

# PATRICK THOMAS O'CONNOR

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## GLOBAL EXECUTIVE, Driving Growth and Innovation Across Industries Commercializing Innovation | Transforming Operations | Connecting Stakeholders

**Visionary executive, growth strategist, and catalyst for change** who delivers record-breaking business outcomes for cutting-edge manufacturing and technology companies. Proven ability to grow companies of all sizes, from early-stage startups to global commercial enterprises. Skilled negotiator, finding creative ways to align strategic objectives across borders and industries. Committed to building trustful relationships with top-level executives in business, nonprofit, academia, and government. Capable of synthesizing strategies and technologies to maintain competitiveness in changing market conditions. Entrepreneurial spirit, entrusted by boards and CEOs around the world to get new and struggling businesses off the ground.

### KEY QUALIFICATIONS

- Vision and Strategic Direction
- Organizational Transformation
- Strategic Planning and Leadership
- Training, Coaching, and Mentoring
- Revenue and Profitability Growth
- Resource Development
- Financial Management & Metrics
- Government & Non-Profit
- Coalition Building
- Effective Communications
- Stakeholder and Partner Engagement
- External Relations & Advocacy

### SELECTED ACCOMPLISHMENTS

- ✓ **Senior Fellow, Lehigh University**, Systems Enterprise Center
- ✓ **Purdue Innovates Incubator**, mentor technology start-ups
- ✓ Increased UNICOR's total annual revenue by **\$30M** (\$510M to \$540M) in first year as CEO.
- ✓ Engineered a **\$23.6M** increase in year-over-year profits between 2023 and 2024
- ✓ Built **\$1.2B** sales pipeline (up from \$100M-\$200M) within 2 years at ReadyOne Industries.
- ✓ Negotiated **\$1B** defense offset agreement between Saudi Arabia and Lockheed Martin Corp.

### WHAT OTHERS SAY

" Mr. O'Connor has been a welcome addition to the Bureau family. He came to the Bureau with no prisons or even federal government experience or exposure. He managed FPI in a way that allowed the Acting Director to focus on other, more pressing priorities. Coming into the Bureau from the outside, particularly at such a high level, is a challenge. Outsiders do not know or understand the culture, and working at a high level, he did not already have the built-in relationships that others have. Despite this, Mr. O' Connor learned the Bureau culture, built relationships with the Executive Staff, and is able to contribute meaningful input to Bureau- wide issues. This is quite an accomplishment that takes most people years to develop." – **Hugh Hurwitz, Acting Director, BOP**.

"I was always surprised with his ability and the rapidity of which he was able to catch the knowledge of new principles and technologies pertaining to our product. He identified the need to retarget our product, then working with myself and the rest of the technical team on new formulations to specifically meet the customer needs. "Pat accomplished more in the first six months of his tenure than in the company's previous six years." – **Dr. André Van Neste, Ph.D. Scientific Co-founder NANOX Inc.**

"He has demonstrated the rare ability to understand leading-edge technology and to translate into terms that customers & investors can understand. He has a good judgment in business and technology. His line of attack is very strategic and articulated, as he approaches the target from several fronts at the same time, using all the firepower wisely but efficiently." – **Dr. Gilles Picard, Ph.D. Scientific Founder of Nanometrix Inc.**

## EXECUTIVE HIGHLIGHTS

**FEDERAL PRISON INDUSTRIES (DBA UNICOR) / US DEPARTMENT OF JUSTICE** ▪ Washington, DC

*Self-sustaining U.S. government corporation that operates inmate employment programs. Providing 17,000+ distinct products and services across 7 business segments, with up to \$540M in combined annual revenue.*

**Chief Executive Officer (CEO) / Head of Agency** ▪ 2018 to August 2024

Held full P&L responsibility for 7 major product/service groups, including agribusiness, clothing and textiles, electronics, fleet, call center (services), office furniture, and recycling. Oversee development and implementation of strategic plans. Advise and deliver reports to the executive committee of Federal Bureau of Prisons (BOP). Leverage strategic partnerships to drive workforce training and operations improvements. Foster culture of accountability, performance, and collaboration across the organization. Member of Senior Executive Service (SES), the highest level of civil service, equivalent to flag officer in Armed Forces.

