

APPLICATION CHECKLIST

Use this checklist as a tool to ensure that you have all of the components of the application package. Please note, this checklist is for your use only and does not need to be included in the package.

		Application
		Transmittal Letter
		\$100 Application Fee
		Tax Liability Statement
		Letters of Support (If Applicable)
		Other Appendices (If Applicable)

When the package is completed, send an electronic version to Ms. Karlene Fine at kfine@nd.gov, and 2 hard copies by mail to:

Karlene Fine, Executive Director
North Dakota Industrial Commission
State Capitol – 14th Floor
600 East Boulevard Ave Dept 405
Bismarck, ND 58505-0840

For more information on the application process please visit:
<http://www.nd.gov/ndic/renew/info/submit-grant-app.pdf>

Questions can be addressed to Jonathan Russo at (701) 328-5347.



Renewable Energy Program

North Dakota Industrial Commission

Application

Project Title: Project Phoenix

Applicant: Jointly by Incho Consulting Group and Newlight Technologies

Principal Investigator: Jeff Elliott, Incho Consulting Group and Evan Creelman, Newlight Technologies, Inc.

Date of Application: May 10, 2020

Amount of Request: \$196,250

Total Amount of Proposed Project: \$392,500

Duration of Project: 5 Months

Point of Contact (POC): Jeff Elliott

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POC Address: 1635 W. Belmont, Ste. Suite 703, Chicago, IL 60657

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ABSTRACT

Background

This application from Incoho Consulting Group (“Incoho”) and Newlight Technologies, Inc. (“Newlight”) is for partial funding of the first phase of a four-phase project that is designed to **assess the viability of locating a production plant(s) in North Dakota utilizing Newlight’s proprietary technology**. This plant will utilize the State’s abundant renewable electricity (e.g., wind and every growing nascent solar energy), methane or CO₂ as a feedstock supporting flare reduction, and leverage a new, proprietary technology to produce a viable alternative to single-use plastics.

Single-use plastics made from petroleum are not bio-degradable. They are the cause of massive environmental problems that are forcing many governments to implement or consider restrictions. However, most experts forecast large increases in plastic demand due to the low-cost to produce and the high costs of making materials that have the same performance characteristics.

At the same time, North Dakota is seeking to attract industries that productively utilize its vast energy resources and create a path to reduce gas waste (flaring, venting, etc.).

This application from Incoho and Newlight, seeks funding in order to assess potential locations for one or more plants that will manufacture Newlight’s proprietary, patented, bio-degradable plastic alternative (called AirCarbon™). If successful, it can both help address the impact of single-use plastics on the environment while helping the state achieve its goals around productively utilizing the state energy resources while at the same time helping to reduce gas waste.

This proposal will not attempt validation of Newlight’s proven technology which is already providing product to Target and to Shake Shack in the form of AirCarbon™ cutlery and straws.

Newlight’s Restore foodware now commercially available from retailer Target

Manufactured in Southern California, AirCarbon straws and cutlery are dishwasher safe for reuse, never get soggy in hot or cold condition and contain no plastic



Rather, the project will assess and evaluate plant locations that optimize North Dakota resources based on their availability, sustainability, economic viability, and likelihood of meeting the State’s strategic goals as well as to expand Newlight’s production to meet existing and future demand.

With encouragement from the State, Incoho believe this project fits the Renewable Energy Program goals:

- Promotes efficient, economic and environmentally sound development and use of North Dakota’s vast renewable energy resources by:
 - Creating environmentally-friendly jobs linked to the production and utilization renewable energy resources in the plant and in the upstream and potentially downstream industries;

- Promoting economic stability and growth in the renewable energy industry by increased renewable energy demand and by diversifying the market for the State’s vast gas and CO2 feedstocks;
- Promoting public awareness of the benefits and opportunities provided by the State’s renewable energy industries by executing on the project and promoting this new industry.
- Encourages environmentally sound development of North Dakota’s energy resources by productively using gas that would otherwise be flared, burned or used for oil recovery.
- Promotes the use of new technologies and ideas that will have a positive economic and environmental impact on renewable energy development and production in North Dakota by introducing a nascent industry at the forefront of the effort to reduce the world’s dependence on single-use plastics.
- Adds wealth for landowners and agriculture producers to build and maintain a robust rural economy by again increasing demand for renewable energy and gas feedstocks and therefore promoting the value of the region.
- Develops baseline information that will lead to other projects, processes, ideas, and activities by locating a new industry that will spin off secondary and tertiary businesses as it develops.

PROJECT DESCRIPTION

The long-term objective of the project is to increase the demand for State’s renewable energy and plentiful methane gas or CO2 through the production of a natural, biodegradable material that is a viable alternative to single-use plastic – AirCarbon. This is a clear goal of the North Dakota government and this program. Achievement of that long-term goal requires the execution of a set of near-term project phases. The first phase (of which the applicants are seeking partial funding) will focus on assessing possible locations for the first 50-million pound AirCarbon plant.

