

### *Summary*

Marc Miller is a partner with ScottMadden and has 20 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 business leadership positions at public and private companies. 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
- Supply chain management
- Organizational design and staffing

### *Recent Articles and Speeches*

- "Utility Supply Chain Excellence," EUCI Course Instructor, Mar 2018
- "Advancing Sustainability for Public Power," ScottMadden.com, Jul 2017
- "Adoption of Drones in the Electric Utility Industry," ScottMadden.com, Jun 2017
- "Enhancing Cybersecurity, a Briefing for Public Power," ScottMadden.com, Dec 2016
- "Four Strategic Priorities for Public Power," ScottMadden.com, Nov 2016
- "Texas Solar Two Step," Public Utilities Fortnightly, October 2016, Volume 154, No. 10
- "Working Cross-Functionally to Improve Nuclear Parts Availability," ANS UWC, Amelia Island, FL, Aug 2016
- "Neither Fish nor Fowl" ScottMadden Energy Industry Update, Webcast with Energy Central, April 2016
- "Four Keys to Successful Strategic Planning in Public Power," ScottMadden.com, Dec 2015
- "Establishing Solar Tariffs in the New Reality of Distributed Generation," ScottMadden.com, Nov 2015

### *Recent Engagements*

- Led strategy development for a national nuclear industry association with 32 board members comprised of industry executives. Aligned board and management on strategic priorities, the associated keys to success, and plans for measurement and monitoring, gaining board approval on the new strategy
- Partnered with one of the largest nuclear operators in North America to develop a vision for the deployment of small modular reactors (SMRs) along with a framework for stakeholder engagement. Vision was approved by board of directors, and a new organization was established to advance this strategic priority
- Worked with a generation company with 16 GW of capacity to assess the current state of enterprise supply chain performance and identify gaps to leading practices, develop an integrated Roadmap to Excellence, and support implementation of improvements to deliver \$80M in savings over a four-year period
- Supported plant performance recovery effort for one of the world's largest nuclear fleet operators by improving engagement and performance through a gap assessment, alignment of leaders on key metrics, standardization of site communications, and development of visual journey for five-year Pursuit of Excellence
- Worked with the Chief Nuclear Officer and the leaders of maintenance, operations, work management, and engineering to plan, design, and implement a major improvement program across a 6,600 MW nuclear power generating fleet focused on completing more of the most important work in the plants through efficiency gains
- Served as an external industry expert on the strategic planning steering committee for an energy company with over \$40 billion in assets
- Co-conceived and drove major process improvement and reengineering efforts with the C-Suite of an \$11B integrated energy company to harvest labor cost savings of over \$200M. Served as primary strategic advisor and led establishment and operation of the PMO

- Advised the C-suite of a \$5B 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 over 10%
- Partnered with the C-suite and board of directors of a generation and transmission cooperative with almost \$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 chief nuclear officer 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 U.S. 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. Inventoried and assessed the effectiveness of current sustainability efforts and provided business case justification for recommended organization design