



01 - EXTRACT SIGNAL

02 - TRANSLATE NARRATIVE

03 - BUILD ENGINE

04 - DRIVE PIPELINE

PROOF BOOK

REVENUE & GO-TO-MARKET

WINS, LOSSES, REFERENCES

2026

KEITH MODZELEWSKI, MBA

CANDIDATE DOSSIER

# Keith Modzelewski.

REVENUE LEADER / FRACTIONAL CRO / GTM FOR COMPLEX TECHNICAL OFFERINGS

LOCATION

**Delaware**

Remote / hybrid / DE-MD-DC

EXPERIENCE

**15+ Yrs**

Revenue & commercialization

SPECIALTY

**0-to-1**

Complex technical GTM

WHO I AM

I am the revenue operator you bring in to take complex technical and scientific offerings to market, from lab-stage commercialization through eight-figure enterprise pipelines. Fifteen years across clean energy, hardware, agtech, and B2B technology. Four-time founder, one exit. Fractional CRO to 30+ startups. National Science Foundation mentor, evaluator, and awardee. I build the motion when there is no playbook yet, recover distressed territories, and treat every loss like grad school, documented, learned from, not repeated.

0-TO-1 ENVIRONMENTS

**First commercial hire**

Pipeline builder where no  
playbook exists yet

MULTI-INDUSTRY

**I speak CFO and  
engineer**

Clean energy, robotics, agtech,  
hardware, deep-tech, optical

DEEP-TECH GTM

**Lab to first customer**

Incubator to first paying  
customer and repeatable GTM

SECTORS

Clean energy / Solar and storage / Robotics and advanced manufacturing / Hardware B2B / Agtech /  
Cybersecurity / Additive manufacturing / Deep-tech commercialization

# Distressed Territory Turnaround

**\$2.1M new business on a \$3.7M book**

CARL ZEISS VISION / OPTICAL AND MEDICAL DEVICE / 2025-PRESENT

## DEAL OVERVIEW

**Mandate.** Take over a distressed \$3.7M Mid-Atlantic territory spanning the Delmarva Peninsula through Baltimore and up to Philadelphia, producing \$1.4M against \$3.7M of potential at arrival, a 62% gap.

**Starting point.** No momentum, eroded relationships, premium-product adoption stalled. No ramp offered.

**Result.** Returned to growth in the first year. Recognized by the Senior VP of Sales for the highest ZEISS contract count on the East Coast.

## THE APPROACH

Walked into a mess and produced fast. Consultative selling, disciplined territory planning, and methodical re-engagement of lost accounts, driving premium lens, coating, and dispensing adoption through national campaigns.

## 01

### Account recovery

Re-engaged lost accounts and rebuilt trust with optometrists, opticians, and ophthalmologists.

## 02

### Territory discipline

Rebuilt the plan and pipeline coverage across the full Delmarva-to-Philadelphia book.

## 03

### Account enablement

Advise accounts as a commercial partner: train doctors on P&L management, coach staff on sales consulting, and guide inventory management to grow the practices I sell into.

**\$2.1M**

NEW BUSINESS, FY2026

**21**

NEW CONTRACTS, FY2026

**62%**

GAP AT ARRIVAL

Proof of raw commercial horsepower. I walked into a book producing \$1.4M against \$3.7M of potential and put up \$2.1M in new business inside fiscal 2026.

# Pipeline Built From Zero

**\$7M+ contracted pipeline**

ENERGY FOX / FOUNDER AND CEO / COMMERCIAL SOLAR / 2022-2025

## DEAL OVERVIEW

**What it was.** Founded and led a commercial solar developer from nothing to a \$7M+ contracted pipeline, owning full P&L and building the entire revenue function as its first commercial hire.

**Motion.** Precision marketing, lead generation, and sales-process optimization across renewable-energy markets, closing enterprise deals up to \$4M each.

**Exit.** Sold the contract portfolio to a community solar developer in 2025 as the post-election policy environment shifted. Clean exit, deliberate timing.

## THE APPROACH

Built the entire commercial engine as founder: demand generation, the pipeline, the CRM, and the close. Found 25% of additional margin through operations and pricing. Then read the policy risk early and exited cleanly to protect value.

## 01

### Inbound engine

Built an inbound funnel that lifted qualified lead flow 200% from nothing.

