

Benjamin David King JD, MBA

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Education

J.D., UCLA School of Law, 2002, Los Angeles, CA
Honors: UCLA Law Review (Editor); Business Law Teaching Assistant
Admitted to practice of law in California, February 2003 #224356

MBA, The Anderson School at UCLA, 2002, Los Angeles, CA
Honors: Dean's List

European Union & Comparative Law Practice Summer Program, 2001, Oxford
University, Oxford, UK

B.A. History, Distinction in the Major, 1996, Yale University, New Haven, CT
Honors: Best Senior History Thesis Runner-Up, Outstanding Coursework Commendation

Academic Appointments & Experience

Present **Adjunct Professor of Entrepreneurship, USC Lloyd Greif Center for Entrepreneurial Studies, Marshall School of Business, Los Angeles, CA**

Fall 2025 Instructor for Technology Entrepreneurship (BUAD 301). Support greater engagement between Center/School and LA tech ecosystem.

2007-2011 **Lecturer/Adjunct Faculty, UCLA, The Henry Samueli School of Engineering and Applied Science, Los Angeles, CA**

Taught upper-level undergraduate and graduate-level courses in the Technology Management Series that satisfied technical breadth requirements. Topics and curriculum included: economics, finance, entrepreneurship, marketing, corporate governance, and business law.

Winter 2008, Fall 2009, Fall 2010, Winter 2010, Winter 2011, Spring 2011

Engineering 111: Introduction to Finance and Marketing for Engineers: Taught this inter-disciplinary course for upper-level undergraduate and graduate engineering students (total enrollment of ~200 students). Coverage centered on the most critical components of finance and marketing research, teaching, and practice as they impact the management of technology commercialization. Students learned internal (within the firm) and external (in the marketplace) marketing and financing of high-technology innovation. Concepts such as present value, future value, discounted cash-flow, internal rate of return, return on assets, return on equity, return on investment, interest rates, cost of capital, the four Ps –

product, price, positioning, and promotion, as well the proper use of market research, segmentation and forecasting in the management of technological innovation. Topics also included business organization, forms, and structure along with financial markets. Led class discussions on current events from the Wall Street Journal as well as case studies. Received highly positive teaching feedback. Instructor of record for F09, F10, W10, W11 and S11 classes.

Winter 2008

Engineering 111: Introduction to Finance and Marketing for Engineers: Advised 2 undergraduates and 1 graduate student on independent research projects involving business plans and financing for course credit.

Spring 2008, Spring 2009

Engineering 112: Technology Management Lab to Market, Entrepreneurship for Engineers and Scientists: Lecturer in this course for upper-level undergraduate and graduate engineering students (total enrollment of ~160 students) on entrepreneurship and technology commercialization. Course focus on models/tools to manage rapid innovation and technology commercialization, strategy, IP concepts, venture financing, leadership development, and team-building. Instructed students on economic indicators and business cycle impact on small firms. Led class discussions on current events from the Wall Street Journal. Lectured on key business law topics for technology entrepreneurs including business organizations, intellectual property, raising capital, licensing, and small enterprise employment law. Received highly positive teaching feedback.

Fall 2007, Fall 2008, Winter 2009, Spring 2010

Engineering 110: Introduction to Technology Management and Economics: Taught this inter-disciplinary course for upper-level undergraduate and graduate engineering students (total enrollment of ~200 students) on managerial economics as applied to the world of technology and engineers. Course focus on micro- and macro-economic concepts and operating environment, accounting as applied to technology companies, and quantitative cost analyses used as decision making tools. Lectured on economic cost categories, cash flow analysis, interest rates, time value of money, U.S. financial market competitiveness, initial public offerings, business formation, financial regulation, venture capital, fiscal policy, monetary policy, and intellectual property. Led class discussions on current events from the Wall Street Journal as well as case studies. Received highly positive teaching feedback. Instructor of record for W09 and S10 classes.

Spring 2007

Engineering 188: Technology Management, Entrepreneurship for Engineers and Scientists: Lectured on various business law topics that confront small technology companies and entrepreneurs, including contracts, business structures, intellectual property, securities law, and commercial litigation. Total enrollment ~100 upper-level ungraduated and graduate students.

