

### *Summary*

Andy Flores has more than 25 years of experience in consulting, private industry, and government roles. His deep supply chain operating model expertise is a force multiplier for senior leaders who want greater results from their supply chains by creating more time for the important, dealing more effectively with the urgent, and building organizational resiliency. Andy also provides capital program and maintenance process optimization support that is targeted to strengthen teams' abilities to be more planful and agile and get greater value from their programs. Prior to joining ScottMadden in 2005, Andy held a variety of progressive leadership positions at McMaster-Carr Supply Company, a multibillion-dollar industrial supply company. Additionally, he served as an infantry and 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*

- Supply Chain
- Operating Model Improvement
- Capital Project Planning
- Strategy Implementation

### *Recent Assignments*

- Designed end-to-end supply chain strategy and operating model; led enterprise-wide rollout of the new strategy and model which included technology selection/configuration/implementation, policy/process redesign, organizational transformation and workforce re-/upskilling, and the establishment of a supply chain support center for operational/transactional work
- Led asset and supply chain management integration efforts for a Caribbean electric and water utility
- Performed warehousing network modeling to determine efficiency and effectiveness improvement options and drive optimal materials availability performance across the 20-facility footprint of an investor-owned utility
- Led the assessment of a Canadian investor-owned utility's materials planning processes and designed an integrated demand planning approach to improve forecast reliability for critical materials
- Provided due diligence support for a private equity firm's potential acquisition of a third-party logistics company
- 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
- Developed a project lifecycle process to drive consistency in planning for and executing major projects at a large public power utility
- Evaluated capital construction program management practices at a transmission utility and developed an improvement roadmap to address identified gaps
- Led a strategic and business planning initiative at a large G&T utility, working directly with the executive leadership team and board of directors
- Assisted an internal technical services organization at a large investor-owned utility in adopting a strategic business planning capability across its seven functional departments to identify and develop plans for key strategic initiatives on an annual basis
- Led a 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
- Designed and implemented a customer contact center for a multibillion-dollar industrial supplier's vending program, including telephony, knowledgebase, and case management technology adoption and overall contact center operations