

# MARCUS OLIVER GAY

## Commercialization & Growth Strategy Executive

### Commercialization Strategy | Product Development | Scale-Up Operations

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## EXECUTIVE PROFILE

Commercialization and growth executive with 25+ years of experience helping scientifically and technically sophisticated organizations scale from concept through product validation and early market adoption into scalable growth across ClimateTech, industrial technology, environmental monitoring, marine energy, water technology, and information services markets.

Career progression spans:

Environmental science → ClimateTech product development → Technical intelligence and information platforms → Industrial analytics and advisory services → Innovation ecosystem leadership → Venture-backed operations → Commercialization strategy and growth consulting.

Brings technical credibility in applied R&D, systems integration, environmental systems, and technoeconomic analysis together with executive leadership in product commercialization, go-to-market execution, strategic partnerships, commercialization operations, and growth strategy.

Experienced across the commercialization lifecycle from technology validation and customer discovery through product-market aligned commercialization, and strategic growth execution across North America and Europe. UK, US, and Irish citizen with unrestricted work authorization.

Particularly effective in founder-led and science- and engineering-driven environments requiring alignment between technical capability, product strategy, customer needs, and scalable commercial execution, with a track record of supporting technically ambitious organizations through critical transition phases including product validation, pilot commercialization, operational scaling, strategic restructuring, and commercialization readiness.

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## CORE EXPERTISE

Commercial Strategy | Go-to-Market | Strategic Partnerships | Product Commercialization | Technical Due Diligence | Product-Market Fit | Commercial Scaling | Operational Restructuring | Technoeconomic Analysis | Systems Integration | Pilot Programs | Engineering Operations

Domain Experience: ClimateTech | Water Technology | Marine Energy | Environmental Monitoring | Industrial Analytics | Technical Intelligence Platforms

## PROFESSIONAL EXPERIENCE

### Founder & Managing Principal

MarcusOliverGay.com | 2025 – Present

- Independent advisory practice supporting technically sophisticated organizations across ClimateTech, water technology, biotechnology, marine energy, and dual-use industrial technologies.
  - Advising a U.S. university on technoeconomic analysis, IP positioning, and commercialization strategy for novel water and renewable-energy hardware technologies.
  - Supporting a biotechnology company progressing from laboratory R&D through pilot deployment toward commercial demonstration and strategic off-take partnerships.
  - Providing commercialization advisory support to a U.S. defense contractor and fractional Chief Commercial Officer support to a growth-stage engineering-services firm focused on market expansion and business-development systems.
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### Director of Commercial Strategy

Blackfish Engineering | 2022 – 2025

- Engaged by founders of a growth-stage engineering consultancy to design and implement commercialization and business-development systems supporting scalable growth beyond founder-led sales.
  - Architected and operationalized commercial growth processes including MQL/SQL pipeline management, CRM deployment, KPI tracking, and structured pipeline governance workflows.
  - Built commercialization infrastructure and phased growth strategies supporting expansion beyond offshore renewable energy into industrial markets beyond existing founder relationships.
  - Provided interim commercial leadership during staffing disruption and medical leave, overseeing commercial operations, marketing execution, recruitment, pipeline governance, and customer engagement.
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### VP Product Development → Interim-CEO

Resolute Marine Energy | 2018 – 2022

- Initially engaged as a consultant to help restart a venture-backed marine-energy company following operational mothballing caused by funding constraints, later transitioning into executive operational leadership.
- Secured and managed multimillion-dollar innovation funding supporting engineering infrastructure, hardware-in-the-loop (HIL) testing capability, and multidisciplinary R&D operations.
- Led grant strategy, engineering operations, commercialization analysis, product development, systems integration, pilot commercialization, and customer-validation activities across marine-energy technology development programs.

- Advised the CEO, Board, and investors on technology viability, commercialization pathways, engineering risk, technoeconomic feasibility, strategic restructuring, and operational wind-down planning following evaluation of long-term commercial viability.
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### **Executive Director**

**NorthEast Water Innovation Network | 2016 – 2018**

- Recruited to restructure and scale a struggling state-backed water-technology initiative, transforming it into the largest water innovation cluster in North America.
  - Redesigned organizational strategy around commercialization support, founder engagement, industry connectivity, regional expansion, and industry-engagement programs supporting early-stage ventures navigating product validation and market entry.
  - Expanded membership and strategic partnerships across New England, New York, and New Jersey while reducing operating overhead, contributing to the eventual acquisition and integration of the innovation programs into a larger national organization.
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### **Director of Market Research**

**IHS (Now Part of S&P Global) | 2012 – 2014**

- Engaged to launch a new industrial water commercial-intelligence and industrial analytics offering within a global technical intelligence organization serving infrastructure, energy, chemicals, manufacturing, renewables, and water-technology markets.
  - Led market-research, technical-intelligence, strategic forecasting, and technology-assessment activities supporting commercialization and infrastructure decision-making for Fortune 500 industrial clients across the United States and Canada.
  - Served as subject matter expert supporting management-consulting teams and cross-sector industrial initiatives focused on commercialization strategy, industrial analytics, and development of data-driven decision-support services.
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### **Information Services Consultant**

**Elsevier | 2010 – 2012**

- Supported launch-stage product strategy and commercialization of a taxonomy-driven technical intelligence and decision-support platform focused on bioenergy and industrial biotechnology markets.
- Worked directly with product, marketing, and commercial teams on platform positioning, customer adoption, enterprise go-to-market planning, and pilot commercialization activities with major industrial and energy-sector organizations across North America.

- Contributed subject-matter expertise in industrial biotechnology, biofuels, and commercialization trends supporting product evolution, customer conversion, and transition into scaled enterprise sales and commercial operations.
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### **Director of Product Development**

**Trophos Energy | 2009 – 2010**

- Led commercialization-oriented R&D and market-development strategy for a venture-backed marine bioelectrochemical technology company developing fuel-cell systems for persistent low-power sensing, surveillance, and maritime monitoring applications.
  - Identified strategic end-use markets across defense, offshore energy, marine science, and environmental sensing sectors while building partnerships and managing interdisciplinary engineering teams developing custom microelectronics, ultra-low-current power-conversion systems, and customer-facing MVP demonstrations supporting pilot commercialization and strategic acquisition.
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### **Manager of R&D & Field Ops**

**GreenFuel Technologies | 2005 – 2009**

- Progressed through scientific, engineering, and operational leadership roles within a venture-backed ClimateTech company commercializing algae-based carbon capture and biofuel technologies, leading biomass-harvesting optimization, pilot testing, industrial vendor integration, and customer-facing deployment programs.
  - Collaborated with a U.S. national laboratory on one of the world's first demonstrations of algal-derived biodiesel and managed multidisciplinary engineering, scientific, and operational teams supporting pilot demonstrations and commercial field programs across the United States and Europe.
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### **Arctic Research Assistant**

**Marine Biological Laboratory | 2000 – 2005**

Participated in NSF-supported Arctic climate and ecosystem research programs focused on long-term environmental monitoring, biogeochemical processes, and field-based scientific operations, collecting critical climate and ecosystem data used in global environmental models supporting climate-change research and prediction.

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## **EDUCATION**

### **University of North Wales – Bangor, UK**

M.Sc. Environmental Chemistry | B.Sc. Marine Biogeochemistry