The assessment will address availability, accessibility, longevity/duration, and costs associated with renewable energy, gas/CO2 feedstocks, water, and transportation facilities for each potential location.

Single-Use Plastics and Newlight’s AirCarbon

An estimated 17.6 billion pounds of plastic enter the marine environment every year, resulting in government bans and restrictions on using single-use plastics around the globe. While there have been significant efforts to replace single-use plastics with other biodegradable materials, implementation has been slow due to the lower cost structure and performance characteristics of traditional, petroleum-based plastics.

After 17 years in development, Newlight Technologies has developed an innovative and game-changing technology that overcomes those barriers. Founded in 2003, Newlight

(www.newlight.com) is a biotechnology company in Huntington Beach, CA dedicated to producing materials that help improve life. Newlight has patented, developed and begun commercializing AirCarbon: a natural, regenerative, carbon-negative material that utilizes methane or CO₂ gas (instead of petroleum).

AirCarbon is produced by ocean-based micro-organisms that consume carbon in the form of methane or CO₂. AirCarbon decomposes more quickly because microorganisms in the environment recognize it as a natural food source. It easily melts for forming products (at 350°) and is durable in hot and cold (dishwasher-safe). AirCarbon is an effective, natural material that can compete with. In September, 2019 Newlight launched the first 1-million pound production plant in Southern California that has proven AirCarbon's production at scale. Output from that plant is already being used Newlight's 2 new branded product lines:

- Restore (www.restorefoodware.com) markets and sells cutlery and straws made from AirCarbon;
- Covalent (www.covalentfashion.com) markets and sells wallets, handbags, and other consumer goods usually made from leather but instead made of AirCarbon.

Newlight's California Headquarters & Plant Location and Restore's New Product Line



AirCarbon and Newlight have been granted several awards and certifications, including:

- “Biomaterial of the Year” by the Nova Institute (2013)
- “Innovation of the Year” by Popular Science (2014)
- “Technology Pioneer” by the World Economic Forum (2014)
- “Leadership Award” by Energy Vision (2015)
- “Presidential Green Chemistry Challenge Award” by the U.S. Environmental Protection Agency (2016)
- FDA approved for food contact
- Certified Carbon-negative by the Carbon Trust (2020) – for every 1 kg of AirCarbon produced, 87.76 kg of CO₂e is sequestered (PAS2050:2011)
- Certified as “Ocean Degradable” by California State University’s Chico Research Foundation as measured by ASTM D6691.

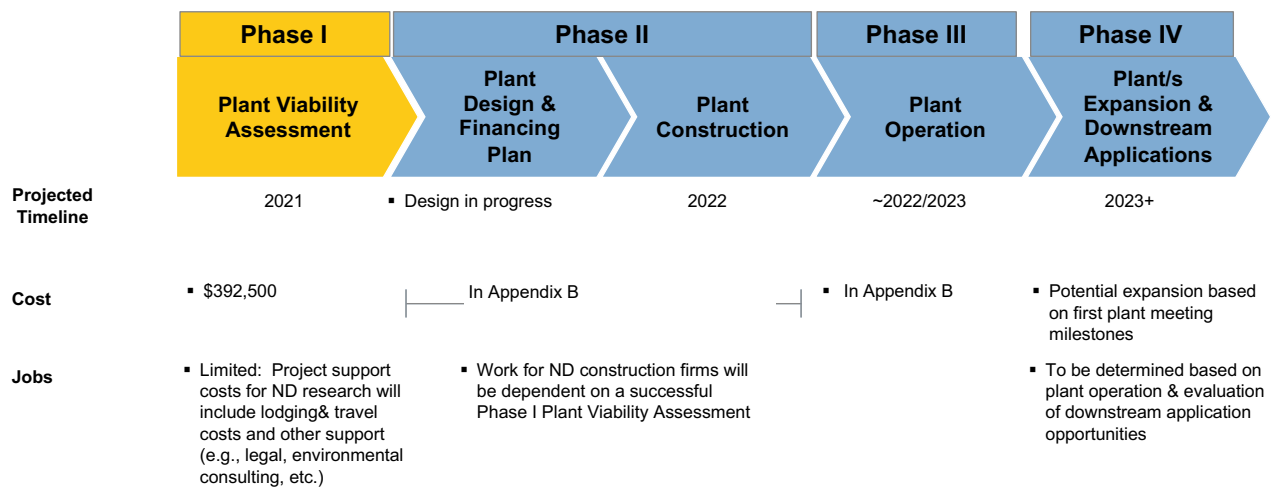
Incoho Consulting Group

Incoho Consulting Group is a management advisory firm that works with business leaders in some of the world's best-known firms. Founded in 2009, Incoho consultants are focused on driving strategic initiatives for leading energy companies.

