

## *Summary*

Greg Van Volkenburg first joined ScottMadden in 2017 as a summer associate and again in 2018 as a full-time consultant, after receiving an M.B.A., with concentrations in strategic management and finance, from Georgia Tech's Scheller College of Business. Greg's project experience with both energy and shared services clients has included implementing advanced metering infrastructure, developing next generation training programs for utility workers, and conducting due diligence for potential acquisition targets. In addition to his project work, he currently serves on the leadership teams for the firm's strategy & services and transmission & distribution communities of practice. Prior to ScottMadden, he was a project manager and business development lead for two civil engineering firms in Texas with various energy clients. Greg earned a B.S. in geological engineering from the University of Mississippi and holds an active professional engineering license in the state of Texas.

## *Areas of Specialization*

- Strategic Assessment and Planning
- Project Management and Change Management
- Strategy Implementation
- NXT GEN Training
- M&A Due Diligence and Integration
- Enterprise-wide Cost Reduction
- User Experience (UX)

## *Recent Assignments*

- Supported due diligence activities for a midwestern utility's potential acquisition of a generation company, calculated cost projections for corporate functions, and identified integration risks and opportunities to include in bank's financial modeling
- Directed an organizational design and staffing initiative at a generation and transmission company to analyze workload across 10 functions, performed organizational benchmarking with industry peers, and provided recommendations on executive team structure to CEO to align with latest strategic plan
- Designed a service catalog for a large southeastern utility's engineering, construction, and procurement division with input from key stakeholders to create clarity on offerings for customers, eliminate re-work, and increase revenue
- Analyzed the meter-to-cash process at a water utility and identified gaps to best practice; created a multi-year strategic road map with recommended initiatives to eliminate non-revenue water risk and presented the road map to CEO and executive team
- Conducted media content sessions with a southeastern utility to capture footage of actual employees using high-risk tools and developed interactive, next-gen training modules to improve safety and reduce incidents
- Facilitated process design workshops and drafted future state end-to-end policies, processes, and procedures for a client's supply chain functions, including procurement, planning and forecasting, materials management, and accounts payable
- Managed change management plan and communications for an electric utility's multi-year procurement shared services delivery model implementation; created business unit toolkits, drip communications, and marketing video to create awareness of the new tiered service delivery model
- Supported CEO and executive team of a large investor-owned utility with governance restructuring plans and provided recommendations to regionalize customer-facing functions to improve accountability after emerging from bankruptcy
- Developed labor strategy and business case to determine feasibility of automating and centralizing a large investor-owned utility's bankruptcy-handling function across its operating companies and analyzed financial data to determine performance in debt reduction
- Directed work stream to execute a programmatic approach to supplier quality at an electric utility client, designing supplier segmentation tool, developing internal standards and procedures, and managing supplier data to improve quality and reduce risk
- Created and administered a pilot program to implement Lean principles and improve the process flow at client's supply chain material distribution center and developed a "train-the-trainer" playbook for Lean transformation to extend improvements across client's organization
- Led interactive sessions with an electric utility client and calculated current state vs. future state work volume for an advanced metering infrastructure implementation, recognizing a change of eight FTEs and approximately \$1 million in savings