

Stephen Nyquist

Principal

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Professional Summary

Mr. Stephen Nyquist specializes in strategy and operations consulting. Most recently he has advised the C-suites of Fortune 500 companies on pricing and profitability management strategies derived from detailed, large-scale data analysis. Mr. Nyquist has developed and managed projects that enhanced profitability and improved performance in a number of industries throughout the Americas and Europe, including automotive, manufacturing, distribution, chemical, consumer and packaged goods

Previously, Mr. Nyquist was a senior manager at Deloitte Consulting LLP. He has also held positions at Toyota Motor Sales and Ford Motor Company.

Mr. Nyquist has a M.S. in mechanical engineering from the University of Michigan, and a B.S. in mechanical engineering from Lawrence Technological University.

Education

- M.S., Mechanical Engineering (magna cum laude), The University of Michigan
- B.S., Mechanical Engineering (magna cum laude), Lawrence State University

Experience

Pricing

- Mr. Nyquist led the development of the integrated pricing and profitability solution within the automotive, general manufacturing and consumer products industries. This effort requires the development of a holistic solution for revenue management that includes strategic consulting, change management, econometric modeling, sustainable technology implementation, large data set management and tax services. Over the course of his leadership the pricing practice has grown over 50% annually. In addition to leading engagements at multiple clients, responsibilities include pursuing all pricing opportunities

within the manufacturing industry, developing tools and methods, recruiting and training staff.

- Mr. Nyquist led multiple pricing and profitability management initiatives for several companies in the automotive, general manufacturing, consumer business and specialty chemicals segments. As an example, one current project is for a \$5B global beverage manufacturer and distributor and includes detailed profitability analysis, econometric demand modeling, implementation of a commercial pricing application and an implementation program within its field sales force. Leading this team, Mr. Nyquist drove opportunities that will increase profitability by over \$150M.
- Mr. Nyquist worked with three separate automotive OEMs in North America to redesign their incentives management processes and systems. These redesign efforts resulted in up to 0.5% in efficiency savings of overall incentives spending annually. These efforts will allow the incentives management group to more effectively design future incentives programs.
- Mr. Nyquist participated as a key team member in an activity-based costing project for one of the nation's leading retailers. He developed an approach for activity-based budgeting and chargeout of distribution and other logistics costs to the merchandising organization. Mr. Nyquist worked closely with the Information Systems organization to design and test a solution to obtain and record the data necessary to support the activity-based costing system.

Process and Operational Improvement

- Mr. Nyquist led the creation of a new business model for the European operations of a global manufacturing company. This project required the coordination of resources from 13 separate countries and utilized experts from consulting, supply chain management, corporate tax, and information technology. This business model calls for the establishment of a new European headquarters, a shared services center and completely new business processes and financial reporting. The benefits are expected to exceed \$40M in annual savings as well as creating significant operational efficiencies.
- Mr. Nyquist managed the redesign of the processes required to manage the direct marketing campaigns within two separate automotive OEMs. He led a team in the determination of the required applications and integration to support these processes. These processes and systems allow the automotive OEMs to accurately design and manage the effectiveness of their direct marketing expenditures.
- Mr. Nyquist managed the assessment of the customer contact center operations for a major automotive OEM. This assessment included on-site evaluations of over 20 contact centers and the evaluation of financial and operational performance for 45 contact centers. The assessment identified several near term initiatives that would generate over \$150M in annual operational savings.
- Mr. Nyquist managed the program office for the implementation of a call center application across 11 call centers (approx. 5000 users). This program required the coordination of over

200 dedicated resources from Deloitte Consulting, subcontractors and the client over an 18-month period. The effort encompassed customer contact strategy, business process redesign, application design & development, training and implementation.

- Mr. Nyquist led the development of Deloitte Consulting's automotive practice within Sales & Marketing across several automotive accounts. Mr. Nyquist acted as a Subject Matter Expert (SME) at 8 of the top 10 OEMs in the U.S. for several topics including:
 - CRM Strategy
 - Customer Database Management
 - Marketing Campaign Management
 - Vehicle Incentives Management
 - Contact Center Operations
 - Fleet Management
- Mr. Nyquist led the process analysis, business case development and integration support for a web based contract management system and the integration of the system to back end financial systems. He created the opportunity to install this software at a number of Deloitte clients. The development team consisted of six people and utilized Java EJB and J2EE integration. This organization is currently on of Deloitte Venture's key investments and is consistently delivering value to its customers.
- Mr. Nyquist managed the program office of a large global process redesign effort for a major automotive OEM. The scope of the redesign included all processes from customer order through final vehicle delivery including production scheduling, materials management, procurement and logistics.
- Mr. Nyquist participated in the development of a vision for Production Control and Logistics for a North American automotive manufacturer to enable their order to delivery targets. Functional areas included inventory management, inbound & outbound logistics, vehicle scheduling and lean material flow.
- Mr. Nyquist, as Product Development Engineer at Ford Motor Company, designed and developed one of the first interactive vehicle dynamics systems for use in future products. He coordinated the testing and validation of the systems, hardware and the integration with a future product program. He was responsible for the development of all bushings and isolation systems for a future product program. Mr. Nyquist represented the vehicle development activity on several Program Management Teams and was responsible for the financial and functional aspects of several components.

Strategy

- Mr. Nyquist worked with software vendors and other strategic relationships to generate thought leadership and build Deloitte's capabilities. Over the 5 years that he was driving sales and marketing activities within the automotive practice at Deloitte Consulting, the

practice generated over \$100M in revenue from sales and marketing activities within the automotive industry.

- Mr. Nyquist assisted a North American automotive manufacturer with the development of a strategy for producing vehicles in the 21st century. He developed a tool to link the strategic direction with the tactical tools necessary to implement the strategy. He also facilitated the creation of a global, common process for the service parts release and change management.
- Mr. Nyquist, as Product Planner at Ford Motor Company, structured and executed focus groups and marketing research efforts to influence the design of an all new platform that has become the basis for the Lincoln LS, Jaguar S-type, Thunderbird and all new Mustang. He generated financial analysis used to support the business case for this platform. Mr. Nyquist represented the program at senior level program reviews and vehicle evaluations.
- Mr. Nyquist, as Marketing Analyst at Ford Motor Company, developed new product program launch strategies for several products. He managed the marketing launch for the launch of a new platform. Mr. Nyquist created a training manual for a new program to be used with an 800-person field organization. He also coordinated a product revenue study which resulted in an increase of \$3 million dollars in economic profit to the corporation.
- Mr. Nyquist, as Product Planner Analyst at Ford Motor Company, was responsible for the coordination of marketing, engineering, manufacturing and launch of a \$30M vehicle program. He coordinated the change control for all engineering changes and represented the program at senior level program reviews. This program was delivered on time and under budget.
- Mr. Nyquist, as Associate Product Engineer at Toyota Motor Sales, resolved quality related design and manufacturing concerns on all Toyota and Lexus vehicles built in Japanese assembly plants as well as audited quality processes for CKD operations at US port facilities. He created and published Technical Service Bulletins to communicate service department concerns to the dealership network nationwide.

Professional Experience

- Advanced Analytical Consulting Group, Inc., Boston, MA, Principal, August 2009 – present
- Deloitte Consulting LLP, Detroit, MI, Senior Manager, 1997-2009
- Ford Motor Company, Dearborn, MI, Product Development Engineer, 1992-1997
- Toyota Motor Sales, Torrance, CA, Associate Product Engineer, 1991-1992