- **Rapid Revenue and ROI Growth:** Increased total revenue from \$510M to nearly \$540M in first year (with 6% increase in gross profits). Grew revenue for largest business segment (fleet) by 9% over same time frame.
- **Adapted Processes for Economic Climate:** In response to supply chain issues, chip shortages, and high inflation, implemented process adaptations resulting in a **\$23.6M** increase in year-over-year profits between 2023 and 2024.
- **Exceeding Expectations / Financial Analysis:** Employed 17,600+ inmate workers in 2022, 35% ahead of goal. Maintained 100% compliance with federal audit standards throughout tenure. Achieved 7-10% profitability every year.
- **Organizational Restructuring / Change Management:** Established clearly defined “profit centers” and “cost centers,” each with their own managers and KPIs. Transformed strategic planning process, implementing strategy mapping methodology.
- **Digital Transformation:** Nominated for FedScoop 50 Award (2022) for transforming “archaic technology platforms and practices,” enabling FPI to compete on the open market. Spearheaded the forceful deployment and integration of SAP cloud ERP, Salesforce, and GovWin, driving unparalleled efficiency and alignment within the organization.
- **Strategic Partnerships:** Developed award-winning partnership with George Washington University to provide leadership coaching services to FPI employees through the GW-CEPL e-Co Leadership Coaching Certification program.
- **Organizational Agility / Risk Management:** Maintained consistent profitability despite COVID-19 pandemic. Pivoted business strategy to produce PPE for DHS and DOD programs. Addressed supply chain issues to continue serving existing client base.

**THE COLLINS GROUP** ▪ Montréal, QC

*Consulting and financial services firm delivering cross-border advisement for public/private clients in North America and Europe.*

**Executive Director** ▪ 2017 to 2018

At The Collins Group—an independent firm specializing in investment banking, mergers, strategic partnering, and business planning—I advised public and private clients across four continents on cross-border and cross-Atlantic financing, strategic partnerships, and M&A transactions ranging from \$3 million to \$250 million. Leveraging a global perspective, I prepared and executed comprehensive IT and market rollout strategies, guided clients through critical development, expansion, acquisition, and buyout financing, and led teams that consistently closed complex M&A deals worth \$300 to \$400 million. Throughout all stages of the transaction lifecycle—from target identification to deal execution—I ensured bespoke, results-driven solutions tailored to clients’ unique growth and investment objectives.

- **Corporate Financing** – Arranged financing for development, expansion, acquisitions and buy-outs.
- **Advisory** – Provided counsel and advisory services to private and public companies on financing and M&A assignments.
- **Private Placements** – Sourcing financing for our clients from US and European VCs and PEGs.
- **Business / Technology Planning** – Prepare business, technology development and market rollout plans.
- **Mergers & Acquisitions** – Support at all stages of the M&A process - strategy and target identification, evaluation, initiation, discussion and negotiations, and completion.
- **Due Diligence** – Prepare our clients for the investment due diligence process.
- **Strategic Partnerships** – Identify and recruit Strategic Partners for technology companies, and also arrange channel distribution and VAR agreements for them.

**READYONE INDUSTRIES** ▪ El Paso, TX

*An AbilityOne company that employs people with significant disabilities to manufacture apparel for public and private sector clients.*

**Vice President, Business Development** ▪ 2015 to 2017

Defined strategic direction for sales and marketing as member of core leadership team. Built business development organization from the ground up. Created and implemented strategic plans to expand commercial and government business segments.

- **Proposal Strategy:** Won \$270M in contracts in 16 months and built \$1.2B sales pipeline by leading development and implementation of Shipley proposal process. Achieved 54% win-rate on proposal submissions.
- **Commercial Expansion:** Established ReadyOne's commercial arm (Roicom USA, LLC) and grew to multimillion-dollar revenue stream. Enabled closure of contract with Ralph Lauren to produce jeans and ponchos for U.S. Olympic team.

**LOCKHEED MARTIN CORP.** ▪ Baltimore, MD

*Applied Nanostructured Solutions LLC – wholly owned subsidiary of Lockheed Martin specializing in nanotechnology.*

**Director, Business Development and Strategy** ▪ 2012 to 2015

Shaped and implemented strategies to drive global business expansion. Developed product concepts, business lifecycle, and commercialization plans for innovative technologies. Built and managed relationships with giants in industry and government.

- **Global Agreements:** Negotiated \$1B joint venture through Saudi Economic Offset Program to develop carbon nanostructure materials. Interacted directly with top-level officials, including Saudi generals and Saudi royal family.
- **Relationship Building:** Strengthened relationships with strategic decision-makers at commercial clients, including 3M, Apple, GM, Nike, SABIC, Samsung, and TE Connectivity.
- **Commercialization** - Developed product concepts, business and commercialization plans for new technologies in corporate research.
- **Product Insertion** – Responsible for insertion of nano enhanced composites & thermoplastics on US Army & Navy programs.
- **Supply Chain** – Secured major supply chain partners in thermoplastics & composite sectors.

