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EXPERIENCE

MEDIA AND TECHNOLOGY CONSULTING, 04/20 – Present New York, NY

Various Roles. Various strategic advisory projects including business development and digital marketing with media and technology companies. Highlights include:

- *GotPhoto USA.* Fractional CMO/COO role for European SaaS workflow software company in the high-volume photography industry, overseeing marketing and sales for the US and Canada. Increased lead generation volume and reduced customer acquisition cost to already exceed annual goal for 2021. Managed digital advertising team and outside agency. Developed and launched content marketing and social media strategy. Improved and updated sales and marketing funnel tracking and created data driven dashboard of key metrics.
- *Insurance Institute for Highway Safety.* Created strategic digital communications plan for the insurance industry research consortium to use digital channels including social media to distribute their safety-related messaging. Conducted primary research on parents and teens to understand the purchase process for first cars for teenagers, and develop a data-based media and communications approach to communicate safety considerations.
- *Gloria Maris LLC.* Developed brands for several consumer facing CBD products, including a beverage, a muscle cream, and a tincture product for release (pending legislative changes in New York State) by a leading processing company. Created marketing plans to launch products through digital channels, and deployed e-commerce storefronts for brands.

THE EUGENE LANG ENTREPRENEURSHIP CENTER, COLUMBIA BUSINESS SCHOOL

COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK, 03/18 – 04/20 New York, NY

Managing Director. Management and oversight of operations and strategy for the hub of all entrepreneurial, innovation, and venture capital activities at Columbia Business School. Responsibilities include curricular and co-curricular programs, the venture capital fund, and the startup lab. Recruited and trained team, and launched new initiatives including lab expansion, corporate innovation partnerships, technology founder's program, alumni accelerator programs, and increased student and alumni engagement. Highlights include:

- *Columbia Technology Founders Track.* Created joint business/engineering school "C-Tech" certificate program for technology startup founders. Developed and launched integrated program with classes, speaker series, mentorship, and experiential learning.
- *The Lang Venture Capital Fund.* Managed deal flow and investment process for the Lang Fund, a founder-friendly seed fund focused on recent graduates. Negotiated and invested in companies; managed investment portfolio; worked with portfolio exits including 28x return on investment to the fund.
- *Columbia Startup Lab.* Managed selection process for new cohorts in university co-working space where the business school was the largest tenant. Planned and executed community and educational events.
- *Columbia Alumni Virtual Accelerator.* Designed and launched first of its kind alumni virtual accelerator for alumni founders. Recruited diverse class of global startups; designed curriculum and speaker series and created virtual "demo day" event with investors.

MEDIA AND TECHNOLOGY CONSULTING, 12/16 – 03/18 New York, NY

Various Roles. Various strategic advisory projects including business development and digital marketing with media and technology companies. Highlights include:

- *Digital Marketing: Strategy & Tactics.* Wrote textbook on digital marketing and created companion materials (presentations, exercises, and test banks) for use by professors. First edition adopted across the U.S. and is being localized for global markets. (Now in 2nd edition and India edition.)
- *Tube Shot LLC.* Developed digital marketing campaigns for beverage company that reduced customer acquisition cost by 80%, achieving profitability. Designed and launched new e-commerce site on Shopify platform, managing development team to customize storefront and reducing operating expense more than 10x. Managed outsourced fulfillment vendor teams, and created and tracked success metrics.
- *MagMall LLC.* Redesigned family of business to business bulk magazine sales e-commerce sites to achieve profitability. Migrated sites to unified backend and reduced operating expenses. Developed management and fulfillment process and trained staff. Selected and managed digital agency.

