

Daniel E. Aks

Daniel E. Aks has broad experience in C-level operating roles for the information, education and consumer media industries. He is deeply experienced in information/educational product development, TV operations, digital and print businesses, cost restructuring, and quality improvement. He is also an accomplished turnaround expert through the use organization effectiveness tools and six-sigma processes. He also has held international posts as consulting Partner, helping to restructure information services cost and delivery operations. Dan is a recognized innovator, having won McGraw-Hill's corporate achievement award for product innovation for *The Power of U*, and prior to having developed the design and business case for *Acuity*. He also won awards for magazine Internet site development, long before magazines understood how to articulate brands and presence digitally. He has also worked for technology and physical distribution enterprises.

Dan is launching a new advisory firm he co-founded, Inflexion, which helps information companies better use data to repurpose, repackage, and re-price existing products while launching new products. The firm is currently helping to rethink advertising exchange premises by leveraging critical data. Dan also continues as the founder of the consulting business C3Multimedia LLC that specializes in operations strategy, restructuring and product development for information, media, entertainment, education and market research businesses. Additionally, Dan is a partner with Abbey Road Associates LLC, a boutique management-consulting firm where he designs pricing strategies for chiefly information and media companies.

Previously, Mr. Aks served as Chief of Staff of McGraw-Hill Education, where reporting to him was information technology, public relations, government affairs, business development, strategy, business process reengineering, K-12 differentiated instruction pilots, and content management systems development. He developed formative testing and data-driven differentiated instruction products, while overseeing restructuring efforts and the staff functions, which led to reducing the cost base by 7% without revenue impacts. His early development work on *Acuity* laid the groundwork leading position in the formative market.

Mr. Aks also served as COO of Greenspun Media Group (GMG), a \$130MM luxury and city magazine/newspaper and digital publishing business. All aspects of the operations reported to Dan. Prior to GMG, Dan was SVP Operations with MTV Networks. Dan led overall restructuring efforts, and he led efforts to redefine production workforce strategies and streamline workflow. Restructuring efforts also included major overhead reduction. Dan also led the operating (non license sales) aspects of the Consumer Licensing Group.

Dan served as Chief Operating Officer and President, Internet, for PRIMEDIA Consumer Media and Magazines, a \$1.5B consumer enthusiast Internet and magazine publisher. Reporting to him was all Internet operations, direct marketing, circulation, production, manufacturing, finance, business development, information technology and the entire Home Technology/Photography publishing group. Here he led large scale operating improvements and changes, including leading and launching a highly successful digital business.

As a partner with Booz, Allen & Hamilton, Inc. (BA&H), Dan was a member of the highly successful practice that worked with information, media, entertainment, telecommunications, and technology companies. In this capacity he worked with market research enterprises, TV businesses, film production companies, computer equipment manufactures, telecommunication equipment manufacturers, telecommunication service providers, military electronics manufacturers, entertainment businesses and print-based media companies. He worked in Europe for five years, gaining valuable international insights.

Prior to BA&H, Dan was a manufacturing and industrial engineer with IBM Corporation, where he led manufacturing improvement programs, mainframe reconditioning and other projects. Before IBM, he was an industrial engineering supervisor for United Parcel Service (UPS) where he designed productivity improvement programs, enhanced volume-forecasting techniques, and often served as a first-line operating supervisor.

He holds a Bachelor's of Science in Manufacturing/Industrial engineering from Rutgers University School of Engineering, a Bachelor's of Arts degree in Business Administration from Rutgers University's Rutgers College. He also was awarded a Master in Business Administration from The Harvard University Graduate School of Business Administration with second-years honors.

Dan is currently a Trustee with Market EDGE (formerly the Direct Marketing Education Foundation) and a Board Director for The Equality Charter School, a NYC-chartered public school in the Bronx. Dan is the Academic Accountability Committee Chair.