Incoho has a long-term relationship with Newlight and its founders (both as investors and advisors). Based on preliminary assessments, Newlight and Incoho believe that North Dakota may be uniquely situated to take advantage of this opportunity and are working together to evaluate the potential for a long-term plan to finance and build an AirCarbon plant(s) in North Dakota.

Project Description - High Level Project Approach:

The approach to assess the viability of an AirCarbon plant is designed into four phases (see below). Phase I (the focus of this project) is to understand the viability of locating a plant in North Dakota. Upon a *successful* Phase I outcome, the team plans to quickly to kick off a second phase to complete detailed design and project financing in 8-12 months. This would be followed by plant construction and operations by 2022-2023.



Once operational, the team will consider both plant expansions opportunities and/or other potential building downstream applications facilities.

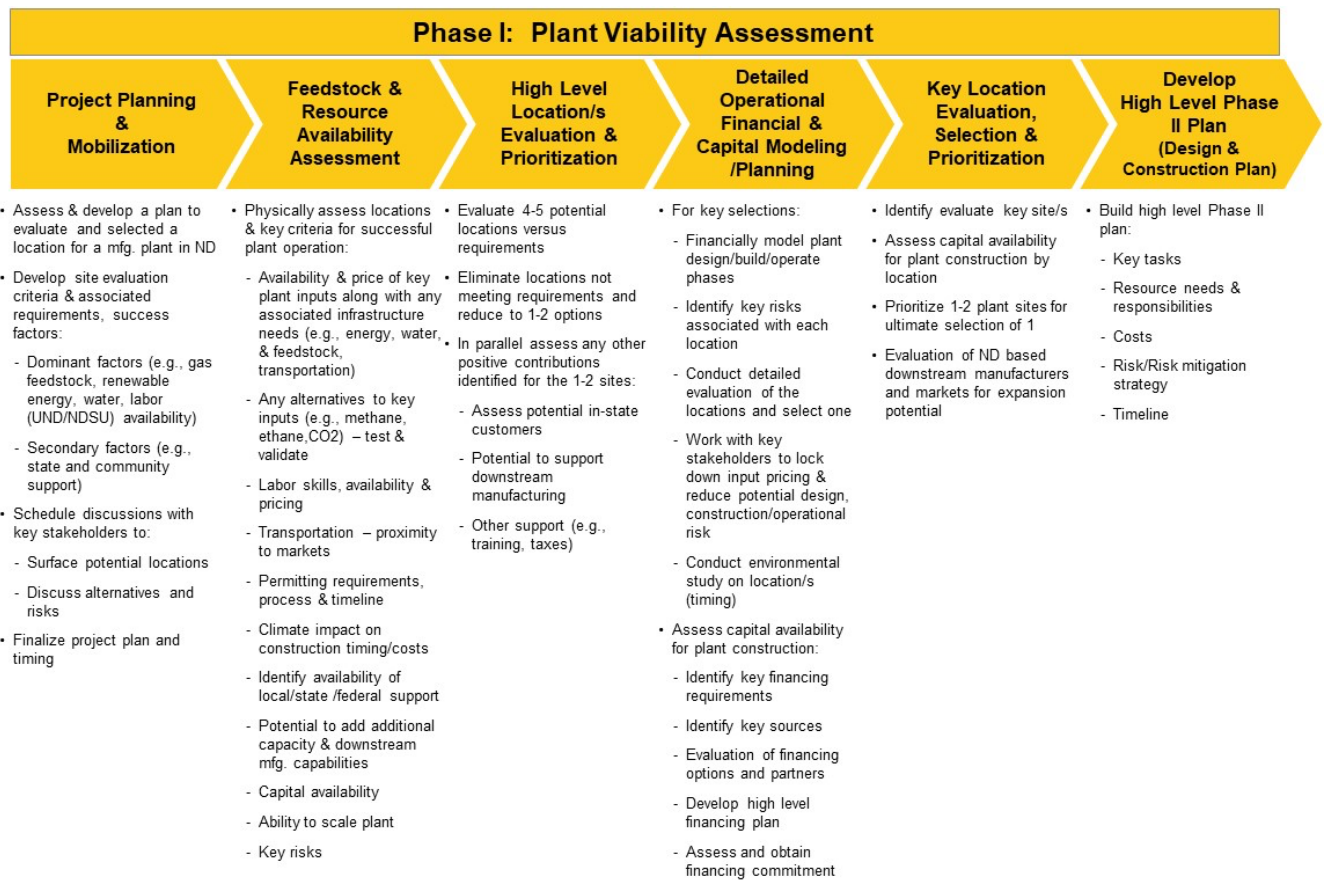
Detailed Phase I work includes:

- **Project Planning and Mobilization:** A detailed work plan and weighted criteria matrix to score high potential locations focused on plant requirements.
- **Energy and Feedstock Resource Availability Assessment:** Assessment of North Dakota locations according to the evaluation criteria (e.g., renewable energy, gas/CO2 and water, transportation options) and the cost, sustained availability and access to these inputs as well as other factors.