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**NANOX INC.** ▪ Quebec, QC**CEO / Director-General** ▪ 2006 to 2009*Start-up nanotechnology firm with unique process for producing nanocrystalline perovskites.*

Company produces high surface area nano-perovskite based catalysts targeted for the Emission Control market, primarily diesel application. Recruited by the preferred shareholders (VC) to re-launch the Company and prepare it for divestiture. Full P&L responsibility of \$10M, I led a team of 5 to develop and commercialize its portfolio of high-performance, low-cost nanocrystalline perovskite-based products. These solutions enabled more than 50% reduction in platinum group metals (PGM) usage for engine emissions reduction. I led the team to launch new products and negotiate contracts that enabled expansion into new markets.

- **Product Development:** Secured product development contract with Caterpillar, a world leader in diesel engine design & manufacturing. Expanded product into the petro/chemical sector by developing custom formulations for UOP (Honeywell).
- **Vendor Qualification:** Entered products into vendor qualifications at Daihatsu and Ford.
- **Product Relaunch:** Orchestrated relaunch and divestiture for developer of nanocrystalline catalyst products for emissions control.
- **Business Development** - Launched 2 new families of products aimed at reducing the amount of PGM (Platinum Group Metals) required to meet emission control standards.
- **Organizational Restructuring** – reorganized organization to allow for improved responsiveness to customer needs. Simplified order fulfillment process and developed and implemented companywide KPIs.

**NANOMETRIX, INC.** ▪ Montreal, QC**Chief Executive Officer (CEO)** ▪ 2003 to 2006*Start-up nanotechnology firm with award-winning startup developing a breakthrough monolayer-based thin film technology.*

As CEO of Nanometrix, I spearheaded the entire business development process for an award-winning startup, focusing on a breakthrough monolayer-based thin film technology tailored for the next-generation semiconductor and advanced materials sectors. I developed the strategic vision, business plan, and go-to-market strategy from the ground up, securing an additional \$2.5M in seed funding. By leveraging aggressive sales and marketing tactics, I built a robust pipeline of 13 world-class clients, positioning Nanometrix as a major player in the global market, with partnerships spanning the semiconductor, bio/pharma, and advanced materials industries.

- **VC Financing:** Secured \$2.5M in additional Series A financing.
- **International Awards:** Named to NASA Tech Briefs Inaugural Nano 50, NanoJapan 2005, Emerging NanoBusiness Showcase
- **Innovative Marketing:** Launched guerilla marketing program, igniting instant credibility against major industry players.
- **Research Partnerships:** Negotiated joint agreement with CEA- Leti, one of Europe's largest research institutes.

**BRAGG PHOTONICS, INC.** ▪ Montreal, QC**Chief Technology Officer (CTO) and Vice President Business Development** ▪ 1999 to 2003*Provider of fiber optic based amplifiers, dispersion compensation, phase masks, component solutions and athermal packaging for fiber optic telecommunication networks and defense applications.*

As CTO and VP of Business Development at Bragg Photonics, I held full P&L accountability, driving the company's revenue from \$5 M to \$150 M and increasing market share from 10 % to 45 %. I led a team of 45 direct reports and 350 employees across two facilities, overseeing strategic initiatives in product innovation, business operations, and technology development for high-speed fiber optic telecommunications networks. I was responsible for engineering, production, R&D, partnerships, and business development. Additionally, I revamped hiring practices, placing top-tier manufacturing personnel in key roles to strengthen the company's production capabilities and overall growth trajectory

- **Global Business Expansion:** Built and managed a worldwide network of agents and representatives, driving significant growth with top-tier clients in the U.S. and Asia, including Nortel, Lucent, JDS Uniphase, Corning, and Agere, while penetrating key international markets.

- **Strategic R&D Partnerships:** Fostered key relationships with University R&D teams across Canada, China, Germany, and Hong Kong, enhancing innovation pipelines and driving collaborative advancements in cutting-edge technologies.
- **Tunable Optical Filter Innovation:** Led the development of a groundbreaking tunable optical filter product line, featuring three distinct units tailored for different performance requirements and price points, resulting in two patent filings and expanding the company's technological capabilities.
- **Global Joint Ventures & Market Expansion:** Structured and negotiated a joint venture to establish manufacturing facilities in Malaysia, while launching subsidiaries in Hong Kong, Singapore, and China, driving operational scale and accelerating international growth in key Asian markets.
- **Market Leadership & Industry Recognition:** Surpassed competitors by spearheading initiatives in quality, on-time delivery, and technical support, earning recognition from Deloitte & Touche as a Tech Fast 50 company in Canada for exceptional growth and innovation.

