

# DAVID W. BAKER

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Greater Denver Metro Area  
Cell: 310.994.4083

**Senior Operations Executive** with proven ability to drive key operational and financial objectives while managing risk. Demonstrated success in both large corporate and entrepreneurial environments. Highly skilled at analyzing complex business situations, developing innovative alternatives, and implementing operational solutions. Specific areas of expertise include:

- Operations Management
- Turnarounds & Restructuring
- Leadership & Team Building
- Financial Planning & Management
- Vendor/Subcontractor Management
- Remote & Mobile Workforce Management
- Mergers/Acquisitions/Integration & Divestitures
- Business Strategy & Development
- International & Joint Venture Operations
- Risk Management

## EXPERIENCE

### SUNRUN INC.

2018 – 2020

Sunrun (\$922 million) is the biggest U.S. residential solar installer, operating a fleet of over 550,000 solar homes.

#### **Senior Vice President, Operations**

Leading Sunrun's national engineering design, installation/construction, and field service organizations.

- Implemented process changes and a new crew-based incentive that reduced installation labor cost by over 30% while growing volume over 15% annually.
- Restructured internal processes to reduce sales to installation cycle time by more than 50%.
- Reduced field employee attrition from over 70% to approximately 40% annually.

### AT&T/DIRECTV

2008 – 2016

AT&T's DIRECTV unit is one of the world's leading providers of digital television entertainment services delivering a premium video experience to more than 30 million customers in the U.S. and Latin America.

#### **Senior Vice President, Field Services**

Managing DIRECTV's \$2.3 billion home installation and service network (17,000 technicians in 50 states).

- Successfully transitioned from 100% outsourced to 44% owned/operated in less than 2 years.
- Reduced monthly service calls from 1.90% to 1.30% of subscriber base through improved installation and service quality, saving more than 1 million service calls per year and \$590 million over 6 years.
- Increased field services customer satisfaction from 87% to 97% and net promoter score from 69 to 85.
- Improved safety, reducing accidents by 53% and saving over \$65 million over 5 years.
- Reduced annual technician attrition from over 108% (2008) to under 20% (2012-2015).

### ON COMMAND CORPORATION 2007 – 2008

A \$230 million provider of in-room video and entertainment to the hospitality industry.

#### **Executive Vice President and Chief Operating Officer**

Managing all operations of On Command Corporation and leading the integration of On Command into its acquirer, LodgeNet Entertainment Corporation (now Sonifi Solutions, Inc.).

- Integrated On Command into LodgeNet in 11 months (7 months ahead of schedule) and 10% under budget.
- Designed and implemented employee retention and severance programs that maintained operational and financial performance levels during integration.

**NIGHTINGALE & ASSOCIATES, LLC****2006 – 2007**

A turnaround management and restructuring professional services firm specialized in providing interim management and consulting services for underperforming companies.

**Managing Director**

Restructuring a \$350 million construction company to eliminate excess capacity and return to profitability.

- Redesigned and implemented new cash management and accounts payable processes.
- Completed negotiation and favorable settlement of over \$3 million in legacy contract claims and leases.

**DIRECTV****1998 – 2005**

**Senior Vice President, Finance** - DIRECTV International, Inc. (1998 to 2005)

**Vice President, International & Special Projects** - The DIRECTV Group, Inc. (2002 to 2005)

**Vice President, Financial Planning** - DIRECTV Latin America (2001 - 2002)

**Chief Operating Officer / Chief Financial Officer** - DIRECTV Japan Management, Inc. (1998 to 2001)

Provided strategic and tactical business leadership for two struggling start-up ventures. As a Board Director of DIRECTV Japan, worked with seven Japanese partners to sell the business following an adverse regulatory change, then transferred to DIRECTV Latin American to address critical debt, cash, and marketing concerns. Successfully restructured DIRECTV Latin America debt and contracts through Chapter 11 reorganization.

**International Business Leadership & Turnarounds**

- Disengaged DIRECTV from Japanese market, liquidated eight companies, settled over \$1.5 billion in claims, and terminated business for \$300 million (50%) under budget, and 3 months (25%) sooner than planned.
- Took DIRECTV Latin America through Chapter 11 in eleven months for \$120 million less than planned; reduced annual programming costs by 30% and tax costs by \$20 million per year, accelerating breakeven by two years.