2007-2009 Recurring Guest Lecturer, USC, The Marshall School of Business, Los Angeles, CA

Developed and presented lectures on interdisciplinary legal, financial, and economic topics for upper-level undergraduate and MBA entrepreneurial finance courses. Emphasized real-world applications and case studies.

Finance & Business Economics 527: Entrepreneurial Finance – Financial Management of Developing Firms: Presented in this MBA entrepreneurship course (total enrollment of 35 students) on key business law topics for small and high-growth firms including business organizations, intellectual property, licensing, governance, raising capital, contracts, employment law, and selection of legal counsel. Lectured on U.S. competitiveness, global financial markets, and cutting-edge issues in corporate regulation. Received unanimously positive class feedback.

Finance & Business Economics 437: Entrepreneurial Finance – Financial Management of Developing Firms: Developed and presented a primer on key business law topics for small firms in this undergraduate entrepreneurship course (total enrollment of 55 students). Topics included choice of business structure, intellectual property, licensing, securities law, raising capital, contracts, employment law, and commercial litigation. Received unanimously positive class feedback.

Publications

Refereed Journals

Bristow, D.K. and King, B.D., “Regulatory Risk Including Unintended Outcomes: Examining the Effects of SOX and the Trans-Atlantic IPO Markets”, Journal of Financial Transformation, Cass- CAPCO Institute Paper series on risk, Vol. 22, 2008

- First research paper to present a quantitative analysis of the impact of SOX on the U.S. IPO markets
- Regression model results indicate that the passage of SOX has cost the U.S. approximately 1,650 IPOs
- Evaluates existing data and studies on the effects of SOX upon small and mid-sized companies
- Concludes that the existing body of empirical evidence suggests SOX has significantly negative net effects on smaller firms, has hampered the U.S. IPO markets, and facilitated the relative increase in the competitiveness of London’s financial markets.

Bristow, D.K, King, B.D., and Petillon, L., “Venture Capital Formation and Access: Lingering Impediments of the Investment Company Act of 1940”, Columbia Business Law Review, Winter 2004, p. 77-108.

- Examines the problem of a patchwork regulatory approach to venture capital, beginning with the Investment Company Act of 1940

- Evaluates the impact of recent regulatory reforms, including the National Securities Markets Improvement Act of 1996 and the California Capital Access Company Law, upon venture capital formation and access
- Conducts an economic, public policy, and legal analysis of the current exemptions to federal and state venture capital regulation
- Concludes that additional regulatory exemptions are needed to facilitate capital formation and suggests specific reforms that will further democratize capital access

Reference & Textbooks

“Intellectual Property Damages in the Entertainment & Media Industry”, Litigation Services Handbook: The Role of the Financial Expert, (Wiley & Sons, 4th ed. 2007)

- Lead contributor for all case law and legal-related content in the chapter
- Conducted all research for and drafted section on recent intellectual property trends in the entertainment industry
- Contributor to chapter on calculating profit in the entertainment industry

“The Guide: Global Best Practices in the Entertainment, Media, and Communications Industries”, PricewaterhouseCoopers LLP Client Services Publication, 2007

- Co-lead for the creation of a 550-slide deck used as the definitive, global Firm best practices industry guide for all Media & Entertainment clients and engagements worldwide
- Drafted and edited key sections of the Guide, including regulatory considerations, business processes, and financial reporting specific to the film, television, gaming, advertising, cable, and music sectors

Speeches & Addresses (Sample of 5)

1. “The Exit: From Founding to Full Scale”, speech and panel leader at the Investment Week Conference | LA Tech Week October 2024.
2. “Defense Technology: Investing in National Security”, speech and panel leader at the Investment Week Conference | LA Tech Week October 2024.
3. “LP + GP Dynamics: Structuring Successful Partnerships”, speech and panel leader at the Investment Week Conference | LA Tech Week October 2024.
4. “Long LA: Why the Future for Early-Stage Venture Has Never Been Better”, address delivered as the opening speaker for Van Jones at the closing session of #EarlyStageLA June 2024.
5. Speech Writer for the U.S. Ambassador to the European Union, the Honorable Rockwell A. Schnabel (2001-2003)

