

Michael O'Dwyer

Introduction

AN EXECUTIVE DIRECTOR WHOSE STRENGTHS LIE IN A COMBINATION OF COMMERCIAL AWARENESS AND THE MANAGEMENT OF PEOPLE.

In particular, leading and motivating teams whilst providing them with strategic direction, measurable goals and personal objectives all supported by an open style of communication with a focus on succeeding and exceeding customer expectations.

Has the ability to achieve the balance between the management of a P&L account and team leadership. Calm under pressure and with a high transactional and transformational leadership style.

Have used these acquired business skills as a Trustee of the Laurel Pension Fund and its integration into the Greene King Pension Fund at full market value, governor at Queen Mary's College Basingstoke working on the Finance Committee overseeing an annual budget of £13m and a five year capital investment programme of £25m, an NED in two companies and Director of the Hampshire Chamber of Commerce.

Positive Momentum, Business Partner

2012-onwards

POSITIVE MOMENTUM IS A CONSULTANCY WITH A DIFFERENCE. WE PUT GETTING TO KNOW THE CLIENT FIRST, THEN TAILORING THE SOLUTION ACCORDINGLY.

My focus is in the areas of transformational leadership, mentoring and success management, commercial and operational excellence.

P&O Ferries, On-Board Services Director

2005-2011

P&O FERRIES OPERATES PASSENGER AND FREIGHT SERVICES BETWEEN UK AND MAINLAND EUROPE. BOARD DIRECTOR RESPONSIBLE FOR THE FRONT OF HOUSE COMMERCIAL OPERATION, EMPLOYING 2,200 PEOPLE ACROSS 20 VESSELS WITH FULL P&L ACCOUNTABILITY WITH AN ANNUAL TURNOVER OF £950M.

- Annualised sales of £150m converting at 56% GP margin and 28% penetration rate
- ROCE 20%
- Created a strategy that reduced working capital invested in stock from £32m to £10m
- Increased food product utilisation from 65% to 92% without compromising quality
- Created an integrated approach throughout the business via a "can and will do" attitude which developed the manager's transactional / formational business skills
- P&L accountability was devolved to Heads of Dept their actions increased the GP% margin by 5.2% and penetration by 3.9%
- Achieved a 96% staff retention
- Generated £1.5m third party retail investment in capital equipment
- Achieved 100% food health and safety compliance
- Externally benchmarked and implemented an improvement programme in the supply chain, bonded warehouse, logistics, buying team to become industry leading
- Created a bespoke Mystery Guest programme which within 12 months achieved 91.5% compliance and brand recognition of 75%
- Created a "fit for purpose" on board management structure within 12 months, removing 3 tiers of management without any loss of business continuity.

Michael O'Dwyer

Whitbread PLC, Operations Director

1993-2004

GLOBAL HOSPITALITY BRAND OF HOTELS AND COFFEE OUTLETS, WITH A TURNOVER OF £805M.

Recruited to the Operations Board for Whitbread Pub Partnership's and then Whitbread Managed House Division which was acquired by Deutsche Bank trading as The Laurel Pub Company to provide both operational and strategic direction, this role required energy, excellent communication skills, operational expertise and financial awareness.

- Annualised sales of £100m and EBITDA £34m converting at 58% GP margin
- Transformed the EBITDA multiplier from 5 to 10.5 versus the sector norm of 7
- Rationalised the pricing bands from 63 to 10, which improved cash generation by £110k annualised
- Transformed a multi business concept operation into 3 distinct brand propositions with significant in house cost savings without compromising the customer offer
- Achieved a 94% Mystery Guest score
- Retail operator of the Year.

Grand Metropolitan PLC, Senior Business Consultant

1982-1993

INTERNATIONAL GROUP SPECIALISING IN HIGHLY BRANDED CONSUMER BUSINESSES OF FOOD, DRINKS AND RETAILING.

Worked within several commercial teams across the Group prior to taking up the role of Senior Business Consultant Inntrepreneur, which included area management in managed and tenanted estates, public relations for Grand Metropolitan Estates, managing several high street brands e.g. Pastaficio.

- Introduced the concept of "fully repairing leases" into the estate of 4000 business units saving c £10m pa on repairs and maintenance
- Improved gaming income by £1m within the first 12 months via halving the number of suppliers and increasing the level of capital investment in equipment
- Member of the team that completed the acquisition of Fosters UK
- Retail operator of the year.

Management Agency and Music, Senior Regional Manager

1977-1982

PRIVATELY FUNDED BUSINESS.

- Successfully amalgamated the diverse businesses within the group
- Re-focused the business objectives and achieved the business multipliers essential to gain city backing.

Education

Kingston University BA Honours (Upper Second) in Business & Economics 1972-76

Interests

Mountaineering, Climbing, Hill Walking with the Swiss Alpine Club, Cycling with Winchester CC. Active member of local charities, running marathons for charitable organisations.