

Summary

Andy Flores has more than 30 years of experience in consulting, private industry, and government roles. Andy's 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, Andy 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 Management
- Maintenance, Asset Management, and Capital Program Optimization
- Strategic and Business Planning
- Shared Services Implementation
- Cost-Reduction Analysis and Implementation
- Management Model/Playbook

Recent Articles and Speeches

- "Utility Supply Chain Fundamentals." EUCI Course Instructor. 2019
- "Shared Services Implementation Fundamentals." AP&P2P Exchange Conference. 2016
- "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
- "Electric Utility Inventory Analysis and Optimization: Helping Electric Utilities Get the Right Level of Inventory." Platts Strategic Supply Chain Management Conference. 2013
- "P2P Strategy: It's Not Just about the Transaction." 2013
- "Supply Chain Talent Management: Moving the Talent Management Ball Forward." Platts Strategic Supply Chain Management Conference. 2013
- "Supply Chain Strategy: How Supply Chain Can Break from Being an Arms-Length Order Taker." Platts Strategic Supply Chain Management Conference. 2012
- "Supply Chain Governance: A Critically Important Enabler in Achieving 'Top Performer' Status." Shared Services Outsourcing Network. 2011
- "Inventory Management: Key Lessons Learned from Materials Management System Implementations." Utility Purchasing Managers Group Conference. 2011

Recent Engagements

Supply Chain

- 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
- Implemented a tiered service delivery model for an investor-owned utility's supply chain function; support included policy/process design, organization design and staffing, technology selection/adoption, and transition planning and execution to the new model
- Led asset and supply chain management integration efforts for a Caribbean electric and water utility
- Evaluated an international food manufacturer's end-to-end procure-to-pay process, identified improvement/savings opportunities, created business case, and led team in transforming its existing decentralized functional approach to an integrated, customer-centric service delivery model
- Performed warehousing network modelling 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 that improved forecast reliability for critical materials and increased overall materials availability service levels
- Designed and implemented a shared services procurement center for a multi-state, investor-owned utility; support included policy/process design, organization design and staffing, technology selection/adoption, facility design, and transition planning and execution
- Provided due diligence support for a private equity firm's potential acquisition of a third-party logistics company
- Created comprehensive change management plan and led execution for a large, investor-owned utility's supply chain organizational transformation
- Performed business case analysis for a procure-to-pay shared services organization for a Canadian utility buying consortium
- 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 procure-to-pay leading practices assessment, identified an estimated \$10.2 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
- Developed enterprise supply chain strategy with senior executives across a vertically integrated multi-operating company utility and implemented policy, process, and procedure management model to enable new strategy
- Established an enterprise-wide supply chain policy, process, and procedure model to improve efficiency and effectiveness at a large investor-owned utility
- Developed user requirements, business case, and request for proposal documentation for a new warehouse/inventory management system for a third-party logistics company
- Created industrial vending strategy and process improvement model for a multibillion-dollar North American industrial supply company; led implementation effort across all business divisions to improve customer service levels and increase vending program productivity
- Led senior leadership team at a municipally owned utility to transform its supply chain organization from one that was primarily focused on administrative services and transaction execution to a strategic organization that has close partnerships with business unit customers and delivers higher-value services
- Assisted a nonprofit industrial construction industry organization define leading practice and minimum management standards for capital supply chain construction programs
- Conducted leading practice assessment of logistics, warehousing, and inventory management functions and provided company leadership with a detailed understanding of current state performance and insight into key challenges, inefficiencies, and successes for the nuclear operating company of a large investor-owned utility
- 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
- Developed market/vendor analyses and developed sourcing strategy plans for fossil plant maintenance services at an investor-owned utility
- Assisted electric supply distribution company executives in evaluating and negotiating an outsourcing contract for warehousing and logistics services; resulting master services agreement saved the company approximately 10% in operating costs
- Performed outsourcing analysis for geographic information system and surveying services; analysis included internal work activity analysis, five-year projection, and external market evaluation for competitive offerings
- Analyzed root causes of inventory write-offs for a transmission company, developed a comprehensive improvement plan, and led a 20-member implementation team across eight functional departments
- Defined business requirements for a new central storage facility (interior and exterior storage) for a transmission utility. Forecasted storage space requirements on a 10-year and 20-year basis, developed alternative layouts, created a construction request for proposal, and analyzed bids in a business case for board presentation/approval
- Identified opportunities to mitigate excessive inventory growth of transformers at a regional transmission company. Analyzed inventory and installation history, determined root causes for growth, developed an improvement plan, and created a formal investment recovery program
- Developed a comprehensive review of a warehouse design-build package for a large fossil generation plant. Created 10-year space projections to identify storage, space, and facility requirements

- Defined user requirements for a warehouse management system. Created a formal request for proposal and developed a business case for software adoption
- Coordinated five cross-functional client teams in standardizing materials management policies. Created a comprehensive policy manual, business case, and change management plan
- Led a cross-functional team in developing a reverse logistics program to ensure that material removed from substations and transmission lines was efficiently processed with the highest return-on-asset value
- Assessed cost-reduction opportunities associated with optimizing inventory across a multi-operating utility company and developed a business case to justify recommendations
- Managed outbound operations in a 300,000 sq. ft. distribution center, organized hiring and training for a 125-person team, and reduced overall costs by 4% while improving perfect order rates by 10%
- Led a sales and marketing team in a B2B sales strategy of industrial supplies to the manufacturing, utility, and government market sectors. Performed industry analyses, demand forecasting, order management, and contract negotiation activities
- Created a comprehensive marketing plan for government accounts at a large industrial supplies distributor, which was implemented on a national level and improved category-specific sales by 20%
- Served as process solution team leader charged with analyzing productivity and quality control for an industrial distributor; results included a 70% reduction in transportation errors, 18% improvement in picking accuracy, and 10% reduction in damaged shipments
- Planned and coordinated supply chain activities across 52 product categories and managed an 80-member team performing order fulfillment and shipment activities of approximately 7,000 orders daily

