

## Summary

Munish Duggal joined ScottMadden in 2022. Before joining the firm, he was with Northstar Solutions, a utility (power, gas, and water) software company providing comprehensive billing, customer engagement, and workforce management applications. Munish led the customer support and professional services organizations, working with more than 200 utilities and municipalities throughout North America and the Caribbean. Munish worked with Direct Energy, a North American gas and power energy retailer, where he held roles in finance, energy forecasting, and operations. He has also consulted in various industries, focusing on strategic and cost-improvement initiatives. Munish earned an M.B.A. from the Michael D. Groote School of Business at McMaster University, a post-graduate diploma in accounting from Wilfrid Laurier University, and a B.A. from the University of Western Ontario, where he specialized in finance and economics.

## Areas of Specialization

- Finance and Accounting
- Multifunction Shared Services
- Program and Project Management
- Enterprise-wide Cost Reductions
- Change Management Strategy and Planning
- Technology Selection and Implementation
- Strategy Implementation

## Recent Assignments

- Completed a current state and opportunities assessment of a project finance organization for a global consulting organization. The assessment concluded with recommendations to improve project delivery resourcing, technology enhancements, and expansion of their learning and change management teams
- Conducted an assessment of a global consulting organization's billing and collections team, focusing on reducing invoice rejections and improving cash collections
- Program managed implementation of UKG's Dimensions timekeeping system and advanced scheduling for a multinational food and beverage organization. System implementation impacted 21,000 users in three countries at more than 120 locations
- Researched, evaluated, and implemented a customer management system to effectively manage and report on customer support activities. Redesigned support team and processes to better manage customer request resolution timeliness; improved average resolution timeline from nine days to three days within the first three months
- Led the transition of a business unit's standalone customer operations group to a centralized North American operations center. Transitioned functions included contract administration, billing, collections, customer retention, and energy demand forecasting
- Created a business transformation strategy for an energy business unit, which reduced operating expenses by 30% while stabilizing the business to deliver revenue growth, improve unit margins, increase renewal rates and monthly sales levels
- Led the business unit's evaluation and selection of a customer management and billing system. The selected solution was an outsourced provider. Responsible for managing the vendor and its delivery of the new solution
- Led initiative to improve operations vendor performance. Implemented operational reviews, introduced metric measurement and monitoring, and enhanced training initiatives. Results included improved key customer care quality and interaction metrics by 30% and net promoter score increased by 27%. The vendor was subsequently awarded additional activities and functions
- Served as a key member of a global initiative team that evaluated and selected outsourcing vendor partners for operations and finance functions. Vendor locations included India, South Africa, and Ireland
- Led the implementation of a power load forecasting system, which improved forecasting accuracy by 8%, reduced processing cycle time by 50%, and improved reporting and analysis
- Redesigned quarterly and annual financial margin forecasting models, processes, and data feeds to improve accuracy and time
- Participated in selecting an outsourcing vendor to manage the entire customer lifecycle for an energy business unit. Led the selection process and negotiations for the enrolment, billing, and market transaction services. New vendor contract reduced cost while improving performance, quality monitoring, and reporting
- Worked with a power utility to redesign their finance, procurement, and capital projects processes as part of an amalgamation of five local utilities