

Summary

Subba Nishtala returned to ScottMadden in 2019 as a director, having previously worked for the firm for three years from 2006 until 2009. He has more than 25 years of experience, having worked in several mission-critical roles and business transformations at Arizona Public Service (APS) and Progress Energy (now Duke Energy). At APS, after initially serving as director of strategic procurement, his roles included the director for strategic initiatives on wholesale markets, director for fuels procurement and business support on the energy trading floor, interim CIO, and director for IT resource planning and strategy. Subba earned an M.B.A. from the University of North Carolina at Chapel Hill and an M.S. in civil engineering from North Carolina State University.

Areas of Specialization

- Supply Chain
- Finance and Accounting
- Energy Corporate Services
- Regulatory Policy
- Information Technology

Recent Assignments

- Assessed all functions within finance, including accounts payable (AP), for an \$8 billion North American manufacturing company operating in four countries. Used a work activity assessment survey and voice of the customer survey to develop a multi-year road map for a finance shared services organization. Implemented an AP system to automate processes to manage 450,000 annual invoice volume
- For a \$6 billion midwestern company, assessed their supply chain organization, leading to the development of a transformation plan that included tiered service delivery for procurement functions and the deployment of advanced capabilities such as strategic procurement and large capital procurement
- For a global retail automotive company, assessed end-to-end global business processes in procurement, finance, and HR to develop a go-forward strategy and a road map for advancing a global shared services organization
- Improved the management and governance of the telecommunications function of a multistate electric utility. Used a service delivery model to assess current processes and to design future state organizational roles and governance framework. Recommended an operating model to clarify IT and operations roles, coordinate standards and engineering practices, and collaborate on operational technology projects
- Facilitated and led planning workshops for technology services provider and internal operations customers for a multistate company to improve working relationship, collaboration, and priority setting
- Led multiple internal teams working on the development of extended day-ahead market in CAISO. Responsible for balancing the financial opportunity of market design with long-term corporate and regulatory strategy. Coordinated energy market design efforts for steering committee and teams from 12 western utilities and CAISO
- Directed a newly formed, 17-member team responsible for procurement strategy and management of \$500 million in annual spend in coal and natural gas contracts. Strategically renegotiated/repositioned coal and gas contracts to account for potential growth and to include exit clauses and price caps
- Served as CIO's second-in-command during an IT transformation. Led IT business planning, resource strategy, and project execution and managed enterprise IT capital project portfolio management, the PMO, and annual spend of \$75 million spread across 200 projects per year. Led a mix of 54 employees and 150 contractors and reversed a troubled history of late project delivery, scope overrun, and exceeded budgets by changing resources strategy and planning approaches. Drove a 65% improvement in timeliness and budget adherence
- Directed a strategic procurement transformation for \$800 million in annual spend (construction and maintenance, professional services, IT services and equipment, power generation, transmission and distribution, corporate spend). Delivered \$35 million in annual recurring savings against a target of \$25 million. Eliminated sole source agreements, selected strategic suppliers, and generated 4% to 8% savings on nearly every contract
- Led a multi-year PMO in a company-wide sustainable cost management initiative with the goal of equalizing the cost of doing business with revenue growth. Coordinated efforts of 50 leaders, successfully gaining consensus, overcoming resistance, and providing strong leadership without direct organizational authority