

# Rob Urbach

Colorado Springs | (703) 980-4360 | roburbach@gmail.com | www.linkedin.com/in/roburbach

## CEO / COO / EVP: Corporate & Business Development

Transformative Leader | Revenue & Profit Optimization | International Expansions | Sustainable Competitive Advantages

Built Global Business to \$200M | Completed Acquisitions Totaling \$50M+ | Boosted Revenues 55% in Declining Market  
Brought Member Roster to 500K+ | Achieved 20% Annual Growth for 3 Years | Closed \$20M in New Deals Annually  
Named Most Influential Person by Major Industry Publication | Wharton MBA | Led Teams of 300+ | Managed P&Ls up to \$200M

Nationally-acclaimed executive known for driving unprecedented results within competitive industries and in high-visibility positions. Exceptionally well-versed in all aspects of strategic business development with an impressive track record of generating multimillion-dollar sales growth through multinational channels/partnerships. Committed to improving bottom-line profitability while building world-class teams. Adept at extracting the genius of others and seeing solutions where others see problems.

### Core Competencies

- Unlocking Human Potential
- Strategic Brand Partnerships
- Global Corporate Integrations
- Market Planning & Diversification
- Sophisticated Financial Models
- Divestitures, Mergers, & Acquisitions (M&A)
- Customer Acquisition & Retention Strategies
- Joint Ventures (JV) & Licensing Agreements
- Consensus Building & Strategic Influence
- Top-Tier Team Building & Motivation
- Resource Optimization
- Operational Excellence
- Marketing & Pricing Strategies
- Change Management
- Transparent Communications

### Career Success

USA TRIATHLON (USAT), Colorado Springs, CO

2011 to 2017

*World's largest multisport organization, serving 500,000+ members sanctioning 4,300+ events annually and operating Olympic program.*

#### Chief Executive Officer (CEO)

Recruited to turn around organization while greatly advancing both the organization and the sport. Optimized operations as well as income through corporate sponsorships and improved programs/services. Represented organization to the United States Olympic Committee (USOC) and the International Triathlon Union (ITU). Led and motivated 9-member leadership team and 65 indirect reports to peak performance levels. Supervised 250 volunteers in 21 committees and 10 regions.

***Positioned USAT to reach all-time highs in overall revenue, sponsorship, merchandise sales, membership, participation, sanctioned events, certifications, and clubs.***



#### Organizational Growth / Influence

- Grew revenues 55% in a declining market and doubled endowment to \$10.5 million+.
- Increased sponsorships 252%, expanded membership to 500,000+, and improved membership retention 20%.
- Named Most Influential Person by *Inside Triathlon Magazine* in 2013.
- Led bid that awarded the U.S. the World Championship; produced internationally broadcasted event, 14 races with 5,000 competitors, and hosted global conference with representatives from over 100 countries.
- Created mobile app and web based fantasy sports game, Trifecta, which is now used in 80 countries.
- Produced globally broadcasted World Triathlon Series, Super Sprint events, and first-of-its kind prime time programs.
- Oversaw development of best-in-class social media vehicles and grew audiences exponentially.
- Wrote column for each edition of proprietary quarterly magazine with industry's largest circulation of 150,000 readers.
- Created "Sharing the Win" mantra, which united disparate constituents, inspired new audiences, and captured the essence of the greater community.



#### Key Initiatives / Industry Firsts

- Developed and funded unprecedented \$2.6 million grant program to establish NCAA varsity sports programs for women.
- Prompted establishment of 75 high school triathlon programs; launched pilot program in 2016.
- Significantly increased multisport offerings while spearheading a social energy leveraging "Tri it Forward" initiative.
- Successfully launched The USA Triathlon Foundation for underserved youth, Olympic hopefuls, and para-athletes.
- Enhanced safety with "Shared Responsibility" doctrine; commissioned panel of physicians to study race-related fatalities.

- **Created internal “lean start-up” program** to intensify focus and galvanize staff/partners around youth, which encompassed national partnerships, fitness advocacy, in-school curriculums, camps, clinics, and specialized communications.



### Performance Excellence / Continuous improvements

- **Grew Age Group National Championships 300%**, turning it into one of the largest and most competitive races in the world.
- **Introduced value-add tools/webinars**, helped members find coaches/clubs, and enhanced certifications.
- **Led Olympic Program, guiding women’s team to win Olympic gold** and substantially improved men’s program.
- **Improved race registration processes** by developing Real Time Account Verification system.
- **Built program that resulted in Team USA leading the medal count at the 2016 Rio Paralympics.** Initiated National Governing Body status for Paratriathlon.
- **Developed Olympians and championed an Olympian mindset with everyone.** Honoured achievements of those who realized transformative health gains, overcame trauma/addiction, and reversed adult onset diabetes and other 21<sup>st</sup> Century metabolic diseases.

### SAE Capital/Courtview Securities

2010 to 2011

With three associates formed SAE Capital, a boutique investment banking and advisory services firm focused on the sports sector. SAE was acquired by and merged into Courtview, which was owned by private equity firm, Warburg Pincus.

### OCTAGON WORLDWIDE INC., McLean, VA

2005 to 2009

*Global sports marketing and management division of the \$7 billion Interpublic Group, which generated \$200 million annually.*

#### Executive Vice President

Functioned as the Chief Operating Officer to transform a loose federation of legacy acquisitions into a focused enterprise. Reversed international losses and maximized profits while serving on Executive Operating Committee charged with managing the company’s P&L. Initiated, structured, and negotiated divestitures, acquisitions, and joint ventures. Steered global corporate development initiatives and enhanced public company reporting/compliance.

