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Senior Creative Management Specialist **Of P3 (Products, Projects, & People)**

Dynamic senior creative management leader with years of experience engaging clients with in-depth business analysis, running studios, guiding cross-functional distributed teams, and overseeing multiplatform product development for the entertainment software industry since 1991, as well as and digital interactive agencies / corporations since 2010. Transparent, adaptive leadership style through MMA (Mixed Methodology Approaches).

Competencies

- Studio Management
- Risk Analysis and Management
- Resource / Vendor Procurement
- Budget & Change Management
- Agile and Waterfall Management
- Creative Direction / UXD to CXD
- Game Development
- Web Site Development
- Product / Project Management
- Policy / Strategic Planning
- Business Analysis (BA) / User Stories
- Team Building / Coaching
- Production Pipelines
- Creative / Technical Writing
- Brand Gamification
- Entertainment / Serious / LMS
- Client / Public Relations
- Contract Negotiations
- Operational Development
- Certified Scrum Master
- Process Improvement
- Contract / SOW Writing
- Mobile App Development
- Content Management Systems

Familiar Product, Project, & Resource Management Software

- CA Clarity PPM
- Atlassian Confluence & JIRA
- Cisco WebEx
- Microsoft Visio
- Umbraco CMS
- Redmine
- Perforce
- OpenText Vignette CMS
- Microsoft Project
- Microsoft FrontPage
- WordPress CMS
- Smartsheet
- Subversion
- Citrix GoToMeeting
- Microsoft Office365
- Microsoft SharePoint
- Campaign Monitor
- VPN & S/FTP clients

Familiar Product Deployment Environments & Platforms

- Apple OS (iOS and MacOS)
- Super Nintendo
- Nintendo GameCube
- Google Android OS
- Sega Genesis and Saturn
- Microsoft Xbox and Xbox 360
- Microsoft Windows (3.1 to Now)
- Sony PlayStation (1, 2, and 3)
- Proprietary LBE Systems

Familiar Asset Production Software

- Gamebase USA Gamebryo
- Adobe Photoshop CS
- Epic Unreal Engine
- Adobe Illustrator
- Autodesk 3D Studio MAX
- Adobe InDesign

Professional Experience

Senior Creative Management Specialist (2001 – Present)

Scharf Creative Services – Buffalo Grove, IL

SCS is a sole-proprietorship that offers end-to-end, distributed team-and-product management for software development studios and interactive agencies.

- **Responsibilities:** Provide BA, strategic planning, operational / process improvement, talent sourcing, and management (from agile to waterfall to MMA – Mixed Methodology Approaches) of UXD, CXD, and development services (as a permanent, contract, in-house, or remote resource) to international clients in the greater software industry for gaming (towards AAA, entertainment, serious / simulation / training, casual, edutainment audiences and computer, mobile, and console platforms) and virtual worlds, as well as commercial, retail, and non-profit products including digital business / marketing solutions (responsive, CMS-based e-commerce sites, enterprise productivity, and gamification).
- Opportunity types involve B2B, B2C, and B2E and team sizes managed have varied from 2 to 70+ personnel.

Mobile UX Product Management Consultant (2015 – 2016)

Mars, Inc. – Chicago, IL

Mars is a privately-owned American global manufacturer of many of the most popular brands of confectionery, food, drink, and pet food products in the world, with headquarters in McLean, Virginia.

- **Clients:** All Mars Business Units – Chocolate, Petcare, Wrigley Company, Food, Drinks, Symbioscience.
- **Responsibilities:** Provide strategic guidance in UX product management, product ownership, and BA to internal teams and outsource development vendors (collectively known as the 'Digital Workplace' and 'Digital Experience' teams) towards improved adoption of agile production methodologies.
- Lead teams in simultaneous delivery of 15 CMS-based, B2E hybrid enterprise mobile apps developed within an Azure environment (for iOS, Android, and Windows Mobile) for the 'Mars App Store' – in support of quarterly interdepartmental updates for all Mars business units and their brands – resulting in over \$3.1M in critical savings (from ending costly cloning requests of under-maintained legacy portals).

Contract Senior Digital Project Manager (2015 – 2015)

RDI/A Digital – Chicago, IL

RDI/A (formerly Oncall Interactive) is an award-winning digital agency offering a unique blend of strategy, design, and development for some of the world's leading brands.

