**Larry Dodson**

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**Leadership and Execution**

Operations P&L, Technology R&D, Product Development, Data Science & Visualizations

* Multiple successes in establishing growth and profitability using expertise in key business environments, emerging technology analysis, strategy formulation, partnerships & structuring alliances, negotiations, and capital planning.
* Operational capabilities in managing P&L, lean manufacturing, and cost & delivery.
* Proven ability to deliver critical programs in fast-paced growth organizations through effective leadership of multi-functional high-performance teams.

**Core Competencies**

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| Corporate Strategy and Execution | Business Development | New Product Introduction |
| Marketing & Product Development | Operations and Manufacturing | International Alliances |
| Excel, VBA, Python, JS for Data Viz | Optimizing Quality, Cost, Delivery | Contracts and Negotiations |

**Professional Experience**

**Urban-gro, Inc.**  9/2018 – 3/2020

Chief Technology Officer

Established full-stack platform of new comprehensive data acquisition solution for controlled environment agriculture. Efforts included building the development team, product invention through market deployment, front-end GUIs, charting, accounts, and back-end cloud services (Azure, AWS). Highlights of the program was creating and working closely with the talented team of developers, execution of founder’s vision, and relations with our key strategic partner. The platform is staged to become an industry leader of horticulture environmental data collection, analytical visualizations, and of large-scale industry data interchange.

**Fluence Bioengineering, Inc.**  12/2015 – 9/2018

VP Lighting Controls, Engineering, Operations

Startup leadership for the design, manufacture, and sales of high-performance LED lighting solutions for indoor controlled environment, and greenhouse horticulture industry. From start-up to proven industry leader. In support of two founders creating an environment for growth and expansion with responsibilities for engineering and product design, electrical performance, safety and agency certification, establishing high volume product manufacturing, quality and testing capabilities, implementation of ERP/MRP and Sales resource planning, and company processes and infrastructure.

**Clarus Vision, Inc.,**  7/2015 – 12/2015

Sr VP Operations - Consulting

Creation and execution of business plan for growth, preparation for investor due diligence, identification of essential functions and purpose for investment raise and use of funds. ERP systems i.d. and implementation, primary focus on QMS and CRM. Marketing/sales expansion with addition of key NA and Asia contract/commission sales team with selection, strategy, contract negotiations, identification of key markets and customers, generation of support collateral materials, comprehensive pricing lists and more.

Customer is a unique growth start-up company, with expertise in engineered touch panel solutions, materials, and manufacturing assembly.

**UniPixel Inc.,**  1/2012 – 7/2015

VP Strategic Marketing, VP Manufacturing

The creation of a novel Metal Mesh sensor product in the touch industry, establishing production and building essential partner relationships. Responsibilities: Factory design and sourcing capital equipment, with incorporation of business modeling to predict profitability, producing product specifications, performing competitive analysis, and matching product to the market’s needs, moving from R&D and NPI through to establishing manufacturing, realization of corporate goals.

Responsibilities with new product introduction included engineering/technical leadership, maintaining strong industry relationships with key OEM customers and touch industry component integrators. Products delivered high technical performance with competitive lower component cost.

Key Achievements

* Integration of first proof-of-concept functional units demonstrating the company’s technology capability and at the critical time of successful equity raise (~$12 million net in 3Q2012).
* Establishing production capability of metal mesh film touch sensors.
* Integral support and program leadership for first production fulfillment with customer’s integration provider (Kodak).

**N-trig Inc.,** OEM Solutions (Director of Sales) 1/2010 – 12/2011

Responsible for touch solutions introduction and sales to tier-1 OEM customers. Tactically producing opportunity development analysis, sales funnel, major account planning, establishing and sustaining strong relationships with major accounts. Driving product requirements, assembling cross-discipline engineering, and operations/supply chain teams in support of technical specifications and meeting customer’s needs. Supporting the vertical market technical teams in the development of key product features, driving multi-touch/ active stylus solutions. Also, managing contracts, issue resolutions and negotiations on price and delivery.

