

David Alan VanHorn

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PROFESSIONAL PROFILE

A proven Executive with a track record of performance excellence and business building experience. Exceptional strategist and execution leader that has achieved sustainable profitability growth through revenue improvement, operations excellence, and supply chain optimization. A results-oriented, 'roll up your sleeves' problem solver. Strong performance with P&L responsibility. Proven change agent with lasting results in multiple situations, through innovative solutions and successful deployments. Successfully led teams to achieve outstanding results in highly-dynamic and competitive environments. Extensive governance leadership experience across a range of large-to-small community organizations.

BACKGROUND SUMMARY

More than twenty years of leadership and organizational development includes:

Strategic Planning	Operations / Supply Chain Management	Business Development
Market Strategy / Plans	Lean / Six-Sigma (Black Belt)	Operations Improvement
Turnaround Management	Resource Planning / Management	Change Management
Program Management	Budgets / Forecasts / P&Ls	Contract Negotiations
Organizational Design	Risk Management	Merger Integrations
Interim Management	Engineering Management	New Product Development

EMPLOYMENT HISTORY

Rice University, Jones Graduate School of Business, Houston, Texas 2014 - Present
Professor in the Practice of Management

Recruited to design and deliver strategy and operations curriculum to executive, professional, and traditional MBA students at a Top 10-ranked business school. Served as adjunct professor from 2007-14.

- **Founded and lead core strategic planning Capstone course/program** that provides challenging, real-world educational experience for students to develop detailed strategy and implementation plans used by Houston community organizations. **Result:** *Taught over 1800 students, delivered strategic recommendations and plans to over 195 community organizations, and received numerous community awards and recognitions. Finalist for 2012 MBA Roundtable Innovator's Award – a prestigious, global competition for programs in MBA education.*
- **Redesigned and lead Action Learning Project (ALP) course/program** that provides real-world consulting experience for student teams and high-quality recommendations to Houston area corporations across a broad range of strategic and functional topics. **Result:** *Taught over 400 students and delivered 80 projects to corporate participants.*
- **Co-faculty lead for Global Field Experience program** that provides in-country, international, real-world consulting experiences for student teams. Designed the academic content. **Result:** *Taught over 150 students with trips to Argentina and Chile, and delivered almost 30 projects to in-country companies.*
- **Designed and teach multiple advanced Operations and Supply Chain Management courses** that build strategic competency and tactical competency in overall supply chain strategy, supply chain planning, supply management, logistics, service operations, and new product development. Supplement

lecture with case analyses, simulations, and current event discussions for applied learning experience.
Result: *Currently teach Operations Strategy and Supply Chain Management Lab courses.*

Angel Rock Management Advisors, Houston, Texas
Managing Partner

2012 – Present

Founded and leading boutique professional services firm that provides corporate strategy, operations, and supply chain management advisory services. Driving sales, marketing, and services delivery efforts to multiple clients. Built and responsible for all firm operations, including legal, finance, and technology.

Booz & Company, Houston, Texas
Principal

2010-2012

Senior member of the Operations; and Engineered Products and Services Practices. Spearheaded sales and delivery efforts for operations and supply chain management advisory services. Guided design, development, and marketing of service offerings and thought leadership materials.

- **Designed new operations strategy** to reverse industrial HVAC company's Service business declining profitability. Targeted lucrative installed-customer base and \$1B truck-team operations for revenue growth and cost stabilization. Identified customer and competitor segment characteristics through extensive field research. Overhauled service management and sales practices, branch organization design, incentives, and employee training with leading external and company best practices. Developed multi-phase implementation plan to test and launch new strategy. **Result:** *Estimated \$125M - \$150M boost in near-term annual EBIT growth.*
- **Developed transformational supply chain cost reduction strategy** for the leading US space launch vehicle manufacturer. Focused on major assemblies suppliers (70% of unit costs). Established feasible should-costs targets; characterized each supply market and strategic dynamics; developed new, re-designed existing, and prioritized all cost reduction opportunities; developed strategy and negotiation playbooks for each major supplier. **Result:** *Created \$20M cost reduction opportunity per unit (35% reduction); increased competitiveness versus new low-cost challenger; supported negotiations with suppliers for joint cost improvement or acquisition.*

Archstone Consulting, San Francisco, California
Partner

2005 - 2010

A non-equity partner of this mid-sized advisory firm with a global market reach. Senior leader in the West Region practice. Directly responsible for meeting aggressive revenue targets in the supply chain and operations sector with a focus on *Fortune 1000* companies. Teamed with other partners to generate \$4M in annual sales; responsible for account/project P&L. Managed firm's resource planning and deployment.

