

LANCE A. MILLER

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OVERVIEW

Management Consultant and Executive experienced in identifying business issues, enhancing profitability, developing growth strategies, and implementing solutions for small to Fortune 500 companies across North America, Europe, and Asia.

Industries encompass manufacturing, transportation, aerospace, automotive, financial services, industrial, mining and public utilities.

Expertise spans strategic growth, process improvement, cost reduction, productivity, accountability, general management, business development, implementation and mergers & acquisition.

Executive and consulting experience includes **McKinsey, Ford, GE, and Pratt & Whitney**.

United States Marine Corps Veteran attaining the rank of Captain with multiple overseas deployments.

EDUCATION

Master of Business Administration, The Wharton School, University of Pennsylvania, Philadelphia, PA, 1991
Bachelor of Arts, Economics, Harvard University, Cambridge, MA, 1981

CAREER HISTORY

INDEPENDENT CONSULTANT

2010 - Present

Management Consultant / Interim Executive, Atlanta, GA, Bradenton, FL, Lexington, KY, Charlotte, NC
Drive profitability and strategic growth initiatives for companies ranging from regional firms to Fortune 500s.

Transformation | Cost Reduction | Productivity:

- Drove a 30% increase in weekly welding output, reducing potential schedule over-runs by 8 weeks, saving more than \$25 million for a **\$1 billion methanol plant under construction**.
- Led implementation of private-equity driven strategy with 17 initiatives to increase revenues by \$80 million and increase profitability by \$3 million in US, Europe and Asia for a **\$500 million PE-backed BPO firm**.
- Led development of 100+ cross-functional projects projected to save \$11 million annually for sales, marketing, finance, human resources, and customer service at a **\$6 billion transportation company**.

Strategic Growth | New Market Analysis:

- Developed overview of global automotive seating aftermarket size, growth, segments, and KBF's, with growth plans for distribution, product and marketing for a **\$100 million division of major automotive supplier**.
- Defined strategies to enter five new segments, revamp operations and sales approaches and identified 20% growth potential for a **\$120 million PE-owned logistics company**.
- Led a market entry study for a **\$20 billion international electric utility** into the **\$250 billion** metal recycling industry including assessments of value chain, technologies, market, and recommendations for investments.

Due Diligence | Mergers & Acquisitions Support:

- Conducted Customer Perception and Competitive Positioning assessment in support of key acquisition completed shortly after project for a **\$7 billion global electronic designer and manufacturer**.
- Led evaluation of a **\$7 billion automotive supplier** for a major sovereign wealth fund, including industry, technology, and competitive assessments.
- Completed over 100 interviews and analyses in support of due diligence for over 30 fintech target companies for private equity clients.

PRATT & WHITNEY, A UNITED TECHNOLOGIES COMPANY

2009 - 2010

Manager, Group Strategy and Development, East Hartford, CT

Transitioned strategy/M&A group from reactive ad hoc projects to proactively addressing "top 5" issues across multiple businesses for \$13 billion aerospace company.

- Led efforts to create and optimize impact of growth strategies to enter new segments and overseas markets.
- Managed acquisition related activities for \$700 million Power Systems business.

FORD MOTOR COMPANY

1998 - 2009

Manager, Investment Efficiency, Dearborn, MI, 2006 - 2009

Managed the process, benchmarking and coordination of a group responsible for reducing costs in Ford North America's \$7 billion product development budget.

- Catalyst in 20% annual reduction of \$7 billion product development budget by instituting best practices and achievement benchmarks.

Manager, Strategy and Planning, Americas, Dearborn, MI, 2005 - 2006

Managed the Business Planning process and business improvement initiatives in support of the \$70 billion Americas business unit.

- Oversaw business planning process for all functions, including manufacturing, engineering, and marketing.
- Recruited by Executive Director to lead business planning process.

Manager, Corporate Business Planning, Dearborn, MI, 2002 - 2005

Coordinated the overall corporate business planning process including Strategic Review and Business Plan.

- Led a process improvement in the \$7 billion Capital Allocation process, driving a reduction of over \$1 billion.
- Initiated critical improvements in the geographically-based corporate business planning process.

Director, Asia Pacific Region, Melbourne, Australia, 2000 - 2002

Managed Ford's all-makes aftermarket effort in the Asia Pacific region, overseeing four wholly owned businesses and two joint ventures, with over 500 employees, and leading the mergers & acquisitions effort.

- Increased revenue by 32% annually to more than \$50 million, doubling profits year-over-year.
- Acquired and divested businesses in Australia, Taiwan and Thailand.

Business Manager, New Business Office, Dearborn, MI, 1998 - 2000

Led mergers & acquisitions and strategy development in Ford's \$9 billion automotive aftermarket group.

- Led a \$5 million equity investment in an automotive accessories' software company.
- Created strategy to enter the \$100+ billion all-makes maintenance and light repair market.

GENERAL ELECTRIC COMPANY

1995 - 1998

General Manager, Control Products, Fort Wayne, IN, 1997 - 1998

- Led \$350 million P&L with 4 divisions and 16 plants in North America, Asia and Europe with 32 direct reports.
- Achieved "Business of the Year" in GE division; driving double digit revenue and margin increases and significantly exceeding plan.

Manager, Business Development, Fort Wayne, IN, 1996 - 1997

- Led M&A/JV activity for \$2.5 billion business; generated significant new revenue, completing five acquisitions.

Manager, Corporate Business Development, Fairfield, CT, 1995 - 1996

- Co-led Six Sigma roll-out, led development of first ever non-manufacturing version of Six Sigma.

McKINSEY & COMPANY, INC

1990 - 1995

Engagement Manager, Pittsburgh, PA

- Reduced clients' annual operating costs 15% on average and consistently increased productivity and sales.
- Turned around operating units of multinational corporations from 3% loss to 13% profit in less than 3 years.

UNITED STATES MARINE CORPS

1983 - 1989

Captain, Quantico, VA; Kaneohe, HI; Yuma, AZ

- Led and supported Signals Intelligence and Electronic Warfare Operations.
- Commanded units of 11 to 250 Marines and Sailors.