

### *Summary*

Andy Flores has more than two decades of experience in consulting, private industry, and government roles. Andy specializes in supply chain management, shared services implementation, operations improvement and process redesign, and capital project and program management. Prior to joining ScottMadden in 2005, Andy held a variety of progressive supply chain leadership positions at McMaster-Carr Supply Company, a multibillion-dollar industrial supply company. Additionally, Andy served as an infantry and intelligence officer in the United States Marine Corps. Andy graduated Phi Beta Kappa with a B.A. from the University of North Carolina and received an M.B.A. from Goizueta Business School at Emory University.

### *Areas of Specialization*

- Supply chain management
- Shared services implementation
- Operations improvement and process redesign
- Strategic and business planning
- Capital project and program management
- Cost reduction analysis and implementation

### *Recent Articles and Speeches*

- "Utility Supply Chain Fundamentals." EUCI Course Instructor. 2019
- "Shared Services Implementation Fundamentals." AP&P2P Exchange Conference. 2016
- "Industry Leading Performance: How Do You and Your Suppliers Measure Up." Platts Strategic Supply Chain Management Conference. 2015
- "Essential Strategic Levers of High-Performing Utility Supply Chains." Platts Strategic Supply Chain Management Conference. 2014
- "Procure-to-Pay Strategy: It's Not Just About the Transaction." 2013

### *Recent Assignments*

- Implemented a tiered service delivery model for a large investor-owned utility's supply chain function; support included policy/process design, organization design and staffing, technology selection/adoption, and transition planning and execution to the new model
- Evaluated an international food manufacturer's end-to-end procure-to-pay process, identified improvement/savings opportunities, created business case, and led team in transforming its existing decentralized functional approach to an integrated, customer-centric service delivery model
- Created comprehensive change management plan and led execution for a large, investor-owned utility's supply chain organizational transformation
- Led the assessment of an investor-owned Canadian utility's materials planning processes and designed an integrated demand planning approach that improved forecast reliability for critical materials and increased overall materials availability service levels
- Led a strategic and business planning initiative at a large G&T utility, working directly with the executive leadership team and board of directors
- Performed procure-to-pay leading practices assessment, identified an estimated \$10.2 million in recurring annual savings, and created a plan to address areas of improvement and achieve estimated savings at an investor-owned Canadian utility
- Assisted a large industrial company's sourcing team to analyze spend, evaluate market/supplier dynamics, and develop sourcing strategy plans for 15 categories which accounted for approximately \$150 million in managed spend and represented approximately 5% in identified savings
- Spearheaded the development of a product and services catalog and service level agreements for multifunction shared services organization (finance, HR, IT, and supply chain functions)
- Led project team in creating a user-friendly online playbook to drive consistent execution and effectively organize maintenance, operations, HR, safety, engineering, design, and construction documentation for long-term knowledge transfer for one of the largest generation utilities in the United States
- Facilitated all fossil power plant leadership teams across an investor-owned utility in identifying, defining, and evaluating key plant risks; assisted in the development of mitigation plans to address high-impact risks
- Evaluated capital construction programs at a vertically integrated, investor-owned utility. Developed leading practice gap analysis for key program management activities, including governance, planning and prioritization, program controls, and supply chain management