

## **Summary**

Marc Miller is a partner with ScottMadden and has more than 15 years of experience helping business leaders become more successful. His clients have ranged from Fortune 500 companies to government-owned entities to small businesses. Marc has expertise in strategic and business planning, operational transformation, process improvement, program design and implementation, organizational design and staffing, and other management practices across a broad range of functions in several industries, especially energy and related services. Marc also leads ScottMadden's public power and electric cooperatives practice.

Prior to joining ScottMadden, Marc gained extensive experience through various leadership positions in operations, supply chain, sales, and customer service. He received a bachelor of industrial engineering with highest honor and a master of science in industrial engineering from Georgia Tech, where he was a National Merit Scholar, a Governor's Scholar, and a George Fellow.

## **Areas of Specialization**

- Strategic and business planning
- Operational transformation
- Operational excellence/best practices
- Process improvement
- Program design/implementation
- Organizational design and staffing

## **Recent Articles and Speeches**

- "Four Strategic Priorities for Public Power," ScottMadden.com, November 2016
- "Texas Solar Two Step," Public Utilities Fortnightly, October 2016, Volume 154, No. 10
- "Neither Fish nor Fowl," ScottMadden Energy Industry Update, Webcast with Energy Central, April 2016
- "Working Cross-Functionally to Improve Nuclear Parts Availability," Platts Utility SCM Conference, January 2016
- "Four Keys to Successful Strategic Planning in Public Power," ScottMadden.com, December 2015

## **Recent Assignments**

- Served as an external industry expert on the strategic planning steering committee for an energy company with more than \$40 billion in assets
- Co-conceived and drove major process improvement and reengineering efforts with the C-suite of an \$11 billion integrated energy company to harvest labor cost savings of more than \$200 million. Served as primary strategic advisor and led establishment and operation of the PMO
- Advised the C-suite of a \$5 billion public power company and served as project director for an enterprise-wide business transformation effort to deliver a 20% labor savings over a 36-month period; ultimately achieved cumulative savings of approximately \$500 million, as attested to by the CEO
- Worked with the new CEO of a multi-billion-dollar public power generator to transition to a new top-level organization structure that better supported the changing strategy and developing business needs
- Partnered with the chief accounting officer of a very large, vertically integrated utility with competitive and regulated operations in multiple jurisdictions to deliver an organizational and business transformation that began with development of a new strategic direction and ultimately produced recurring cost savings of more than 10%
- Partnered with the C-suite and board of directors of a generation and transmission cooperative with nearly \$900 million in operating revenue to facilitate discussion, debate, and finalization of the corporate strategic plan, including a two-day, off-site strategy retreat with the board
- Partnered with the CNO of one of North America's 10 largest nuclear operators to implement a transformational improvement program of 19 fleet-wide initiatives covering engineering, work management, operations & maintenance, and supply chain; results exceeded targets in multiple areas
- Worked closely with the CFO, his team, and their customers to redesign the financial planning and budgeting process for one of the largest investor-owned utilities in the United States to enhance integration across the business and produce significant improvements in process reliability, efficiency, and flexibility
- Planned the implementation and led the project management effort for an organizational change across North America at a multi-billion-dollar, global, midstream gas company
- Developed organization design options to best enable the "green strategy" of one of the largest investor-owned utilities in the United States. Inventoryed and assessed the effectiveness of current sustainability efforts and provided business case justification for recommended organization design