

Summary

Ian Falk joined ScottMadden in 2003, following graduation from the University of North Carolina Kenan-Flagler Business School. In his 15 years with ScottMadden, he has primarily worked on electric utility projects with a specific focus in the areas of business planning, mergers and acquisitions, strategy development, benchmarking, performance management, and organization design. Prior to receiving an M.B.A., Ian worked in process and quality management for the bacterial vaccine development group at Wyeth. During business school, he worked as a brand management intern at Procter & Gamble. Earlier in his career, he worked as a supervisor in the clinical development group of aaiPharma, a pharmaceutical development company. Ian earned a B.A. in biology from Washington and Lee University.

Areas of Specialization

- Business and strategic planning
- Organization design and restructuring
- Performance management and benchmarking
- Project and change management
- Sustainability strategy and planning
- Mergers and acquisitions

Recent Assignments

- Led the effort for a large public utility to restructure their customer engagement approach and implement strategies to support improved relationships with the utility's highest revenue customers. Additionally, we supported the development of a new cross-functional, regional planning process within the customer group
- Supported the communications and change management efforts at a large public utility to strategically manage the sharing of timelines regarding end of life for multiple generating units in their fleet
- Created a clean energy plan for a northeastern utility, highlighting carbon reduction to date and outlining targets, commitments, and a specific plan to reach statutory goals
- Managed the development of a grid modernization strategy for a northeastern utility
- Assisted a northeastern utility in managing through a utility commission investigation into their transmission planning practices
- Led the strategic planning efforts for multiple cooperative and municipal utilities
- Managed a team in developing the updated structure and go-to-market strategy for a large southeastern IOU's renewables group
- Established a new accountability model at a large public utility and led the organization through defining roles and responsibilities for each of the 150+ functions identified across the business
- Assisted in creating and managing a process to save more than \$500 million in operating expenses from a large public utility through both staffing- and non-staffing-related initiatives
- Led the project management office for the merger integration for two large, integrated merchant utilities by assisting the client in the establishment of the integration timeline, development of the corresponding process, and creation of the required templates. Additionally, supported the design and implementation of a new central management group for three separate regulated delivery utilities (created as a result of the merger)
- Introduced a center-led functional model for a North American nuclear fleet by creating and delivering training, developing all the necessary guiding documents, and assisting the functional leads with initial evaluation and improvement plans
- Developed a management model for a strategic transmission organization in a large integrated utility and established a cross-company transmission committee of executives for decision-making
- Helped perform an audit of a regulatory filing for an electric utility to its state commission. Reviewed and verified the numbers in the company's overall cost-of-service model and performed the task of writing and editing the testimony for specific company employees
- Assisted a nuclear fleet operator in implementing a new management model, including gap-based business planning tied to benchmarked metrics, a standardized organization structure, and a well-defined functional accountability structure
- Performed an analysis and provided recommendations for a nuclear fleet to address the new, industry-wide fatigue management regulations through staffing changes
- Worked with client to optimize staffing levels based on benchmarking and workload and created a corresponding standard organization for all sites across a fleet of nuclear facilities