

Summary

Ed Baker is a partner with ScottMadden and co-leads the firm's generation and natural gas practices. He has been a consultant, and with ScottMadden, since 2001. He has extensive experience with gas distribution, nuclear generation, cost reduction, organization design and staffing, and fleet operating models. Prior to attending graduate school, Ed was vice president of professional banking with a North Carolina bank. He is a graduate of the Babcock Graduate School of Business at Wake Forest University, where he was a Babcock Scholar and recipient of the Kiplinger Prize for academic achievement and leadership potential and the Babcock Award for managerial potential. He earned a B.S. in financial management at Clemson University.

Areas of Specialization

- Gas Distribution
- Nuclear Generation
- Cost Reduction
- M&A Due Diligence and Integration
- Performance Benchmarking and Surveys
- Fleet Operating Models
- Organizational Redesign and Staffing

Recent Assignments

- Managed large, multiteam projects to assess current state processes, functions, and organizations and led teams through developing future state designs and business cases to support implementation for multiple gas LDCs
- Managed a strategic planning project focused on a northeast utility's gas business segment to determine structural, operational, or investment-related changes that would improve the gas transmission and distribution business
- Developed the organization structure for each function within a large gas LDC, including distribution operations, finance and accounting, communications, and human resources. Used a participative process, consisting of a series of workshops, which engaged the leaders to take ownership of the future state organization design
- Developed and implemented a fair, legal, and ethical staffing process for a leading gas LDC's CFO organization. Support consisted of facilitating selection and review meetings, documenting decisions made to staff the new organization, and providing change management and communications to enable a successful transition
- Managed the development of a playbook/management model to operate as a fleet for a top-10 nuclear fleet operator, including establishing corporate functional oversight, clarifying accountabilities, and setting standards for its organization, hierarchy of procedures, tiered indicators, regular management meetings, business plans, functional area ownership, and improvement plans
- Assessed the operating model of a large nuclear fleet and made recommendations to the chief nuclear officer on opportunities for improvements to ensure that the model will continue to be effective for the fleet given the changing landscape of the business environment
- Assisted a dual-unit nuclear operator with a reorganization/downsizing, focusing on benchmarking the workload and associated staffing levels of four similar-size nuclear operators to that of the client. The team identified best practices and improvement opportunities from these benchmarks and formulated staffing recommendations
- Led one of the largest downsizing efforts in commercial nuclear history. Developed the staffing approach, facilitated selection meetings, and maintained the database to track each in-scope employee through the process until the new organization was selected
- Supported a nuclear operator on the due diligence of a potential acquisition of multiple nuclear sites, including projecting future cost structures and costs to achieve the deal case under different acquisition scenarios and developing a comprehensive integration planning approach, including identifying risks, opportunities, and timelines
- Developed and implemented a staffing process to achieve the desired reduction in staff for multiple functions, including human resources, information technology, and customer service, at a large, regulated utility. Support also included facilitation of selection meetings
- Supported an energy client's efforts to improve its M&A readiness and ensure future scalability, given increased deal volume which required it to manage the M&A life cycle of multiple deals at once