

PAM MURPHY



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**SENIOR CONSULTANT / OPERATIONS EXECUTIVE**

*Skilled in consulting with entry to executive-level personnel to develop strategic plans for achievement of goals, including branding, operational growth, market expansion, staff improvement, and guest service optimization.*

Executive Management experience includes Strategic Planning, Business Operations, Sales, Marketing, Budget Oversight, Customer Service, and PR Leadership. Built a distinguished career with a leading Resort operation, including an instrumental role in its growth to a \$140 million company.

**Summary of Qualifications**

Senior leader with 20+ years of executive-level management expertise developing big-picture strategic plans. Ensure operational growth, market expansion, staff improvement, and service optimization. Provided leadership for operations, sales, marketing, customer service, and PR. Launch and manage core departments and functions. Persuade executive-level individuals to agree on mutually beneficial solutions. Utilize a constructive, positive leadership style and gain the full respect and confidence of executives and community stakeholders as a trusted advisor and consultant.

**Core Leadership Competencies**

- Strategic Planning
- Cross Functional Team Leadership
- Public Speaking/Presentations; Company and Community Spokesperson
- Special Event Planning, Coordination & Execution
- Creative Problem-Solving & Risk Mitigation
- Large-Scale Team Building, Training & Coaching
- Marketing, Branding & Image Building Strategies
- Transformation to a High-Profile Organization
- Multimillion-Dollar Revenue & Profit Improvements
- Establishing & Fulfilling a Corporate Vision

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**PROFESSIONAL EXPERIENCE**

**MAMMOTH MOUNTAIN SKI AREA & RESORT – Mammoth Lakes, CA**

*Large 4-season resort with \$160 million in annual revenues, average of 1.3 million skier visits in the winter, and 300,000 summer visitors, with 2,500 employees during peak periods. Owner and operator of resorts that offer skiing and snowboarding with all amenities; additionally owns hotels, retail stores, golf course, mountain bike parks and other businesses.*

**Senior Vice President, 2002-14**  
**Vice President / General Manager, 2000-2002**  
**General Manager, 1998-2000**  
**Marketing Director, 1992-1998**

*Prior Positions:*

*Communications Director; Assistant Marketing Director; Manager, Public Relations*

**OVERVIEW:**

Built record of achievement and promotions through increasingly responsible positions. Developed Strategic Plans as well as company Marketing & Sales Plans. Throughout career oversaw every aspect of the Resort including Marketing & Sales, Corporate Sponsorships, Events, Hospitality, Food & Beverage, Rental, Retail, Ski & Snowboard Schools, Day Care, Hotels, Golf Course, Tube Park, and Snow Mobile Rentals. Supervised teams of 17 direct and 1,600 indirect reports. Planned and administered annual budget of \$25 million; held accountability for over up to \$100 million in annual revenues.

Worked directly with the Chief Executive Officer and other Senior Management to create and execute strategies to meet revenue, guest service excellence, and employee satisfaction goals.

**HIGHLIGHTS:**

**Played key role in growing the Resort to \$140 million in annual revenues. Served as part of the management team that took the company from value of \$50 million in 1998 to \$364 million in 2006 and its purchase by Starwood Capital.**

- Worked with team members to build the Marketing and Public Relations department in earlier part of tenure, expanding from 1 department with 2 employees to 3 departments with over 50. Formed a marketing structure that enabled the organization to create strategies for immediate and long-term revenue growth.
- Continued to maintain significant involvement in marketing and PR functions. Recruited VP of Marketing as well as a VP of Operations for Hospitality. Assisted CEO and CFO in recruiting several Directors at the Company.

**Created and executed numerous game-changing initiatives over the years that instilled a Guest Service Excellence culture, opened up market opportunities, and transformed the organization from a ski area to a full-service resort recognized on a national and global basis.**

- **Chaired the Town Of Mammoth Lakes Airport Commission:** Headed the team that brought Commercial Air Service to the Mammoth Airport, including negotiating with airlines, the FAA and TOML, and the environmental community. Helped form the Community Stakeholders Committee that proved critical in bringing desired airport/service to a scale acceptable to the community.
  - *Hired ground service operator for Horizon, earning accolades from the company for efforts.*
- **Developed the Snowboard Park** that opened up new revenue opportunities and changing the dynamics for operating this types of parks throughout the country. Secured partnership with several major companies including QuickSilver to sponsor the park. Formed numerous industry relationships and achieving buy-in from ownership to facilitate launch.
  - *Mammoth gained an excellent reputation as a preferred destination for snowboarding as a result.*
- **Oversaw numerous resort redevelopment projects** including growing small on-mountain café from \$600,000 per season to over \$3 million annually.

**Develop and Operated Company's Marketing Department.**

- Developed and implemented the company's Marketing/PR & Sales Plans to increase visitation and grow immediate and long-term revenue.
- Marketing, Branding & Image Building Strategies
- New Market Identification, Analysis and Penetration
- Development of Company website and Social Media programs

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## PROFESSIONAL DEVELOPMENT

### Professional Training

Strategic Marketing Course, Stanford University  
Service Excellent Program, Management Tools, Inc.

### Professional Affiliations

Member, National Ski Areas Association; Chairperson, Marketing Committee, NSAA (4 years); Chairperson, Mammoth Airport Commission (8 years); Chairperson, Mammoth Design Review Committee (4 years)

### Technology Proficiency

Microsoft Excel, PowerPoint, Word, Outlook; Sirius Operating Systems & Reporting; WinRetail Systems