

ROBERT A. DELROSSI

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Broad-based executive with extensive technical/operations expertise and global experience

Values-driven, customer-focused executive with solid achievements in general management as well as technical and operational leadership for all size firms, including multi-national experience. Exemplary leadership characteristics with a proven ability to attract, develop, motivate, and retain top-quality staff.

I believe in the importance of clarity of purpose, measurement of action, transparency, and continuous improvement. I work tirelessly to achieve success through an example of open, accessible, ethical, consistent leadership centered on clearly articulated values.

PROFESSIONAL EXPERIENCE

ROCKET GAMING SYSTEMS, LLC, LAS VEGAS, NV, MARCH 2007 - DECEMBER 2016

Privately-held designer and manufacturer of linked, interactive slot-style casino games, primarily for Class II Native American and Washington State Class III casinos. Each year over \$1 billion of sales are reliably managed through the company's network. Recruited by company's owner to implement sustainable process and professional management.

Chief Operating Officer Responsible for day-to-day operations with direct oversight of Business Processes, Human Resources, Marketing & Communications, Production, Research & Development, Sales, and Service.

- Strategy: Introduced a consistent, sustainable framework for strategic planning, including annual goal setting to incorporate group and individual performance with company-wide progress. Led efforts, as necessary, to reset goals to control costs in alignment with declining revenues during recessionary periods.
- Introduced company's first clearly defined statement of values and associated processes for guiding daily decisions in accordance with those values and for the recruitment of talent who share similar values.
- Human Resources: Established a framework to align company goals to fair and consistent performance appraisals. Created leadership training, counseling for low performers, and company-wide employee recognition programs. Formalized succession planning and developed a transparent career ladder resulting in greater retention of top contributors looking to achieve long-term career objectives at Rocket.
- Operations: Developed programs to ensure that all departments had documented, repeatable process, procedures, and quantifiable metrics. Led the development of tools for gauging and reporting operational efficiency resulting in a greater commitment to achieving shared goals.
- R&D: Recruited top-tier engineering talent to replace low performers. Stabilized company's systems technology; led efforts to identify and acquire state-of-the-art platform technology resulting in a 122% improvement in game development productivity in first year following its integration, and a 533% improvement by year five.
- Sales & Marketing: Established integrated, regionally-focused Sales teams for greater responsiveness. Introduced company's first formalized product training regimen as well as mandatory product training and testing for Sales staff. Led Marketing team effort to improve same-unit sales through active merchandizing and promotion. Oversaw company's customer growth from 76 casinos in the first year to 137 by year three.
- Support: Achieved higher levels of customer satisfaction by unifying installation, field support, call desk, and product support functions into one Technology Services team with a single leader and clear goals. Introduced a dedicated customer advocacy role, unannounced field inspections, automated call desk monitoring, tiered response levels, consistent problem escalation, and other best practices to ensure quality service.
- Communications: Chiefly responsible for reporting on company operations to key investors and other major stakeholders.

ARISTOCRAT LEISURE LTD., LAS VEGAS, NV, JANUARY 2002 - MARCH 2007

A global leader (ASX: ALL) in casino gaming technology including games and back-office systems for customers in over 90 countries with annual revenues in excess of \$1.1B. Recruited to bring engineering discipline to Aristocrat's US

team following this Australian company's acquisition of a Las Vegas-based slot machine manufacturer. Successively promoted to global responsibilities after demonstrating consistently strong performance and technical leadership.

Vice President & General Manager, Global Systems & Platforms, 2005-07 Principal visionary behind company's globally successful casino back-office systems technology, System 7000 Prime and OASIS 360, which collectively manage over 250,000 slot machines worldwide. Spearheaded a platform-centric, "whole product" philosophy to encourage a third-party eco-system for an improved overall customer experience. Conceptualized architecture of the underlying technology, led development efforts to increase functional interoperability, and standardized the user experience across product lines. Spearheaded development of server-based gaming initiatives. Key member of strategic acquisition committee resulting in the successful acquisition and integration of Elektronček of Slovenia (2005, A\$48M) and the server-based video lottery company, EssNet of Sweden (2006, A\$70M).

Chief Technology Officer, 2003-04 Promoted to CTO and successfully oversaw worldwide Research & Development, including over 350 employees in games and systems development teams at company headquarters in Sydney, Australia, the US, and South Africa. Made organizational clarity a focus so that project ownership and delivery accountability were clear throughout the business. During my tenure as CTO and in my subsequent role, Aristocrat experienced strong demand for its products resulting in an all-time high in its stock price by February 2007. Established processes for encouraging the surfacing of technological innovation and protecting that intellectual property. Represented company interests worldwide at trade shows, on industry panels, and with key customers. Represented Aristocrat as a board member of the Gaming Standards Association, chartered with establishing industry-wide technical standards for the casino gaming industry.

Vice President, US Research & Development, 2002 Responsible for day-to-day operation of games and back-office system development teams, including both creative and technical personnel. Designed and executed immediate strategy for consolidating resources from multiple locations into one, Las Vegas-based center of excellence for greater efficiencies of operation. Successfully engaged a team of veteran technology experts from outside the gaming industry to stabilize and rebuild the reputation of the company's fragile systems technology. Introduced extensive use of automation for quality and compliance validation. Replaced unstructured, waterfall-style development with fundamentals of the Unified Process resulting in clearly defined project milestones, transparent views of risks, and thus greater confidence by the business and its customers.

TURBOPOWER SOFTWARE CO., COLORADO SPRINGS, CO, MARCH 1996 - JANUARY 2002

An acclaimed maker of software tools and libraries for professional software developers using C++, Pascal, Delphi, and .NET on Microsoft Windows and Linux. Recruited as a customer to grow the company through marketing; successively promoted following strong performance. Took company from a loss to a consistently profitable position by trimming unsuccessful products, eliminating waste through process, and expanding/optimizing sales channels.

President, 1999 - 2002 Relentlessly focused on profitability. Eliminated low-earning distractions to focus on core products. Diversified support options resulting in reduced costs. Introduced technologies to broaden product appeal to a larger domain of customers. Transitioned TurboPower to designing and licensing applications, such as debuggers, code profilers, and IP protection systems, to reduce costs, improve margins.

Vice President, 1998 Optimized operational efficiency by leading the development of systems for order fulfillment, product support, delivery, and service. Engaged company's global user community to inexpensively assist in technical support. Introduced low-cost electronic distribution and trial software that led to future sales.

Director of Marketing, 1996 - 1998 Re-branded company's look and mission. Spearheaded regular, multi-channel customer communications and recurring interest in the company's web site. Introduced the company's first online ordering system and more than doubled its network of global distributors.

EDUCATION & AFFILIATIONS

Bachelor of Arts, Boston University
Senior Member, Institute of Electrical and Electronics Engineers (IEEE), 2003–present
Member, Association of Computing Machinery, 2003-present
Board Member, Gaming Standard Association, 2003-04