#### HOYA CORPORATION. ▪ Bethel, CT

##### Vice President Operations and R&D ▪ 1997 to 1999

*Multi- billion- dollar Japanese manufacturer of electro- optical components used in high- tech/medical products.*

As VP of Operations and R&D at Hoya's American Division, I was recruited by the CEO to lead the company's startup efforts in the U.S., overseeing a cross-functional team of 75 and holding full P&L responsibility for \$150M. I played a key role in positioning the company as the second-largest optical lab firm in the U. S., managing critical functions such as materials, production, facilities, MIS, maintenance, quality assurance, and customer service. My leadership helped drive operational efficiency and strategic growth, significantly strengthening Hoya's market presence in the highly competitive optical products industry.

- **Rapid Business Growth & Leadership:** Built the American division of a Japanese company from the ground up, scaling the operation to \$268 M in revenue within just 13 months, transforming it from a startup into a fully mature and profitable enterprise.
- **Strategic Acquisitions & Market Leadership:** Spearheaded and led due diligence for a \$157M acquisition involving 14 operating units and 1,500 employees, positioning Hoya Lens of America as the second- largest optical lab firm in the U.S., significantly expanding the company's market presence and operational scale.
- **Collaborative Marketing Strategy:** Partnered with cross-functional teams to develop and implement a new marketing plan, aligning business objectives with market needs, resulting in increased brand visibility and improved customer engagement.
- **Global Technology Transfer & Environmental Negotiations:** Coordinated technology transfer across Germany, the UK, and Japan, serving as liaison with Japanese engineers and contractors. Negotiated with the EPA and resolved compliance issues with Connecticut's environmental laws, ensuring smooth project execution and adherence to regulatory standards.

#### MONSANTO ▪ Allentown, PA

##### Corporate Director of Growth Enterprise ▪ 1994 to 1997

*Multi- billion- dollar "Life Sciences" company producing wide variety of agricultural product, pharmaceutical, chemicals & fibers*

I was a key member of the Strategic Leadership Council, where I had global responsibilities overseeing manufacturing operations across NutraSweet, Searle, Beniva, Agricultural Products, and Fibers, managing a workforce of 10,000 employees worldwide. In this role, I coordinated cross-functional teams and built a global network partnership to share best practices and drive operational excellence across the organization. On the local level, I held P&L responsibility for \$250 M, managing 226 employees and serving as a member of the local management team. My leadership was pivotal in strategic planning, marketing, and product development, which helped facilitate Monsanto's entry into the optical market, positioning the company for success in a new industry.

- **Innovative Product Development & Market Leadership:** Led the development of a groundbreaking product that captured **50% market share** in the test market within **90 days**, driving projected first-year revenue of **\$150M**, positioning the company as a dominant player in the industry.
- **High-Tech Facility Construction & Management:** Planned, budgeted, and managed the construction of a 117,000-sq. ft. state-of-the-art vacuum coating facility, featuring a 15,000-sq. ft. Class 100 clean room, built to semiconductor-grade standards for advanced technology manufacturing.
- **Strategic Business Development & Innovation:** Spearheaded the creation of an operating unit at **Monsanto**, funding over **60 new business and product concepts** across diverse sectors. Led the development of three new growth enterprises: **Nutrition, Health & Wellness**, and **Advanced Materials**, driving innovation and expanding Monsanto's market presence in emerging industries.
- **Strategic Partnerships & Investment Alignment:** Developed key strategic partnerships, aligned internal venture capital investments, and identified potential acquisitions to drive growth and innovation, enhancing the company's market positioning and expanding its portfolio in emerging sectors.

**APPLIED INNOVATION INTERNATIONAL; ▪ Seminole, FL****President ▪ 1994 to 1997**

*Launched a consulting practice specializing in new facility design, operations, process redesign, productivity improvement, and quality.*

- **Quality Management & Control** – Led SPC, ISO 9000, and quality initiatives for U.S. Navy, Johnson & Johnson and others. Operated as a subcontractor Juran Institute doing quality work. Subcontracted market and technical research for McKinsey & Co. – major customer was Monsanto.
- **Process Reengineering** – Reduced lead time 28%, labor requirements 20% (within six months) and reduced back orders from 40% to less than 5% for a start-up graphic design fabricator by leading internal process reengineering to improve customer service. Served as the company's Interim COO.
- **Profit Revitalization** – Restored profitability to a FAA-certified repair station that was facing bankruptcy. Retained as President and recruited a new management team, drove new market entry, and built a network of market reps that drove business and relationships in the U.S., Europe, and China; also secured Europe Aviation Administration approval/ certification by the Civil Aviation Authority of China.

