

Andrew J. Johnson

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QUALIFICATIONS SUMMARY

Proven international corporate executive strategist with 18 years of experience delivering global solutions for Booz & Co., PricewaterhouseCoopers, IBM, BearingPoint, and CRA International. Excels at solving complex challenges faced by global Fortune 500 clients and delivering innovative and tailored solutions. Seamlessly integrates delivery expertise in strategy, performance improvement, financial analysis, technology solutions, and large-scale program management. Numerous recommendations for motivating and developing organizations and individual to overachieve their goals.

SPECIFIC QUALIFICATIONS

- MBA in Strategy and Performance Management
- Innovative Financial Perspectives and Analysis
- Pragmatic Approach to Process Effectiveness
- Impact Performance by Applying Multiple Disciplines
- Master of Cultural, Demographic, and Geographic Nuances
- Maximize Benefits by Leveraging Stakeholder Experiences
- Create Highly Motivated Teams, Using Dynamic Leadership
- Excel at Expanding Corporate Footprints
- Instinctive Sales and Marketing Insight
- Experienced Marketplace Launch Strategist
- **Client Industries:**
 - 1) Petroleum and Chemical, 2) Automotive,
 - 3) Information Technology, 4) Energy and Utilities,
 - 5) Healthcare, 6) Finance and Insurance,
 - 7) Federal Civilian, Defense, and National Intelligence
- **International Experience:**
 - 1) **AP:** Australia, China, Hong Kong, Malaysia, Singapore, South Korea, Thailand; 2) **EMEA:** Bahrain, Germany, Greece, Mali, the Netherlands, Norway, Saudi Arabia, South Africa, United Kingdom; 3) **NCSA:** Canada, Mexico, Panama
- Previous Top Secret/SCI Clearance

PROFESSIONAL EXPERIENCE

CRA INTERNATIONAL, Washington, DC

July 2007 – Present

Principal, Global Industrial Business Strategy Practice

- Managed pre- and post-M&A and Joint Venture integration planning and execution for a \$175M global transaction.
- Led integration of Finance, Legal, Operations, HR (replaced the CEO and CFO), IT, Sales and Marketing, and Communications.
- Led the Program Management Office start-up efforts for a \$7.78B Middle East national industrial development program. Leadership included aligning execution activities across eight developmental axes. Provided in-depth leadership to areas of innovation, knowledge-based industries, and industrial infrastructure and services.
- Created a strategic product innovation roadmap by analyzing a client's \$750M revenue from its aging product portfolio. Analysis included complex regulatory and FOREX issues and resulted in a "go forward" plan for \$70M in annual innovation investments.

BOOZ ALLEN HAMILTON, McLean, VA

June 2006 – July 2007

Senior Associate, Strategic Design Practice

- Created Booz Allen Hamilton's Strategic Architecture Services (SAS) practice area framework, operating model, and marketing approach. Expanded the SAS Practice from 4 practitioners to a team of 16 within a year.
- Delivered services—process effectiveness, operational restructuring, business unit and technology realignment, and outsourcing transition management—to global Fortune 100 clients.

BEARINGPOINT, McLean, VA

January 2005 – June 2006

Manager, Corporate Strategy and Business Turnaround Practice

- Led a strategic global profitability turnaround from a loss of \$30M in 2004 to a profit of \$84M in 2005 (on \$350M in revenue).
- Developed and implemented a dynamic new sales management operating system in 17 countries. System included product pricing, account and contract management, global sales process redesign and training, and a custom-developed global technology platform.
- Developed and launched an innovative approach to product life-cycle management that focused on delivering 15 percent ROCE and included market back product demand analysis, product rationalization, and innovation spend for out-year R&D investment.

IBM/PricewaterhouseCoopers, Fairfax, VA

June 1997 – December 2004

Manager (1999–2004); Senior Associate (1998–1999), Associate (1997–1998)

- Created a European automotive client's USA market-entry strategy, including end-to-end business models and support systems.
- Designed and launched 70 US INS processing centers to reduce citizenship processing time from 24 months to less than 6 months.
- Modernized global procurement processes and systems for \$19B in spend and validated capabilities with users in local markets.

