

# ROBERT D. GREEN

Seattle, WA | 425.246.2599 | [robgreen@outlook.com](mailto:robgreen@outlook.com) | [www.linkedin.com/in/rdgreen](http://www.linkedin.com/in/rdgreen)

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## SENIOR EXECUTIVE: CHIEF EXECUTIVE OFFICER

*Specializing in the Rapid Growth, Turnaround & Scaling of Cloud / SaaS / IoT / Software Startups*

**Senior Executive** with demonstrated expertise setting corporate vision, leading growth strategy, and successfully monetizing new technologies on a global scale. Dual results gained in both entrepreneurial start-ups and large enterprises, enhanced by a deep network of contacts in the media, technology, and capital markets. Adept at raising venture capital and private equity investment. Extremely skilled at studying an organization's competitive landscape and identifying how to position/structure the company for maximum advantage. Passionate about building the winning teams, cultures, and products that lead to positive exit opportunities and maximized shareholder returns.

### *Areas of Expertise*

P&L Responsibility / Corporate Growth Strategy  
Board Relations / Governance / Reporting  
Global Sales, Marketing & Business Development  
Corporate Development / Mergers & Acquisitions  
Key Staff Recruitment, Mentoring & Leadership  
Capital Formation & Fundraising (VC & PE)

Corporate Turnarounds / Change Management  
B2B, Digital Media, IoT, Big Data, Ad Tech  
Cloud, SaaS, Machine Learning, AI  
Channel Strategy & Strategic Partnership Formation  
Emerging Markets / New Revenue Growth  
Intellectual Property Development / Protection

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## REPRESENTATIVE WINS

*Average exit deal multiple of 5.8x gross revenues*

*Key member of the deal team that led to a successful exit for Nine Systems, resulting in the sale of the company to Akamai (NASDAQ: AKAM)*

*Turned around Abacast and engineered the sale of the company to WideOrbit*

*Guided the exit strategy for BuyDRM that resulted in the sale of the company to Inisoft*

*Negotiated the first-ever CDN/DRM deployments and Content Management solutions for Microsoft*

*Retained as a top digital media consultant by firms such as Abacast, BuyDRM, Fluke Capital Management, and Sterling Commerce (IBM)*

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## CAREER HISTORY & ACCOMPLISHMENTS

**WORKSMACHINE** | [www.worksmachine.com](http://www.worksmachine.com)

MANAGING DIRECTOR

Seattle, WA

May 2018 - Present

WorksMachine is a management advisory company that helps innovative B2B technology companies with specific growth, operational and financial challenges get to the next level. We are a team of seasoned tech industry experts with deep startup and big company executive management experience, leading teams to achieve accelerated market growth, funding milestones and exits.

**KIRIO** / [www.mykirio.com](http://www.mykirio.com)

CHIEF EXECUTIVE OFFICER

Lynnwood, WA

March 2017 – April 2018

Served as CEO and board member for AI and machine learning based startup overseeing P&L, sales, marketing, finance, operations, HR, and investor relations.

Kirio is the only complete, affordable, professionally-installed smart home automation system on the market today. Kirio provides connectivity and single-app access across any wired or wireless home device, appliance, and system along with machine learning and AI to maximize comfort and energy savings.

### *Highlighted Contributions & Achievements:*

- Completed multi-tranche funding round to support scaling strategy, deployed over 35 initial pilots, and signed a series of national distribution partners including Rexel and Johnstone Supply

- Brought product to MVP level, launching the product via a successful campaign that garnered significant levels of national/international coverage (e.g. GeekWire, Digital Trends, Puget Sound Business Journal, Fox News)
- Recruited two key executives into the firm for VP of Business Development / Corporate Counsel and GM of Technical Services roles, in addition to enrolling key technical experts and advisors—and selecting key strategic partner organizations, such as a boutique investment banking firm.

