



Robert M. Green

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Robert M. Green specializes in industrial instrumentation and control based on his Chemical Engineering and marketing background. Among his current activities are:

- Establishing market size and applications for new approaches to monitoring and control instrumentation
- Developing and implementing special sensors
- Defining the information flow between plant control systems and I.T. systems
- Process risk analyses and safety systems design

At Arthur D. Little, Inc. and later as an independent consultant, he assisted or directed projects in all phases of the instrument and controls industries. Some of his activities of his are listed below

Markets Definition

- Established the state of the art, often world-wide, of process monitoring & control in processes such as chemical, petroleum, food, pulp & paper, power generation, injection molding, film manufacturing, and others
- Assisted in several world-wide evaluations of sensor and advanced control usage for the European Community
- Evaluated existing market size, competitors, trends and unsatisfied needs for many specific products such as flow meters, on-line analytical instruments and recorders
- Recently determined applications for a process viscosity instrument based on new technology, in the petroleum, petrochemical, pharmaceutical, pulp & paper and food industries, and set up beta sites

Product Definition

- For a European compressor manufacturer surveyed the Chemical, Petrochemical and Pulp & Paper industries to establish control and diagnostic needs
- Specified functionality and algorithms for a predictive PC-based unit controller, well in advance of the current crop of similar devices
- Helped establish design specifications for an advanced, auto documenting instrument calibrator
- Compared life cycle costs for alternate methods of flow monitoring

Application Development

- Helped a refinery team develop its 5 year plan to consolidate control rooms, adopt advanced control and integrate their on-line systems with their enterprise management system
- Established the needs, costs and personnel requirements to upgrade the Saudi Petromin production, refining and distribution process controls to allow integration with their nation-wide data processing facilities
- Developed a plan for a large, multi-plant chemical company to overcome low utilization of advanced process control systems to realize the expected returns

- Designed special algorithms for specific industries such as textile and food
- Directed risk analyses such as hazardous operations analyses, safety evaluations and accident investigations

Acquisition & Mergers

- Evaluated a number of control and automation companies for acquisition or merger
- Following merger, sorted out the product lines and responsibilities
- Evaluated the patent portfolio of a major programmable logic controller maker

Strategic Planning

- Developed strategic business plans for many clients, defining market segmentation, technical trends, product pricing and customer support requirements
- Evaluated the distributed control system architecture for several major instrument companies, and projected the future needs and the impact of developing technologies and techniques

Mr. Green began employment with the Foxboro Company, where he served in field service, engineering, customer training, and as product manager. Several projects that illustrate his range of activities are as follows:

- Project line manager for a third of their products
- Initiated the building of their analytical instrumentation line, and managed the development program for their gas chromatography analyzers
- Initiated application of human engineering to instruments and operator interfaces
- Was a member of the team that guided their transition from products to systems

Mr. Green received his BS degree in Chemical Engineering at the Worcester Polytechnic Institute. He has taught measurement & control theory and its practice at Northeastern University graduate school.

Mr. Green is a member of the American Institute of Chemical Engineers and ISA, and is a registered professional engineer in Massachusetts, California and Washington.