IN-DEPTH CLIENT EXPERIENCE

PTT CHEMICAL PCL (Thailand): Managed a 10-month \$175M multinational M&A and Joint-Venture Integration Program from PTT Chemical's (PTTCH's) headquarters in Thailand. Hands-on development and delivery of all aspects of preclose, Day 1, and postclose acquisition activities. Worked daily with PTTCH's CEO and Senior Executive Leadership Team, Cognis GmbH (M&A target seller), and Sime Darby Berhad (joint-venture partner in M&A target) while leading all aspects of integration planning.

1. Managed M&A and Joint-Venture Integration Plan development by leading eight PTTCH teams (40+ staff) through complex international acquisition barriers, issues, and concerns. Obtained approvals from PTTCH, Cognis, and Sime Darby.
2. Led several "organizational change programs" to ensure PTTCH's success upon completion of the acquisition. Recruited key Management Board executives (CEO & CFO), negotiated the global IT separation and continuity plan, and managed investor and public relations communications.
3. Developed the Day 1 governance structure and process for the management of the acquisition joint-venture target, which has assets in Canada, Germany, Malaysia, and the United States. Designed a unique joint-venture partnership power-sharing arrangement between PTTCH and Sime Darby (Malaysia's oldest and largest conglomerate).

CHEVRON CORPORATION: Led a global financial turnaround of Chevron's Fuel and Marine Marketing division. Defined a highly innovative and integrated approach to account and profitability management that was adopted and successfully implemented over a nine-month period. Dramatically improved before-tax profitability impact from a loss of \$30M in 2004 to a profit of more than \$84M in 2005 (on revenue of approximately \$350M).

1. Completed global account performance remediation by analyzing and prioritizing accounts. Set target opportunities and timelines and led strategy sessions for "Tier 1" accounts, which included participating in initial key-client sales meetings.
2. Created and implemented a unique profitability mechanism. Used an innovative and dynamic commodity-market-based "index" pricing approach for contract pricing, which was a radically different approach from all major competitors' pricing models.
3. Designed and rolled out a management operating system (MOS) in AP, EMEA, and the Americas. System included 1) account planning and forecasting; 2) actual sales volume, revenue, and profitability analysis; and 3) remediation recommendations.
4. Institutionalized and automated MOS weekly account-remediation planning processes through the design and global launch of a highly dynamic and customizable profit-and-loss Web-based performance tool and MOS-aligned workflow.

REPRESENTATIVE HIGH-LEVEL CLIENT EXPERIENCE

SAUDI ARABIA, NATIONAL INDUSTRIAL DEVELOPMENT PROGRAM – CRA International: Led the Program Management Office and developed the management framework to align execution activities across eight developmental "axes" that supported 1) regulation and policy, 2) business clusters, 3) small and medium enterprises, 4) innovation, 5) human capital, 6) infrastructure, 7) future industry, and 8) leadership and governance. Provided in-depth leadership to areas of innovation, knowledge-based industries, and industrial infrastructure and services.

FMC CORPORATION – CRA International: Conducted an international study examining current and future trends in "Innovation," specifically focused on ideation (front end) within the Innovation Process. The intellectual property from this study generated substantial findings for CRA International clients regarding Innovation Management, Target Setting, Lead Generation, Scouting, Proof of Concept, IP Management, and Innovation Toolsets.

Initially led a program to examine FMC's Innovation Roadmap and its potential, including its ability to support corporate revenue, margin, and profit goals. Upon completion of this analysis, FMC solicited a follow-on program to examine its Innovation Capabilities against best-practice industry trends and future direction. Leveraged a global network of cross-industry Innovation Leaders to define the shifting terrain in innovation models and supporting infrastructure.

PEUGEOT USA – IBM/PwC: Led an international team for Peugeot USA in developing a strategy to enable its emergence into the US automotive marketplace. Responsible for creating the go-to-market operational and marketing design strategy, operations models, and implementation plans. Areas of expertise included Marketing, Distribution, Sales, and Finance. Also provided detailed insight into the systems requirements necessary to support launching a US dealer network.