**ABACAST / WIDEORBIT** / [www.wideorbit.com](http://www.wideorbit.com)

Seattle, WA

CHIEF EXECUTIVE OFFICER (RETAINED AS VP STREAMING FOLLOWING MERGER)

Oct 2010 – June 2016

Following results attained as Interim CEO for this streaming audio startup, recruited for permanent role overseeing all corporate operations including sales, product development, business development, finance and human resources. Additionally, led innovation and fresh thinking to the corporate development function, driving the analysis/execution of key initiatives related to M&A, strategic partnerships, branding, and competitive positioning.

*Highlighted Contributions & Achievements:*

- After assuming CEO role in 2010, expertly assessed the "path to maximize shareholder value" and orchestrated a turnaround that included recruiting a new board, closing a strategic funding round, and making key changes to the management team; efforts resulted in doubling revenues year-over-year for three years in a row.
- Established a compelling new corporate vision and championed the vision/plan to employees, shareholders, and the board; effectively "managed up" to board/investors to ensure strong alignment and buy-in regarding new direction; provided daily supervision and mentoring a team of five Direct reports: CTO, SVP of Product, Director of Sales, VP of Finance, and Director of Support & Implementation.
- Drove CAGR of 50+% (and put biggest competitor out of business) by repositioning the company in the market, championing key wins with major media players such as ESPN, and forging top-tier strategic partnerships.
- Worked with worldwide engineering teams to recalibrate the company's product portfolio, in addition to expanding the company's revenue streams via the development of new streaming and on-demand media products.
- Led successful acquisition in 2014; brought three potential buyers to the table, worked closely with legal and patent team, and negotiated a doubling of the initial offer and a successful exit (merger).

**IMAGINE COMMUNICATIONS** / [www.imaginecommunications.com](http://www.imaginecommunications.com)

San Diego, CA

SENIOR VP, BUSINESS DEVELOPMENT (CORPORATE OFFICER)

Nov 2009 – Jun 2010

Recruited by the CEO and Board of Directors of this digital encoding and cloud solutions firm to help determine the company's strategic direction, retool all business development activities, and take point on leading a series of new market penetration and strategic partnership formation initiatives.

*Highlighted Contributions & Achievements:*

- Evaluated corporate strategic direction and positioning; identified risks, barriers, and opportunities—funneling these observations into a compelling new business model for presentation to investors and the board.

**INTERIM CEO** / [www.worksmachine.com](http://www.worksmachine.com)

Seattle, WA

TECHNOLOGY CONSULTANCY

July 2007 – 2012

Founded this boutique consulting practice to provide early-stage technology companies with access to expert advice related to business development, corporate development, strategic planning, and global commercialization.

*Highlighted Client Projects & Achievements:*

- Abacast—Retained as Interim CEO and Board Member; subsequently recruited to permanent CEO role with firm
- Microsoft—Served as key strategist and contributor on multiple global business development projects
- Fluke Capital Management—Recruited to assist the firm with a series of emerging Digital Media projects
- Sterling Commerce—Served as Chief of Staff and tasked with resolving complex sales operations challenges
- RIPL—Served as Interim SVP of Corp. & Business Development, focus on funding and relationship-building
- Slingshot Communications—Advised on M&A strategy and various corporate development activities
- BuyDRM.com—Provided consulting on M&A, corporate structure, capital funding, and business development

**NINE SYSTEMS CORPORATION (ACQUIRED BY AKAMAI)** / [www.akamai.com](http://www.akamai.com)

San Diego, CA

SVP, BUSINESS DEVELOPMENT & STRATEGY (CORPORATE OFFICER)

Jun 2006 – Jun 2007

Recruited by this cutting-edge Rich Media Management and delivery firm to direct a series of business development, marketing, and exit strategy efforts. Key responsibilities spanned intellectual property management, contract management, patent policy determination, strategic partnerships, marketing and PR. Managed a 10-member team of marketing and PR personnel, including the VPs of Creative Development and Channel Development.

