

Summary

Steve Sanders has more than 25 years of management consulting and financial planning experience in the global business environment. His areas of industry expertise include energy utilities and industrial gases. Prior to joining ScottMadden, he held a variety of marketing and financial analysis roles, including leading the investment analysis group for a \$1 billion industrial gas distribution business. Steve holds an M.B.A. from the Wharton School at the University of Pennsylvania, a B.S. in business administration from the University of Missouri, summa cum laude, and a B.A. in psychology from the University of Missouri, Phi Beta Kappa.

Areas of Specialization

- Supply Chain
- Strategic Assessment and Planning
- Organizational Redesign and Staffing
- Fossil Generation
- Energy Corporate Services

Recent Assignments

- Led a Caribbean utility's warehouse operations through a project to maximize its use of warehouse space to meet increased needs from operations. Analysis and resulting changes resulted in a 20% increase in available space sufficient to meet needs without warehouse expansion
- Redesigned the M&A function of a major southeastern power company. Documented processes, clarified accountabilities, and implemented approval stage gates. Standardized reporting requirements and model assumptions. Resulted in improved deal-response times and lower re-work levels
- Assessed the real estate function of a large professional services company. Reviewed lease space utilization, square footage reductions and organization functions and processes. Identified multimillion-dollar savings in specialty build-out spending through process and inventory management improvements
- Project managed a large midwestern utility through the process of designing and implementing a supply chain service center responsible for more than \$2 billion in annual spending. Developed processes, designed and implemented the organization and staffing for the service center, and selected and implemented the technology solution, including the development of the knowledgebase
- Worked with a large western utility to optimize its warehouse and logistics system to reduce costs and improve service. Cataloged warehouse capacity and current utilization and designed alternative strategies in cooperation with users to optimize warehouse utilization and transportation costs
- Designed and led a strategy review project for the board of a major hydropower nonprofit association. Designed and led interviews and a survey process to identify and prioritize member expectations for the association. Results led to significant strategic shift to enhance data analytics services to members.
- Led the PMO to integrate the energy storage activities and projects of a large midwestern utility. Developed project tracking and reporting processes to improve cross-functional communication and coordination. Results used by senior management to set direction and focus resources on the most promising projects
- Collaborated with a large midwestern cooperative to revise its business strategy. Interviewed board members and synthesized findings to establish strategic imperatives for the plan to address. Facilitated senior management sessions to design responses to the strategic imperatives
- Led the process to review and revise the business strategy of a midsize midwestern utility. Designed a highly interactive and participative process to engage all leadership levels in the analysis and decision-making, resulting in strong buy-in to the final strategy. Results adopted by CEO and senior leadership
- Project managed creation of a generation "playbook" for a major southeastern utility. Worked with client teams to process map key activities in operations, safety, maintenance, and engineering. Developed a novel web-based solution for communicating and training personnel on the processes
- Led a large investor-owned utility through a risk-mapping process for its fossil generation assets. Identified key risks, developed mitigation plans, and implemented a scorecard and tracking process for key action items
- Assisted a large northeastern public utility in assessing and improving its risk management processes. Developed root-cause analysis for two recent incidents. Developed and implemented process improvements, clarifying responsibilities and improving timeliness and clarity of decision-making