PRICING ENGINE INC., 12/10 – 11/16

New York, NY

Founder/Chief Executive Officer. Founded and built award-winning advertising technology company targeting small businesses and managed all aspects of development, growth, and operations. Designed product offerings and service model that grew to \$4.5 million in annual revenue and 23,500 users. Negotiated business and technology partnerships with major online advertising channels, and distribution partnerships with local media, digital service providers, and advertising agencies. Recruited and managed staff of technologists and account managers. Raised equity and debt financing from investors to finance growth. Highlights include:

- Product Management. Designed and built award-winning ‘freemium’ service offering that grew to 23,500 users. Free platform offered peer benchmarking and data analysis of advertising performance, while paid Software as a Service (SaaS) model provided managed Search Engine Marketing and Social Media Advertising across Google, Bing, Facebook/Instagram, Twitter and other advertising channels. Created technology platform to support small business customers through channel partners.
- Business Development. Negotiated and grew relationships with advertising channel partners and sales channel partners. Increased advertising budgets under management to \$6 million across Google, Bing, Facebook/Instagram, and Twitter through agency and API relationships, all from small accounts. Qualified company as Google Premier Partner (top 3% globally). Sourced, managed and partnered with small business digital service providers like Wix, Weebly, Yahoo; local media like newspaper companies, directory companies, and cable companies to source 90% of company business through channel partnerships.

SONY MUSIC ENTERTAINMENT, SONY CORPORATION, 06/09 – 04/10

New York, NY

Vice President, Global Account Management, Global Digital Business. Managed all aspects of Sony Music’s multimillion dollar global relationships with Nokia and Sony Ericsson. Expanded and developed new business relationships with Motorola, Samsung, and other global partners. Reconciled and improved reporting across multiple accounts, resulting in improved management and collection of millions of dollars in revenues. Highlights include:

- Nokia, Sony Ericsson. Managed, reported, and leveraged best practices for global rollout of Nokia and Sony Ericsson subscription-based digital music services, available on over a million handsets around the world. Analyzed existing multimillion-dollar legacy businesses in ringtones, mobile products, and music download stores, and identified and reconciled legacy reporting issues, resulting in the collection of millions in lost revenue. Developed incremental opportunities to preload music on handsets across all Sony Music labels and partners. Leveraged partner funding for application development on multiple smartphone operating systems.
- Sony MusicPass. Assumed management of program leveraging music to market Sony consumer electronics products, with partners such as Best Buy, Target, Wal-Mart, Sony Style, QVC, and other retailers. Revamped reporting and tracking, resulting in the invoicing of over \$1.5 million in previously uncollected campaigns. Closed new campaigns leading to projections of \$3-5 mm in new business and planned international expansion.

MEDIA AND TECHNOLOGY CONSULTING, 01/08 – 06/09

New York, NY

Various Roles. Various strategic advisory projects including business development and digital marketing with media and technology companies. Highlights include:

- Haven Entertainment, LLC. Conducted review of digital marketing strategy for music travel product, and managed implementation of strategic recommendations across multiple channels, including web site and search marketing. Developed guidelines and metrics for improved customer awareness, lead generation, and acquisition. Increased traffic from paid channels by more than 400% while maintaining strict budget controls.
- Pando Networks Inc. Developed strategic plan for developing new markets with video games and virtual worlds companies and conducted initial business development efforts. Created and prioritized target list, designed marketing approach and materials, and presented business case to senior executives at target clients.

PUBLICIS MODEM AND DIALOG (formerly Modem Media), 08/07 – 01/08

New York, NY

Vice President/Director, Strategy and Customer Insight. Led strategy and analysis projects for clients in a variety of industries for leading digital advertising agency, acquired by Publicis Groupe. Leveraged multiple interactive channels and tactics to deliver client campaigns across search engines, online display advertisements, social media, user generated media, and other channels. Responsible for primary and secondary research efforts, as well as innovation and thought leadership for client strategic planning. Designed, tracked, and measured online advertising programs.

- Heineken. Developed comprehensive digital strategy for digital presence of three major beer brands. Designed eCRM program to maintain awareness and increase purchase intent with key consumer segments. Leveraged YouTube and user generated channels to launch Heineken Draft Keg online with more than 1.3 million videos viewed, generating traffic and user-created videos for English and Spanish language campaign microsites. Demonstrated ROI through combined reporting across media channels, awareness studies against control and industry normative data, and innovative ‘buzz’ metrics.

