



# Robert Norton

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Brookfield, MA

## Seasoned CEO/President/COO with Deep Process, Systems and Technology Expertise

Chief Executive Officer – President – Chief Operating Officer – General Manager –  
Engineering Management (CTO/CIO) – Highly Experience Management Consultant

### Key Expertise

- Management Best Practices
- BI/Dashboards/KPIs
- Coaching & Mentoring
- Software/SDLC
- Strategic Planning/Marketing
- Management Consulting
- Organizational Change Mgt.
- Complex problems
- Strategic Selling/BD/Sales
- Web/E-commerce/CMS
- Process Management
- Innovation/Prod. Dev.
- Organizational Development/HR
- Financial Modeling/Budgeting

### Industrial Experience

Health Care, Financial Services,  
Business Services, Information  
Services, Internet, Insurance,  
Software & IT, Consumer Services,  
Corporate Training/Media/Video,  
Legal, Robotics, Neuroscience,  
Psychology and others.

### Profile Statement

Technical and highly skilled leader and entrepreneur with deep expertise in innovative business development through strategic planning, team building and value creation that has generated over \$1 billion in shareholder value for investors. Ability to raise business from scratch to level of excellence, and can maximize growth while balancing short-term profit and long-term equity value creation to create sustainable competitive advantage in any business. Self driven with excellent organizational and people skills and the ability to communicate effectively. I am uniquely positioned to manage and deliver expected objectives of the organization in an encouraging and professional way.

### Objective

- To utilize my perfect blend of operational and leadership experience in business innovation and development to create value for shareholders, wealth and jobs.
- To inspire others to discover new horizons in maximizing their potential and their company's growth and sustainable competitive advantage.
- To maintain a challenging position, where my honed skills and motivations can be utilized to drive growth and a world-class team and culture.

### Highlights

- Top Management & Strategy Consultant (2002-Present) – Doubled and tripled growth rate at many client companies leading Organization Change Management (OCM), implementing management best practices and doing Strategic Planning. Helped over 100 companies break through their limiting factors to increase profit, improve market position and competitive advantage.
- Strategic and Business Planning Expert - Developed hundreds of Strategic Plans, Business Plans and business model innovations in over fifteen industries over two decades. Full Strategic Planning project responsibility and management, team facilitation and/or coaching team through the process. Experienced in 20+ strategy models and methods used by top firms. Developed a Strategic Planning Kit and video training programs.
- Visionary Thinker – Created new market space and achieved \$156 million annualized sales within one year of start-up launch creating new market and disrupting an industry by introducing an innovative multimedia service which penetrated 72% of market permanently changing that industry.
- Operator - Drove sales from \$0 to \$100 million with 26% pretax profit in 5 years; added \$35 million (> 50% CAGR) to revenue in one year, created continued growth and ROI for long-term market hold that lasted over a decade.
- Entrepreneurial and Innovative Executive - Founded three companies and ran product development and innovation groups for a Fortune 500 company. Has launched over 100 products in dozens of product lines and worked in fifteen different industries.
- M & A and Due Diligence - Did merger and acquisition work to expand portfolio of companies in technology and other industries allocating capital.
- Technologist – Deep background in technology has enabled many ground-breaking business strategies to create and/or dominate markets.

## Relevant Skills

- Strong problem solving skills – good judgment and prioritization
- Excellent client service skills
- Communication Skills (Written and Spoken)
- Positive attitude/ image – collaborative and flexible
- Team Leadership
- Active listener, tactful, diplomatic and articulate.
- Interpersonal Skills – effectively interact with people of different ages and cultures
- Organizational Skills (Innovative and Proactive)
- Leadership/ management skills
- Confidence/ Creative
- Handle multiple tasks
- Can work independently and in a team
- High initiative and ambition
- Self-motivated
- New Business Development

## Professional Experience

**C-Level Enterprises, Inc. and AirTight Management, MA/FL** 2002-Present  
**CEO, Chief Consultant–Product, Innovation, Management Consultant and CEO/Executive Coach**

- Provide executive level consulting, training and coaching to help both B2C and B2B clients grow by implementing best practices in management, leadership, strategy, marketing, sales, innovation and organizational culture. *Industries included: Healthcare, Software, Hardware, Personal Development, Neuroscience, eCommerce, IT/Web Development, Robotics, Legal, business services and more.*
- Acted as an interim/virtual CEO, COO, CTO, and/or CIO to fill gaps in SMB management teams.
- Doubled and tripled growth rates of many client companies within 6-12 months
- Developed powerful and differentiated Strategic Plans to create sustainable competitive advantage and higher equity value using proprietary methodology.
- Designed and installed Management Systems, KPIs, hired and trained management teams in best practices to drive profit growth and balance short-term profits and long-term stakeholder value creation.
- Created first ever comprehensive Management Systems Framework for SMBs using six systems, AirTight Management. *Developed and ran a CEO and Entrepreneurship Boot Camp. Produced over 100 training videos on best practices plus a Strategic Planning Kit product.*
- Author, speaker and thought leader in leadership, management, organizational culture and innovation.

