

Tom Ryan

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Profile:

Highly motivated results driven professional, who strives for continuous improvement in a strategic manner. Consistently seeks out challenging opportunities, demonstrating a willingness to become immersed and wholly committed to the task at hand. This level of dedication inspires motivation and cooperation among stakeholders. Historical track record of consistently exceeding expectations.

Career to Date:

General Manager, Naas Race Company PLC

Sept 2006 – Present

Naas Racecourse is a privately-owned business operating horse racing events on a 189 acres estate. Revenue is derived from various trading income streams including TV rights, sponsorship, hospitality and conferencing services. As General Manager, I am charged with the commercial and strategic development of the company and the day to day management of all trading activities, infrastructure development and maintenance. Most recently, I have project managed a capital development (value €3.5m) to budget in a live site environment.

Key Responsibilities:

- Maximizing revenue streams and developing new profitable revenue opportunities aligned with the company's rolling Strategic Development Plan targets.
- Managing a diverse range of stakeholder relationships with both private and public bodies including Kildare County Council, An Board Pleanala, Revenue and Horse Racing Ireland to deliver favourable trading conditions.
- Identifying/delivering operating improvement strategies within the various units of the company.
- Leading and continuously developing an experienced team of staff and sub-contractors numbering up to 100 persons towards successfully running race meetings and additional non-race day activities.
- Managing large scale estates and capital development projects from concept stage through to completion, ensuring timely delivery to a high standard.
- Managing industrial relations through regular negotiation/communication with Union/employee representatives.

Skills Employed & Developed:

- Adapting existing Strategic Leadership skills to facilitate business change and growth.
- Leading and Motivating Multi-Disciplined teams to meet or exceed Strategic Goals.
- Stakeholder Management Skills, particularly within board and committee level settings.
- Developed a deep understanding of governance, compliance & regulatory standards befitting a PLC.
- Effective and Consistent Communication across all levels of the organisation.
- Demonstrated a Robust ability to Negotiate & Influence at a senior level.
- Demonstrated a relentless appetite for improvement and technological advancement.

Significant achievements to date include:

- Repositioned Naas to become a leading flat racing venue with a particular focus on preparation opportunities for key International race meetings such as Royal Ascot.
- Substantial enhancement of the Naas racing programme, delivering a several new pattern races.
- Guided company to record operating profits each of the last 4 years. Net profit percentage consistently exceeds 25%.
- Delivery of Capital Projects (value 8m) across several specialist areas to the highest standards to or below budget in a live site environment. Recent key focuses include the customer experience and alternative energy.
- Contribution to industry working group aiming to undertake the largest Irish private Wi-Fi system installation.
- Delivered a 20% saving on operating costs by implementing rigorous financial management structures.
- Implemented Service Level Agreements (SLA's) with all suppliers ensuring the highest standards of operational and facilities management standards.

Project Leader, Proposal to Redevelop Marsa Racecourse, Malta

June 2015 – January 2019

Acted as Project Leader representing a UK/Irish Consortium who engaged in a publically procured competition to privatise and completely redevelop Malta's only racecourse, located on a circa 40 acre urban site in Marsa.

Key Responsibilities:

- Initially assessing the 90 page request for proposal document issued by the Maltese Government.
- Critically evaluating the strengths and possible skills deficiencies within the Consortium.
- Sourcing and recruiting the required external professional expertise from 5 different countries.
- Lead a multi-disciplined team to produce a 400 page proposal setting out the Consortium's 65 year vision from an architectural, operational and financial perspective. The site layout presented several challenges.
- Leading a group of these experts to present a clearly defined vision for the project to senior Government officials. A strong commercial & retail element was proposed to complement traditional racing infrastructure.
- Devise a commercial strategy which does not negatively impact on the cherished 1868 clubhouse.
- Conducted detailed negotiations with Government officials during pre-approval MOU period.
- Held initial discussions with organisations such local commercial property experts and potential betting partners to form initial commercial partnerships which will be essential to the long-term success of the project.

Skills Employed & Developed:

- Ability to assimilate and analyse information quickly.
- Critical evaluation of scenarios in a time effective and accurate manner.
- Motivation of a diverse group of Stakeholders allowing for challenges presented by a multi nation collaboration.
- Demonstrated the resilience and intrapersonal skilled required to achieve results within a geo-political setting.
- Gained additional knowledge of the functional and operational elements of strategy development.

Achievement:

The Consortium expects to gain parliament approval for the project in the coming weeks (February 2019) to begin construction & subsequently operating the site for 65 years. The Estates and Development Strategy proposed will result in a circa €30m infrastructural investment at the venue over the first 5 years.

Sales and Marketing Manager/Contracts Manager, RSEL Security/Omniguard

Aug 2004 – Sept 2006

RSEL Security was a subsidiary of Ray Staunton Electrical Ltd (RSEL), one of the biggest electrical contractors in Ireland from the late 1990's to the mid 2000's. At its peak RSEL had an annual turnover of circa €15 million per annum. RSEL Security installed all types of electronic and mechanical security systems.

Key Responsibilities:

- Development and implementation of the company's business growth strategy.
- Lead a group of Senior Managers to reposition the subsidiary and relaunch as Omniguard.
- Creation of an effective CRM system.
- Deliver on ambitious sales targets.
- Act as Contracts Manager on larger sites (Year 2)

Skills Employed & Developed:

- Exhibited the drive and dedication to achieve competency in a new sector.
- Quickly developed a broad ranging technical understanding of the construction industry.
- Developed an ability to pre-empt customer needs and behaviour patterns.
- Effective goal setting and target delivery.
- Demonstrated excellence communication and influencing skills.

Achievements:

- Threefold increase in turnover and profits delivered in a two year period.
- Central contributor to the progression of a robust business that ultimately survived the economic crash of 2008.
- Thrived in the complex scenarios prevalent in the large-scale construction environment.
- Gained exposure to over €300m worth of building projects across all mainstream sectors, Commercial, Industrial, Education & Sports, Large Scale Residential, Hotels & Hospitality, Health, Large Scale Utility Projects.

Coolmore & Associated Farms

June 2000- Sept 2003

A four-year association with Coolmore included part-time work during my College years and full-time roles thereafter. Working at a number of farms in Ireland with regular trips to all major European Sales while based in Ireland. I spent two years in Kentucky which gave me full exposure to the North American breeding & racing industry.

Academic Achievements

Oct 2014 – March 2015: **Certificate in Business Growth (Business Coaching Ireland).**

Sept 2003 – May 2004: **Graduate Diploma in Entrepreneurial Management (Honours) (University of Limerick).**

1998 – 2002: **BSc Equine Science (Honours Degree) (University of Limerick) Business Studies Major.**

Industry & Community Contributions

- Director, Association of Irish Racecourses (AIR). Representative body for all 26 Irish racecourses. Key contributions to date have centred on Governance, Stakeholder Management, Remuneration & Technology.
- Member, Steering Committee of BBS in Equine Business at Maynooth University, involvement includes occasional lecturing.
- Regularly contribute to events at the Life Sciences Department at the University of Limerick.
- Regular contributor to Kildare Chamber of Commerce activities.

Sporting & Leisure Interests

- Enjoy travelling
- Very keen interest in all areas of racing & breeding.
- Keen interest in Business and Current Affairs
- I am a keen golfer.
- Enjoy attending shows and the cinema.

References available on request.