

Summary

Stuart Pearman is a partner with ScottMadden and leads the firm's energy practice. As a management consultant for 23 years and a partner for 17, he has performed about 200 projects for more than 60 clients. Stuart has expertise in energy utilities, related businesses, and several other industries. He is also a seasoned practitioner, with experience in both line and staff management roles. Stuart earned a B.A. in psychology from Williams College and an M.B.A. from the University of North Carolina Kenan-Flagler Business School, where he won the Best Industry Analysis Award and graduated at the top of his class. In addition to his full-time work at ScottMadden, Stuart is Professor of the Practice at Kenan-Flagler, teaching consulting and leadership.

Areas of Specialization

- Strategic and business planning
- Change management
- Organizational transformation
- Management model/playbook
- Process improvement

Recent Articles and Speeches

- "Strategic Implications of Declining Growth in Energy Consumption: As Yogi Berra Might Say..." EEI Strategic Issues Roundtable. April 2017
- "Strategic Issues and Megatrends." EEI Board of Directors Meeting (50 CEOs). January 2011

Recent Assignments

- Developed enterprise strategy for a utility holding company with multiple operating companies across multiple states. Developed scenarios to test the plan. Stock increased in value by 50% in four years
- Developed enterprise strategy for a multi-state Midwest vertically integrated utility to address customer value and earnings growth trajectory. Developed vision, strategy, focus areas, and actionable initiatives to implement the strategy. Focus areas included clean and distributed energy, smarter energy infrastructure, growth accelerators, and regulatory strategy. Strategy was termed the best the board had ever seen
- Developed a strategic plan for a midsize gas delivery company, focusing on both growth and core business. Client posted six years of record earnings and made an acquisition that was sold for twice the purchase price
- Organized and supported the execution of a multi-year initiative to standardize the policies, processes, and procedures, develop tiered metrics, and implement gap-based business planning across the enterprise for a vertically integrated utility of 7,000 employees
- Performed three AMI benefits achievement "deep dives" for the largest municipal utility in the United States. Each deep dive resulted in a benefits achievement plan that was analytically rigorous, granular in detail, and embraced and owned by distribution line managers. Prior business cases performed by other consultants had been disowned by line management
- Developed vision, strategy, new organization structure, tiered metrics and targets, and business plan initiatives for T&D in a top-20 utility. Developed asset management strategy and implementing mechanisms
- Assisted a utility with entry into the CAISO energy imbalance market. Developed the master process model, acknowledged by CAISO and other market participants as the "gold standard," and assisted in developing detailed processes and performing change management across all the organizations involved. Work was cited by the client as a success factor in achieving double the expected benefits during the first quarter of operation
- Developed continuous improvement function at a very large hybrid utility. Designed opportunity assessment method to assess the work, the resources consumed, and the improvement opportunities. Designed Lean-based process improvement method and toolkit. Pilot identified \$20 million in sustained annual savings
- Integrated the fossil fleets of two very large, deregulated fleets combined as a result of one of the most important mergers of the decade. Method was benchmarked internally and identified as a best practice
- Developed shared services organizational and operating model for IT, HR, supply chain, finance and accounting, environmental, legal, communications, regulatory, and other functions
- Organized product pipeline to grow commercial business of leading U.S. nonprofit research institute. Assessed a technology to manage radiation exposure after a nuclear incident and created a plan to commercialize it in the United States and Canada. Product is generating millions of dollars in revenue
- Developed a strategic plan for a leading green electric retailer to grow their business by entering new markets and expanding their renewable profile
- Developed the accountability model for the transmission and distribution business unit of a midsize, vertically integrated utility. Defined accountability framework for nine major functions and 50 sub-functions