***Partnered with Chief Executive Officer to revamp the business plan and streamline operations.***



### Impacts to the Bottom Line

- **Produced record earnings growth for 3 consecutive years**, realizing 20% increases each year with 800 bps margin improvement.
- **Cut \$12 million+ in OPEX**, slashed headcount by 22%, and significantly reduced risk while aligning assets with strategic objectives.
- **Added \$3 million in annual revenue** by leading a competitive agency selection process with Sony, Puma, and MTN.
- **Increased annual profits in a single country organization by \$2 million** after introducing operational/cultural improvements.
- **Built highly successful performance-based incentive strategy**, restructuring 6 disparate legacy compensation plans.
- **Boosted corporate EBITDA by 8%** after acquiring and integrating baseball agency. Established acquisition process; evaluated potential candidates and structured/closed multimillion-dollar deal.



### International Business Gains

- **Surpassed financial projections by nearly 30%, generating \$66 million in dividends**, and bringing an estimated \$3 million in transaction gains for the parent company. Negotiated divestitures of separate divisions throughout the United Kingdom, Sweden, Belgium, and South Africa.
- **Garnered \$3 million incremental profit increase, improved service offerings**, and greatly expanded global footprint after negotiating 5 joint ventures and strategic alliance agreements across the United States, the United Kingdom, Turkey, and Nigeria.
- **Eliminated non-core operations and management layers** in Italy, Singapore, France, Brazil, Switzerland, Hong Kong, Brussels, Shanghai, and the United Kingdom.
- **Enhanced global reputation by expertly resolving 3<sup>rd</sup>-party contract disputes**, employee terminations, and dividend declarations with international shareholders; mitigated economic risk and legal exposure.

### SFX SPORTS GROUP, Washington, DC

1998 to 2005

*Talent management and marketing agency, and a \$55 million division of Clear Channel Communications.*

#### Executive Vice President, 2001 to 2005

Served on 4-person management committee and controlled P&L for Sales division while spearheading all acquisition/business development

## Rob Urbach, Page 3

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initiatives. Delivered high-impact marketing and corporate consulting services for this interrelated group of sports management/marketing companies that represented 800+ athletes. Produced internationally televised events and sports-related programs. Named to the Clear Channel Communication's regional board.

***Accelerated growth on a global scale, employing best practices to drive incremental revenue and minimize costs.***



### Remarkable Business Growth

- **Closed \$15 million to \$20 million in deals annually**, consistently exceeding sales budgets.
- **Generated \$1 million+ in combined annual revenue** after signing 20 high-profile clients.
- **Realized \$2 million in annual revenue** after creating opportunities between the SFX Sports Group and Clear Channel.
- **Attained \$1 million+ in just 1 year** after establishing the Speakers Bureau division.
- **Garnered \$1.5 million within 6 months** of forming joint venture with a Chinese company.
- **Won Clear Channel Performance Award** against 150 candidates.
- **Negotiated 14 acquisitions valued at \$300 million+**. Seamlessly integrated corporate acquisitions across disparate cultures.

### Vice President / Senior Vice President of Business Development and Strategic Planning, 1998 to 2001

Sourced, structured, and negotiated major acquisitions and high-profile business development initiatives. Developed joint venture with *Mandalay Sports and Entertainment* to capitalize on television and film production capabilities.

***Positioned company to become a global industry leader by designing visionary strategies.***



### Game-Changing Results

- **Completed \$50 million+ in strategic acquisitions** of player management companies, branding firms, and marketing agencies.
- **Won Emmy Award** and helped raise \$15 million for launch of cable channel and affiliated production company.
- **Eliminated \$5 million+ in OPEX** through corporate reorganization of television, consulting, and marketing groups.
- **Pioneered space privatization concepts** by commercializing the International Space Station.
- **Grew Ultima Replenisher from a start-up operation** to a leading sports drink.
- **Obtained \$40 million in venture funding** after launching online consumer experience business.
- **Generated \$10 million+ through joint ventures with Warner Brothers**, a partnership between Daimler Chrysler and Kobe Bryant, made-for-TV events, and best-selling author representation, including *Leading with the Heart*, by Mike "Coach K" Krzyzewski.

Earned fast-track promotions through increasingly responsible roles since 1991, beginning with Manager of Marketing, then Director of Marketing, and finally, Vice President of Marketing. Marketed athletes, sold event sponsorships, created national broadcast/media deals, and developed promotions for clients with Fortune 500 brands. Negotiated 300+ event sponsorships, endorsements, and licensing agreements. Generated \$15 million in 5 years by establishing record-setting partnerships for Michael Jordon with Electronic Arts and CBS SportsLine.

## Education

### Master of Business Administration (MBA), Finance and Management

THE WHARTON SCHOOL OF BUSINESS, Philadelphia, PA

*Producer, Wharton Follies Annual Music Revue*

### Bachelor of Arts (BA), English, Dean's List

CENTRE COLLEGE, Danville, KY

*Varsity Cross Country, Swimming, Tennis All-American*

## Personal Accomplishments

Created television game show and sold its production rights | Co-founded Greenhouse partnership with AOL  
Founded Reading and Roundball, a non-profit literacy organization | Developed fundraising campaigns for American Heart Association | Planned Healthy Lifestyle Symposium | Competed in 75 triathlons worldwide  
Completed Hawaiian Ironman World Championship