

### *Summary*

Jason Payton has experience in energy and corporate and shared services, including large-scale implementations, functional assessments, inventory optimization projects, reporting strategies, metric analysis, and business planning and forecasting. Industries include utilities, aerospace, and commercial distribution. Prior to joining ScottMadden, he worked as a national account executive for BlueLinx Corporation, a large building materials distributor and logistics company. In this role, he developed business solutions focused on growing revenue as well as finding supply chain efficiencies that led to increased productivity and reduced cost. Jason received an M.B.A., with a focus in finance and strategy, from the Goizueta School of Business at Emory University, and he also holds a B.S. from Morehouse College in psychology.

### *Areas of Specialization*

- Supply chain management
- Distribution and logistics
- Operations improvement and process redesign
- Financial analysis
- Shared services design and implementation

### *Recent Assignments*

#### **Shared Services (AP/HR)**

- Provided project management and functional support for a team tasked with transferring AP operations from its business sectors to its newly formed shared services facility on the Ariba platform
- Led benchmarking effort to validate the methodology and effectiveness of existing key performance indicators for AP, T&E, and payroll
- Developed a reporting strategy for accounts payable aimed at reducing report creation time and enabling managers to make data-driven decisions
- Supported business process design for a finance shared services center at a large aerospace and defense contractor
- Led AP process and procedure harmonization initiative across two ERP platforms and multiple business units
- Developed AP training materials and coordinated training logistics to support the implementation of Ariba
- Developed knowledgebase content created to support AP employees as a reference tool to serve its internal and external customers and structured the document repository
- Communicated process changes and coordinated team training logistics to all employees and management through a six-week change management effort
- Supported business process design for a finance shared services center at a large aerospace and defense contractor
- Led HR shared services implementation audit to validate progress, identify risks, and provide support for the design, build, and implementation (includes technology, knowledgebase, change management, and governance)

#### **Supply Chain**

- Supported an activity-based reorganization, driven by cost-reduction pressures, which reduced external contract spend and aligned work by function and strategic goals
- Led client teams in the development of consistent operating practices that reduced overall costs, improved workforce flexibility, and incorporated leading practices into the maintenance and operations functions
- Conducted a supply chain service delivery model assessment and developed a supporting business case that identified a conservative potential savings of \$37 million over five years
- Developed a strategic plan of high-value initiatives targeting efficiency gains and cost-saving opportunities for a large energy company's supply chain organization
- Developed a six-project, cost-saving plan targeting \$69 million in O&M supply chain savings (initiatives in progress)
- Supported savings identification and cost-benefit analysis targeting \$69 million in projected O&M savings
- Led an inventory-control initiative focused on constraining inventory growth and improving service levels which resulted in an average \$40 million reduction in annual spend and a 22% reduction in stockout rate
- Led a materials replenishment and inventory-control initiative focused on constraining inventory growth that resulted in \$41 million of avoided spend and \$5 million of avoided carrying costs

- Served as a lead advisor to a supply chain executive and provided counsel on operational performance and strategic initiative identification and execution
- Developed a sustainable, fully integrated, enterprise-wide strategic sourcing plan
- Developed a comprehensive strategic sourcing plan, trained team members to build category plans, and documented the savings validation and capture process for the category management function
- Led a design and development team that standardized data entry, centralized data storage, and used data visualizations to enable comprehensive, self-service views of investment recovery activities
- Conducted a detailed assessment of the materials management function at a vertically integrated utility, resulting in a recommended carrying cost savings of \$3 million and a suggested \$20 million inventory reduction
- Conducted a warehouse assessment and proposed three options to accommodate rapid expansion while controlling costs and improving warehouse design and operational efficiency
- Supported a supply chain reorganization focused on functional execution, clear accountabilities, and accurate performance measurement and reporting
- Conducted a detailed supply chain work activity assessment to support a new service delivery model
- Led a cross-functional supply chain assessment and developed a service delivery model plan based on leading practices, enabled by technology, and structured to maximize operational and strategic execution
- Led cross-functional initiative to implement a phased intelligent inventory model focused on comprehensive search capabilities, improved material visibility, and an improved user experience
- Led cross-functional initiative to implement an integrated intelligent inventory model (e.g., linking assets to inventory, employing machine learning to recommend parts, and enabling greater direct-access purchasing)
- Developed a sustainable, fully integrated, enterprise-wide strategic sourcing plan
- Conducted a detailed assessment of the materials management function at a vertically integrated utility
- Developed a cost-benefit analysis to support the evaluation of procure-to-pay solutions for a water utility
- Developed a preliminary business case supporting an inventory management solution for an integrated utility
- Developed a business pro forma to project costs, revenues, and net contribution dollars for an expansion into a new distribution model for midsize global importers selling to national brands
- Defined and developed a reporting process for a vertically integrated utility focused on measuring the union, contractor, and owner accountabilities
- Led a team through critical spare parts identification tool development and governance process buildout
- Developed summary financial and strategic needs analysis supporting a long-term funding request
- Led cross-functional team in material tracking software development and launch

### **Operations (Nuclear and Fossil)**

- Led a team through the review and redesign of the capital budgeting and approval processes at a large utility
- Supported a nuclear turnaround effort by implementing a phased approach that addressed known performance gaps, identified new performance gaps, and tracked and monitored corrective action closure
- Supported the reorganization and centralization of the design, systems, and programs engineering functions by defining and documenting workload transfers, reductions, and eliminations
- Served as lead advisor to the internal recovery team in evaluating and rating corrective actions for specific action closure and overall performance gap closure
- Led client teams in the development of consistent operating practices that reduced overall costs, improved workforce flexibility, and incorporated leading industry practices into the maintenance and operations functions
- Provided project management support to a large-scale project team in developing a multi-stage communications package highlighting the project history, plan, objectives, and milestones for an extended power uprate
- Led functional teams at an investor-owned utility through the development of a generation “playbook” for its coal-fired plants by preparing consistent operational and maintenance practices that would reduce overall costs, improve workforce flexibility, and incorporate leading industry practices

### **Other – Strategic Planning**

- Led a generation and transmission cooperative executive team through strategic plan development and early initiative design
- Responded to an RFP by a manufacturer launching new internationally sourced products in need of domestic storage, distribution, and back-office support; this included customer service, AP, and AR

- Measured the effectiveness of customer incentive programs by comparing revenue and gross margin performance to historical performance, resulting in effectively rewarding customers in achieving growth goals
- Analyzed competitor prices and developed a distributor pricing strategy in support of a new product launch

#### **Diversity, Equity, and Inclusion**

- Supported the development of a two-part external report focused on internal DEI programming and progress and external DEI initiatives targeting service area communities for a government agency
- Assessed DEI current state through maturity model development and application
- Led the development and buildout of DEI focus area tasked with internal and external communication, employee resource library, and ongoing cultural engagement series

#### **Operational Execution and Response (External Relations, Regulatory, Regional Relations)**

- Designed an external strategic execution model (i.e., three functional committees) focused on customer strategic direction, internal alignment, and external engagement
- Led a working team regulatory policymaking process development, executive socialization, and implementation
- Developed a strategic response scenario plan in preparation for an in-process FERC filing
- Supported FERC response management including data collection, issue analysis, internal meeting facilitation, and executive reporting