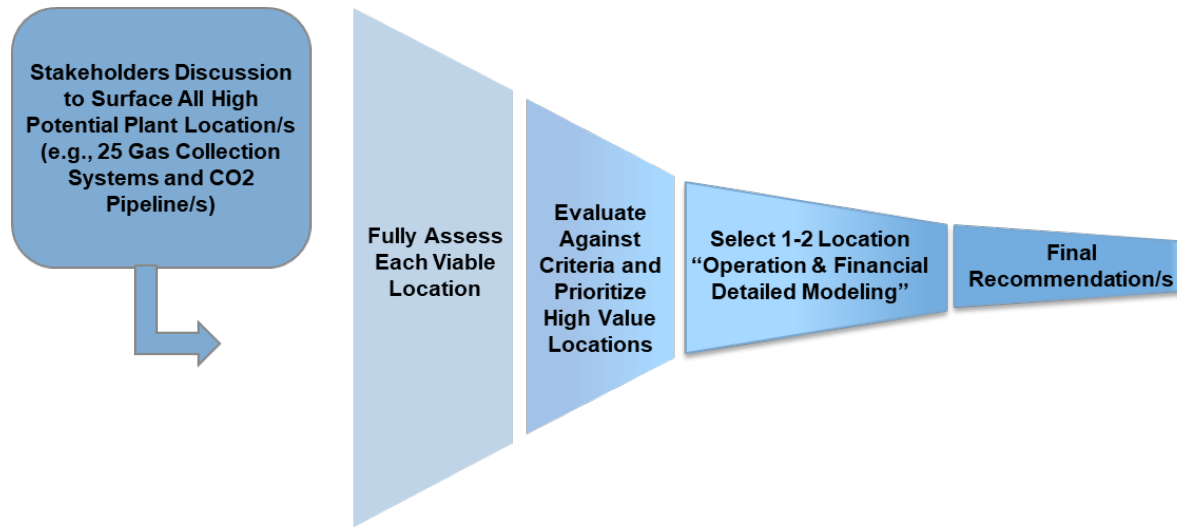
- **High Level Location/s Evaluation and Prioritization:** A an evaluation to select and prioritize key locations for a detailed operational, financial and capital planning modeling to yield a few key “high value” locations
- **Key Location Evaluation, Selection and Prioritization:** Detailed operational, financial and capital modeling that will lead to selection of the “optimal” plant location and downstream manufacturing and local market assessment.
- **High Level Work Plan Development:** The team will use this data to construct/revise a high level work plan that supports design, construction and plan operation timelines for the following phases of the plan.

Project Description: Detailed Approach to Phase I “Plant Viability Assessment”

The Phase I “Plant Viability Assessment” detailed approach is broken down into six steps from project mobilization through site identification, evaluation & selection. Additionally, if a location is recommended a high-level approach to Phase II will be constructed to support the Design & Construction Phase.



Site Evaluation Approach



STANDARDS OF SUCCESS

The project includes developing the evaluation criteria that will support the identification of locating an economically viable plant that meets the State’s goals regarding both renewable energy and increasing the productivity of its gas resources. Those criteria include:

- Identification of renewable energy providers and transmission access;
- An assessment of specific gas sources in North Dakota for creating AirCarbon focused on current gas or CO2 collection facilities, future availability (e.g., well decay rates) and other factors;
- An assessment and prioritization of the optimal plant locations based on access to key raw materials and assets (energy, feedstocks, water & transportation);
- Compliance requirements for regulatory and permitting.
- An evaluation of the financial sources and capital requirements.
- Identification of key partners and/or suppliers per location;
- Estimates and validation of all raw material input prices per location;
- A measurement of the economic value to the State;
- Projections for the plant’s operating and financial results; and
- A high-level implementation timeline and workplan to move the project into design and build phase.

If the feasibility proves positive to build a plant, Newlight and Inchoh will move quickly to finance and build North Dakota’s first AirCarbon plant. Developing an AirCarbon industrial base in North Dakota can support the state’s energy sector by increasing demand for renewable energy, providing a new market for gas feedstocks (which supports further build out of gas gathering assets leading to a reduction in flaring) while promoting the state of North Dakota as a leader in innovative environmental stewardship.