Key Achievements include landing major design wins with tier-1 customers (HP, Motorola, B&N/Nook).

**Touch International,** Vice President of Operations 4/2009 – 12/2009

Manufacturing and operations P&L responsibility, and OEM/ODM customer relations. Direct hands-on management of processes, technical specifications, and materials engineering: 100+ staff consisting of engineering, technical and assembly teams throughout Supply Chain, Procurement, IQC, Ops Planning/Scheduling, Warehousing & Inventory, outgoing Quality, Shipping, and ISO certifications. Included customer communications, supplier pricing and delivery negotiations. Company is a leading supplier of high performance and cost-effective touch sensors/digitizers to OEMs, Integrators and VARs for solutions in medical, commercial/industrial, defense, aerospace, and POS retail devices.

Key Achievements include leading the company into lean manufacturing with supply chain, supplier quality and delivery improvements.

**Thaumato Energy Solutions, LLC,** President, Secretary 10/2007 – 2/2010

Executive at start-up, developing International Operations, Marketing and Distribution of advanced Fuel and Oil treatment technologies.

**Caseta Technologies/ Telvent NA,** Chief Operating Officer 8/2005 – 9/2007

Board of Directors 1998 – 12/2007

Operations, planning and execution including Financial P&L performance, staff, Supply Chain, customer satisfaction, Sales/Bid management, Legal and Contracts. Company is a leading software solutions developer and integrator to the Transportation industry. Solutions include integration of in-lane and host systems for real-time automatic RFI Electronic Tolling transactions. Major client development and support with the MTA of New York City, largest toll authority in the world with per annum >170M transactions and >$1.4B revenues; and the CTRMA authority in Texas.

Key Achievements

* Oversaw development of software solutions with system developers for products and custom features.
* Realized 2-yr Growth from $2M to $7.5M revenues, and ($580k) to $1.4M EBITDA.
* Structured company’s policies/procedures and organizational focus, including all outstanding third-party contingencies.
* Executed closure on placement of the company in a successful acquisition by foreign multinational.

**Hewlett-Packard,** Director, Client Executive 2/2002 – 9/2005

Strategic and tactical high-profile account management in the company’s IT Outsourcing division. Emphasis on Business Development, Sales and Marketing, Customer Satisfaction, and profitable P&L performance.

Key Achievements

* Growth of Sales Revenue to $600M for a multi-year support services contract to 12 million end-users (DIRECTV).
* Launching of client’s full-spectrum infrastructure of custom and standard software applications including messaging, helpdesk, desk-side support, hardware/software maintenance, database administration, and disaster recovery solutions.
* Generated account contract revenue value of $5M (ON Semiconductor).
* Reduced costs by 15% for combined accounts, increasing profitability.
* Managing extremely critical relocation projects of clients’ IT infrastructure, with execution excellence, included hosted operations data center and server-based computing (AmEx and ON Semi).
* Savings of >$1.5M as result of strategic reversal of losses to a positive margin by a structured client buy-out (AmEx).

**Hewlett-Packard / Compaq Computer**

Corporate Global Alliances

Director, Global Alliances and Strategic Relationships 3/1997 – 2/2002

Leadership of highly visible strategic partner relationships with Microsoft, Intel, Samsung, LG, Philips, Sony, Matsushita and Xerox. Developing formal global alliances via implementation of joint vision, development collaboration, international agreements, executive relations, marketing alliances, and technology exchange providing for key advantages and opportunities.