- **Clients:** Slack And Company, Dow Corning, The Network, Cox Communications, The Promotional Edge, NFL Network, MLB Network, Pac-12, ABC, Hallmark, Peerless Networks, WaveNation Wireless, Gatehouse Media, The Columbus Dispatch, Modern Gourmet Foods, Baumann Consulting, PointManagement
- **Responsibilities:** Provide strategic, agile-driven, client-facing project management and BA (from concept through P&L tracking to post-deployment support and recovery) for mobile apps (iOS and Android), responsive digital web portals via CMS (WordPress and Umbraco), email campaigns, gamification promotions, and domestic / international brand enterprise solutions.
- Lead cross-functional, distributed teams comprised of local content strategy / UX / CXD resources and offshore HTML / .Net / PHP developers (out of Eastern Europe and India).
- Establish and guide QA and UAT activities – from test script creation to UAT participant follow-up.
- Organize KT sessions for interchangeable resources and generate in-depth CMS user guidelines.

Senior Digital Project Manager (2013 – 2015)

Publicis Groupe – Chicago, IL

PG is a French multinational advertising and public relations company, headquartered in Paris, France.

- **Brand Clients:** Leo Burnett, Starcom, Mediavest, Spark, Team One, Rosetta, Digitas, Publicis Egalite
- **Brand Client Customers:** Clear Channel, NCC Cable, JC Penny, Kraft-Mondelez, and American Honda
- **Responsibilities:** Provide strategic, agile-driven, client-facing project management and BA (from concept through P&L tracking to post-deployment support and recovery) for multiplatform client products (domestic, international, consumer, and enterprise business marketing solutions), as well as operations support for PG's Strategic Business Solutions (SBS) from within the Advanced Products Group (APG).

- Lead cross-functional, distributed team efforts with upwards of 30 resources – including BA, UX, CXD, Enterprise Architecture Group (EAG), .Net development (TCS-sourced), DBAs, and Global Security on all product deployments – for enhancements on legacy products and concept-to-completion of new opportunities.
- Use client-facing BA to generate and deliver key SDLC components for each opportunity: high level estimates (HLE), project proposals, SOWs, resource-and-pricing plans, system requirement specifications (SRSs), project plans, project charters, and various supportive meeting decks for all project phases.
- Organize KT sessions (between core development and support teams) and generate in-depth user manuals.
- Establish and guide UAT activities – from hybrid test script creation to UAT participant follow-up.
- Liaise between clients, project teams, and MediaOcean contacts for new and legacy opportunities involving media invoicing through MBO|X (Spectra O|X) and DARE (Direct Agency / Rep Exchange) systems.
- Liaise between clients, project teams, and support contacts for two SAP America systems: Altair and Ariba.
- Deliver key electronic invoicing web portal – called SIEV (SMG Invoice Entry & Validation) – for annual cost savings of \$1.6M to SMG (Starcom Mediavest Group), bringing an end to offshore translation services of manually-created vendor invoices.

Contract Interactive Project Manager (2011 – 2012)

Google – Motorola Mobility, Inc. – Chicago, IL

MMI is a telecommunications equipment corporation and former wholly-owned subsidiary of Google.

- **Clients:** Internal Business Units
- **Responsibilities:** Provide operational, agile-driven project management and BA for domestic, international, consumer, and enterprise marketing solutions (e-commerce implementations, product launch kernels, UXD, CXD, tagging, and localizations) – for all 34 Motorola.com locales (NOA, EMEA, EMARA, and LATAM for 50 countries) for MMI's complete line of hardware and software products.
- Lead POC integration of MMI's first ever e-commerce functionality for Motorola.com US-EN locale (followed by management of 1B to 2.0 brand voice migration of all locales) using OpenText Vignette CMS – in support of MMI's split from parent company Motorola (*currently* Motorola Solutions).
- Manage cross-functional team of 35 resources for POC e-commerce integration and 2.0 brand voice migration (including local UX / UI / CXD resources and regional SMEs, and offshore developers from iGate Ltd. / Patni Computer Systems) while partnering with key, international executive stakeholders.
- Lead complete redesign of key MMI product support / customer retention portal within Motorola.com – called MSU (Motorola Software Update) – allowing full support of product update methods from legacy to cutting edge (USB, SD, SRT, iDEN, and OTA) – and manage 3 UX / UI / CXD resources on wireframes / full color mockups while partnering with UK senior stakeholder on design strategy / content directives.
- Support Android OS-based mobile device product launches for all 34 locales (via e-commerce workbook creation, copy localization, CXD procurement, and steering of international product vendors through pre-launch product kernel validations), and create 2012 CES Show product launch intranet site for local MMI stakeholders.
- Lead analytics tagging implementation for MMI LATAM stakeholders – managing 3 iGate / Patni development resources and collaborating with Brazilian development firm Submarino.

