

# Andrew N. Winter, Ph.D.

## Experienced Executive / Leader / Consultant

Finance | Operations | Engineering | Quality | MBB

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### Executive Summary

I enjoy coaching and developing people, teams, and organizations all across North America and Globally. I have managed organizations up to 900 people (matrixed) and P&L (>\$100M) and Programs as a Consultant, CEO, CFO, COO, or Director working onsite and remotely, travelling as required up to 100%, delivering over \$2B in value. I am seeking Executive Leadership / Team / Advisory opportunities to solve problems and drive company growth, efficiency, and value, from start-ups to Blue Chips wanting to transform, accelerate revenue, eliminate pain points, or deepen vertical expertise.

### Education

2008 | George Group / Accenture - **Lean Six Sigma Master Black Belt Trainer**, George Group Academy  
2006 | Wells Fargo – LEAN Six Sigma Master Black Belt / Deployment Curriculum  
2005 | SigmaPro, Inc. - **LEAN Six Sigma Master Black Belt Certification**  
2005 | Raytheon, Inc. – LEAN Six Sigma Master Black Belt / Deployment Curriculum  
2000 | American Society for Quality and The Six Sigma Academy - **LEAN Six Sigma Black Belt Certification**  
1999 | Colorado School of Mines, Golden CO - **Ph.D.**, Metallurgical and Materials Engineering  
1995 | California Polytechnic State University, San Luis Obispo CA - **B.S.**, Materials Engineering

### Work Experience

#### 2000-Present | Founder and CEO at Precipio, LLC (Management Consulting) \$2M P&L

>\$1B Value Delivered as CEO and CFO, Multiple Sectors, dozens of clients, >100 Engagements, >20 yrs. Experience with Start-Ups to Fortune 100s, Strategy, Leadership, Board of Directors, CEO, COO, CFO, Program Management, Business and Digital Transformation, Fundraising, Investor Relations, Business / Channel Dev., Product Dev., Quality, Engineering, Data Analytics/Modeling, eLearning/Training, Lean Six Sigma, and Consulting with clients such as Cisco Systems, ABC News, Enloe Medical Center, Blue Cross of CA, and Chevron.

#### 2016-2018 | President and CFO for SolPad, Inc. w/ Precipio (Silicon Valley Solar Innovation Start-Up) \$6M P&L

Turn-around Ops Transformation, Product Dev. Pivot, \$200M in Business/Channel Dev., Lead \$20M in Series A Fundraising

#### 2009-2016 | Executive Client Partner – Transformation for Cisco Systems (Network / Cloud Services) ~\$1B Portfolio

Lead >60 Engagements across nearly all verticals resulting in over \$1B in delivered value

#### 2007-2009 | Global Engagement Director for Accenture (prev. George Group, Mgmt. Consulting) \$5M P&L, \$500M Program

>\$500M Value Delivered, Multiple Sectors, Drove Accenture Strategy/Process Cross-Pillar Partnership, C-Level Service/Leadership, Client Strategy with clients such as PolyOne (LSS Program), Royal Bank of Canada (\$500M Retail Credit Transformation), Shell Oil (LSS Program), Abbott (Sales Ops Transformation), UBS (FA Attrition Data Science Transformation)

#### 2006-2007 | Vice President Finance Lean Six Sigma for Wells Fargo (Financial Services) \$100M Program

Designed and Deployed a Lean Six Sigma Program with over 100 Projects and \$100M in value in 2 years, Trained and Certified >400 of LSS Staff

#### 2003-2006 | Director - Operations and Quality Division COO for National Ignition Facility (Energy) \$110M Program P&L

Assembly, Installation, and Refurbishment, Lawrence Livermore National Laboratory, University of California, U.S. Department of Energy, Start-Up / Commercialization for >\$100M of Laser Optics & HW for a \$4B National Energy/Defense Program

<2003 | Several Scientist, Engineering, and Managerial, and Founder Roles in Energy, High Tech, Education, and Manufacturing

### ACHIEVEMENTS

**Disruptive Energy Company:** Completed operational transformation, created business and product development strategy, and provided company leadership and Series A fundraising as President and Transformation CEO/CFO supporting Finance, Operations, Business Development, and Strategy.

