



Mr. James O. Holcombe

BACKGROUND

Jim Holcombe is an executive with over 39 years of experience. He has consulted with clients across the Aerospace & Defense, Commercial Air Transport, and Durable Goods Manufacturing industry sectors. His operations management and consulting experience includes logistics planning, product support (aftermarket logistics & MRO), facility modernization, information technology strategy and IT systems integration. He has served clients in North America, Western Europe, the Middle East and Asia.

AREAS OF EXPERTISE

Mr. Holcombe has personal experience in the areas of:

- Integrated logistics support (ILS)
- Component maintenance, repair and overhaul (MRO)
- Order fulfillment and customer service
- Automated warehousing systems
- Product distribution network design
- Foreign Military Sales (FMS)
- Strategic sourcing and procurement
- Government contracting
- Manned space flight support systems
- Classified / high security program operations
- eBusiness & Information Technology (IT) strategy
- Large-scale IT project management
- IT systems selection & deployment
- Facilities modernization

CAREER EXPERIENCE

Prior to founding JHolcombe & Associates, Inc., a central FL-based management consulting firm, Mr. Holcombe's previous career experience includes operations management and information technology positions in both public and private sector operations, including:

Consulting Experience

A.T. Kearney, Inc.: a Chicago, IL-based management consulting firm.

Principal-level Management Consultant – 1996 to 2001; Operations Practice (1 year), Strategic Information Technology Practice (4 years), and Aerospace & Defense Practice (1 Year).

Provided manufacturing, maintenance, product support logistics and information technology consulting to clients in the Aviation, Aerospace and Defense, Automotive, High Tech and Oil & Gas industries; played a key role in the post-merger integration of EDS' Management Consulting Service into A.T. Kearney (1996).

EDS, Management Consulting Services Division: a Plano, TX-based information services company.

Principal-level Management Consultant – 1994 to 1996; Enterprise Resource Management & Operations Practice (2 years).

Provided logistics and information technology management consulting to clients in various industries; was one of five charter members of a logistics and supply chain consulting practice, building practice of 104 professionals in 24 months.

Industry Experience

McDonnell Douglas Space and Defense Systems Company, Shuttle Payload Ground Operations Division: a Kennedy Space Center, FL-based aerospace and defense company.

Director, Payload Logistics (1989 - 1994);

Accountable for all line operations related to logistics planning, flight and ground systems maintenance, materiel management, procurement, and launch support services for U.S. Space Shuttle payload cargo operations. These operations directly supported the assembly, checkout, servicing, and transportation of all Space Shuttle cargo (e.g. satellites, instruments, and experiments carried aloft in the payload bay of the Space Shuttle).

Government Experience

United States Navy.

Supply Corps Officer and Logistics Operations Director (1969 - 1989);

Staff Resume



Served as a U.S. Navy Supply Corps officer, directing logistics operations for U.S. and international defense department agencies. During his naval career, Mr. Holcombe held operations management positions in the disciplines of aviation maintenance, material management, customer service, data systems design and implementation, and international logistics operations. He was retired in 1989 with the rank of Commander, SC, USN.