Key Achievements

* Providing ongoing analysis of partners' business models and objectives exploring profitable opportunities to senior executives, technological advances, tracking market changes, building relationships, generating business opportunities.
* Developing and managing new businesses and balance of trade with Asian partners/ suppliers of > $2B.
* Increased Product Sales and IT Services of > $1B over a three-year period.
* Developing multi-cultural teams organized for inter-company communication and coordination, intelligence support structure, strategy reviews, and technical and product direction correlation that provided faster products to market.
* Produced $500M in savings on royalties of > $1.5B in negotiations with Microsoft on licensing contracts.
* Success derived from prioritized communications between teams of objectives and key alliances strategies, with focus on meeting directives and driving functional departments towards fiscally positive goals.

**HP/Compaq,** Advanced Technology and Corporate Development

Director, Corporate Business Development 2/1994 – 3/1997

Bringing new strategic technologies, software, and product differentiation, broadening and deepening product capabilities and features. Worked to establish the company’s lobbying and industry trade association presence to advantage the corporate mission. Utilized tools and processes including equity positions in young companies (equity, M&A), intellectual property licensing, co-marketing, and technologies due diligence, financial positions, and markets analysis. Negotiated key definitive agreements. Reporting to the corporate Senior VP of Strategy and CTO.

Key Achievements

* Creating strategic alliances and our key-equity holdings portfolio (range of $5M to $12M ea), acquisition targets, joint ventures, and alliances. Managing and maintaining positive rates of return and exits planning.
* Establishing alliance/partner processes, financial modeling, business planning and return on equity.
* Proposing, recommending implementation of new business and market opportunities, supported with financial due diligence, valuations, capitalizations, and market analysis.
* Primary market intelligence and reporting following telecom, cable/satellite delivery of broadband data & entertainment, marketing/ technical research of premise tech., Internet/Web, STBs / TV, display technologies and wireless networking.
* Supporting advanced technology markets with in-depth analysis and development of over-power-line communications, signal processing and controls (spread-spectrum), promoting standards and technology adoption.
* Lobbied standardization of video display formats via FCC briefings and in trade associations in Wash DC.

**Compaq,** Operations Manager, Peripherals, Printing/Imaging Division 2/1992 – 2/1994

Managed division operations for U.S., Singapore, Europe, and Japan. Optimized to Quality, Cost and Delivery through creation and implementation of manufacturing strategies, capacity schedules, make/buy decisions, and ramp-up through to end-of-life. Negotiation, execution of contracts and licensing for OEM sales to Xerox, and Asian subassemblies direct to Japan and France.

**Compaq,** Advanced Technology Manager, Manufacturing Operations 8/1989 – 2/1992

Created and implemented true leading-edge manufacturing, high-volume capabilities while increasing yields by leading industry advancements and systems development; including R&D; managing a specialized staff of engineers/scientists. Delivered early deployment of improved and new manufacturing processes and assembly automation, and Integrated Circuit packaging.

**Compaq,** Manager and Manufacturing Engineer 4/1986 – 8/1989

Strategic, financial responsibility for implementation of processes and optimizations, and Industrial Engineering installations of breakthrough automated manufacturing assembly lines in Houston, Singapore, Scotland. $100M+ budget. Maintained 10%+ reduced spending on capital equipment and installations. Improved product schedules to market with early production capability.

**Chrysler Corporation / Chrysler Automotive Electronics**

Engineer: Engineering & Reliability, Test & Development 6/1983 – 4/1986

Management and execution for Chrysler’s industry leadership introduction into high-volume Surface Mount Technology for design and manufacturing. Full responsibilities for standardization, specifications, design for manufacturing, vendor relations and components, integrated circuit component packaging, testing, reliability & performance.

**Education**

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| Master of Business Administration, MBA | Houston Baptist University |
| Bachelor of Science in Electrical Engineering Technology | Southern Illinois University |
| Bachelor of Arts in Chemistry | Southern Illinois University |
| Data Analysis & Visualization - Boot Camp, McCombs School of Bus. | University of Texas (Jan/2021) |
| Financial Management and Executive P&L Program | Stanford University |
| Venture Capital Institute, Valuation Boot Camp | National Venture Capital Association |
| Japanese language (Nihongo, Hiragana & Katakana) |  |