**Global Media Company:** Established the operational model and integration plan for the Joint Venture of two major media organizations, leading to the successful launch of a brand new \$100MM television and social media network. Working with C-level and staff, execute working sessions, strategy development, process design and improvement, implementation and change management efforts across the parent companies and the JV.

**Regional Medical Center:** Developed the 5-year Strategy and Operating Plan for a \$2B Level 2 Trauma Regional Medical Center. Working with the Board of Directors and the CEO and his staff, execute planning and working sessions to assess past performance,

changes in the healthcare environment including impacts of the ACA, and operational goals of the trustees and senior leaders to develop the high-level strategy and operational models to achieve the best patient-centered care.

**Global Network Product and Services Corporation:** Led over 50 engagements to transform almost all divisions of corporation over 5 years. Examples include design of new Corporate Portfolio Management and Governance Process, a new Supply Chain Operating Model for Global Procurement, and a new Global Accounting Model. Trained, Coached, and Led a project and transformation portfolio with financial impact > \$2 billion over three years enabled by deep Lean Six Sigma and Business Process Management capabilities.

**Major Financial Institution:** Developed a Future State Operating Model and Transformation Roadmap for the Retail Lending Division to yield \$500M in Revenue Growth over the next 5 years, \$30M in quick wins, reduce the cost structure by 30%, and optimize the front and back office.

**Major Pharmaceutical Company:** Conducted an Operations Strategy and Vision Review for a Marketing and Sales Operations Division, resulting in a new operating model which reduced turn-around time from 4 months to 4 weeks and increased flexibility by creating an additional 50% capacity.

**Global Financial Institution:** Developed an attrition risk assessment model including comprehensive driver analysis and metrics development for a large, high-volume wealth-management business unit.

**Major Financial Institution:** Provide overall direction and leadership for deployment of a Lean Six Sigma Program for a \$7 B lending division, including strategic plan development, project selection, training, coaching, and profit growth. Served as the business process engineering executive and lead Master Black Belt. Delivered capability in 12 months with benefits exceeding \$50M over 24 months.

**Major US Federal Energy Program:** Provided overall direction and leadership for Quality Engineering and Manufacturing Operations for a \$3.5B Department of Energy Program including development, oversight, and implementation of a Lean Six Sigma Quality System in the production and supply chain divisions. Built the infrastructure from the ground up, creating new manufacturing and quality divisions, and served as the lead process Data Scientist.

**Major Laser and Optical Products Enterprise:** Provided leadership for a team that rapidly grew from 50 to 400 senior managers, chemists, engineers, and technicians to establish and grow an optics manufacturing capability in a new division of a \$100 M optical equipment and products company, completing projects that yielded > \$1.7 M of new revenue in less than 6 months. Served as the Sales and Marketing Product Specialist for optical products.

#### **Industry Experience**

Solar Energy / Renewables  
Software / Cloud Development and Services  
Network Products / Services  
Media / Television / News  
Management Consulting  
Financial Services / Online Banking, Insurance  
Hospital / Healthcare Services / Medical Devices /  
Pharmaceutical  
Federal Gov't (Energy Programs)  
Energy / Petrochemical / Construction  
Basic Science / Metallurgy / Ceramics / Composites / Glass  
Lasers / Optics / Photonics / Imaging Sys / Electro-Mech.  
Devices / Power Electronics / Thin films / Precision Clean  
Academic / University Instruction and Research

#### **Skills**

Leading / Working with Board of Directors  
Leading Teams and Organizations as CEO / CFO / COO  
Including Leading HR, IT, Legal, Sales, Ops, Quality, SC  
Consulting from BOD / C-Level to line-level, Tech. Consulting  
Strategy and Portfolio/Program Management  
Customer Experience, Business Development, Marketing  
Fundraising, Start-ups, Risk Management  
Investor Relations / Management  
Finance / Performance Accounting / Financial Statements / Tax  
Metrics Dashboard and Financial Reporting  
Continuous Improvement, OpEx, Lean Six Sigma  
Data Science, Statistical Testing and Modeling  
Engineering, Product Development, Quality Systems  
Software as a Service / Cloud Computing