

## Summary

Dan Kohut joined ScottMadden in 2007 and has more than 25 years of client service and industry experience. During his time with the firm, Dan has specialized in the energy industry and has developed an expertise in strategic planning, business planning, business process and organization design, and operations improvement. He has led numerous engagements throughout his career, including those involving investor-owned and state-owned utility operations in the United States, Australia, and Europe. In addition, Dan has significant U.S. and international experience in the analysis, planning, and execution of strategic-growth-related initiatives, including mergers, acquisitions, divestitures, joint ventures, and operations improvement in multiple industries. Dan received an M.B.A. from Texas Christian University, a masters of engineering from the University of Florida, and a B.S. in aerospace engineering from the University of Texas.

## Areas of Specialization

- M&A Due Diligence and Integration
- Strategy Implementation
- Performance Benchmarking and Surveys
- Cost Reduction
- Organizational Redesign and Staffing
- Corporate Function Assessment and Planning

## Recent Articles and Speeches

- "Navigating a Global Merger – Six Important Steps to Help Overcome Challenges." White Paper. D. Kohut, J. Steiner, B. Talbot. May 2006
- "Embracing the Changing Workforce: Seven Tips to Sustain a Successful Strategy." *Electric Light and Power*. D. Kohut, S. Pearman, and S. Manning. March 2009

## Recent Assignments

- Led a diverse group of local power companies, large federal customers, and customer associations to collaboratively explore emerging issues and uncertainties that have the potential to significantly impact the future energy marketplace and the associated opportunities to deliver future value
- Assisted in the development, design, and implementation of a comprehensive (i.e., resource planning to sales delivery and execution) distributed energy resources business model for a large public utility
- Led a risk assessment and mitigation planning engagement for a large investor-owned utility's engineering and construction services organization
- Developed a work planning and management process and protocols for the nuclear licensing organization within a large public utility
- Led the reorganization of a large public utility with the goal of achieving \$500 million in O&M cost reductions
- Redesigned the business model for the engineering, environmental, and support services organization of a large public utility
- Led the management model assessment for the IT organization of a large investor-owned utility
- Led the development of a five-year, gap-based business plan for the IT organization of a large public utility. Benchmarked key metrics and led planning teams to create initiatives to achieve top-quartile performance
- Developed the strategic plan for the finance organization at a large investor-owned utility which included strategic initiative implementation plans, performance measures, and an integrated, annual strategic and business planning process
- Assisted in the organizational assessment and redesign of the power supply organization for a large publicly owned utility. Functions assessed included generation, transmission, EH&S, engineering, project management, business development, asset management, project development and licensing, and security
- Developed and implemented the workforce strategy and implementation road map to address the changing workforce at a large investor-owned utility that included strategic initiatives in safety, training, leadership development, and community stewardship
- Assisted executive management, on six separate engagements, in the integration planning, synergy capture, and execution for the merger of two investor-owned utilities, including regulatory data request support
- Managed the scoping and evaluation of a potential distribution network operations joint venture and developed pro-forma financial models
- Screened potential merger and/or acquisition candidates for a large investor-owned utility and managed three separate electric and gas utility projects to evaluate merger-related synergies