- **Turned around \$500M hardware program that was unprofitable and missing deliveries.** Led 10-person team deployed in program management, engineering, operations, procurement, and finance for Tier 1 aerospace supplier. Stabilized and restructured the entire program; directly provided on-going program and engineering leadership support; built new capabilities in all functions; sourced new technical talent. **Result:** *Delivered first three hardware shipsets; reached profitability for remaining 100 shipsets through over 20% unit cost reduction; set program on stable, achievable program plan; helped client apply for a \$10M+ claim to the prime contractor.*
- **Delivered sales and profitability goals as a first-year partner.** Faced very challenging economic conditions and tight services market as a first-year partner in FY09. Cultivated pipeline of new and existing client opportunities; customized projects/programs structure to accommodate clients' budget needs; delivered transformative results to clients. Achieved firm's revenue and profitability needs. **Result:** *Built and managed two major accounts with colleagues that collectively represented ~7.5% of firm's FY09 revenue and further work in FY10.*
- **Transformed global supply chain planning and fulfillment performance** for \$2B agricultural chemicals company. Sold and led a multi-phase program. Created make-to-stock supply chain strategy for

14 active ingredients and hundreds of finished goods. Designed and implemented new planning processes, system, and roles; and sales & operations planning program. Launched program with hands-on leadership, technical, and change management activity support. **Result:** *Increased service order levels from ~70% to 90%; stabilized volatility of ~\$120M of inventory.*

- **Built a leading corporate sourcing and procurement capability** for a \$3B pharmaceuticals company. Worked with \$725M in spend to create a prioritized strategic sourcing roadmap; sourced 15 indirect categories. Outsourced and transitioned manufacturer-to-sales rep fulfillment supply chain. Streamlined procure-to-pay process and selected new P2P system; designed policies to control maverick spending; designed new organization and supported hiring; executed change management program. **Result:** *Realized ~7.5% / \$10M in savings on strategic sourcing activities, reduced P2P process costs by 50%, and significantly expanded strategic capabilities.*

Deloitte Consulting, Houston, Texas

2000 - 2005

Senior Manager

Multi-faceted leadership role, selling and delivering services to manufacturing clients. Acted in a Chief of Staff role for Senior Partners in the management of product development and operations practices.

- **Designed corporate production/MRO supply chain improvement program** for the leading US defense company. Led a team of SMEs to evaluate current supply chain practices and Lean/Six Sigma continuous improvement programs across 35+ production and maintenance/repair/overhaul facilities. Identified and sized key improvement opportunities based on external and company best practices; targeted high-value programs for launch. **Result:** *Developed a detailed 5-year roadmap that launched corporate-level initiative to drive cost savings and delivery performance improvement.*
- **Planned and launched post-merger integration efforts** for client with three of the largest defense-related shipyards in the United States. Focused on engineering, manufacturing, and construction functions. Identified and designed cost savings projects through best practices workshops; built senior leadership buy-in at all shipyards. Launched comprehensive implementation roadmap to execute projects; integrated plan with other merger integration areas. **Result:** *Integration projects proceeded on-schedule; client later successfully divested all three shipyards together into an independent, integrated business.*
- **Grew product innovation services practice.** Worked with senior practice leadership to build and execute multi-year growth initiative, including seven core service offerings, five partnerships, marketing plans/execution, and resource development/training. Drove multiple sales efforts and managed practice's business development pipeline. **Result:** *The Product Innovation and Lifecycle Management practice grew into one of the leading global practices in its market.*

The Boeing Company, Houston, Texas

1990 - 1999

Principal Engineer

Hands-on technical leadership role. Provided project management and engineering expertise on NASA contracts for the \$35B International Space Station program and the Shuttle/Mir program.

- **Overhauled Russian spacecraft docking for the International Space Station program.** Led international team to address structural loading issues induced by docking that operationally and economically threatened the viability of the program. Defined re-design requirements for the Russian docking mechanism and new operational requirements to address thousands of operational scenario/Station configuration combinations. **Result:** *Saved millions of dollars of potential redesign costs for the Space Station program; no Russian vehicle docking operational integrity issues have occurred in 15+ years of operations.*
- **Increased program-critical analytical design capacity for International Space Station.** Designed, programmed, tested, upgraded, and maintained a user-friendly, comprehensive software program for integrated structural design loads analysis. Combined advanced theoretical engineering knowledge, applied mathematics, and software design techniques to successfully complete. **Result:** *Increased analytical capacity over 100x for 12-15 member team; allowed structural design factors of safety to be*

decreased by almost 20% to save millions of dollars in hardware and operational costs across the Space Station program.

EDUCATION

Master of Business Administration
Rice University, Houston, Texas

Master of Aerospace Engineering
Bachelor of Science Aerospace Engineering
Iowa State University, Ames, Iowa

COMMUNITY LEADERSHIP

- Generation One, Houston, Texas** 2014 - 2016
Chairman, Board of Directors
Led turnaround of organization providing elementary education, parent training, employment skills-building, and community revitalization services to one of the ten poorest urban areas in the United States.
- Iowa State University Aerospace Engineering, Ames, Iowa** 2011 - 2018
Chair, Industrial Advisory Council (2012-2016)
Led study on challenges that the department faces with its women & minorities students and recruiting.
- Iowa State University Alumni Association, Ames, Iowa** 2009 - 2015
Chair, Board of Directors (2013-2014)
Served as Chair-Elect (2012-2013), Vice-Chair, Governance, (2012-2013); Vice-Chair, Finance (2011-2012); and Chair, Long-Term Financial Sustainability (strategic planning) Task Force, 2009-2010.
- Executive Service Corps of Houston, Houston, Texas** 2012
Board of Trustees
Co-led committee efforts to revitalize organization that provides business consulting services to non-profit community organizations.
- Rice University, Association of Rice Alumni, Houston, Texas** 2004 - 2007
Board of Directors
Awarded 2007 Builders Award – Rice University Outstanding Young Alumni Service Award.
- Rice University, JGSB Alumni Assn, Houston, Texas** 2000 - 2008
President (2005-2007)
Awarded 2009 Jones Graduate School Alumni Association Service Award; served as Vice-President (2003-2005).