable format, solicited partners and led and calculated the Index from its inception in 2007. Each month Mr. Martin reviewed all of the raw data, plugs into the various models, analyzes the results, provided it to the partner firm (CareerCast/Adicio) and furnished relevant quotes based on the data. The Index was cited by hundreds of papers and websites across the world, but primarily in the United States given its focus. The Index ceased in 2013.

Marketing Planning for Retail/Consumer Goods Investment Banking firm. Redesigned and rewrote the marketing materials for a food investment banking, M&A and advisory firm run by the former CEO of a confectionery company and also former CFO for both Wolfgang Puck and California Pizza Kitchen, Philip Gay (recently CEO of Grille Concepts 'GLLC'). Was on firm's board of advisors and worked with them to identify transaction opportunities as well as food & retail projects.

Expansion Strategy for Hi-tech Information Provider. Investigated possible expansion strategy for a major high technology information provider and compared resources and competencies to firms currently in industry.

Due Diligence for Major Entertainment Investment. Analyzed the pass through traffic and potential market to determine the feasibility of an investment in a Theme park in Kansas, which was to be based on the movie Wizard of Oz. Supported due diligence for the financiers to determine feasibility of investment return compared to information provided by the requesting parties, which were Prince Al-Waleed bin Talal of Saudi Arabia and Michael Jackson. The project was continued by the client years afterwards, but was finally abandoned.

Due Diligence for Hostile Takeover of Well-known Camera Manufacturer. Completed analysis of the advertising behavior of a well-known European camera company to prove that the entire market was



Jay Martin; Management Consulting Biography

shrinking versus the clients belief that recent reductions in advertising expenditures were the cause for their declining profitability. This project was done in support of a global investment bank's hostile takeover plan. The plan was changed to an MBO and executed the following year.

Market-entry Strategy for Private European Security Firm. Developed a market entry strategy for a premier counter-terrorism organization from the United Kingdom. Offered a Board seat for U.S. subsidiary, but they disengaged their North American partner, and will possibly re-enter the U.S. later.

Technology Investigation to Support Venture Capital Firm(s). In partnership with the former CEO of Kodak Digital Imaging, developed a structure to create a venture opportunity in this area to be funded by a Dallas venture capital firm. This was unique in the fact that the former CEO was asked to hunt for of a technical opportunity, and then create a company which would be funded by the VC and its partners.

International Market Entry Strategy Development. Created International Market Entry model to assist companies wanting to enter new countries outside the United States or for foreign companies wanting to enter the U.S. market; this was done to support/help a small Dallas-based international business and marketing consulting firm.

Market Analysis for Home Improvement Product Design Firm. Completed the analysis of the Paver & Retaining Wall Market for a well-known design firm. Detailed market sizes, segments, growth and major players with whom partnerships may be developed. Identified executives at the target firms, and made introductions to our client for follow-on discussions.

New Product Market Evaluation for Home Improvement Product Design Firm. Reviewed the potential applications for a novel concept which has an approved utility patent in the United States. The patent relates to tessellations, which are the combination of similar shapes to generate the appearance of a random pattern. Analyzed all of the potential markets, from flooring to toys to candy, and developed a plan to focus on those with the highest potential and greatest likelihood of adoption/licensing. In addition, identified companies likely to partner with our client and made introductions.

Technology Evaluation for Commercial Bank. Reviewed delivery systems trends and the technologies which supported them for a bank to convince the client the need to invest in both customer information infrastructure and service delivery technology options.

Strategy Development for Industrial Services Firm. Developed a 'rough strategy' for a Dallas-based Industrial Service provider. Was top candidate to take over the COO role with the retirement of the Chairman and ascension of the President, and prepared 'vision' on firm's potential future and requirements on human resources and skills needed to fulfill it.

Quality Evaluation to Drive Strategy for Major Video Conferencing Player. Performed quality functional deployment study for manufacturer of video conferencing equipment to establish priorities for current customers, devise strategies for targeting additional markets, and better develop and price future products.

Market-entry Strategy for High-end Asian Air Conditioning Company. Assisted with the Market Entry strategy into South America for a high-end air conditioning company from Asia.



Jay Martin; Management Consulting Biography

Strategy for Premier Electric Utility Research Consortium. Assisted with the analysis of technology areas and executive interview feedback in the development effort of the strategy for the world's premier R&D institute for electrical utilities.