DEGUSSA CORPORATION – BearingPoint: Partnered with the CEO and his management team to design and implement changes in the areas of Global Merger Integration, Customer Profitability and Pricing Management, Product Life-Cycle Management, Procurement, Manufacturing, and Supply Chain Operations, including implementation of the management operating systems (MOSs) required to achieve sustainable desired performance.

Implemented a comprehensive change management effort to implement financial improvements across the business model. Specifically, improved pricing and margin management, customer supply and service policies, selling strategies, new product development, product management, and organization structure.

GENERAL MOTORS CORPORATION – Booz Allen Hamilton: Facilitated General Motors Asia Pacific (GMAP) leadership in developing its transition strategy to mitigate the risks inherent with moving outsourced IT services from its entrenched global provider (EDS) and a system of regionally based incumbents to multiple global vendors.

Facilitated sessions geared toward GM's initiative to integrate its GM Daewoo Auto & Technology (GMDAT) operations in South Korea and Vietnam. These sessions led to a defining of the transition strategy that GMDAT would utilize in developing the contractual language and scopes of work with its global IT vendors. Worked with GMAP's leadership to reevaluate the progress achieved in the first year of transitioning IT programs for the balance of GMAP (Australia, China, India, Indonesia, Japan, Malaysia, New Zealand, the Philippines, Singapore, South Korea, and Thailand). Completed a project portfolio assessment and prioritized the transition work for 2007.

US AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID) – IBM/PwC: Managed an international effort at USAID to replace its Acquisition and Assistance (A&A) System. Counseled the USAID Procurement Executive in developing a high-level Concept of Operations (CONOPS), which was used to map system business processes, data needs, application requirements, and technical infrastructure.

US IMMIGRATION AND NATURALIZATION SERVICE (INS) – IBM/PwC: Oversaw the implementation of all standard operating procedures for INS's newly created Application Support Centers (ASCs). Successfully launched 70+ ASCs in less than one calendar year in all regions of the United States. In addition, reengineered the US citizenship naturalization processes. This highly visible project affected 80 offices and doubled the citizenship naturalization processing capacity of the INS to 1,200,000 applications per year.

AUSTRALIAN DEPARTMENT OF IMMIGRATION AND CITIZENSHIP (DIAC) – Booz Allen Hamilton: Led a crisis response team to address material deficiencies in Australia's Immigration Health Assessment processes, specifically focused on Health Undertakings. Developed short- and long-term approaches to mitigate deficiencies found by Australia's National Audit Office (ANAO). The mitigation strategies will enable DIAC to quickly fulfill the public's demand for it to manage the potential health threat posed by immigrants with past and possible future health issues (e.g., HIV and TB).

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA) – IBM/PwC: Directed all corporate transformation communications for NGA. Managed a complex mixture of competing agency directorate staff and several contracting partners. Also provided leadership in the areas of Stakeholder Management, Organizational Change Management, and Communications across NGA and between the Agency and its external stakeholders.

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS) – IBM/PwC: Implemented and managed all program risk management initiatives for CMS's financial management system implementation program, HIGLAS. Chaired the program's Risk Review Board while managing all risks throughout the entire life cycle of the project, including hardware, software, and implementation of business and technical processes.

EDUCATION

Master of Business Administration (MBA)
Strategy and Performance Management Concentration
The George Washington University, 2004

Bachelor of Arts, History
Political Science Concentration
Bethany College, 1987

PUBLICATION AND HONORS

"Marketing Principles in an Interactive Utility Sector"
Electric Perspectives, July/August 2009

Change and Transformation Research Fellow, 2005–2006
The George Washington University
Center for Innovation in Public Service

IBM: Full Scholarship for Accelerated MBA Program

INTERESTS

- IRONMAN Triathlons, Open-Water Swimming, and Running: 2009 Challenge – Swim the Catalina Island Channel (26.5 Miles)
- Exploring global cultural development by studying personal life stories, politics, wars, religions, music, food, art, and literature
- Uncovering new extreme challenges and finding unique ways to rise to the occasion!!!