A successful project will yield (a/an):

- Optimal plant location based on economics and the availability, accessibility and longevity, scale, and of renewable power (wind or solar), gas/CO₂ feedstock and water.
- Permitting and construction requirements.
- Evaluation of sourcing partners (especially regarding gas and renewable electricity) and resource pricing to enable the team to develop a detailed operational and financial projections.
- Validation of plant offtake commitments.
- Identification of specific capital requirements (e.g., infrastructure connections) and project financing.
- Assessment of the benefits to key stakeholders, including local suppliers (especially in the gas and renewable energy sectors), the State of North Dakota, and the plant owners. This may include, for example, resource requirements, labor projections for construction and plant operation, assessing market opportunities for the output in North Dakota, and financial projections).
- A go/no-go recommendation in order to progress into the Phase II Design & Finance and a Phase II high level work plan (key tasks, resources, costs, etc.).
- A high level evaluation of opportunities to add additional capacity and/or downstream manufacturing post plant operation.

In order to move the project into Phase II, certain assumptions will require validation to ensure that the plant capital investment can be supported (e.g., resource availability, locations, and partner support). The work is designed to support a go/no-go decision upon completion of Phase I. Upon a “go” decision, the team will create a high-level work plan (e.g. key tasks, timeline, resources, and costs) that supports a rapid transition into the Phase II Plant Design and Construction that includes:

- Increase in supplier revenues and jobs to support plant inputs, especially renewable energy, water, and gas/CO₂ feedstock and transportation costs.
- Identification and mitigation of key risks (e.g., given the post-virus world and recent oil/gas and fracking market volatility, do the input resources and capital exist to fund the plant?).

BACKGROUND/QUALIFICATIONS

Newlight and Incoho Consulting Group

The majority of the Phase I project work will be conducted by Incoho consultants working on concert with key managers at Newlight. Incoho is an energy-focused management advisory firm that has worked business leaders of some of the world's best-known firms. Founded in 2009, Incoho is experienced in driving strategic projects spanning large performance improvement, restructuring, digitization, and strategic IT planning, and process optimization for leading energy companies intent on building new business models. Incoho also incubates nascent energy-related technology start-ups.

Collectively, Incoho has over 50 years of industry experience in consulting in oil and gas (upstream, mid and downstream), chemicals, energy generation, and transmission and distribution value chain. Incoho has provided strategic management consulting services to some of the largest and most well-known companies in the world and also has deep experience in performing large-scale projects (e.g., capital investment, post-merger integration and large scale performance improvement projects), supply chain development, and financial and operational analysis and modeling. Newlight will provide Incoho with strategic guidance during the project. This project will leverage Incoho's strong research, analysis, and financial/operational modeling skills. Outside expertise will be utilized as required.

MANAGEMENT

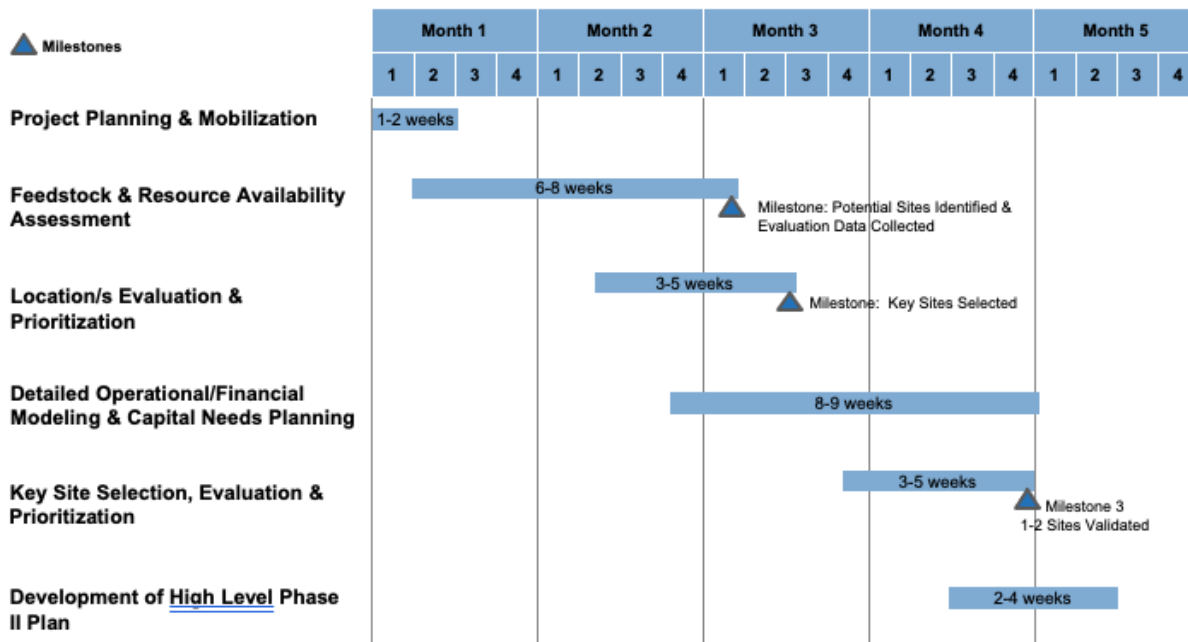
Jeff Elliott is the President of Incoho, and the principal of Incoho Consulting Group and will be the lead project manager. He is also an early venture investor in Newlight Technology that has developed the proprietary process. Jeff has over 30 years of experience specializing in leading complex initiatives across the U.S. and internationally, with a focus on the oil and gas, as well as electric, gas and water utilities, and other heavy asset industries. He is a graduate of the University of North Dakota with an M.B.A. from the University of Michigan. Prior to founding Incoho, he led the Chicago office of Oliver Wyman, one of the world's preeminent consulting firms.