Government Auction Preparation for Major South American Electric Utility. Assisted with the preparation for the state run auction of a major South American electrical distribution & transmission company.

Market Launch for Financial Services (Collections) Company. Developed plans to seek out new business in creating credit models and also complete process re-engineering in related areas.

Created Overall Restructuring Plan for a Well-known Dallas Boutique Retail Chain. As part of advisory services to the CEO and founder, assisted with the development of a turnaround plan to avoid liquidation. Plan encompassed every area of operations of the firm with the process to execute, but resources were unavailable to fund completion. The CEO was able to avoid insolvency for more than 5 years, then sold the chain and assets. The new owners completely revised the overall concept.

Human Capital & Organization Development

Technical & Business Requirements for Major Human Resources/Recruiting Project (IBM's Professional Marketplace). Led the Business Analysis for the Professional Marketplace project based out of the IBM Innovation Center in Cambridge. As the Lead Business Analyst, was responsible for developing and coordinating requirements for the next revisions of IBM's Professional Marketplace tool. Coordinated the offshore delivery team of developers in Brazil to understand the business and technical requirements and ensure their incorporation into the software. Developed the Use Cases (and their format) for the different aspects of the new tool. Worked with the Information Architect to create usable graphics for users and understand all of their requirements and operating nuances. The Professional Marketplace tool remains one of IBM's dominant internal applications, and has been profiled twice in the Wall Street Journal, as well as in the New York Times, CNN and Fortune.

R&D Organization for Global Consumer Brands Company. Integrated R&D activities across continents for a major consumer products company and made recommendations regarding organizational changes and delineation of responsibilities between continents. Also redesigned their internal processes for R&D operations.

Start-up in New Outsourcing Segment. Co-Founded and served as Chairman of the world's first Job Search outsourcing company (JobSerf), and one of the first B2C examples of applying offshore labor directly to a consumer market. Created the concept, wrote the patent filings, developed the process, found & contracted the Indian partner, executed the Proof-of-Concept, created the website structure and copy and launched the company in early 2006. The company generated enthusiasm in the market, but scaling was too costly and was shut down in the Summer of 2015. Experts and the Press agreed that nothing similar to this has ever been done or attempted, and the company was featured in hundreds of blogs & newspapers, a national TV show on 'the best ways to find a job on the internet', a book on job search from About.com (created a new chapter for us) and a front page article in the Wall Street Journal.

Organizational Assessment for Automotive OEM. Analyzed Senior Management level responsibilities



Jay Martin; Management Consulting Biography

and interactions with respect to New Product Development at a \$40 billion manufacturer and worked with General Manager to determine methods to facilitate more effective development by aligning executive staff and their organizations under common objectives.

Organizational Design for Healthcare Products Company. Analyzed options for the new organizational structure for a medical equipment company and recommended specific actions to support their implementation throughout the division. Presented tools and Best Practices to ensure its function with respect to design objectives.

Consulting Development & Other Entrepreneurial

Created a Taxonomy of Activities for Proper Closure for the Deceased. This is the base of a start-up company which will provide concierge consulting services to survivors, and will also market an application to track progress to completion of the closure items. As of November 2018, more than 500 items had been identified, and were continuing to be finalized. There are over 40 qualifying questions to determine the relevancy of these to the deceased. The objective is to create a standard taxonomy of items identified by numbers so as to support collective and focused development of process, nuances (e.g. different U.S. States) and tools to support the close to 3 million people who pass away in the United States each year. The website Death-Org.com will have the release when ready. Death.org has also been leased, and will forward to it. Current launch is hoped to be Q1 in 2019.

Artificial Intelligence Engine for Job Searching. Leveraging 12 years of developing and running JobSerf, Mr. Martin, with a team, was able to design an automated system (JOBACUS) that can reduce the amount of time a job seeker spends on the internet by more than 90%. The four technologies, two of which are AI engines, extract (126) fields which 'answer' (58) questions related to the decision variables for the job seeker to apply as well as the method to respond and information requested. This extraction actually eliminates the need for a job seeker to read jobs listings. Mr. Martin has been the sole author of all three patent filings to date. A prototype has been built, and the company is currently seeking strategic development partners (2016).