LOGISTICS CONSULTING ENGAGEMENT ABSTRACTS

- For the largest US Defense Contractor, developed logistics management proposal sections of a winning contract for over \$2B in material management activities at all three USAF ALCs.
- For the Government Operations Practice of a global management consulting firm, served as the Proposal Manager for development and submission of a winning \$20M strategic sourcing proposal to the FAA.
- For the Government Operations Practice of a global management consulting firm, served as the Proposal Manager for development and submission of a \$12M corporate restructuring and modernization consulting support proposal to the USN.
- For the largest US Defense Contractor (and their supporting subcontractors), developed logistics management sections of large-scale US Government proposals in new business pursuits at NASA, USCG, DLA and the USN.
- For the world's largest aircraft manufacturer, assessed warehousing capabilities and capacities on NASA contracts; provided solutions for storage capacity shortfalls; additionally designed and delivered a volumetric forecasting model for use in long-range storage requirements management.; additionally conducted facility modernization and alternative use assessments
- For a prominent US-based aviation MRO service provider, facilitated executive planning workshops during the planning phase of their upcoming enterprise transformation project; presently engaged in implementation planning for the transformation project.
- For a U.S.-based helicopter manufacturer, assessed product support and customer service capabilities, validated targeted markets and provided business re-design recommendations to restructure the company's aircraft support business to rapidly address changing customer base demands and deliver profitable aircraft support on a Fixed Fee-per-Flight Hour basis; upon completion of the assessment, provided on-site re-engineering support to implement the operations efficiency improvements needed to improve brand image and profitably capture the targeted markets ;
- For the nuclear engineering business sector of an international industrial power generation equipment manufacturer, led a restructuring engagement to streamline the portfolio of operating companies, improve cost structures and increase competitiveness by focusing on and leveraging its core competencies. Solutions led to outsourcing IT operations, divestiture of marginally profitable operations and restructured organizational designs.
- For the National Aeronautics and Space Administration led process-based management improvement programs that focused on all logistics support processes and the underlying IT systems that supported them. Designed and implemented a paperless procurement system that reduced contracting led time from in excess of 30 days to three days. Re-designed and implemented a maintenance and repair depot management system for Space Shuttle flight hardware and ground support equipment. Re-designed and streamlined an international depot-level component repair system for the Spacelab Program. Managed program requirements identification and logistics support systems design for the Space Station Freedom Program. Provided procurement and material management support to the construction and outfitting of the Space Station Processing Facility and other Space Station cargo support facilities at Kennedy Space Center. Led a 300-member team in providing day-to-day logistics support to on-going Space Shuttle missions, with procurement and operating budgets exceeding \$500M.
- For the U.S. Department of Defense managed the implementation of automated warehouse management systems and transportation management systems. Introduced bar code-based process controlled environments in large regional distribution centers to improve accuracy of operations and reduce labor requirements. Paperless, real-time processes provided better visibility of work-in-process and improved shipment-on-time percentages to greater than 97%.
- For the U.S. Department of Defense managed the development of integrated logistics support cases for international military sales. Provided budgeting, acquisition, and inventory control of spares and maintenance related supplies for aircraft and flight line support equipment, engines and component test and repair equipment. Managed acquisition budgets as large as \$850 million on individual cases.

INFORMATION TECHNOLOGY CONSULTING ENGAGEMENT ABSTRACTS

- For a start-up biometrics security systems company, developed initial operations strategies, plans and budgets; strategically sourced partner companies for warehousing, order fulfillment and information technology.
- For a start-up Business Activity Monitoring software company, provided go-to-market strategies and guided the development of their client applications configuration and deployment capability

Staff Resume



- For a global chemicals company, led a supply chain assessment project to determine Return-on-SAP-Investment two years after the company was formed and deployed SAP as its primary transaction control system.
- For the third largest aero-engine manufacturer, led an IT Strategy project for the company's helicopter business unit.
- For the eBusiness unit of an international telecommunications services and solutions supplier to the commercial air transport industry, provided MRO process leadership, IT product strategy, application development and strategic alliance consulting for eCommerce products and services.
- For an \$800M first-tier Automotive industry component manufacturer, managed the implementation of QAD, Inc.'s MFG/PRO enterprise-wide resource planning system across the corporation, replacing all legacy information management systems.
- Developed the initial IT architecture and led the systems selection process for a new start-up division of a multi-billion dollar commercial aviation services company
- Managed a large-scale IT modernization project at the US's leading aerostructures manufacturer, planning the deployment of a hybrid IT strategy comprised of SAP, PeopleSoft and common legacy systems
- Managed and audited SAP R/3 software implementations at the world's third largest aircraft engine manufacturer and at Korea's second largest oil company.
- For a multi-billion dollar air cargo transporter, led an outsourcing engagement to implement third party logistics services for the acquisition, configuration management, inventory control, worldwide distribution, and repair/overhaul of all desktop computing resources. Costs reductions, on a "per machine-basis", approached 40%.

EDUCATION

Mr. Holcombe holds a Master of Science degree in Computer Systems Management from the US Navy Postgraduate School, Monterey, CA, and a Bachelor of Science degree in Biological Sciences from Clemson University, Clemson, SC.

Additional specialized training received by Mr. Holcombe includes:

- "The Deming Method for Productivity and Quality Improvement", W. Edwards Deming, (1987).
- "Executive Series in Understanding Government Operations", Brookings Institution, Washington, DC (1991).
- Malcolm Baldrige Award Examiner Training, McDonnell Douglas Aerospace (1993).
- SAP Partner Academy (1997).

PROFESSIONAL AFFILIATIONS, AWARDS AND HONORS

Mr. Holcombe is a past member of the American Production and Inventory Control Society (APICS), the Society of Logistics Engineers and the National Defense Transportation Association. His awards for logistics management excellence include:

- Small Business Administration (SBA) Dwight D. Eisenhower Award for Small Business Development, 1993
- NASA Public Service Medal, 1992
- U.S. Navy Meritorious Service Medal, 1989
- U.S. Navy Achievement Medal (2 Awards), 1971 and 1972