Creative Consultant Roles (2007 – 2011)

- **Clients:** Game Production Services, U.S. Department of Defense (DoD), eHuman, Cranial Tap, Cognizant, National Institutes of Health, Kaplan University, NIC, Hip Venture Company
- **Responsibilities:** Provide client-facing BA and guidance on product concepts, development strategies, and process improvement – for applications ranging from military simulations to human anatomy e-learning mobile apps for collegiate and professional medicine to Second Life-based corporate portals for virtual meetings and e-commerce storefronts to an international online social network for the greater Latin community.

Executive Producer (2008)

UTV – Ignition Entertainment, Ltd. – Gainesville, FL

UTV-IE is a global publisher and developer of online, social, console, and mobile games.

- **Products:** Reich (PS3, Xbox 360, PC)
- **Responsibilities:** Provide oversight of studio operations and agile-driven management of all AAA product development efforts for the Florida Studio of 70+ personnel on \$25M+ budget.
- Provide weekly risk assessments and mitigation plans to Ignition Corporate and parent company UTV.

- Collaborate with department leads (art, design, programming, audio, QA, and IT) towards development and maintenance of communication channels (internal / outsource), process improvements and project documentation (design, creative, tech, production pipelines, training methodologies, and delivery schedules).
- Develop and maintain studio operational policies for human resources (benefits), IT support (servers, individual systems, software imaging), recruitment (local, nearshore, offshore, visa procurement), personnel (employee reviews, continuing education), and hardware / software procurement (vendors and product).
- Establish software vendor relationships (through conference calls / on-site demos, product evaluations, code base implementations, performance / usability feedback, and site license negotiations) towards regular purchase of core and middleware development tools from Epic Games (Unreal Engine 3), AutoDesk (3D Studio MAX, Maya, Motion Builder, and Kynapse), Audiokinetics (Wwise), Scaleform, Umbra, and Mogware.
- Lead contract negotiations, planning, and completion of 12,300 sq. ft. custom office build-out in collaboration with local-area contractors – BARR Systems (property management, power load enhancements, network install, security system integration), Acousti (multi-configuration sound studio), and OEC (interior design).

Contract Project Manager & Art Director (2007 – 2008)

Y.K. Script – Tokyo, Japan

YKS is a boutique advertising, marketing and web business agency.

- **Clients:** Symantec
- **Products:** Norton Fighter
- **Responsibilities:** Provide waterfall-driven creative management and technical direction to Scharf Creative Services-sourced art team for the development of CG 3D-rendered character art assets for Symantec's international "Norton Fighter" antivirus marketing campaign.
- Liaise between the client and the outsource team, as well as manage contract negotiations and budget, generate SOWs, generate schedule and assign tasks, and process deliverables.

Contract Art Director (2007 – 2008)

MedStar Health - Simulation and Training Environment Lab (SiTEL) – Washington, DC

SiTEL is a division of MedStar Health and a worldwide leader in innovative e-learning, learning management systems, and interactive medical simulations.

- **Products:** Code Orange 2.0 (PC), Burn Patient Management HICS 1.0 (PC)
- **Responsibilities:** Provide agile-driven management of distributed art teams for serious games and LMS.
- Develop and maintain creative techniques, process improvements, source control conventions / structures, production pipelines, and art schedules – with a focus on cross-functional dependencies for assigned projects.
- Photograph / video multiple burn patient surgeries – with a focus on surgical team behaviors – within the burn unit of Washington Hospital Center in D.C. for accurate visual simulation references.
- Participate in, photograph, and video multiple, facility-wide mass casualty preparedness drills at Washington Hospital Center for accurate functional simulation references.
- Collaborate with cross-functional teams (design, programming, audio, and QA) and clients to ensure accurate creation and implementation of all art assets, including localization, promotional materials, package design, user manuals, and product web sites.
- Train personnel on software development tools, project focus, workflow, and related company policies.
- Perform personnel reviews: recommend hires, continuing education, promotions, demotions, and dismissals.

