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SUMMARY OF QUALIFICATIONS

Michael S. Gliedman is a senior business leader with over 20 years of experience in technology, operations and management consulting. He has dealt with a wide variety of business, technology and operational issues ranging from: digital transformation to technology strategy formulation to systems design and implementation to organization redesign. He has built and managed multiple technology groups and developed strategies geared toward obtaining the highest value from technology investments. He has driven areas such as Human Resources, Finance, Legal and Facilities in the pursuit of operational excellence and efficiency. He has partnered with business development teams on the sale and maintenance of multimillion-dollar deals. He is recognized for strong team-building, coaching and mentoring skills along with excellent analytical, written and verbal communication skills.

PROFESSIONAL EXPERIENCE

Ranpak Holdings Corp. - Producer of Paper-based Packaging Materials & Systems  **2019 - Present**

Independent Director NYSE: PACK

One Madison Group - Permanent Capital Vehicle  **2018 - Present**

Operating Advisor

- Assisting One Madison with the digital transformation of consumer-facing companies.

Littlejohn & Co. – Private Equity Firm  **2018 – Present**

Operating Advisor

- Advising portfolio companies on the strategic application of technology across consumer and industrial verticals.

Blue Strat Advisors – Advisory firm  **2017 - Present**

Advisory firm that brings years of strategic and hands-on operational and technical experience to bear to help clients solve real problems.

- Working with Private Equity firms to assist the leadership teams of their portfolio companies.

National Basketball Association – Professional Basketball League  **1999 - 2017**

Senior Vice President, Chief Information Officer (promoted 2004)

- Developed the NBA's technology vision and plans in alignment with the company's 2025 strategic goals and market opportunities: revenue growth, fan growth and basketball first.
- Attracted, developed and led a world-class team that executed the vision globally.
- Provided technological guidance and oversaw the definition, architecture, development, implementation, maintenance and support of all computing systems within the organization globally and for all NBA, WNBA and NBA G-League teams.

PROFESSIONAL EXPERIENCE (CONT.)

- Provided the technical infrastructure and on-the-ground support to thousands of employees, marketing partners, broadcasters and media at all domestic and international events each year; e.g., the All-Star game, Finals, Draft, Basketball w/out Borders, China Games.
- Responsible for the NBA's cyber-security program. Established and enforced appropriate IT policies, processes, technologies and best practices for secure end-user computing as well as systems development and implementation for both broadcast and enterprise computing.
- Evangelized new technologies throughout the organization to help increase the proficiency and efficiency of the NBA's highly-mobile workforce.
- Maintained knowledge of state-of-the-art information technology: voice/ data / media networking, encoding, storage, mobile computing, cloud, big data & analytics, cyber-security.
- Established strong financial leadership for technology initiatives. Served on the NBA's Expense and Capital Committee to ensure business and technology are partnered in support of funding.
- Built and maintained strong partnerships with key providers and partners with NBA business units to develop multi-year revenue-producing sponsor relationships with companies such as: SAP, Cisco, Tissot, Verizon, Zayo, KPMG; worth over \$75MM to the enterprise annually.

VIACOM/infoWorks - A shared technology service supporting MTV Networks, Showtime Networks, and Viacom's Corporate division.

1997 – 1999

Senior Vice President Application Development

- Principally responsible for ensuring the successful delivery of high-value business solutions. Application portfolio included over 200 systems supporting the following functional areas: Advertising Sales; Affiliate Sales & Marketing; Finance; Programming, Production and Operations; Legal; Human Resources and Public Relations.

BOOZ-ALLEN & HAMILTON INC., New York, NY. - International management & technology consulting firm.

1991 – 1997

Principal (1996 – 1997) - Built relationships with client senior management; assumed overall responsibility for client assignments; assumed lead role in recruiting; appraised and mentored staff.

Senior Associate (1994 - 1996); Associate (1992 - 1994); Senior Consultant (1991 - 1992)

LOGICAL RESOURCES, INC. (LRI), Natick, MA. - A consulting firm specializing in custom software development. **1985 - 1989**

Vice President (1987 - 1989) - Performed strategic planning for the firm. Cultivated client relationships. Interacted with senior executives at client-sites to perform needs assessments. Generated and presented proposals and project cost estimates.

Programmer/Analyst (1985 - 1989)

EDUCATION

COLUMBIA BUSINESS SCHOOL, MBA Marketing 1991

BRANDEIS UNIVERSITY, BA Computer Science, 1985 Dean's List

INTERESTS

Music: Avid Musician/Guitarist. Collector. Semi-professional.

Photography: Enthusiastic hobbyist. Focus on relationship photography.

Qualifications/Expertise

Specific areas of expertise include:

Technology

- Cloud computing
- Collaboration technology
- Cyber security
- Data/Big Data, Analytics technology
- Digital Media Management
- Digital transformation/Digital
- Enterprise systems
- ERP (Enterprise Resource Planning)
- IT effectiveness, organization structure and design
- Insourcing vs. Outsourcing; Build vs. Buy
- IT strategy
- Live entertainment/Sports operations
- Mobile/Web
- Networks/Networking infrastructure
- Process/Procedures/SLA's
- Publishing Workflow
- Real time systems
- Technology operations (Customer Service, Helpdesk, Systems/Application Development)
- Video/Broadcast systems

Operations

- Budgeting/Cost controls
- Business development
- Contract and Document management
- Facility design
- Financial planning and analysis
- Financial reporting
- Outsourcing
- Organizational design
- RFP design and Bid process oversight
- Supplier/Vendor management
- Talent acquisition
- Talent and Performance management
- Workflow optimization

Notable Accomplishments

- Built the largest fiber-based video and data network in all of sports to transport 12 angles of broadcast-quality video from every game back to Secaucus, NJ to power all content creation and distribution activities nightly.
- Successfully launched the League's first cyber-security program with the goal of protecting the NBA technical environment (corporate, broadcast and team & arena) from attack, damage or unauthorized access.
- Regularly delivered ground-breaking, interactive, data-driven systems to employees and fans globally.
- Engaged in numerous insourcing and outsourcing projects in order to take advantage of economies of scale while increasing service performance and user-satisfaction.
- Moved numerous legacy systems to the cloud.
- Drove the adoption of best practices across the company in the areas of purchasing, use of RFP's, financial analysis and business planning.
- Participated in numerous resource design initiatives to ensure that the organization was best positioned to meet the company's strategic goals.
- Aligned closely with Human Resources to design and implement programs that would attract, develop and reward a world-class team that executed the vision globally.
- Served on the arena review committee to ensure the design and build of new NBA facilities met league standards.
- Established strong financial leadership for technology initiatives. Served on the NBA's Expense and Capital Committee to ensure alignment among all stakeholders.
- Built and maintained strong partnerships with key providers and partners with NBA business units to develop multi-year revenue-producing sponsor relationships with companies such as: SAP, Cisco, Tissot, Verizon, Zayo, KPMG; worth over \$75MM to the enterprise annually.
- Partnered with key business executives to build the case and drive executive support for multimillion-dollar initiatives.
- Increased the level of transparency and built a greater level of trust between the IT department and NBA business areas via the creation of business-area steering committees, consistent reporting and increased communications.