- *EVE Online/CCP Games*. Prepared regular reporting dashboard presenting data and insights on media campaign performance, acquisition costs, and other key metrics by channel and property over time for client in the massively multiplayer online gaming (MMOG) industry, dramatically improving customer acquisition costs. Launched creative campaigns to support major game upgrade (Trinity) and Mac client release.
- *Dice Holdings*. Leveraged quarterly tracking surveys to develop reporting insights on key metrics of brand awareness for online IT and financial recruiting client. Developed eCRM program to maintain brand awareness and favorability with both active and passive job seekers. Used focus groups to identify and launch most effective creative across social media advertising campaign.
- *Citibank Obopay*. Created innovative acquisition campaign for launch of mobile peer to peer payment service from Citibank, to leverage mobile, social, and interactive media technologies as well as event marketing and generate subscriber adoption.

IBM GLOBAL BUSINESS SERVICES (formerly PriceWaterhouse Coopers), 1/05 – 8/07 New York, NY
Senior Managing Consultant, Strategy & Change, Media and Entertainment Practice. Various strategic consulting projects for large media, entertainment, and communications clients, primarily in the areas of research and analysis, value case development, component business modeling, and change management. Certified Consultant and recipient of Service Excellence award. Highlights include:

- *The Walt Disney Company*. Created strategic model of Buena Vista Home Entertainment division using component business modeling. Interviewed senior stakeholders and gained consensus for strategic alignment of technology investment to the business strategy. Inventoried and analyzed systems supporting key business objectives to identify gaps and overlap, and recommended changes to eliminate redundant systems and processes, and realign millions of dollars in expenses to support the business goals.
- *Cox Communications*. Researched and sized markets, developed new product offerings, and created detailed economic forecasts for billion-dollar service offering in home support. Used competitive research and capabilities analysis to develop financial models and deployment alternatives for a variety of possible service offerings. Ranked and recommended strategy based on comparative NPV and strategic issues.
- *The New York Times*. Analyzed current advertising sales force structure through primary research and comparable company analysis and identified areas for improving culture, sales process, and supporting CRM technology. Prioritized tasks and created workflow roadmap to reach improved target state. Valued efficiency and effectiveness improvements using company baseline data, internal surveys, and proprietary analysis to provide detailed estimates of the implementation costs, and over \$30 million in annual benefits.
- *Verizon*. Identified and valued \$3.5 million in cost savings through workflow improvements to customer call centers and web-based customer interaction, using time and motion studies and company baseline data. Created structured analysis to allow ongoing valuation of new initiatives and tracking of benefits realization.

MEDIA AND TECHNOLOGY CONSULTING, 1/01 – 12/04 New York, NY
Various Roles. Full-time, operational roles in projects in strategic planning, marketing, and corporate development, including research and analysis of new business opportunities, developing strategic alliances, interactive marketing, and various operations projects with media and technology companies. Highlights include:

- *Hispanic Information and Telecommunications Network, Inc. (HITN-TV)*. Developed strategic plan for Spanish-language educational cable television channel, carried on Time Warner Cable and the Dish Network to reach over 9.8 million homes. Advised on MSO negotiations and channel distribution strategy, including Comcast, Cablevision, Cox, DirecTV, DISH Network, and other distributors, resulting in carriage deals with DirecTV, Comcast, and increasing the households l by more than 200%. Developed and produced original programming including producing a documentary film on location in Puerto Rico in conjunction with the NFL.
- *InterActive Corp (IACI)*. Analyzed new business opportunities for the Strategic Planning group for Loyalty and Consumer Initiatives. Researched and modeled several possible new businesses for IAC in loyalty and membership services, including competitive analysis, internal assessments, and financial modeling.
- *Incamail, Inc.* Created revenue model and business plan for early-stage email technology company to exploit patented email management system. Developed marketing and strategic partnership strategy, and negotiated and implemented integrated channel partnership program.

