

### *Summary*

Andy Flores leads the firm's supply chain practice and specializes in strategy development, operations improvement and process redesign, supply chain management, shared services implementation, and project management. Prior to joining ScottMadden in 2005, Andy spent six years at McMaster-Carr Supply Company, a multibillion-dollar industrial supply company. During his time at McMaster-Carr, he held a variety of positions, including regional manager, sales development and marketing manager, and physical distribution manager. Additionally, Andy served as an intelligence officer in the United States Marine Corps. Andy graduated Phi Beta Kappa with a B.A. from the University of North Carolina and received an M.B.A. from Goizueta Business School at Emory University.

### *Areas of Specialization*

- Fossil/hydro generation
- Supply chain
- Management model/playbook
- Capital project planning
- Process improvement
- Strategic and business planning

### *Recent Articles and Speeches*

- "Industry Leading Performance: How Do You and Your Suppliers Measure Up." Platts Strategic Supply Chain Management Conference. 2015
- "Essential Strategic Levers of High-Performing Utility Supply Chains." Platts Strategic Supply Chain Management Conference. 2014
- "P2P Strategy: It's Not Just About the Transaction." 2013

### *Recent Assignments*

- Established an enterprise-wide supply chain policy, process, and procedure model to improve efficiency and effectiveness at a large investor-owned utility
- Created business case and led implementation effort for a mobile automatic identification and data capture solution for key warehouse tasks at a large vertically integrated utility
- Performed leading practice assessment of supply chain organization, identified an estimated \$1.2 million in recurring annual savings, and created a plan to address areas of improvement and achieve estimated savings at an investor-owned Canadian utility
- Evaluated energy efficiency program management industry and led competitive solicitation process using a qualifications-based selection approach for the largest U.S. multi-family energy efficiency program
- Worked with an investor-owned utility's sourcing team to analyze spend, evaluate market/supplier dynamics, and develop sourcing strategy plans for 15 categories which accounted for approximately \$150 million in managed spend and represented approximately 5% in identified savings
- Performed business case analysis for a procure-to-pay shared services organization for a Canadian utility buying consortium
- Spearheaded the development of a product and services catalog and service level agreements for multifunction shared services organization (finance, HR, IT, and supply chain functions)
- Assisted a large investor-owned utility enhance its ability to attract, develop, and retain instrumentation and control talent across its fossil/hydro generation fleet
- Led project team in creating a user-friendly online playbook to drive consistent execution and effectively organize maintenance, operations, HR, safety, engineering, design, and construction documentation for long-term knowledge transfer for one of the largest generation utilities in the United States
- Facilitated all fossil power plant leadership teams across a multi-operating investor-owned utility in identifying, defining, and evaluating key plant risks; assisted in the development of mitigation plans to address high-impact risks
- Evaluated capital construction programs at a vertically integrated, investor-owned utility. Developed leading practice gap analysis for key program management activities, including governance, planning and prioritization, program controls, and supply chain management