

Summary

Ian Falk joined ScottMadden in 2003 following graduation from the University of North Carolina Kenan-Flagler Business School. Since joining ScottMadden, he has primarily worked on electric utility projects, with a specific focus in the areas of business planning, mergers and acquisitions, strategy development, benchmarking, performance management, and organization design. Prior to receiving an M.B.A., Ian worked in process and quality management for the bacterial vaccine development group at Wyeth. During business school, Ian worked as a brand management intern at Proctor & Gamble. Earlier in his career, he worked as a supervisor in the clinical development group of aaiPharma, a pharmaceutical development company. Ian earned a B.A. in biology from Washington and Lee University.

Areas of Specialization

- Business and strategic planning
- Mergers and acquisitions
- Performance management and benchmarking
- Project and change management
- Organization design and restructuring
- Marketing analysis and modeling

Recent Assignments

- Managed a team through the process of establishing a grid modernization strategy for a northeastern utility. Focused the effort on managing the risks of emerging technologies while identifying specific steps that could be taken to benefit from moving quickly into new markets and technologies
- Assisted a northeastern utility in managing through a utility commission investigation into their transmission planning practices. Helped to respond to data requests, prepare witnesses, and take a strategic approach to telling the utility's story to the commission
- Established a new accountability model at a large public utility and led the organization through defining roles and responsibilities for each of the 150+ functions identified across the business. Created a sustaining process to ensure annual review of functions as well as established an employee accessible portal for easy reference and updates
- Assisted in developing and managing a process to save more than \$500 million in operating expenses from a large public utility through both staffing- and non-staffing-related initiatives. Savings were realized from all portions of the business and were maintained through budget discipline the following years
- Guided the central project management office for the merger of two investor-owned utilities from pre-announcement through post close. Set the overall integration schedule and process and supported each of the functional area teams in completing the necessary activities. Merger successfully closed in less than a year from announcement
- Introduced a center-led functional model for a North American nuclear fleet by creating and delivering training, developing all of the necessary guiding documents, and assisting the functional leads with initial evaluation and improvement plans. Created a new, fleetwide, status reporting process to focus senior management on results and the key issues
- Supported the design and implementation of a new central management group for three separate regulated delivery utilities (created as a result of a merger). Supported the central leads in developing standards and best practices across the three utilities, in order to improve performance across all three groups
- Implemented an improved-planning process for a midsize U.S. nuclear fleet. Assisted the client in identifying a five-year strategic goal and then facilitated the process for developing the underlying plan to achieve the desired endpoint. Identified multiple key initiatives throughout the process which will prove instrumental in reaching the financial and performance goals laid out by the plan. Assisted client personnel in authoring site- and corporate-level plans which were rolled together into a nuclear fleet plan and presented to the company CEO
- Led the North American reorganization within one of five regions for a large natural gas industry participant. Facilitated the definition of all new roles and the associated change management process. Organized and led an internal effort for the newly assigned staff to establish a strategic vision for the region as well as a detailed action plan to attain that vision. Led management off-sites to assist in the change management and strategic planning processes. Built a communication package to be shared with all of the region employees from the new VP in charge of the organization. Participated in a road show with the president of North America, with the purpose of building enthusiasm for the change

- Created and implemented a new benchmarking and business planning process for a utility generation group based on requirements outlined by the company's regulator. Developed detailed procedures and processes to help make both the benchmarking and planning efforts repeatable in the future. Assisted with the writing of evaluation reports to submit to the regulator providing an impartial evaluation of how effectively our client was implementing the planning process and subsequent initiatives
- Assisted in developing a new business model for a regional group of distributors founding a generation company and acquiring its first generation asset. Defined a financial model to help predict the revenue stream and identify potential risks and variability in cash flows. Proposed multiple potential rate constructions to help insulate against risk and provide our client with required income
- Implemented a new business and strategic planning process based on key performance indicators and benchmarking for a generation company resulting in dollars designated in budget planning linking directly to strategic priorities. Created the supporting plan for the generation company to reach best quartile performance across desired metrics within a three-year time frame
- Assisted in developing a new comprehensive corporate strategy for the CEO and board of directors of a large public electric utility, including reviewing the firm's 20-year integrated resource plan. Interviewed personnel from all aspects of the business to gain a wide range of input. Helped to facilitate sessions with key executives to build the most comprehensive strategy possible. Participated in the public comment process, attending public meetings, gathering comments from email submissions, and posting company responses as needed
- Assisted a nuclear fleet operator in implementing a new management model including gap-based business planning tied to benchmarked metrics, a standardized organization structure, and a well-defined functional accountability structure. Focused on the planning effort which yielded performance improvements for the fleet along with multiple money-saving opportunities to be harvested
- Led an in-depth benchmarking analysis of all aspects of a utility's financial and operational performance against a panel of regional competitors. Introduced the concept of focusing benchmarking against key local competitors on a consistent basis rather than just benchmarking in an ad hoc process
- Performed an analysis and provided recommendations for a nuclear fleet to address the new industry-wide fatigue management regulations through staffing changes. Analyzed potential impacts across the business and focused the solution on two key areas—operations and security
- Worked with client to optimize staffing levels based on benchmarking and workload and created a corresponding standard organization for all sites across a fleet of generation facilities. Identified significant staffing opportunities to save more than \$50 million annually
- Helped client analyze and propose an optimized central generation organization, managing both fossil and nuclear assets. Focused on a standardized organization with any staffing opportunities identified
- Evaluated an electric utility's current performance management process and assisted internal teams to develop more financially focused and vertically aligned metrics and targets. Assisted in working across all areas of the business to validate metrics and targets and ensure the key principles of a balanced scorecard were being followed
- Led a technology roll-out project to provide on-line access for all manufacturing colleagues within their division at a global pharmaceutical company in Puerto Rico. The effort enabled the company to streamline its HR information delivery channels, providing colleagues at six sites equal access to information

Skills

- **Foreign Languages**
 - Spanish (limited proficiency)
- **Industry Work Experience**
 - Pharmaceutical
 - Marketing
- **Past Utility or Corporate Experience**
 - Research and Development
 - Marketing