Worked with Ambassador Schnabel on various speech concepts and ghost-wrote several

speeches presented at notable institutions, including the below:

“Current State of the European Union and Its Relevance Here at Home”, speech authored by Ben King and delivered by Ambassador Schnabel before the Los Angeles World Affairs Council on July 25, 2002

“The United States of Europe, Creative Destruction, and the Changing Face of Business in Our Time”, speech authored by Ben King and delivered at the Pepperdine Graziadio School of Business Commencement Summer 2001

Case Studies Presented

“BackChannelMedia: Making Television Clickable”, Harvard Business School 9-509-026, presented as “A Case Study on Disruptive Technology Product Launches, Market Analysis & Financial Forecasting”, at UCLA in Engineering 111, November 2009 with originally authored accompanying presentation materials.

“AMG, Inc. & Forsythe Solutions: Lease vs Buy Decisions”, Kellogg School of Management, KEL217, presented as “AMG Lease versus Buy: Financial Analysis of Capital Expenditures”, at UCLA in Engineering 110, February 2009 with originally authored accompanying presentation materials.

“Sequoia Capital’s Presentation of Doom”, presented at USC Marshall School in FBE 527 (February 2009) and at UCLA in Engineering 110 (January 2009).

“Webvan”, Harvard Business School, 9-602-037, presented as “Webvan’s Spectacular Failure: Cost Structure & Management Lessons”, at UCLA in Engineering 110, October 2007 with originally authored accompanying presentation materials.

Case Studies Authored & Presented (Sample of 6)

“A Primer on Key Business Law Topics for Technology Management & Engineers”, presented at UCLA in Engineering 110 (October 2009) and at USC Marshall School in FBE 527 (October 2008, April 2009, May 2010), FBE 437 (October 2008, April 2009)

“Marketing Fundamentals: Amazon’s Kindle Reader & Apple’s iPad”, presented at UCLA in Engineering 111, March 2009

“Bull & Bear Markets”, presented at UCLA in Engineering 111, March 2009

“A Very Brief History of Finance”, presented at UCLA in Engineering 111, March 2009

“Recent Trends in New Media Intellectual Property: Shifting Economics & Business Models”, presented at UCLA in Engineering 112, May 2008

“Cutting Edge IPO Research & Issues: The Future of U.S. Public Markets”, presented at USC Marshall School in FBE 527 (October 2007, November 2008, March 2009) and at UCLA in Engineering 188 (March 2007) and in Engineering 110 (September 2008)

Professional Presentations (Sample of 15)

15. KrackWins M&A Pitch Deck: Presentation used for pending company sale with multiple potential acquirers (2023 - Present)
14. HyperNatural Pitch Deck: Presentation used for pending seed funding with multiple potential investors (2023 – Present)
13. Los Angeles Venture Association (LAVA) “Long LA Deck”: Collaboration with Executive Director to promote capital formation and access in Southern California, presented to various investors, pension funds, family offices, and sovereign funds. (2023 – Present)
12. Drio Pitch Deck: Presentation used for pending seed funding with multiple potential investors (2022 – Present)
11. Infoblox Annual Growth Strategy Decks: Assessment of adjacent networking and cybersecurity market segments for expansions applying “Profit from the Core” methodology and other frameworks. Comprehensive, rigorous strategic analysis (both qualitative and quantitative) used as plan of record for the company and private-equity owners. Presented semi-annually to company Executive Team and Board of Directors, including private equity owners at Vista Equity Partners and Warburg Pincus. Impact has been multi-billion dollar increase in enterprise value, expansion of market leadership, consistent achievement of the Rule of 50, and successful 2020 change of control transaction that delivered robust investor returns. (2017, 2018, 2019, 2020, 2021, 2022)
10. Infoblox Growth Strategy – Voice of the Customer: Extensive research project on gaining the market/customer’s view of natural adjacencies and offerings with empirical data. Directed and collaborated with Bain & Company. Presented findings to company Executive Team and Board of Directors, including private equity owners at Vista Equity Partners and Warburg Pincus in Spring 2022. The impact was a more successful growth strategy, specifically several new product offerings and market expansions that drove double-digit revenue growth and key share gains in lucrative adjacent segments. (2022)
9. Infoblox M&A Readiness 1.0: A comprehensive plan to update the M&A transaction preparedness across the company, which was a critical need. Presented to Executive Team and all departmental leadership. Executed during FY22 resulting in major improvements. (2021)
8. Infoblox Enterprise DDI Market Assessment: Extensive research project on company’s core market, including competitive analysis, “white space” scoping, growth rates, target customer segmentation, and financial data. Directed and collaborated with McKinsey & Company. Presented findings to company Executive

