

## SUMMARY

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**Global Marketing Automation and Technology Executive** with additional experience as a **digital media expert** with a successful track record of transforming marketing and business systems with breakthrough technology to deliver best in class results. Adept at Agile marketing, Lean operations, continuous improvement, and marketing technology systems. Expertise in Private, Public and VC backed startups. Key areas of strength include:

**Technology and Automation Change Agent:**

Scaled three public companies' automation and technology platforms to support expansive growth from \$235M to \$835M over tenure with Gogo, from \$685M to \$765M at Orbitz, and from \$1.5B to \$8.9B at Clear Channel (iHeart); participated in two IPOs. Change agent leading strategy and implementation for key growth initiatives including advertising inventory yield and revenue management, budget management, and cost savings programs like consolidation of content management, adtech, and martech to a common platform. Objectives accomplished in highly regulated, complex industries.

**Coalition Leadership:**

Multicultural leader for global teams focused across borders, cultures, and time zones through a lens of driving continuous improvement, team building, and coaching. Worked collaboratively across internal cross-functional teams including executive leadership, sales, account management, product, front-end developers, off-shore development teams, and software engineering.

**Results-Driven:**

Delivered data-driven accountability by establishing KPIs and measurement metrics to track against objectives and key results (OKRs). Strategic planning and tactical implementation for consistent delivery of P&L objectives.

## PROFESSIONAL EXPERIENCE

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**GOGO**, Chicago, IL

**2011 – August 2020**

*Gogo, (NASDAQ: GOGO), the inflight internet telecommunications company global provider of broadband connectivity & streaming entertainment (VOD | OTT | IPTV) for aviation with \$835M revenue and 1,100 people.*

**VP Global Inflight Entertainment Content & Advertising Operations**, 2015 – August 2020

Reported to SVP, Global Operations & Supply Chain and responsible for team of 15 direct reports plus 50 additional contractors, outsourcing partners, and cross-functional stakeholders to implement display advertising, product & sales operations, licensing, and vendor management of Gogo Vision inflight entertainment Product Portfolio to airline partners with annual expense budgets of \$5MM with \$35MM revenue. (Digital Supply Chain | content licensing | legal | compliance | feature films | Television Shows | Music | Games | Publishing)

- Delivered the shift to alternate DRM vendor leveraging native device/browser players after Adobe announced end-of-life of the flash player resulting in improved user experience by eliminating downloads of 3<sup>rd</sup> party mobile apps resulting in a 30% increase in views on \$35MM annually with 70% margins.
- Drove faster ad serving solution with 10x increase in response times through ad server migration from OpenX to AdButler. Implementation included RFP selection of vendors and front-end software development in less than 90-days requiring internal redirects while all ad tags were migrated.
- Transformed content delivery cycle times by 50%, from 60 to 30-days by reducing 90 manual steps to less than 30 with automation, new content management system, and team-based process improvements to reengineer workflow architecture (ingestion | transcoding | metadata | technical specs).
- Created new distribution product offering, "Local Replication" to deliver faster content updates. Partnered with airlines to develop digital media distribution process transferring content updates from the cloud instead of physical media where duplication occurred in-market. Japan Airlines was our launch customer and received content updates 15 days faster, resulting in 50% reduction in distribution time.
- Reduced USB stick costs and overall loss rates by 50% while increasing USB storage capacity 2X and shifting to a custom manufacturer (Delkin) to lower costs from COTS version resulting in \$200 per unit cost savings. Improved asset management by introducing mobile app (GeoSpatial Technologies, Inc.) to field services team for inventory tracking and return material authorization (RMA) accuracy.

**Director, Advertising Operations & Content Management | Marketing Automation, 2011–2015**

Reporting to the Chief Marketing Officer | Chief Commercial Officer and responsible for establishing go-to-market ad tech and ecommerce strategy with cross functional team of 30 while establishing dedicated team.

- Deployed ad tech stack (Ad Server | Tag Management | Data Management Platform (DMP) | targeting and keyword taxonomy) to become world's first IAB-certified, real-time, in-flight ad serving solution & audience based DMP for programmatic audience segmentation resulting in a 50% increase in accuracy and revenue optimization with new ad products.
- Partnered internally (Product | Sales | Marketing | Engineering) to develop advertising and ecommerce revenue growth strategy by working with external stakeholders at IDEO and MediaLink conducting field research resulting in digital advertising product development that scaled revenue from \$4MM to \$9MM.

**ORBITZ WORLDWIDE, Chicago, IL****2005 – 2011**

*Orbitz.com launched in 2001 is a leading online travel agency now part of Expedia Group (NASDAQ: EXPE) where consumers can search and book hotels, flights, car rentals, cruises, and vacation packages.*

**Director Global Partner Marketing Operations, 2006 – 2011**

Reporting to VP Global Sales & Partner Marketing (Digital Advertising | Mobile Advertising | Online Retail | Travel ecommerce) and responsible for global team of 20 across sales planning, client services, account management, ad ops, revenue management, digital campaign optimization, billing, and reconciliation for all Orbitz brands.

- Implemented inventory management system (Yieldex) improving forecasting accuracy resulting in higher campaign yield management and optimization increasing revenue from \$12MM to \$60MM annually.
- Billing Systems & Revenue Reconciliation was a manual process. Partnered with internal finance & accounting technical teams (fintech) to integrate ad server database to Oracle financials resulting in automated billing process shifting from spreadsheets and paper reducing time up 400+ hours of resources with higher quality and accuracy.