Developed & Launched New Event Program for a Professional Services Organization. Proposed a number of new events and other membership programs to the Dallas Chapter of the Institute of Supply Management. The Board agreed to one, the ISM Challenge, for 2016. The event solicited business challenges and problems from the membership, selected (3), and then allowed other members to present how they dealt with them or how they might approach them if faced with the problem. The process is underway at the time of the update of this document. The presentation event is March 2016.

Turnaround Business Consulting Methodology. Created a generic methodology for turning around businesses which allows for turnaround specialists or company executives to employ line staff to fill gaps required. This minimizes the needed expenses for companies and refocuses turnaround efforts on operational correction and not financial restructuring.

Consumer Goods Industry Market Evaluation for Consulting. Completed industry wide analysis of the Consulting industry for support of a major consulting firm's thrust into the Consumer Goods market. Identified competitors in the market, both general firms and specialists. Reviewed publicly available reports and their marketing materials to identify how they were structured by function and industry, what

Jay Martin; Management Consulting Biography

was their focus and how they delineated work within their firms. Project was done on personal initiative (without request or budget) and received accolades from the other firm's offices all over the world on both quality of analysis and thoroughness.

Private Equity/Venture Capital Offerings for Management Consulting. Prepared approach for major consulting firm to target, aggregate and capitalize on existing disjointed efforts in the Private Equity & Venture Capital markets. Dissected the processes for investor-owned businesses, aligned companies core skills and strengths with PE/VC needs in each, then created an approach to both consolidate efforts worldwide across the firm while also developing the infrastructure to support sales and collateral material.

New Consulting Practice Launch in South America. Created structure to launch a new consulting practice in the area of Technology & Innovation Management across Latin America, and developed an approach that could be used for the creation and building of new consulting unit in any functional or industry area. Approach was used by others across the world for developing business expansion plans.

Knowledge Management for Management Consulting Organization. Created a standard approach for consulting firms to structure their Knowledge Management activities to organize along lines of their operating processes. Employees at two different consulting firms acknowledge applicability and have included its premise for already launched initiatives in this area.

Knowledge Management for Consulting Practice. Built the infrastructure, gathered the materials and supporting information for the Knowledge Management system (electronic library) for one of the most successful (profitable) Practices at a major management consulting firm. Used as a model worldwide as a best practice in managing knowledge and as a benchmark for consulting sales support.

Development of Knowledge Management for Completed Consulting Projects. Completed report on options and critical areas for the capturing and maintaining of information regarding completed consulting assignments ('quals'). Listed the major variations in doing this, the required content to be prepared and separated and the decision process for executives to bring this to fruition.

Executed Survey for Latin America on Innovation. Led and executed Southern Latin American's initiative to support the Arthur D. Little's Worldwide Innovation Survey in 1997-1998. His region completed the most extensive contacting of executives and had one of the largest contributions worldwide. With far fewer resources, the team obtained almost as much input as North America and the other half of Latin America combined. Without this superior effort, the results of this highly publicized and costly initiative would have been disastrous for the firm.

Consumer Product Launch for Revolutionary Promotional Product. Wrote Patent for new consumer product (promotional product). Existing hurdles include resolving technical issues through R&D testing of materials and assembly configuration. Fronts of work completed Intellectual Property, Sourcing, R&D/Product Development and Market Assessment/Planning. The product, the 'Dimple Card', is an innovative key chain product which uses the concept of memory plastic and supporting graphics to assist people in remembering where they parked their vehicles at malls, airports and parking garages. Due to financing requirements and patent were abandoned, but we still hope to do this someday. Recent technology advances (iPhone Apps) have reduced the appeal and created many substitutes.

Jay Martin; Management Consulting Biography

Invention and Patent Development for New Home Security Product. Filed for Patent in the Security Equipment area. Product and service are in the 'down market' for security and expected cost of a single unit burglar alarm is expected to be between \$1-2. (Homes would require multiple units, but costs are still far below existing competitive products). Base concept was utilizing new mylar circuit printing technology with cellular telephone technology to provide an independent alert method deployable without a local base system. Due to financing requirements, patent and project were abandoned.