Corporate and Shared Services

- 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
- Conducted an assessment of a multibillion-dollar industrial supplier's national account deal implementation process model and identified improvement opportunities that increased sales productivity, expanded customer penetration, and improved the customer experience
- Designed a quality management system for a medical device service company in preparation for ISO-certification
- Developed strategy and program management model for a nonprofit, construction industry advocacy group
- Developed acquisition integration model for a start-up operating company of managed-care facilities; model enabled operating company to successfully integrate 15 purchases in a six-month time period
- Managed a post-merger integration project to develop future state HR processes and information system requirements for a global professional services firm
- 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)
- Managed a post-merger integration project for a new, multifunction shared services organization. Assisted in strategy development and oversaw implementation of initiatives to define products and services, negotiate service level agreements, and create a new billing and performance management capability
- Established a customer relationship management program for a newly formed shared services organization
- Coordinated change management program requirements for the launch of a multifunction shared services organization
- Developed master services agreement and assisted a transmission company in establishing a warehousing and logistics outsourcing relationship with a logistics service provider
- Evaluated HR shared services provider's methods, processes, and data sources to develop its annual budget estimates for benefits, labor, tax, and paid time off; identified gaps in current HR budgeting processes; summarized findings and improvement recommendations

Energy

- Supported strategy development for and implementation of a first of a kind cyber collaboration center for operational technology advancements across national labs, higher education, and industry partners
- 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 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 senior executive team at an investor-owned, vertically integrated utility in defining its strategy to build the next generation of gas-fired power plants for the company
- Conducted prudency review of key vendor contracts, vendor selection processes, and project estimating processes for a multibillion-dollar transmission line project at a large transmission utility
- Developed process and procedure documentation for outage planning, execution, and closeout in order to drive consistency across one of the largest wholesale power generation fleets in the United States
- 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
- Implemented Lean 5S methodology, focusing on workplace organization and efficiency, within warehouse, maintenance, and fabrication shop facilities to improve productivity and reduce costs across a multisite wholesale competitive generation utility
- 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
- 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
- Implemented Lean 5S methodology, focusing on workplace organization and efficiency, within warehouse, maintenance, and fabrication shop facilities to improve productivity and reduce costs across a multisite fossil generation utility
- Established a program management model, including policy, processes, and procedures, for a \$2 billion capital construction program at a vertically integrated investor-owned utility
- Developed corporate solar generation strategy and operations and maintenance model framework for a wholesale competitive generation utility
- Led project team to create an objective prioritization process for a \$500 million capital construction and maintenance program at a vertically integrated investor-owned utility
- Created senior executive performance management reporting capability to aid strategic decision making at a vertically integrated, investor-owned utility; solution included a standardized reporting process, a scalable, Microsoft Access-based data collection system, and change management plan to transition key client personnel from a reactionary culture to a proactive and questioning one
- Developed account management model for an internal \$700 million fossil generation capital maintenance program at an investor-owned utility; solution resulted in improved planning rigor, project execution, and relationship management with key business unit customers
- Assisted leadership team at a fossil generating station to identify key risks and develop an effective risk mitigation planning approach
- Worked with leadership team at a coal-fired power plant to refine maintenance processes and improve coordination with an outsourced maintenance service provider
- Created operations and maintenance performance metric dashboard to allow senior management to gauge success in achieving performance targets at a large, investor-owned, coal-fired power plant
- Led senior executive planning team to develop an enterprise-wide risk management plan at a wholesale generation utility
- 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
- Assisted a senior management team at an investor-owned utility to identify and realize cost-reduction opportunities across its fossil generation fleet; key focus areas included plant maintenance services, plant maintenance strategy, capital planning, major component maintenance strategies, and operations excellence
- Analyzed the root causes of as-built design-completion delays for new/modified transmission lines and substations. Performed a current state assessment, designed future state, prepared a comprehensive

improvement plan, and led the implementation/change management effort across seven functional departments

- Developed pro forma financial model to evaluate the viability of a 50-MW, open-loop biomass generation facility given multiple operating and renewable energy incentive scenarios
- Evaluated current state capital construction program at a transmission utility. Developed leading practices gap analysis for estimating, planning, project management, and project controls processes/practices and created improvement plan
- Analyzed capital construction program cash flows for a transmission company. Developed a projection methodology to accurately predict 90-day cash flow and created reporting/projection tools and communication support to enable implementation
- Conducted in-depth analysis of customer service, field service, metering service, and billing work processes for a large, investor-owned utility. Developed new processes and implementation plans for a widespread automated metering reading deployment
- Assisted a team of engineers working on substation design and protection and control design in developing standardized design and bill-of-materials packages
- Developed communications strategy for energy efficiency, Smart Grid, and rate restructuring activities at a large, government-owned electric utility
- Assessed loss prevention program governance, processes, and practices for a large, electric fossil generation utility. Developed gap analysis based on leading practices. Created implementation plan to address gaps

Skills

- **Foreign Languages**
 - Spanish (limited proficiency)
- **Systems and Technologies**
 - ERP – Oracle HRIS\ERP – SAP WMS\IM\Maximo\Inventory Management – OAS
- **Industry Work Experience**
 - Industrial Distribution/Defense
- **Past Utility or Corporate Experience**
 - Supply Chain