Team and Board of Directors, including private equity owners at Vista Equity Partners. Resulted in much better-informed growth strategy, higher-fidelity long-range planning/financial forecasting, and used as a backbone for diligence when the company executed a highly successful transaction with a new investor (Warburg Pincus) and a sale/re-investment from existing private equity ownership (Vista) at a much higher valuation (>4x Equity Return Multiple). (2019 – 2020)

7. Infoblox M&A & Corporate Development 3.0: Analysis and recommendations to the company Executive Team for a three-year plan to build internal functions supporting the transformation to a high growth, primarily SaaS (Software-as-a-Service) business with an accompanying IPO. Presented to Executive Team and subcommittee of Board of Directors. (2020)
6. Infoblox Next Generation Pricing & Packaging: Led a complex, multi-functional 3-year project to evolve company's pricing approach to be SaaS-centric. Directed and collaborated with Simon & Kutcher LLC and Boston Consulting Group ("BCG"). Presented multiple read-outs and final recommendations to senior leadership, the Executive Team, and the Board of Directors. Impact led to major profit margin gains while not compromising sales volume or disrupting sales motions. (2020-2023)
5. Infoblox Exit Valuation and Potential Strategic Buyers Assessment: At the CEO's request, provided an analysis on traditional valuation approaches, comparable SaaS company valuation multiples, and the top 10 likeliest potential strategic acquirers. Presented to Executive Team. (2019)
4. Internet Identity, Inc. ("IID") M&A Pitch Deck: Presentation used for successful company sale with 20+ potential acquirers and investors. (2015 – 2016)
3. PhaseOne Communications, Inc. M&A Pitch Deck: Presentation used for successful company sale with 20+ potential acquirers. (2011 – 2012)
2. Fox Streaming Digital Strategy: Conducted analysis on the margin gap between broadcast and streaming distribution models with recommendations on how to optimize their fusion into a hybrid model. Presented to senior studio executives and the studio Chairman. (2009)
1. PricewaterhouseCoopers LLP – Advisory Group Learning & Development ("L&D") Curriculum: Co-lead a six-month project creating the entire portfolio of next-generation internal L&D offerings for the entire national practice group (~10,000 professionals). Presented portfolio to senior executive firm leadership. (2007)

Professional Experience

Proven high-EQ leader with 25 years of deep cross-functional expertise in strategy, transactions, finance, investment, and operations within vertical SaaS, cybersecurity, networking, national security, digital media, and marketing analytics verticals.

Demonstrated track record in growing and optimizing businesses (4 M&A exits). Substantial venture investment experience, coupled with advisory roles. Unique combination of transactional / operating and small / large enterprise experience, including private equity-owned platforms. Excellent analytical, quantitative, strategic problem-solving, communication and hands-on management capabilities. Excels at building high-performance, collaborative teams, conflict management, execution in complexity, and delivering transformational business results.

Mergers & Acquisitions (M&A) | Company Building | Cross-Functional Leadership | Private Equity | Venture Investment & Advisory | Growth Strategy Development, Planning, & Execution | Business Development & Partnerships | Direct P&L Management | Transformational Change Management

2024 – Present MANDALA SPACE VENTURES & MARINER 2 FUND

Venture Partner

Engaged as a Venture Partner at a leading, global early-stage spacetechnology incubator and the management team of its \$15M venture fund.