Jeff will be supported by 5-6 consultants from Incoho Consulting Group. Project scope and timeline will be established for each major component of the project and regular status meetings will be set to assess progress against plan. Major milestones have been identified and will be tracked throughout the project. Any risks to timeline will be identified and corrective action will be taken to ensure all deliverables are met and cost will be fixed.

TIMETABLE

Phase I Plant Location Validation is expected to take ~5 months. A significant amount of work has been completed prior to kick-off to understand plant evaluation requirements and identification of locational data in ND that will accelerate the effort. The following gives details around the Phase 1 timetable:

Timeline – Phase 1



Facilities

No specific facilities are anticipated to be required for this project.

Techniques to Be Used, Their Availability and Capability:

The main techniques to be used for this project include primary and secondary research, analysis, and operational and financial modeling. Key stakeholders will be identified and interviewed to ensure that all potential sites and any potential impact positive and/or potential challenges to local, State and other stakeholders are evaluated. Additionally, site criteria will be identified and weighted, and data will be gathered, analyzed, and organized for evaluation and ranking against other site-specific sets.

Operational and financial modeling will help demonstrate projected outcomes for an identified set of inputs as well as optimizing plant location, product transportation to market and market pricing vs market demand.

Environmental and Economic Impacts while Project is Underway:

No environmental impacts are expected during the Study.

The project team will make every effort to include local contractors, legal support and technical consultants. Currently, legal counsel is being secured from a Washburn ND attorney and we will be looking to leverage other ND experts.

Ultimate Technological and Economic Impacts:

While Phase 1 of the project is to determine the viability of locating an AirCarbon plant near gas facilities in North Dakota, the ultimate goal of the project is to create an entirely new industry based on a new way to utilize carbon gas. That new industry: AirCarbon products.

AirCarbon will compete favorably with traditional oil-based plastic as well as with other biodegradable plastics, which represent a growing segment of the plastics market despite their cost disadvantage to North Dakota and the energy sector while also creating jobs and increasing demand for gas that today may be flared or otherwise disposed. It also has the potential to create benefits for North Dakota-based suppliers of gas, renewable wind energy, transportation, and other employers.

BUDGET

The project funding is designed to assess the viability of locating an AirCarbon plant in North Dakota. The funding is broken down below and is designed to develop a detailed set of evaluation criteria and subsequently assess a number of locations and prospective partners in the first two tasks.

Once narrowed down to less than 3 prospective locations, Incho will conduct operational and financial modeling, high level environmental assessment, and risks analysis to finally select and lock up a potential location.

Phase I Description	Cost
Project Mobilization & Establishing Site Selection Evaluation Criteria	\$19,625
Assess Potential Locations, Resource (e.g., energy, feedstock, labor, water), Transportation Sustainability and Availability	\$137,375
Detailed Operational and Financial Modeling by Location	\$117,750
Evaluate & Prioritize Potential Locations & Suppliers	\$78,500
Develop High Level Phase II Plan	\$39,250
Total	\$392,500

Based on the total budget of \$392,500, and in accordance with the NDIC’s funding requirements, we would share the expense of Phase I with the NDIC as outlined below.

Project Associated Expenses	NDIC’s Share	Applicant Share (Cash)	Applicant’s Share (In-Kind)	Total Project
<ul style="list-style-type: none"> • Assess Potential Locations, Resource (e.g., feedstock, energy, labor, water), & Transportation Availability • Detailed Operational and Financial Modeling by Location • Evaluate & Prioritize Potential Locations & Suppliers • Develop High Level Phase II Plan 	\$196,250	\$196,250	\$0	\$392,500
Participants Share & Total	\$196,250	\$196,250	\$0	\$392,500

Conclusion

The Council, State leaders, Newlight, and Incoho have a significant opportunity to leverage the Newlight technology to increase demand for renewable energy, support capturing excess gas/CO2 production, and position the State as an environmental leader. This opportunity would support environmental goals both on the front end (by using excess gas feedstock and renewable energy) and the back end (by producing a product that would support a reduction in the use of single-use plastics).