**BLUE RIPPLE, INC., MA** 2001 – 2002  
**President, Chief Executive Officer**

- Recruited to turn around floundering VC-backed start-up. *Prepared it for sale after 9/11 closed the Series B-C venture capital market for an extended period.*
- Slashed capital needs 50% by developing go-to-market niche strategy and converting to both enterprise software model and SaaS.
- Cut burn rate 30%+ while also developing channel/OEM strategies; produced \$700K sales pipeline within 90 days. *Made significant changes in a VC funded incubator by installing start-up best practices and philosophies.*
- Developed an unstructured content data collection and distribution system which collected internal data, encrypted and delivered, using a sophisticated business rules engine, to any Content Management System (CMS) of resellers, customers or distributors. *Used by financial companies, manufacturers and information distributors, like Fidelity Investments, to maintain their partner and resellers' remote databases automatically.*

**TECHNOLOGY4KIDS (formerly A+America)** 1994 - 2000  
**President, Chief Executive Officer, MA**

- Created network of over 22,000 K-12 schools and over 200 corporations using an e-commerce online shopping mall, customized database with GPS and other technology to facilitate 1-1 local target cause marketing through schools. *This B2B2C venture was funded by socially conscious investors to get more technology in schools.*
- Recruited by Board to salvage this troubled start-up; renegotiated debt to 15¢ on the \$1 and raised \$3 million in equity financing to restart with a modified strategy.
- Raised millions for schools and launched new business model with e-commerce website, achieving profit in 18 months.
- Propelled key website metrics to as much as 4 times industry averages at the time, including a 9.4% visit-to-purchase ratio.

## Education

**Boston University – Dual Degree Program**

**Business Administration and Computer Science**

Life-long learner who trains Ivy League MBAs and PhDs and has equivalent of Ph.D. from experience and creation of leading edge Management Science Systems and ideas, The CEO Boot Camp, four books and over 25 published papers.

## Published Books and

### Papers on:

- Management Science
- Leadership
- Systemization
- Process Management
- Strategy and Vision
- Use of technology to create sustainable competitive advantage
- Co-published book with Warren Bennis, the Father of Leadership

## Reference

Available on request

**HOMEVIEW, INC., MA**

**1989 – 1994**

**Founder, President, Chief Executive Officer**

- Launched first full-service multimedia, virtual touring, information services company for the residential real estate industry. Shook industry nationally after structuring \$34 million equity deal with IBM and achieving quick industry penetration.
- Created the first zoomable GPS map technology now used in all GPS devices, remote kiosks, remote data queries and image distribution and other IP which are still used in many products and active patents today.
- Penetrated 72% of metro Boston home listings; increased productivity more than 300% over industry average looking at home showing to sale ratio.
- Launched 3 retail locations growing revenue to over \$150 million in only 18 months.
- Drove customer acquisition cost from \$278 to <\$70 within 1 year. *Sold company to private investor group in 1994 that changed strategy and closed the business in 18 months after franchising it failed.*

**THOMSON FINANCIAL SERVICES, (Now Thomson-Reuters), MA**

**1984-1989**

**Vice President of R&D, CTO**

- Ran skunk-works and all product development creating five product lines in five years that each developed into \$20MM+ businesses quickly.
- *Created proprietary software platform which allowed more rapid development, code reuse and portability before such commercial products were available to create competitive advantage. This technology lead catapulted Thomson from zero to \$100 million in 5 years; drove brands to worldwide market leadership mainly via technical supremacy.*
- *Helped launch our products UK and Japanese markets, adapting products for both Europe and Far East markets. Helped parent company and portfolio companies upgrade their technology and product innovation.*

### **Products built included:**

- FIRST CALL – World-wide, real-time, fault tolerant, multi-point collections and distributed database solution delivering research, real-time earnings estimates and other data from virtually all Wall Street analysts to most top portfolio managers world-wide. Did what the Internet now does, before the Internet, as a private network and dominated market for over a decade.
- PORTIA – Real-time portfolio valuation and risk assessment system that interfaces with minicomputers and mainframes.
- Bond Buyer Video Munifacts – Municipal bond network system, rebuilt using PC technology to replace antiquated printer network with full DBMS, search, alert etc.
- InvestText – Online industry and company research database used by most portfolio managers and Wall Street firms
- Autex – Created next generation design for aging, long established product line that did most large block equity trading on NYSE, OTC and other markets

**Former positions as:** Software Engineer, Systems Architect, Consultant for Boston Consulting Group (BCG), Addison-Wesley and others.

**Author/Lecturer:** MIT, Babson, Boston University and WPI. Affiliations: MIT Enterprise Forum, Vistage CEO Groups, Small Business Administration of New England, Dialog CEO Roundtable, Idea Sphere and other business forums