2023 – 2025 CLEANDNS Los Angeles, CA

Board Advisor & Chief Financial Officer

CFO for an early stage, growing cybersecurity company (20 FTE / \$4MM ARR).

Engaged by the BoD for critical strategic leadership spanning fundraising, negotiations, modeling/planning, new product introductions, budgeting, sales finance, and more.

2011 – Present GLYNDON ADVISORS LLC Los Angeles, CA

Founder & Managing Partner

Advisory firm specializing in venture investments, strategic advisory services, BoD advisor/membership, and fractional C-suite roles.

- Serial venture investor (fund + direct) and advisor (more details upon request); investor in multiple venture funds, direct investor in 30+ early-stage companies/venture investments, board and/or venture advisor to 10+ companies

2014 – 2023 INFOBLOX (Acquired Internet Identity, Inc. “IID”), Santa Clara, CA & Tacoma, WA

2016 – 2023 Vice President, Corporate Development, Business Development, & Product Operations

Led corporate development efforts, including M&A pipeline / execution, growth strategy development, strategic planning, and all business development partnerships in cloud networking / security. Oversaw product portfolio, including business cases, pricing, roadmap, R&D budget allocations, new product introductions and departmental quarterly goals. Directed 10 FTE team.

- Led all M&A engagement full cycle from outreach to deal execution / integration, advised PE owners on independent acquisition opportunities, and implemented company preparedness / functional infrastructure from ground up.

- Worked directly with executive team and private equity Board of Directors, developing and executing inorganic growth plan, including market adjacency expansion in enterprise networking and security.
- Selected to elite Senior Executive Leadership 9-month training / succession planning program by the executive team, acquiring advanced management skills / tools and immersive team building, self-awareness and learning experiences.
- Orchestrated major turnaround of business development function and upgraded entire team, resulting in high-value strategic partnerships with cloud service providers (GTM now producing 100s of joint customers) and greatly reduced overhead managing technology partners.
- Drove multi-phase, complex pricing transformation that pivoted model to SaaS and boosted margins (10%+ YoY) / deal volume.
- Introduced key departmental initiatives, such as OKRs, performance bonus plans, and team building, that produced a dramatic lift in employee engagement (annual survey results leapt from industry average to top 10%) over a 3-year period.
- Led SnapRoute and IID post-merger integration efforts successfully against 90-day targets with minimal business disruption.
- Strategic contributor to executive team / BOD-level planning for successful Fall 2020 Vista Equity Partners / Warburg Pincus transaction that delivered major shareholder value and robust investor returns. Supported go-private transaction of Infoblox in 2016 by providing key financial and product analyses for Vista Equity Partners.

2014 – 2016 Chief Financial Officer (CFO) & Vice President, Business Operations, Internet Identity, Inc. (“IID”)

Managed P&L and multiple operational areas of a Bessemer Ventures-backed SaaS cybersecurity company. Led the company’s successful M&A exit through a competitive process (February 2016). Provided strategic executive leadership and brought critical outsider perspective to C-Suite / co-founders.

- Implemented financial planning / analytics, robust budgeting process, GAAP-based reporting, key SaaS metrics, and best practice internal controls, resulting in scalable, properly instrumented, and saleable enterprise.
- Drove strategic planning and growth strategy activities for Executive Team and company by implementing rigorous process, metrics, and accountability that transformed loosely aligned leadership and employee group into high-impact, unified team.
- Led all external financing efforts, reporting, and relationships (equity investors, venture debt facility), fortified balance sheet.
- Accelerated sales growth by designing pricing model and go-to-market strategy for company’s new enterprise, multi-tenant SaaS product, including driving partnership efforts.
- Provided in-house legal leadership. Negotiated complex customer and partnership technology agreements that accelerated go-to-market progress. Effectively navigated several sensitive employee matters.
- Performed VP of Human Resources duties and drove high-impact organizational development through new performance management systems, hands-on employee relations, improved policies, and compensation practices.

