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SENIOR MANAGEMENT EXECUTIVE

ORGANIZATIONAL LEADERSHIP –GOVERNMENTAL RELATIONS - STRATEGIC PLANNING

Expert in Driving Growth, Revenues, Operational Performance, Profitability & Value

PROFILE & QUALIFICATIONS

Dynamic, high-powered executive with a results-charged career in the growth and leadership of large-scale enterprises and entrepreneurial ventures competing in domestic and international markets. Offer high-caliber government relations and management qualifications combined with expertise in business development, marketing and sales, and strong orientation in operations and technology. Proficient in leveraging internal strengths and resources – people, technology, products/services, and competitive market position – to achieve organizational success. Forward-thinking, innovative, decisive leader – accustomed to and effective in high-profile executive roles, making high-stakes decisions, driving positive change and overcoming complex business challenges. Key qualifications and areas of expertise:

Corporate Vision, Strategy & Leadership
P&L and Operations Management
Organizational Design, Turnaround & Change
Product/Service Development & Rollout
Performance Improvement & Cost Reduction

Business Development – Domestic & International
Marketing Management – Strategic & Tactical
Sales Management – Field & Executive
Team Building, Motivation & Leadership
Key Account Management and Customer Relations

PROFESSIONAL EXPERIENCE

TRI-POWER INSTITUTE – TPI, Modesto, CA 1996-Present

\$100 Million Consortium Specializing in Science & Technology Development for the Gas Industry

VICE PRESIDENT – GLOBAL MARKETING, EXTERNAL AFFAIRS & STRATEGIC PLANNING 2001-Present

DIRECTOR – GLOBAL MARKETING 1999-2000

Chief External Affairs, Marketing and Sales Officer; key member of the President's Council; and Acting President of the company's main business generating 90% of annual revenue enterprise-wide. Held full authority for a diverse business development organization comprised of 12 departments, 170+ people and a \$25 million operating budget. In addition, held P&L accountability for \$240 million in annual revenue generated through collaborative programs, products and services. Key interface with national and state regulatory communities as well as the development of policy.

- Served as a key advisor to the CEO and COO in matters related to corporate strategy, organizational structure, problem solving and decision-making. Served as internal consultant to technical directors and product line managers.
- Leader, corporate-wide e-Business strategy and implementation of CRM, content management and e-Collaboration systems.
- Earned President's Award for business innovation, 3 Chauncy Awards for various achievements and six additional nominations.
- Managed a full range of operational functions (e.g., government affairs, planning, sales, sales operations, marketing, marketing communications, website development and operation, product distribution, customer service, large account management),
- Identified and captured new business opportunities and designed, developed and deployed new product/service offerings.
- Personally managed relationships with CEOs from over 50 major utility companies. Accountable executive managing TPI Advisory process including Board of Directors and stakeholder community.

BUSINESS & LEADERSHIP SUCCESES:

- Implemented and managed regulatory relations at both federal and state levels.
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- Restructured the Marketing Department, implementing best-practice business processes, cost reductions and performance improvements. Spearheaded culture change. Established metrics and emphasized quantitative goals when managing reports.
- Developed a new Business Case Analysis process for all programs and products. Delivered significant improvements in customer perceived value and delivery of the portfolio and communication materials.
- Conceived and executed company's first On-Line Prioritization program as a tool for investigating the quality and relevance of offerings. Created a consistent stream of critical market information to technical marketing/sales staff.
- Led deployment of a new website including addition of online product delivery system and monthly mailings. Increased site hits to more than 4.5 million per month, improved customer satisfaction and saved \$1.5 million in warehouse costs.

BUSINESS DEVELOPMENT, SALES & MARKETING RESULTS:

- Introduced multi-year sales contracts, delivering an incremental \$130 million in revenue bookings. Targeted, negotiated and won the largest contract in the company's history – a four-year, \$75 million agreement.
- Shortened the product development and rollout cycle by nearly a year by changing the methodology and business flow.
- Initiated and continued to build the first formal training program focusing on strategic selling, large account management, negotiating skills and technical training programs.
- Created a successful product/service offering for the evolving market comprised of Regional Transmission Operators – a new business line resulting in more than \$40 million in incremental revenue.
- Developed the Strategic Account Planning program, strengthening relationships among the top 100 customers.
- Set records for external communications success demonstrated by high-profile attention from global media – including WSJ, CNN, Forbes, Fortune and cover story in Wired Magazine.

