

GREG GRAHAM – EXECUTIVE BIOGRAPHY

Optimistic operating executive equally capable enabling top-line growth, scaling with technology, and driving operational improvements while serving Private Equity sponsored and Fortune 500 global businesses up to \$7B in revenue.

- Operational leader and change agent; experienced building the foundations necessary to accelerate performance, increase revenue, and bolster shareholder value.
- Track record of identifying, troubleshooting, and repairing weaknesses in business operations.
- Experience attracting, engaging, and retaining teams for whom business process improvement is cultural.

As part of a senior leadership team, Greg provides “T-shaped” leadership, troubleshooting, and tangible reasons for optimism while shifting from business-as-usual to next-level competitive. This translates into enhanced business performance, increased enterprise value and ultimately a better financial return to owners in the sale of the business.

As a consultant to leadership and then VP, Greg strategized a shared service model to grow revenue at McGraw-Hill Higher Education. He reversed inefficient support utilization, expanded research sharing, and reduced focus on low-value accounts. Adjusting service levels, territories, job roles and resourcing, Greg drove \$18M in incremental and sustainable Year 1 sales.

Greg led a critical technology program turn-around in McGraw-Hill Education, saving a multi-year ERP program from write-off due to excessive budget consumption with little tangible progress. Collaborating with functional leaders, he crafted a strategy and roadmap, built teams, and elevated accountability. He instilled rigorous governance and brought the project to conclusion in 9 months, unlocking \$47M in annualized run-rate benefits.

As VP of Marketing Operations at Cengage Learning, Greg built a shared service function that simplified operations and expanded its impact over division revenue (68% to 100%) while elevating customer-facing agility and market-facing differentiation. He closed responsibility gaps in teams utilizing the MarTech stack, resolved operational disconnects, expanded responsibility across the largest division, and led an organizational technology refresh.

While VP of Sales Operations at McGraw-Hill, Greg transformed sales enablement, leading a team to develop a cutting-edge iPad application so Higher Education sales reps could engage directly with professors on campus. The solution was recognized as an SOP and Best Practice and was instrumental in instilling a data-driven culture in the company.

A defining period of Greg’s professional career coincided with earning Lean Six Sigma Black Belt certification while he contributed to some of The McGraw-Hill Companies’ most critical initiatives. During this period, he formed and led numerous cross-function teams, mentored Green Belt candidates, and helped grow the firm’s Business Process Management program.

Greg has a BA in Communication from the University of Colorado, Boulder, an MBA from the University of Colorado at Denver, and participated in the Executive Education Program at Babson College in Boston.