Newlight, Incoho and the Industrial Council can take a leadership position in creating new and environmentally-positive industrial applications for the gas and renewable energy industries through supporting the manufacture of AirCarbon. Building such a manufacturing plant (and subsequent plants) would provide new employment, innovation, and support an extension of the lifecycle of carbon-based products and its associated tax base.

North Dakota may be uniquely positioned to optimize the use of this proprietary technology due to the plentiful available inputs: renewable electricity (wind and solar), greenhouse gas/CO2 feedstocks, and water. Therefore, the project would align with the State's strategy to enhance the use of renewable energy, extend the life of the State's carbon energy industry through more downstream applications, promote environmental innovation, and support a reduction of flare gas.

CONFIDENTIAL INFORMATION

No confidential information is included in this application

PATENTS/RIGHTS TO TECHNICAL DATA

Not applicable.

STATE PROGRAMS AND INCENTIVES

None.

Appendix 1

Incoho Consulting Group Bio's Incoho will evaluate consultant project availability and areas of expertise in providing the manpower for the project, attached are team bio's of the main consultants on the Newlight Project team:



Jeff Elliott

30+ years of experience leading complex initiatives across a variety of industries in the U.S. and internationally. A specialized focus on electric, gas & water utilities (municipals, investor owned, cooperatives) and other heavy asset industries.

Jeff leverages his work experience to focus on the integrating people, technology, and processes with clients to deliver substantial performance improvement to their organizations.

Applicable Experience

Below is a list of select, large scale program/project management experiences that Jeff brings to your organization:

- Managing the resources to design & implement the consolidated operating model for the combined A&G functions & Customer Operations of two merged electric utility distribution businesses. The objective included capturing planned merger synergy savings (~\$60M), managing multiple teams from both businesses and developing the platform (operating model) for strategic leverage in future acquisitions.
- Assessing & redesigning a major utility's meter-to-cash process that increased cash flow (41% or ~\$350 million), reduced operating & maintenance expense (29% or \$40 million) and decreased uncollectibles (61%) over a two year period. Additionally, customer satisfaction also improved over the same time period as the redesign improved the effectiveness of key processes that interfaced with the customer.
- Managing client and world wide vendor teams to design & implement a consumption based replenishment (procurement) system for a major computer manufacture to support a \$3B annual spend. The new system combined with a rigorous on-going performance measurement system, improved service levels & productivity while significantly reducing replenishment cycle times & inventory by ~\$500 million while reducing ~28 warehouses down to 5.
- Managing the project to accelerate the cash flow from the helicopter flight and maintenance operations that services the oil and gas industry on 4 continents and multiple countries to the home treasury office. Project included managing multiple teams in multiple locations around the world that led to an increase in cash flow of over \$50M.

Selected Client List

The following are clients where Jeff has delivered client value:

- Exelon Utilities
- Florida Power & Light
- National Fuel Gas
- Con Ed
- Aqua Water
- IBM
- PPG
- Honeywell
- Microsoft
- CHC Helicopter

Areas of Expertise

The following are areas where Jeff has delivered value:

Specialties & Skills:

- Large-scale project / program management
- Corporate strategy development including "Utility of the Future" for electric & gas utilities
- Large scale performance improvement:
 - Operational excellence
 - Organizational redesign
 - Process improvement
 - IT leverage/tools
- Multi-channel customer experience strategy (e.g., web, mobile, voice) & operations improvement
- Advanced data analytics
- Post-Merger integration

Applications:

- Project management tools
- Customer operations & contact center management Applications (e.g., Web, IVR, CRMs)
- Business intelligence / data visualization platforms
- Microsoft Office Suite

Industries:

- Utilities
- Renewables & Energy Efficiency
- Industrials
- Technology
- Public Sector

Employment:

- Incoho Consulting Group 2008 - present (Managing Director)
- Oliver Wyman 1993 - 2008 (Chicago Office Head)
- Microsof 1992
- Honeywell 1985 - 1992

Education:

- University of Michigan MBA with emphases in strategy, organizational behavior & marketing
- University of North Dakota BBA Accounting



Matthew Ward

Matt is an experienced consultant with an entrepreneurial spirit and has worked across a spectrum of industries including utility, financial services, manufacturing and professional services.

His strengths are in working with both people and data to identify and prioritize opportunities and in developing action plans against those opportunities.