2010 – 2014 PHASEONE COMMUNICATIONS, INC. (Acquired by Perspecta f/k/a Vencore & Veritas Capital), Los Angeles, CA

Marketing research analytics company acquired by a major private-equity backed systems integrator platform in 2012. TS/SCI Clearance Eligible (active 2011-2016).

2012 – 2014 Chief of Staff / COO (post-merger)

Oversaw day-to-day business line operations (75 FTE plus all corporate interfaces).

Drove execution of financial, operational, and organizational objectives. Collaborated closely with acquirer Executive Team on revenue generation, strategic planning cycles, business operations, employee engagement, and R&D efforts at parent and business unit levels.

- Repositioned business (\$10M+ year 1 revenue) through product introductions, intercompany synergies, and vertical marketing strategies, including social media analytics, leadership communication landscape analysis, brand strategy tool, private sector services rebranding, and cybersecurity services.
- Executive lead for post-merger integration, transitioning from wholly owned subsidiary into fully integrated business line in 5 months without significant operational disruption.
- Developed best-practices blueprint for parent's future acquisition / integration activities, leveraged in subsequent deals.

2010 – 2012 CFO / COO & Vice President, Corporate Development (pre-merger)

Acted as change agent to transform Analytics-as-a-Service marketing research company from a small boutique to an acquisition-ready, highly professionalized enterprise in under 18 months. Led company full cycle through successful competitive M&A process.

- Drove the executive team by implementing rigorous strategic planning cycle with metrics and accountability, resulting in unified group that successfully executed a defined 2-year path to exit.
- Generated 16-18% ROE while doubling business size by initiating major improvements in financial planning & analysis, controls and budgeting process. Doubled ROA and net income in 6 quarters.
- Steadily increased gross margins (45% to 60% in 18 months) through innovative pricing, packaging, and product strategies.
- Improved cash flow and reserve positions dramatically without external financing through forecasting and budget discipline.
- Increased staff utilization by 15%+ annually by introducing new resource management model.
- Implemented major financial reporting improvements (internal controls, GAAP reporting, DCAA) that enabled further growth in government contracting business, made the company saleable, and accelerated financial performance.
- Directed full upgrade of IT platforms and bi-coastal expansion, supporting doubling of headcount.

2008 – 2010 FOX BROADCASTING COMPANY, Los Angeles, CA

Director of Digital Content & Strategy

Provided day-to-day cross-functional leadership for FBC digital group.

- Identified and led critical operational improvements, turning divisional performance around 180°.
- Managed successful cross-functional team launch of new Fox-On-Demand video streaming platform, generating \$25M+ in ad revenue and millions of viewers annually.
- Developed detailed strategic plan, including financial and competitive analysis, to close margin gap between broadcast and online platforms, resulting in 20%+ margin gain in year 1.
- Implemented strategic product roadmap and business plan for Fox.com and Americanidol.com (\$35M P&L), accelerating incremental YoY growth by 10%+.

2002 – 2007 PRICEWATERHOUSECOOPERS LLP, ADVISORY GROUP, Los Angeles, CA

Engagement Manager

Led transactional, strategy, financial and operational consulting projects for media and technology clients. Directed teams on multiple large-scale (\$100M-\$10B) M&A, IPO, carve-out, valuation and financing engagements. Served as team leader and subject matter expert on several high-profile digital content strategy and licensing projects. Managed several large enterprise operational and financial process improvement / change management engagements. Developed substantial experience with financial reporting, internal controls, and SOX preparedness compliance.

Community Service (Sample of 3)

- Los Angeles Venture Association (“LAVA”), Advisor: Founded in 1985, the oldest association of venture capital professionals and entrepreneurs in Southern California. Provides twice-monthly educational programs for 100s of executives and entrepreneurs in the LA business and university communities. Serving as Special Advisor to the Executive Director. (2022 – Present)
- Social Venture Partners: philanthropic organization that serves as an incubator to innovative, early stage not-for-profits. Served as a Venture Partner and assisted multiple organizations with business counsel, including developing a strong pitch for fundraising. (2017 – 2020)
- Boys & Girls Club of Venice Board Member (2004 – 2006)