*Highlighted Contributions & Achievements:*

- Member of core leadership team that successfully negotiated and closed the sale of the company to Akamai (NASDAQ: AKAM) in 2006, netting a valuation of \$160M, approximately 8.5x gross revenue.

**MICROSOFT CORPORATION** | [www.microsoft.com](http://www.microsoft.com)

GROUP MANAGER, DIGITAL MEDIA DIVISION

Redmond, WA

Nov 1998 – Jun 2006

Held senior leadership role within this Fortune 50 technology firm, focused on driving global adoption of Windows Media Technologies (WMT) within the Broadcast, Cable, Satellite, IPTV, Mobile, and Content Distribution Network markets. Gained expertise in complex deal making, negotiating, contract development, alliance creation, competitive analysis, joint ventures, and co-marketing strategy. Established Microsoft's technology

*Highlighted Contributions & Achievements:*

- Closed over 150 key deals, including executive-level partnerships with major broadcasters (ABC, CBS, NBC); sports leagues (NFL, MLB, NBA); telecom carriers (SBC, Telus, Chunghwa Telecom, France Telecom); content distributors (Time Warner, Comcast, DirecTV); original content producers (HBO, Showtime); and numerous international hardware/software vendors (Harmonic, Tandberg, Scientific Atlanta).
- Identified and aggressively went after the major segments, deals, and leverage points that would allow Microsoft technology to become a dominant force in the exploding digital media market; forged key technology agreements with Motorola and dozens of other companies, leading to creation of an end-to-end Microsoft-based ecosystem.
- Conceptualized and implemented a worldwide hosting certification program that increased the use of WMT from <30% to >75% among certified partners—including a 100% deployment rate for Windows 2003 Server.

**CORTEX MEDICAL MANAGEMENT SYSTEMS** | [www.cortexmed.com](http://www.cortexmed.com)

VICE PRESIDENT SALES & MARKETING, CORPORATE OFFICER

Seattle, WA

Jan 1996 – Jul 1998

Recruited to lead sales, marketing, and business development activities for this anatomical pathology lab systems software company, specializing in serving the specialized needs of the healthcare and medical insurance industry.

*Highlighted Contributions & Achievements:*

- Designed and executed a strategic plan that resulted in a 200% increase of in revenue over a two-year period.
- Doubled the gross revenue of the company in the first 11 months by overhauling all sales, accounting, and customer service operations—in addition to personally negotiating all customer and vendor agreements.
- Coordinated and initiated the hiring of an investment banking firm to facilitate an M&A event

**METROMEDIA/WORLDCOM COMMUNICATIONS**

SENIOR DIRECTOR OF SALES, NORTHWEST

Seattle, WA

May 1988 – Nov 1994

Held series of progressive leadership roles within the ranks of this fast-paced telecommunications provider, joining the company as an Account Executive (1988-1990) and receiving subsequent promotions to District Sales Manager (1990-1993) and Sr. Director of Sales, Northwest (1993-1994) based on performance record.

*Highlighted Contributions & Achievements:*

- Led an 80-person commercial sales force and held ultimate responsibility for a \$50M, five-state territory
- Increased revenue production by over 300% and order production by over 200% during Director-level tenure
- Generated over \$30 million in annual revenues and never missed a monthly quota throughout job history

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## EDUCATIONAL CREDENTIALS

B.A., Economics | Indiana University, Bloomington, IN, 1987

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## HONORS & RECOGNITION

Recipient, Streaming Media All-Star Award | Streaming Media magazine (2009)

Featured Panel Speaker – NAB & SM East/West Conferences

Holder of multiple patents with additional patents pending pending (full details available upon request)

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## **CORPORATE GOVERNANCE / BOARD ROLES**

Kirio – Board Member | BuyDRM – Advisory Board | Synchronex – Board Member | Slingshot Communications –  
Advisory Board

Media Bay – Advisory Board | Abacast – Board Member, Managing Director (former)