VOLATILE MEDIA INC. d/b/a EZCD.com, EZGamer.com, 8/97 – 01/01 New York, NY
Founder and CEO. Created and managed leading custom compilation compact disc company from concept to \$250k+ run rate in revenues. Managed growth from two founders to more than 25 professionals. Conceived and developed custom compact disc product, including launching of multiple product lines with web-based ordering for music, games, and software all based on the underlying manufacturing technologies and core competences. Built one of the largest catalogs of licensed independent music on the web at the time, with over 20,000 artists and nearly 500,000 songs, and the only catalog of games and software in the industry.

- Product and system development. Introduced innovative custom music CD product to market and launched games and software division as a line extension. Created proprietary just-in-time manufacturing system for unique orders to be manufactured and shipped within 24 hours. Pioneered network commerce model allowing band, label, and other partners to create custom e-commerce storefronts utilizing the company's system.
- Licensing and content acquisition. Created new distribution channel for music and software industries, including innovative patent-pending promotional and royalty tracking tools to promote online sales. Secured contracts and participation from more than 500 record labels and 2,500 software publishers, including BMG, Beggars Banquet Group, Electronic Arts, Microsoft, and other major partners.
- Business development. Partnered with over 100 music, games and software sites, including every major games and software site, and companies like ZDnet, CNET, and CMJ. Managed team of professionals in developing business partnerships, resulting in more than 90% of sales originating in partner network.
- Operations and finance. Wrote and developed business plan and financial models, raising three rounds of angel financing totaling \$1.5 mm. Handled all aspects of administration, from payroll to locating new offices to vendor management. Managed top-tier law firms, the company's patent and trademark counsel, public relations firms, and accountants, and chaired the board of directors.

DEAN & COMPANY STRATEGY CONSULTANTS, 1994 - 1996

Washington, DC

Senior Analyst. Senior consultant in strategy consulting group that grew to over 70 professionals in three years. Responsibilities included financial modeling, competitive analysis, pricing strategy, and benchmarking.

EDUCATION

COLUMBIA BUSINESS SCHOOL

New York, NY

MBA, Honors – Finance, Media Management, Entrepreneurial Management

UNIVERSITY OF PENNSYLVANIA, THE WHARTON SCHOOL

Philadelphia, PA

BS - Economics, Multinational Management Concentration; BA - International Relations

OTHER PROFESSIONAL

Adjunct Professor, Marketing, Entrepreneurship, Innovation, Columbia Business School. Classes include *Digital Marketing: Strategy & Tactics*, *Lean Launchpad* with Steve Blank, and other master classes and electives. Faculty Director of the *Digital Marketing Strategy* Executive Education program, and professor in *Digital Business Leadership*, *Entrepreneurship and Competitiveness in Latin America*, and other executive education programs. Leader of ongoing international education classes, including the China Young Leadership Development Program.

Adjunct Professor, Marketing, Cornell/Technion Tech MBA program. Classes include *Digital Marketing Intensive* and independent study/research as well as student entrepreneur mentoring.

Adjunct Professor, Management, NYU Stern School of Business, MBA program. Classes include *Founding a Startup* and student entrepreneur mentoring.

Author, *Designing the Successful Corporate Accelerator*, Wiley, 2021. Authored leading book on Corporate Accelerators as innovation tools, based on interviews and research with leading corporate innovation executives and service providers. Ranked #2 at release on Amazon in business category and available worldwide bookstores.

Author, *Digital Marketing: Strategy & Tactics*, the Wessex Press, 2018. Wrote text and classroom supporting materials for the leading textbook on the topics of digital marketing, used in colleges and universities in the U.S. and globally. Second edition and first international editions available in 2020.

Award-winning Lead Mentor, Founder Institute, Columbia Startup Lab, Columbia Alumni Virtual Accelerator, Entrepreneur's Roundtable Accelerator, German Accelerator, and other startup accelerators and labs. Advise founders on strategy, finance, operations, and growth marketing. Conducted training sessions in growth marketing and other topics.

Patent, "Email Messaging System", Inventor. (USPTO #20020169840)