**Contract Negotiations & Asset Value Realization**

- Structured exit from Japan to fully offset \$60 million gain on SkyPerfect share sale for tax purposes.
- Negotiated private sale of SkyPerfect shares for \$106 million (\$16 million above market).
- Prioritized and proactively settled 100+ contract claims, avoiding forced involuntary bankruptcy by creditors.

**Board & Shareholder Relations**

- Renegotiated DIRECTV Latin America's partnership agreement, governance rights, equity ownership levels, and \$200+ million partnership termination options.
- Drove deal structuring and negotiations for DIRECTV Japan to migrate customers to competitor SkyPerfect and secured provisions for shareholders to purchase SkyPerfect stock at founder's price.

**Human Resources Management & Culture Change**

- Designed and implemented innovative HR programs for retention, severance and outplacement that garnered high employee confidence, without a single labor dispute in downsizing 500 employees in Japan.
- Despite downsizing, implemented culture change that allowed rapid American-style decision making and execution during shutdown and subscriber migration, with full support of predominantly Japanese staff.

**HUGHES SPACE & COMMUNICATIONS COMPANY (Division of Hughes Electronics Corp.) 1985 - 1998**

Division of Hughes Electronics Corporation, \$2.3 billion global communication satellite design and manufacturing business. World's leading manufacturer of commercial communications satellites, now part of Boeing.

**Controller** (1994 - 1998)

**Manager, Financial Planning & Analysis** - Space and Communications Group (1990 - 1994)

**Division Controller** - Space Vehicle Electronics Division (1987 - 1990)

**Business Operations Section Head** - Manufacturing Division (1985 - 1987)

**HUGHES SPACE & COMMUNICATIONS COMPANY (continued)****1985 - 1998**

- Forged fundamental shift in business base, successfully converting from 80%+ government “cost plus” contracts to 80% fixed price (70% commercial, 10% government), while growing sales and improving profitability.
- Played key role in growing sales by 70% over two years and reducing working capital from \$600 million to under \$20 million, while growing earnings and cash flow over 30%.
- Successfully executed \$80 million restructuring and capture of \$50+ million in cost reduction/cost avoidance actions to position Hughes more competitively in market.
- Led negotiations and implemented operational terms of disengagement to carve out defense business and sell to Raytheon in \$9.5 billion transaction.
- Set up fully compliant special purpose subsidiary that provided competitive edge for procuring space launches.

**GETTY OIL COMPANY (acquired by Texaco, Inc. in 1984)****1982 - 1985****Operations Research Analyst****WEYERHAEUSER COMPANY****1980 - 1982****Engineering Project Manager****WEST VIRGINIA UNIVERSITY****1976 - 1978****Industrial Engineering Instructor****EDUCATION****PhD** Mineral Economics (specializing in Operations Research), Colorado School of Mines, 1980**MS** Industrial Engineering, West Virginia University, 1978**BS** Industrial Engineering, West Virginia University, 1976**PROFESSIONAL AFFILIATIONS & SERVICE**

- Member of the Board of Trustees of Tusculum University and of numerous Board committees, including the Audit, Finance, Academic Effectiveness, Student Success (chair), and Executive Committees
- Co-Chaired 2012 American Heart Association Heart Walk for the Greater Denver area, raising over \$2.0 million and exceeding that event's prior year by over \$600 thousand and 25%
- Served as Elected Officer and/or Board Director of 30+ subsidiaries and affiliates of DIRECTV
- Sigma Xi, The Scientific Research Honor Society (Treasurer, Board Member, and Executive Committee Member)
- Phi Kappa Phi (interdisciplinary honor society)
- Tau Beta Pi (multidisciplinary engineering honor society)
- Alpha Pi Mu (industrial engineering honor society)
- Financial Executives International (FEI)+
- Institute of Industrial and Systems Engineers (IISE)--2017 "Captains of Industry" award winner
- Institute for Operations Research and the Management Sciences (INFORMS)
- Association for Supply Chain Management (ASCM)