Art Director (2005 – 2007)

BreakAway, Ltd. – Hunt Valley, MD

BAL is a developer of award-winning simulations, serious games, and entertainment software.

- **Clients:** York Zimmerman, ICNC, Quirkat
- **Products:** A Force More Powerful (PC), Arabian Lords (PC), Infinity Kids (PC)
- **Responsibilities:** Provide agile-driven, client-facing management of distributed art teams for serious games.
- Develop and maintain creative techniques, process improvements, source control conventions / structures, production pipelines, and art schedules – with a focus on cross-functional dependencies for assigned projects.
- Collaborate with cross-functional teams – design, programming, audio, and QA – and clients to ensure accurate creation and implementation of all art assets, including localization, promotional materials, package design, user manuals, and product web sites.
- Coach personnel on software development tools, project focus, workflow, and related company policies.
- Perform personnel reviews: recommend hires, continuing education, promotions, demotions, and dismissals.

Creative Production Roles (1991 – 2005)

- **Clients:**

- eGames (P)
- Magic Lantern
- Microsoft (D, P)
- Imhotep Interactive (D)
- Deep End Productions (D)
- Exakt Entertainment (D)
- SCEA / 989 Studios (D, P)
- Space Camp, Museum of Aviation (LBE)
- Angel Studios (D)
- FASA Interactive (D)
- Nintendo (D, P)
- Playmates Interactive Entertainment (D, P)
- Western Technologies (D)
- NovaLogic (D)
- Activision Studios (D, P)

- Aspyr Media (P)
- Design Interchange (D)
- High Voltage Software (D)
- Savage Entertainment (D)
- Point Of View, Inc. (D)
- Midway Games (D, P)
- SSI (Strategic Simulations, Inc) (P)
- Eagle Interactive (D)
- Micro Prose (D, P)
- Virtual World Entertainment (D, LBE)
- Sega of America (D, P)
- Adrenalin Entertainment (D)
- EA (Electronic Arts) (D, P)
- Infocom (D, P)
- Brøderbund Software (D, P)

- **Products:**

- Video Game Tycoon (PC)
- ALL IN! (PC)
- Poker Master 2 (PC)
- 3D Chess (PC)
- Star Commerce (PC)
- NFL Blitz 2003 (PS2, Xbox, Gamecube)
- NFL Blitz 2002 (PS2, Xbox, Gamecube)
- Liquid Matrix (PS2)
- Luftwaffe Commander (PC)
- MechWarrior3 (PC)
- Hellcatraz: Escape From The Rock (PS1, PC)
- Doom Troopers - The Mutant Chronicles (SNES, SEGA Genesis)
- Armored Fist (PC)
- Print Shop (PC, Mac)

- Health & Fitness Club Tycoon (PC)
- Vegas Casino Challenge (PC)
- Riverboat Slots (PC)
- NBA Inside Drive 2004 (Xbox)
- 007 Nightfire (Xbox)
- Supercar Street Challenge (PS2, PC)
- Water Racers (PS2)
- Battlestar Galactica (PC)
- Midtown Madness (PC)
- Battletech (LBE)
- Vampire The Masquerade (PC)
- Black Fire (Saturn)
- Return To Zork (PC, Mac)

- **Responsibilities:** Provide concept to completion MMA (Mixed Methodology Approaches), global project and resource management, client-facing product concept analysis, and creative to technical task participation – through contract and permanent roles – towards delivery of domestic and international software products on a range of hardware platforms for a wide spectrum of software clients from development studios (D) to publishers (P) to location based entertainment venues (LBE).
- Participate directly in the production of 2D and 3D art assets through tasks involving creative direction, concept illustrations, storyboards, prototyping, user experience, user interface, 2D brushes / sprites, low polygon and cinematic 3D modeling, texture-map creation, texture-vertex-fragment shaders, UV mapping / unwrapping, scene lighting, special effects, rendering, keyframe animation, and package design.

Education

Certified Scrum Master (2013-Present)

Scrum Alliance – Chicago, IL

Bachelor of Fine Arts, Character Animation Program, School of Film / Video 1993

California Institute of the Arts – Valencia, CA

References are available upon request.