**ESSILOR INTERNATIONAL/ TRANSITION OPTICAL; ▪ St. Petersburg FL****Operations Manager (VP Level) ▪ 1987 to 1992**

Instrumental in taking this joint venture from a two-person start-up into a Fortune "Fast 500" \$200 million manufacturer. Promoted to plan and manage operations for the Essilor side of the Transitions Optical joint venture with PPG. Hired, trained and led a sales/marketing staff and managed a 300-person cross-functional team.

- **Revenue Growth** – Generated \$20 million in first-year revenues (exceeding goal 33%) and drove revenue growth to \$200 million by the second year.
- **Marketing & Product Launch** – Spearheaded high-profile marketing and product launch for the introduction of the world's first photo chromic plastic lenses (Transition Lenses) and orchestrated other product launches.
  - Rented Liberace's mansion in Las Vegas for a product launch campaign and bussed in "customers' customers" to introduce them to the television ad campaign that their customers would be viewing.
- **Contract Negotiations** – Structured and negotiated OEM agreements with American Optical, Vision-Ease, Orcolite, Sola International, and Younger Optics to accelerate distribution.
- **Plant Facility Construction** – Coordinated the construction of a state-of-the-art plant facility with mass production equipment for commercialization (completed the \$40 million project on

time and ahead of budget). Transitioned a pilot plant into a facility to support production/order fulfillment efforts during construction phases and delivered the first shipment 127 days of initial approval of building permits.

- **Productivity Improvement & Cost Reduction** – Strengthened productivity by introducing the practice of self-directed work teams and emphasizing employee empowerment, and reduced operating costs \$1.1 million by initiating process improvements for scrap reduction and automated equipment installation.
  - Identified 1.5+ million defective units prior to a nationwide product launch; quickly formulated method for chemically reworking the product and hired temporary staff to fulfill implementation, resulting in cost-effective resolution (less than \$.10 per unit) of defect while ensuring timely, on-schedule product release.

**EARLY CAREER:** Manufacturing Manager – Schering Plough Corporation, Chicago, IL  
Supervisor – United States Steel, Gary, Indiana

1984 - 1987

1973 - 1984

## BOARD LEADERSHIP

**The Outpost ▪ Advisory Board Member ▪ 2025 to Present**

- Advise strategy, open government and commercial doors, refine proposals, and accelerate dual-use contract wins consistently

**QD SOLAR ▪ Advisory Board Member ▪ 2014 to 2016**

- Secured \$20M-\$30M funding to manufacture solar technologies by building partnership with Saudi University (KAUST).

**BEN FRANKLIN TECHNOLOGY PARTNERS ▪ Advisory Board Member ▪ 2002 to 2012**

- Leveraged global executive network to connect Nitto Denko Corp. with a seed-funded green laser diodes product.

## EDUCATION / CREDENTIALS

**PURDUE UNIVERSITY** | West Lafayette, IN | Bachelor of Science, Industrial Supervision  
**US FEDERAL GOVERNMENT** | Washington, DC | PhD equivalent Senior Executive Service, 2018

Top Secret Security Clearance - Tier 5

## SELECTED AWARDS / SPEAKING ENGAGEMENTS

**Senior Fellow, Lehigh University, Systems Enterprise Center** – Bethlehem, PA (July 2024)

**NANO 50 Award**, Inaugural NASA TechBriefs – Boston, MA (Nov 2005)

**Emerging NanoBusiness Showcase**, SEMI NanoForum, Chicago, IL (Nov 2005)

**SEMICON West** – Emerging Technology Showcase, July 2005

**NanoJapan 2005** - Tokyo (2005)

**TechConnect World Innovation Conference**, Subject: Nanocomposites: Processing & Applications

Gaylord National Convention Center, Washington, DC, (May 2016)

**SPE ACCE**, “Using Carbon Nanostructures to Fabricate Multifunctional Composites & Polymers”, Novi, MI Sept. 2015

Advancing Technology for Business, Lehigh University, May 2015

**SAMPE/CAMX** – Manufacturing Process for Carbon Nanostructure Infused Surfaces to Fabricate Multifunctional Components.

Orlando, FL (Oct 2014)

**6th Annual Conference of the Innovation Alliance Carbon Nanotubes**, University of Wurzburg, Karlsruhe, Germany. (Feb 2014)

**Carbon Fiber R&D Workshop**, A New Approach to Carbon Fiber, Buffalo, NY, Jul 2013

**SEMICON West** – Emerging Technology Showcase, San Francisco, CA (2005)

**European Nano Systems** - ENS 2005, Paris, France (2005)

**Organic Semiconductor Conference**, Cambridge, UK (2004)