Launched financial Service Network for Buying/selling Companies in Dallas Metroplex. Developed and launched DealNet, a free service for Dallas investors buying or selling companies. In two years, attracted over 150 members and listed more than \$200 million in Sellers and \$80 million in Buyers. Investors in Austin and Houston looked at expanding it to those cities. DealNet went inactive in 2004, but was supposed to be restarted by Venn Capital in 2006.

Strategic Plan for New Healthcare Company focused on Dementia Resident Homes. Wrote business plan for a start-up in the Medical/Hospice industry. Financial preparation included three-scenario forecasts and impacts as well as easily to manipulate spreadsheets for investors to determine their expectations for performance. CEO was unable to launch the business for a few years, but currently the business is operating a number of homes on the East coast.

Created Patent Application Tool for DIY (do-it-yourself) Inventors. Created a patent application format which permits anyone to start from scratch and complete a provisional patent application. This Word-base tool's objective is to demystify the patent process, and incent novice inventors to work through their ideas and better understand the structure of intellectual property and how to pursue their ideas.

Business Plan Development for File Transfer Software. Developed business plan for a venture utilizing an innovative method to reduce email inbox volumes and pass electronic files more readily. IT partners liked the idea, but feeling was that DSL and the prevalence of cable made it 'too late' for the market.

New Product Development for Speech-to-Text Conversion. Developed a new product plan in the area of telecommunications and advanced electronics, specifically speech-to-text conversion. Similar project launched for medical transcription sector during its development, and is an on-going business.

New Product Feature Proposal for Customer Service Centers. Designed an innovative 'call-back' feature for call-center management software, wrote-up and distributed into public domain. Ideas were too close to existing intellectual property to warrant seeking protecting from the USPTO. Target partner (Siebel) explained inability to accept IP or ideas from outside sources as well.

Dinner-on-Sponsor Program (new philanthropic idea). Created a new philanthropic program to provide a mutually beneficial method for mentoring of under-represented groups with top tier graduate school members of their same community. Proposal was developed and discussed with Pepsico, Proctor & Gamble and IBM. All companies felt it was a worthwhile idea, but budgets prevented implementation.

Executive Volunteer Structure to Induce Busy Professionals to Join Charity Organizations. Developed a structure for recruiting busy professionals into charity organizations recognizing their inability to commit time but balanced by the need for their specific skills in a less time-consuming manner. Served as the Chairman of a local Dallas charity and executed it to a small extent. By chance, one of the people



Jay Martin; Management Consulting Biography

recruited through this was able to get a story into USA Today which resulted in significant donations.

OSHA Voluntary Protect Program (VPP) Recertification. Directed the Safety Team of a VPP compliant factory to execute all of the required operational and documentation requirements for the five year VPP Safety recertification from the United States Occupational Safety & Health Administration. The team was able to pass its internal corporate Safety team's audit, and then easily surpassed the following OSHA audit for recertification.

IBM Project Citations Gathering and Structure. On own initiative, began an on-going project to gather project citations for Supply Chain and Distribution Sector industries and consolidate them into a single place. Finding citations had always been a challenge for much of IBM's Global Business Services, and as of the start of 2009, the project has found close to 2,000 citations and is documenting them for future relocation on to an IBM system. GBS people all over the world requested citations from his team as a result of this effort.

Education and Background

- M.B.A., Operations & Marketing, University of Texas at Austin
- M.S., Manufacturing Engineering, San Diego State University
- B.S., Industrial Engineering, Lehigh University
- Languages: Portuguese (Fluent), Spanish (Basic)

Summary

Industries:	Retail, Consumer Products, Travel, Transportation, Industrial Products, Manufacturing, Aerospace, Defense, Automotive, Chemical, Petroleum, Oil & Gas, Electronics, Steel, Glass, Government, Electrical Utility, Finance, Banking, Counter-terrorism, Security
Project Domains:	Supply Chain Strategy, Innovation, Manufacturing Planning, Strategic Sourcing Analysis & Cost Reduction, TQM/Lean Manufacturing, Project Management/PMO, Business Plan Implementation, Business Analysis, Corporate Growth Strategy, Marketing Strategy, Customer Segmentation, Business Planning, New Business Launch, Change Management, Product Development, R&D Strategy, M&A, Logistics, Sourcing, Process Redesign & Re-engineering, Operations Rationalization, PLM