Applicable Experience

Below is a list of select, applicable experiences that Matt can bring to your project:

- Performed as business unit project manager for implementation of a new payment system across multiple operating companies and digital channels (Web, IVR and Mobile App). Managed and helped to align various project teams including technical, testing, change management and business.
- Worked across 3 operating companies and multiple functional teams to develop converged websites that resulted in more intuitive navigation, improved content, and a better overall customer experience
- Created care center optimization plans to improve Service Level, AHT, and First Call Resolution and provide the platform to achieve future tier 1 metric goals
- Built a work prioritization model for a utility's field and meter services group which helped significantly reduce a substantial backlog of work orders
- Helped improve a utility company's annual financial position by \$25MM through O&M savings and new revenue opportunities
- In addition to consulting, Matt has also worn the hat(s) of general manager for a business that combined outsourced call/research center with utility industry knowledge and account manager for companies in the Chicago area that used the outsourced solutions.

Selected Client List

The following are clients where Matt has delivered client value:

- Exelon Utilities
- Baltimore Gas & Electric
- Aqua Water
- Visa Card Services
- Channel IQ
- Market Track
- Attainia

Areas of Expertise

The following are areas where Matt has delivered value:

Specialties & Skills:

- BU Project Management for large scale multi-opco digital implementation
- Digital strategy development
- Web user experience / customer journey
- Operational excellence
- Process assessment and improvement
- Work prioritization/ optimization
- Advanced data analytics

Applications:

- Contact Center Management (e.g., Web, IVR, CRMs)
- Project Management Tools
- BI and Data Visualization
- Microsoft Office Suite

Industries:

- Utilities
- Manufacturing
- Financial
- Non-Profit
- Small Business

Employment:

- Incoho Consulting Group 2012 - Present
- Schoeller Arca Systems 2011 - 2012
- Center for Financial Services Innovation / Shorebank International 2009 - 2010
- Goldman Sachs Asset Management 1998-2008

Education:

- University of Illinois, College of Business- BS in Business Administration



George Campbell

30+ years of experience leading complex initiatives across a variety of industries in the U.S. and internationally. Specialization in implementation of new or common systems, improving customer experiences, and new product innovation and commercialization.

George brings authenticity and cross-functional insight to his projects with emphasis on the prioritization of activities so a focus on the big picture is maintained in the forest of project complexities.

Applicable Experience

Below is a list of some of applicable utility project management experience for Exelon that George can bring to your project:

- **Project Management Implementation Services – Exelon:**
 - **Exelon Web Convergence (2015-2016; 14 months):** Led key work streams as part of Web Convergence project for standardizing Exelon operating company websites (bge.com | comed.com | peco.com) over a 13-month time period through main “Go Live” of Phase 1 release. Website navigation, user interfaces, content, style and web processes (e.g. make a payment, report outage, start service, etc.) were managed with Inchoo overseeing user acceptance testing, change management and implementation. George played a key role in setting up and managing the Web Review Board that enabled on-going oversight and governance for Exelon websites.
 - **BGE Smallworld Design and Records Management Training (2017-2018; 6 months):** Created training and documentation supporting BGE’s implementation of latest version of GE Smallworld. Rather than create software training, George worked with the Design and Asset Records teams to create training for business processes supported by the new software, resulting in training that helps people do their job properly. Responsible for keeping project on schedule and on budget.
 - **Exelon Outage Map (2018-Current; 6 months to date):** Leading project management (business) for implementation of software upgrades required to meet vendor requirements related to the Exelon Outage Map and related mapping systems. Evaluation of project in early stages resulted in a more thorough project scope with appropriate funding, vendor contracts, and budget/resources.

Selected Client List

The following are clients where George has delivered client value:

- Exelon Utilities
- Baltimore Gas & Electric
- Navistar International
- Wheels, Inc.
- Avaya

Areas of Expertise

The following are areas where George has delivered value:

Specialties & Skills:

- Large-scale project / program management
- Multi-channel customer experience strategy (e.g., web, mobile, voice) & operations improvement
- Large scale performance improvement:
 - Operational excellence
 - Organizational redesign
 - Process improvement
 - IT leverage/tools
- Advanced data analytics
- Pre-Merger analysis and Post-Merger integration
- Innovation and new technology introductions.
- Training and Facilitations

Applications:

- Website Development
- Project management tools
- Microsoft Office Suite
- Geo-spatial and mapping tools

Industries:

- Utilities
- Transportation
- Manufacturing
- Technology

Employment:

- Inchoo Consulting Group 2016-present
- NetDryers (Start-up) 2012-2016
- Dyson (launched Commercial Division) 2006-2012
- Consulting 2000-2006
- Navistar 1997-2000
- AlliedSignal 1992-19957

Education:

- University of Michigan MBA with emphases in Finance and Strategy, with Distinction.
- University of Wisconsin, BA, Politics and International Relations, with Honors.