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# LARRY SANDS

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## PROFILE

Demonstrated success in post-acquisition management and operations. By developing and mentoring high performing teams through open dialogue and ideation, I create a structure and environment that leads to strong growth and achieving budgets. Deep experience in labor negotiations and government relations, I have negotiated collective bargaining agreements and won legislative victories in both English and Spanish. I am an expert in marketing to Hispanic America and Puerto Rico.

## EXPERIENCE

### **PRESIDENT, CREATIVE BONE CONSULTING & MANAGEMENT – 2015-PRESENT**

We are a consultancy dedicated to accelerating the growth and development of our clients' respective businesses. Our clients and partners cross numerous industries including broadcasting, manufacturing, registries for internet domain names, transportation and logistics, website development, manufacturers and executive coaching. Bridge builder for U.S. based companies seeking to enter Puerto Rico.

### **REGIONAL VICE PRESIDENT & GM, UNIVISION CHICAGO – 2013-2014**

Rebuilt senior leadership team. Established cross-promotion and monetization of radio properties. Strong focus on sports, specials and sponsorships. Implemented social media strategy to drive engagement and reach at client, agency and viewer levels, achieving +300% growth in social actions. Developed and directed political strategy that led to record breaking revenues. Facilities upgrades including new set design and construction.

**Staff size: 50-100. Revenue: \$30-50 million. Results: Station awarded Emmy for Best Newscast for this period. Achieved budget for 2013, highest revenue share in station history.**

### **PRESIDENT, UNIVISION PUERTO RICO – 2002-2013**

Assigned at acquisition to lead transition to new systems, mindset and workflow, as well as the construction of state of the art facilities to house them. Launched two new brands and set all time highs in ratings, revenue and EBITDA, while setting new standards in community service. Drove revenue growth via C-Suite focused selling, changes in pricing and inventory management, and new product launches. Programming strategy resulted in UPR becoming the #1 network in Puerto Rico in less than one year. Created entertainment, news and reality shows for domestic and international use, with strong collaboration with U.S. network programming, sales and marketing teams. Negotiated union contract that led to increased flexibility and efficiencies. Staff size: 150-400. Annual revenue: \$50-100 million. **Results: Inherited 21.1% share of market revenue upon arrival in 2002, which grew to 39.2% by 2008, doubling EBITDA in six years. Increased cash flow contribution to UCI from \$17 million (2002-2005) to \$75 million (2005-2009).**

### **VICE PRESIDENT, GENERAL MANAGER, UNIVISION SACRAMENTO – 2000-2002**

#### **GENERAL SALES MANAGER, UNIVISION SACRAMENTO - 1997-2000**

Established new sales management team and systems that led to double digit growth each year. Doubled station revenue in three years, growing market revenue share by 67%. Exceeded plan three out of four years; miss was -5.3% market with station finishing +13%. Average revenue share increase of almost 20% per year. Staff size: 50-150. Annual revenue: \$10-30 million. **Results: Drove revenue +122% in less than five years, more than doubling market revenue share. Broadcast Cash Flow grew 652% in that time.**

#### **NATIONAL SALES MANAGER, UNIVISION PHOENIX - 1995-1997**

#### **ACCOUNT EXECUTIVE, SELTEL LOS ANGELES- 1992-1995**

#### **LOCAL SALES MANAGER, KUSI-TV- 1990-1992**

#### **ACCOUNT EXECUTIVE, WTTG-TV, WASHINGTON, DC - 1989-1990**

#### **ACCOUNT EXECUTIVE, WMAG-FM, GREENSBORO, NC - 1986-1989**

#### **ACCOUNT EXECUTIVE, WZYC-FM, BEAUFORT/MOREHEAD CITY, NC - 1985-1986**

## **EDUCATION**

JAMES MADISON UNIVERSITY, HARRISONBURG, VA, BBA, MANAGEMENT, COMMUNICATIONS. 1981-1985. FULFILLED REQUIREMENTS FOR DUAL DEGREES WHILE SELF-FUNDING 100% OF EDUCATION.

## **VOLUNTEERISM**

MARKETING COMMITTEE, UNITED WAY, CHICAGO - 2015

BOARD MEMBER, SAN JORGE CHILDREN'S FOUNDATION - 2005-2010

CHAIRMAN, ADVISOR; CORDOVA-FERNOS CONGRESSIONAL INTERNSHIP PROGRAM - 2003-2012

BOARD MEMBER, SER DE PUERTO RICO (EASTER SEALS) - 2004-2013

BOARD MEMBER, JUVENILE DIABETES RESEARCH FOUNDATION OF NORTHERN CALIFORNIA - 1999-2002

MENTOR, COMMUNITIES IN SCHOOLS (SACRAMENTO, CA) - 1999-2002

## **REFERENCES**

Available upon request.



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