**Senior Manager Advertising Operations, 2005 – 2006**

Reporting to Director of Advertising & Biz Dev and responsible for North American ad operations team of five with global responsibility for rest-of-world ad technology migration.

- Consolidated and migrated multiple Orbitz ad tech systems to common global advertising technology platform with uniform targeting taxonomy driving increased efficiency and cost savings shifting from four ad servers to one allowing global sales and ad campaigns across multiple brands.
- Developed middleware (Cast Iron Systems / IBM) to connect ad server to Salesforce.com CRM and FatTail AdBook order management system (OMS) increasing efficiency and accuracy of sales planning and inventory management resulting in better campaign development for sales team.

**POINT-TO-POINT MARKETING, Ft. Collins, CO, (Chicago Area Regional Rep)****2003 – 2005**

*Privately-held Direct Marketing (Direct Mail | Telemarketing | Digital) firm serving the Radio & Television Industry.*

**Regional Vice President, 2003 – 2005**

Reporting to co-owners CEO & COO as independent contractor managing territory of 20 radio markets.

- Developed revenue growth with Direct Marketing solutions for broadcast clients. Determined client goals working with internal stakeholders to develop marketing programs; maintained client/prospect e-marketing newsletter for a territory worth \$5MM.

**CLEAR CHANNEL COMMUNICATIONS | IHEART MEDIA, Chicago, IL / Lexington, KY****1996 – 2003**

*Global leader with radio and television stations, outdoor displays, and entertainment venues in 63 countries.*

**Director Client Services, Clear Channel Radio Interactive, 2000 – 2003**

Reporting to VP/GM and responsible for team of six across advertising operations and account management for Clear Channel's radio station websites.

- Consolidated relationships with \$20MM in advertising partnerships due to mergers & acquisitions. Clear Channel's 1000+ radio station's websites lacked consistent ad serving and analytics platform. Transitioned from NetGravity / DART Ad Manager to DoubleClick's DART Enterprise and Harvest Solutions (CheetahMail SiteClarity). Integrated in-house bid / campaign management systems through Ad Serving platform.

**Director National Marketing & Sales, The New Research Group | Critical Mass Media**, 1999 – 2000

Reporting to the President and responsible for brand launch of The New Research Group while designing and implementing sales & marketing strategy and international brand marketing for Critical Mass Media, Clear Channel's radio market research and direct marketing subsidiaries.

- Developed B2B CRM direct marketing database of domestic and global contacts. Marketed services to radio station prospects with product launch of StoryLink™, a television research service.

**Director Marketing & Promotions**, June 1998 – 1999

Reporting to GM of Jacor/Clear Channel Radio in Lexington, KY and responsible for team of 10 across seven radio stations. Managed CRM databases for each station to execute direct marketing and research. Developed marketing goals, promotions, and event marketing along with Print, TV, Cable, and Outdoor advertising campaigns.

**Director Marketing & Promotions**, August 1996 – January 1998

Reporting to Cluster Marketing Director of radio broadcasting station group in Syracuse, NY (Cox Radio/New City, later acquired by Clear Channel). Responsible for team of five across three radio stations (WSYR/WHEN/WWHT). Created CRM database, IVR phone system, website, and partnership marketing sales opportunities, advertising, merchandising, and sports marketing campaigns.

**METROMEDIA INTERNATIONAL MARKETING, INC.**, New York, NY**1995 – 1996**

Now defunct radio broadcast holding company with investments in Eastern Europe & Russia.

**Marketing Assistant**, 1995 – 1996

Reported to EVP and responsible for supporting sales, marketing, promotions, research, and programming. Liaison between U.S. and group-owned stations in Russia & Eastern Europe.

## EDUCATION

**MBA – General Management, Lake Forest Graduate School of Management**, Lake Forest, IL

**BS – Television, Radio & Film Management, Syracuse University**, Syracuse, NY

## TECHNOLOGY, PROCESS &amp; SYSTEMS PROFFICIENCY

- Ad Technology, Yield & Video Content Management Systems & CRM Architecture (AdButler, OpenX, Google Ad Manager, DFP/DFA, DART Enterprise, Signal (BrightTag), Adobe DTM, Kaltura, Adobe, CastLabs, Widewine DRM, Axinom CMS, IBM Aspera, Krux DMP (Salesforce.com), Yieldex)
- Advanced cloud computing and interactive systems (AWS, Azure, IBM, iOS, Android, Custom Apps)
- Agile Marketing, Lean, Scrumban & Kaizen, Organizational Design (Atlassian Jira/Wiki, Slack)
- Excellent Presentation Skills, Training, and Frequent Presenter | Guest Lecturer | Educator | Master of Ceremonies | Public Speaker

## AFFILIATIONS

AdMonsters | CIMA | IAB | CADM | APEX | Gogo IT Steering Committee | Advisor, Commerce Signals

## COMMUNITY INVOLVEMENT

Barrington Swim Club Board Member (since 2018); Vice President (2019 – Present)  
 Airline Passenger Experience Association (APEX), Co-Chair Airline Advertising & Ancillary Revenue (2017 – 2020)  
 Syracuse University National Alumni Association Board of Directors (2009 – 2018); Vice President (2013 – 2014);  
 President-Elect (2014); President 2015 – 2017; Board of Trustees – Member (2015 – 2017)  
 Prevent Child Abuse America Board Member (2007 – 2009); Vice President (2008 – 2009)