DIRECTOR – CLIENT RELATIONS & NORTH AMERICAN SALES

1996-1998

Selected for a newly created position and challenged to establish the company's first unified sales force for North America. Built the organizational infrastructure, opened/managed regional offices, established a centralized sales order office, and developed a web-based CRM system. Led a core team of six Executive Directors, each with seven regional managers reporting to them. Built and led the first North American field sales force. Provided indirect oversight to an additional 40 personnel in support roles. Managed the product offerings and account relationships, including 150+ of North America's largest energy companies.

KEY PROJECTS & RESULTS:

- Succeeded in aligning the North American organizations' business models, products and programs with enterprise-level strategies, marketing message, business initiatives and goals.
- Created the company's first web-based product offering, saving \$500,000 in production costs
- Designed, produced and distributed the first product catalog of 6,000+ items generating \$700,000 in first-year sales.

E-EFFICIENT LIGHTING, INC., Parkdale, California

1994-1996

\$8 Million National Energy Efficient Lighting and Control Company

SENIOR VICE PRESIDENT – SALES & MARKETING

Key member of the senior management team, contributing expertise in business development and playing a frontline role in business startup phases including fund-raising capital, developing the organizational structure and strategic planning. Created and executed the marketing strategy, developed the product plan/rollout strategy, and built and managed field sales teams and activities. Held P&L accountability and reported to the Board of Directors.

RESULTS:

- Member of the management team that raised \$5 million in venture capital.
- Grew sales from annual \$55,000 to \$3 million.

VERMONT PUBLIC SERVICE CORP. , Richland, Vermont

1991-1995

\$300 Million Public Utility - Electricity & Energy Efficiency Products (Nationwide) & Services in Vermont and New Hampshire

VICE PRESIDENT – GENERAL MANAGER, SOURCE ENERGY SERVICES

Top-ranking management executive for unregulated subsidiary of Vermont’s largest electric utility company with P&L accountability for all aspects of operations including strategic planning, business development, finance, deal-making, staffing, investor relations, and regulatory affairs/compliance. Built, mentored and led a team of 20 talented professionals and coordinated with a network of 50+ outside contractors. Established relationships and partnerships with regulated and unregulated business units.

RESULTS:

- Originated the business concept, authored and executed the plan, and launched a series of new product offerings.
- Expanded customer base to from 12,000 to 19,000 and personally generated 28% of the company’s consolidated net income.
- Revenue increase led to bottom line profit improvement.

WELLDONE MARBLE COMPANY, Proctor, Vermont

1989-1991

\$20 Million, Privately Held Company – Building Materials & Products for the Commercial & Residential Construction Industry

DIRECTOR – MARKETING, SALES AND OPERATIONS

- Accountable for all facilities management and operations of the Welldone Marble Museum, a national historic site.
- Opened the international market - Europe, Canada, Japan, and China - and reestablished distribution network in North America.
- Grew sales by 230% within seven months.
- Managed major cultural attraction with more than 100,000 visitors per season.
- Grew retail revenue by 30% in less than nine months.
- Developed several new product lines .
- Worked to improve manufacturing and quarrying processes.
- Installed first major inventory control and management system.
- Created manufacturing cycle tool.

EDUCATION

MS – Administration & Management - ST. MICHAEL’S College * Burlington, VT.

BA – Political Science - FORDHAM UNIVERSITY, New York. NY 1976

Certificate – Executive Education – STANFORD UNIVERSITY, Palo Alto, CA, 2000

Fundamentals of Change – AMOS TUCK SCHOOL OF BUSINESS – DARTMOUTH UNIVERSITY, 1994

*Coursework complete, Dissertation Pending

PROFESSIONAL AFFILIATIONS & PRESENTATIONS

Member, Board of Directors, Morse Technology Applications Center, Memphis, Tennessee

Association of Energy Engineers; Stanford Graduate School Alumni Association; Association of Demand Side Professionals; Energy Efficiency Engineering Society; Planning Commission, City of Castleton, Castleton, Vermont

Keynote/Featured Speaker at more than 30 events over the past five years including:

- Transmission & Distribution World Expo, 2002 – Energy Crisis in the West – Paving the Way to a Sustainable Energy Future
- Power Investment Conference, 2001 – The Future is Already Here, Building the Electricity Technology Roadmap
- North American Gas Strategies Conference, 2001 – Powering the Digital Economy - It’s Not Just the Internet
- American Public Power Association Marketing & Customer Service, 2001 – The Digital Landscape
- Tennessee Valley Public Power Association Annual Convention, 2001 – The Digital Landscape: Energy Moves to the Internet