

Summary

Justin Stevens has more than a decade of consulting experience with a track record of delivering successful client outcomes across a broad range of engagement types. He leads ScottMadden's strategy and services community of practice, with a focus on strategy and business planning, M&A analysis and integration, data analytics, benchmarking and performance management, and sustainability. Justin has led or supported numerous engagements in these areas for a diverse set of energy clients, including regulated electric and gas utilities, competitive energy suppliers, and regional transmission organizations (RTOs). Prior to joining ScottMadden, Justin developed expertise in government policy and the legislative process, while working at a public affairs consulting firm, specializing in government relations and strategic communications. Justin holds a B.A. in English and journalism from Wake Forest University and an M.B.A. from the Darden School of Business at the University of Virginia.

Areas of Specialization

- Mergers and acquisitions
- Strategic and business planning
- Performance management
- Performance assessment and benchmarking
- Organization design and restructuring
- Data analytics
- Grid modernization
- Sustainability

Recent Assignments

- Advised the integration office of a Fortune 100 energy company on the post-close integration of a newly acquired multi-jurisdiction electric and gas utility. Stood up processes for tracking and reporting on implementation plans, synergies and costs-to-achieve, and compliance with merger commitments
- Led a three-year transformation of the corporate and shared services functions of a major U.S. utility company. Designed and implemented new processes for performance management and business planning and facilitated reviews with executive leadership from the company and each of its business units. Efforts resulted in immediate identification of more than \$160 million in annual savings. Over the long term, new processes will help to establish a continuous improvement culture with a focus on best-in-class performance
- Evaluated a wholesale energy trading business in conjunction with a company-wide cost savings program. Worked with leadership to identify opportunities and make recommendations for improvement based on workload analysis, continuous improvement initiatives, and span of control rationalization
- Led an organization assessment for a group selling distributed energy products, including energy efficiency, solar, CHP, fuel cells, and CNG, to retail C&I customers. Evaluated existing organization and profitability of various business lines and made recommendations for a new structure that aligned with the business strategy of scalable growth and flexibility to bring new products to market, while also exiting declining business lines
- Assisted a retail energy company on the establishment of a steering committee and project organization to oversee and execute multiple ongoing integrations of recent and future acquisitions. Provided a framework and process for managing each integration and a standard format for reporting on results
- Managed a team in support of the largest new-member entry ever for an RTO. Developed an integrated project plan for the entire organization, identified and resolved issues and risks, created a database of integrating customer assets, and tracked and reported all of the above. Oversaw external communications with integrating transmission owners, local balancing authorities, and market participants and developed numerous outreach materials explaining key RTO processes, including regional transmission planning, generator interconnection, transmission service, and energy and capacity markets
- Developed a natural gas strategy for the generation development group of a large power producer. Evaluated market trends, screened specific regions and opportunities, and developed an action plan for implementing the company strategy
- Led an organizational review of the finance function of a top energy company. Committed to more than \$35 million in annual savings by identifying opportunities for outsourcing, automation, reorganization, and incremental process improvements across the enterprise
- Led a turnaround effort to remove a dual-unit nuclear power plant from an industry watch list by implementing a three-phased approach of fixing known performance gaps, identifying new performance gaps, and tracking and monitoring corrective actions to closure. Successfully removed the plant from special focus, saving the parent company more than \$10 million in added insurance costs