

Summary

Marty Jacobsen is a partner with ScottMadden and has more than 25 years of management consulting experience. Marty possesses expertise across a broad range of industries, including electric (transmission, distribution, customer care, and generation), gas and water utilities, as well as project development and start-up enterprises. He has experience in re-engineering, transformation, project/program management/governance structures, innovative sourcing, agile practices, and executing key strategic initiatives. Marty leads with a focus on collaboration, team building, speed to results, and hands-on implementation. Marty has a B.S. in mechanical engineering from Cornell University and an M.B.A. from the Booth School of Business at the University of Chicago.

Areas of Specialization

- Strategic and business planning
- Mergers and acquisitions
- Supply chain
- Cost reduction/synergy realization
- Process improvement
- Change management
- Project management

Recent Assignments

- Implemented a competitive bidding competency for a large transmission utility. Engagement included new bidding processes, identification/selection of competency and equity partners, and adoption of “mock” bidding to accelerate change management and alignment across all stakeholder groups
- Worked with an 11-investor consortium to plan, permit, design, source, construct, and energize a \$2 billion, 700-mile, 345kV electric transmission line in Minnesota, North Dakota, South Dakota, and Wisconsin. Co-developed sourcing strategies across all third-party spend categories: conductor, insulators, OPGW, monopoles, engineering, and construction services resulting in \$100 million in savings through volume leverage, data-driven negotiations, and dispute management
- Led the design, implementation, and operation of a PMO for a portfolio of capital projects. Service bundles included risk management, scope/schedule/cost standardization, insource/outsource strategy, project cost controls, training, executive/BOD reporting, and ad hoc consulting
- Co-architected a new capital lifecycle process transformation for a mining and energy company. Engagement included co-designing a capital project lifecycle management process, integration of supply chain competencies, development of gated process governance, and pilot/rollout coaching
- Led a client through a SAP business case refinement exercise to identify and secure real (vs. target) cost savings
- Re-energized a strategic sourcing program, including introducing non-water best practices and adoption of a new cross-departmental PMO for a water company. Prepared the client for a competitive municipal water acquisition marketplace
- Planned and implemented a construction unit-price transformation for a large gas distribution utility. Audited cost deduction averaged 16% across all capital segments (i.e., mains and services)
- Implemented a new process for receiving and delivering community solar applications from developers serving the Minnesota market. Engagement included a PMO to manage the process, prepare external communications to manage public reaction, and align various stakeholder groups to remove pinch points
- Restructured a utility's new business construction function by clearly redefining goals and future vision, streamlining the hookup process, enabling new technologies, and improving contribution in aid of construction collections through micro-segmentation of leakage occurrences. Improvements yielded a 50% cycle time reduction, \$4 million in cost savings, and 12 points in customer satisfaction
- Led an engagement to rethink the process for credit and collections for an inner-city gas utility. Through advanced data analytics, the consulting team was able to identify the critical drivers of poor collection performance and establish a playbook for leakage prevention going forward. Client saw collection rates improve 35% to 50% across categories