## 02

### Sales enablement

Trained the COO on sales and built a bonus-structured lead-gen and referral program turning the install team into a revenue channel.

## 03

### Margin and grants

Found 25% margin via ops and pricing; 100% REAP grant rate unlocked \$3M+ federal, 47% client cost cut.

**\$7M+**

PIPELINE FROM ZERO

**4MW**

CLOSED IN 2024

**47%**

CLIENT COST CUT

I have been the person who builds the motion, not the one who runs a playbook somebody else wrote.

# Multi-Stakeholder Capital Deployment

**\$34M+ clean energy directed**

ENERGIZE DELAWARE (DE SUSTAINABLE ENERGY UTILITY) / COMMERCIAL DIRECTOR / 2022-2024

## DEAL OVERVIEW

**Scope.** Directed \$34M+ in clean-energy investment across commercial, public, and nonprofit sectors, concurrent with the Energy Fox launch.

**The hard part.** Primary relationship holder where the buyer was simultaneously regulator, investor, and long-term partner: utilities, municipalities, and state agencies in the same room.

**Adjacency.** Storage, grid, electrification, and EV infrastructure, spoken fluently.

## THE APPROACH

Ran complex, multi-threaded public-sector commercial relationships and converted capital into deployed infrastructure with measurable ratepayer ROI.

### 01

#### Capital to ground

Directed deployment across government, education, and nonprofit sectors.

### 02

#### EV infrastructure

Drove \$4M+ in EV charging and vehicles; advised 15 municipalities on fleet transitions.

### 03

#### Project finance

Managed \$10M+ in renewable project financing enabling SMB clean-energy upgrades.

**\$34M+**

CLEAN ENERGY DIRECTED

**15**

MUNICIPALITIES ADVISED

**\$4M+**

EV INFRASTRUCTURE

Multi-stakeholder enterprise sales where every signature carried a regulator, an investor, and a partner.

# Fifteen years of building and closing.

The pattern repeats across every role: walk in, build the commercial motion or fix the broken one, and put up numbers that beat the plan. Three more on the record.

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## SolarCity (acquired by Tesla)

BUILDER ENERGY MANAGER / 2014-2016

Top Delmarva Peninsula producer through the SolarCity-to-Tesla acquisition window. 257% of quota against a quota of 7 installations a month, running 18. 75%+ close rate. Ran 86% personal pull-through against a 20% rep average, and coached teams to deliver 200+ installs on time.

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## Clean Energy USA

DIRECTOR, SALES AND MARKETING / 2020-2022

Led a company-wide sales and marketing transformation: a 213% lead-conversion lift taking qualified leads from 8 a month to 48, 20%+ revenue growth, and a 25% expansion into commercial energy. Full-funnel rebrand across web, TV, social, and print; exceeded revenue targets by 45% and lifted average contract value 23%.

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## East Stroudsburg University

HEAD OF REVENUE / FRACTIONAL CRO / 2017-2020

Fractional CRO and accelerator leader to a portfolio that grew from 5 companies to 30 at full capacity, a 400% increase, across biotech, advanced manufacturing, robotics, and cybersecurity. Drove 23 of 30 portfolio companies to secure KIZ awards, each gated on a minimum \$1M in auditable revenue growth.

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**257%**

OF QUOTA / SOLARCITY

**75%+**

CLOSE RATE

**213%**

CONVERSION LIFT

**30+**

STARTUPS ADVISED

# The losses are where the credibility is.

These taught me more than the wins. I document every loss, analyze what went wrong, and do not make the same mistake twice. Three that shaped how I sell.

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## Voltaic Coatings

### LOST ON MANUFACTURING ECONOMICS

Founded and led a deep-tech materials startup commercializing a patented coating for consumer electronics. Top-3 international finalist in Italy's Polymer Challenge; secured \$250K non-dilutive funding including a \$150K NSF SBIR; led a five-scientist team including a Universidad de Chile partner. Completed the NSF SBIR grant, but the technology never survived scale-up from benchtop chemistry to commercial manufacturing economics. Concluded operations in 2015.

### WHAT I CARRY FORWARD

I have lived prototype-to-production from the inside. I now de-risk manufacturing scale-up for technical founders and the buyers who depend on them.

