

## Skip Sherman

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### SENIOR EXECUTIVE

*“The only way to predict the future is to create it”*

#### Strategic Vision / Mission Planning • Organizational Development / Restructuring • International Expansion • Creative / Innovative Thinking • Business Model Development

A well-regarded executive leader seeking a position where expertise can be utilized to develop strategic and creative initiatives that will produce sustainable, long-term financial growth. Visionary in lifestyle trends, creating new businesses, exploiting new markets and solving non-performance issues. Adept in analyzing complex issues, creating practical unique solutions with objective decision making that consistently achieves dramatic results. Intuitive insights into human traits that help shape and lead passionate people while maintaining high morale. Proven expertise includes:

- Long Range Business Planning
  - Product Innovation & Development
  - System / Process Improvement
  - Multi-Site Operations Management
  - Conflict Resolution / Management Resource Planning
  - Marketing Strategies / ROI
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### Selected Achievements

**Strategic Planning:** Oversaw the planning, development and operation of Universal Orlando collaborating with senior management to build the business. **Results:** Provided **60%** increase in attendance while establishing a new world-renowned destination resort. Administered **2200** employees with **\$42mm** operating budget.

**Innovative Thinking:** Created **2** new business entities to produce marquee events “Design & Production” & “Talent Buying/Casting” by defining scope and structure, integrating with cross-functional teams, defining budgets, hiring and directing staff. **Results:** A savings of **\$4.42mm** annually, meeting expedited work load and schedules.

**Business Planning:** Defined vision/strategy for division by writing policies, defining and restructuring the organization, providing proper tools, established accountabilities, facilitating meetings and mentoring staff. **Results:** Built infrastructure to support businesses that would contribute **\$10mm** annually in EBITDA and maintained union avoidance.

**Creative Innovation:** Redesigned Universal's Islands of Adventure end of day fireworks show by sourcing new methods of manufacturing prototypical product. **Results:** Reduced from **\$35K to \$15K /60%** savings **per day**.

**Marketing Strategies:** Created new product “Halloween Horror Nights”®, Mardi Gras, Rock the Universe and other Holiday Events targeting periods of low attendance, proper demographics and appropriate product. **Results:** Increase of **\$17mm** in EBITDA each year / higher guest satisfaction scores of **7% to 12%** overall per event.

**Organizational Leadership:** Elected by the President & CEO, Universal Orlando Resorts, to be the featured executive on cable show “Now Who’s Boss?” out of group of nine SVP’s by exhibiting exceptional leadership, mentorship, passion for work and employees. **Results:** Tremendous **pride** within the workforce, better **communication** between management and staff.

**System/Process Improvement:** Reduced worker compensation claims by providing proper tools, training and management oversight. **Results:** Average decrease of **16.5%** in number of claims, equating to **39%** reduction in costs.

**Business Model Development:** Negotiated flexibility into contract for Mardi Gras Event that allowed for maximum use of product on peak attendance nights. **Results:** Savings of **\$500K** over **45** days, through more effective use of resources.

**Resource Planning:** Developed five year cost control initiative, (post 9/11/01) by identifying proper mix of product offerings and organizational restructure. **Results:** Slashed a minimum of **12%** annually from operating budgets against continued attendance growth while improving overall customer satisfaction scores.

## Professional Experience

**WHEN PIGS FLY, LLC** 2006 - Present

**Founder, President**

A diverse Florida-based entertainment production & consulting company that specializes in creative development, planning, execution, and operation of entertainment product and experiences.

**UNIVERSAL PARK & RESORTS, Orlando, FL** 1991 - 2005

**Senior Vice President, Entertainment – Universal Creative** 2004 - 2005

*Reported directly to the Senior Vice President (Chief Creative Officer).*

Provided strategic planning and oversight for properties in Japan, California, Florida and Spain. Worked with senior management and marketing at corporate and regional levels on new business development / bottom-line profit & loss performance, creative design, implementation & analysis.

**Senior Vice President, Entertainment – Universal Orlando** 1997 – 2004

*Reported directly to the President / CEO of Universal Orlando.*

Oversaw the strategic planning, development and operation of Universal Orlando collaborating with senior management. Led organizational & operational functions, budgeting & resource allocation including productivity, efficiency and yield improvement. Administered 2200 employees with \$42 MM operating budget.

**Vice President, Entertainment – Universal Studios Florida** 1993 - 1997

*Reported directly to the Executive Vice President of Universal Orlando.*

Established the entertainment vision, implement revenue/market growth & profit improvement through cost control. Led development of creative concepts for product and operation of the \$1.5 B resort expansion (a second gate, a nighttime entertainment complex, and five themed resort hotels). Administered 1300 employees with \$22MM operating budget.

**Director, Entertainment – Universal Studios Florida** 1991 - 1993

*Reported directly to the Vice President Operations, Universal Studios Florida*

Applied keen negotiation, problem solving, crisis management and relationship skills. Provided strategic vision and planning for entertainment division to set new industry standards. Provided new innovative product, and created open, honest, communicative and union free environment where talented passionate people could excel. Built organization to design and produce higher quality and set new industry standards.

**BALLY'S HOTEL - CASINO, Reno / Las Vegas, NV** 1986 - 1991

**Director, Entertainment**

*Executive Senior Department head reporting directly to the President*

Managed 250 permanent employees, as well as one of four major profit and loss centers with a \$20 MM annual operating budget. Guided division through business model change and organizational instability. Oversaw policy and procedures, budget planning, purchasing, hiring, contracts and labor management.

## EDUCATION

BFA Degree, Design and Production, North Carolina School of the Arts, University of North Carolina

## PROFESSIONAL MEMBERSHIPS

- Board of Directors – Central Florida Ballet, 2001 to Present
- Board of Trustees – North Carolina School of the Arts, 1999 to 2007
- Member- Valencia Community College Theater Technical Advisory Board, 1993 to 2004
- Founding Member - Nevada Festival Ballet, 1985
- Member - I.A.T.S.E Local #363, Reno, NV, 1978 to 1986
- Pyrotechnic License in the State of Nevada 1984 to 1992