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## Tric Robotics

### THE DISCIPLINED KILL THAT BECAME A WIN

Mentored founder Adam Stager, a PhD roboticist, through customer discovery that killed an unviable law-enforcement drone market before a dollar was wasted on it. We pivoted the technology into UV-C agtech for organic crops, tripling retail strawberry pricing from \$4 to \$9 per clamshell by eliminating pesticides. The founder subsequently closed Series A and NSF SBIR funding.

### WHAT I CARRY FORWARD

The discipline to kill a bad market early is the highest-leverage commercial act there is. Discovery is the sale.

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## Shio

### LOST ON MARKET TIMING

Novel solar-cell manufacturing technology developed at the University of Delaware. Strong tech, national I-Corps cohort, real promise. The pivot was blocked by the post-Solyndra contraction in the US solar-manufacturing market; demand and capital evaporated before the technology could land.

### WHAT I CARRY FORWARD

Even validated technology dies on timing and policy exposure. I now stress-test demand against subsidy and policy dependence before committing a go-to-market.

# The people I built with.

Founders and operators who watched the work up close. Unedited recommendations, lightly excerpted for length.

Any organization looking for a director of innovation strategy or sales would be lucky to have Keith. He helped us refine how we talk with customers, shape a strong business model, and bring new technology to market. From leading customer interviews to joining us at trade shows, he was hands-on guiding us through the challenges of scaling a deep-tech startup. His ability to balance high-level innovation strategy with real-world execution is what makes him such a strong leader.

**Adam Stager**

FOUNDER, TRIC ROBOTICS / FEB 2025

Keith served as my mentor at SHIO, where we focused on product-market fit and developing an MVP. With the support of an NSF grant, he played a pivotal role guiding us through customer discovery. We won best startup at that competition and his guidance played an immense role in it. Keith is an exceptional mentor, and I wholeheartedly recommend him.

**Abhishek Iyer**

SHIO; NOW AT FRANKLINWH / NSF MENTEE / FEB 2025

Keith advised my startup, guiding us in refining our business strategy and messaging, which contributed to our success in multiple business competitions.

**Joseph Sinclair**

PRESIDENT, PRIMELINE MANUFACTURING / FEB 2025

Through role-switching, he taught me what I was doing wrong with customer interviews. With many thanks to Keith, I went on to win the Launchpad competition. I'd highly recommend any entrepreneur ask for even a few minutes of Keith's time.

**Rita Chang**

EX-NIKE, UNDER ARMOUR, WHARTON MBA / DEC 2017

He was student-centric, forward-thinking, a great problem solver, and highly motivated. He moved the ball forward against the tide and many obstacles and never gave up. An entrepreneur at heart.

**Stephen Somers**

BOARD MEMBER, ESU INNOVATION CENTER / AUG 2020

# Validated, selected, published.

**\$34M+**

CAPITAL DIRECTED

**\$7M+**

PIPELINE 0-TO-1

**\$3M+**

FEDERAL FUNDING

**30+**

STARTUPS ADVISED

**15+**

YEARS

## SELECTION

### Startup Chile Accelerator (2013)

One of 50 awardees from 3,000+ applicants. Led entrepreneurship lectures; established a Universidad de Chile research partnership.

## SELECTION

### Kauffman Global Scholars Fellow (2012)

One of 20 international entrepreneurs. Executive presentations to Samsung, IBM, 3M, and DuPont; engaged with Harvard, MIT, Stanford.

## INTERNATIONAL

### Italy Polymer Challenge, Top 3 Finalist

Global recognition for Voltaic Coatings' patented polymer coating technology.

## FEDERAL

### National Science Foundation Mentor, Evaluator, and Awardee

Five industry-mentor engagements across solar-cell manufacturing, robotics, biotech, IoT, and SaaS; SBIR Phase 1 and 2 evaluator.

## HONOR

### Young Professional of the Year (2019)

Pocono Mountain Chamber of Commerce.

## PUBLISHED

### Strategic frameworks and thought leadership

Author, 'A Suggested Framework: Successful Entrepreneurial Ecosystems' (2016). Co-author, Startup Africa strategy, since scaled to 240+ schools in Kenya.

## CERTIFICATIONS AND EDUCATION

NABCEP Associate / OSHA 10 / Boardsi Corporate Governance / Strategic Doing Certified / INBIA Center Management / MBA, University of Delaware

# Keith Modzelewski, MBA

READY TO BUILD YOUR REVENUE ENGINE.

REVENUE LEADER / GTM FOR COMPLEX TECHNICAL OFFERINGS

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