

Curriculum Vitae

Andrew Stone

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Profile

Date of Birth: 23.11.71

Status: Married

Nationality: British

Summary

I am an accomplished leader who creates a culture which empowers individuals to continually overachieve across key performance measures. An advocate of employee engagement, I deliver results in the right way. I have over 20 years of experience in the leisure and service industry – specialising in operations, development of business markets and delivery of financial targets.

My approach is that of a mentor and coach. I take pride in building teams that are inspired and focused on delivering in their role. Ensuring that they deliver the best customer experience and meet financial expectations to improve profitability annually.

Employment History

Regional Manager - Cineworld Cinemas Ltd

August 2006– Present South Wales, South West, London and Dublin

I oversee 14 sites across the UK and Ireland with a combined attendance of 7.8 million and an annual turnover of £65 million. My primary goal is to deliver business growth and improve profitability annually. My direct reports include a team of 14 General Managers whose role is to deliver agreed budgets. Sites are located in London (including the flagship site at The O2), South Wales and South West. Through adopting a mentoring and coaching approach, I ensure that the General Managers provide consistent service delivery whilst working in accordance to Company Policy and Procedure. This ensures that operational delivery falls within organizational guidelines and relevant licensing and local government regulations.

Strategy Work includes:-

- Project Manager - Currently managing the integration of 5 x Empire Cinemas into the Cineworld portfolio.
- Unlimited Steering Team – Working with the Commercial Manager and cross section of Head Office department to evolve the USP loyalty program.
- Performance Management Focus Group – Leading Operations input in a cross-departmental project team to evolve the management of performance within Cineworld
- Chaired the Operations Focus Group which is a cross-departmental project team which identifies and implements operational efficiencies into the business
- Retail Strategy steering Team – Worked with VP of business affairs and retail team to shape the Cineworld Retail Strategy for short, medium and long term.
- Recognition Team – Working with HR project leader and cross departmental team to create a recognition program for Cineworld

- Contract Management – Responsible for the tendering and SLA of Contract cleaning worth in excess of £5million. Responsible for the tendering and SLA of the cleaning material suppliers to Cineworld. Account value in excess of £1 million

Milestones 2015

- Region of The Year - Recognized for financial performance and KPI results across all scorecard measures
- Part of the selection process and then mentor for a new Regional Manager recruited to the team
- Mentor for Managers attending the Cineworld Academy (ILM)
- Increased revenue streams and turnover across the region by 5.9% year on year
- Site engagement increased across all sites year on year to average 76%
- Customer Experience KPIs improved year on year for 5 consecutive years
- Recruited and implemented an operations lead to drive value within the loyalty program

Milestones 2014

- Increased revenue streams and turnover across the region by 7.4% year on year.
- Delivered Year on Year EBITDA growth across the region of 10.4%
- Site engagement levels range between 66% - 78% (Approximately 1000 team members across the 13 sites)
- The Region's General Manager population engagement level is at 81%
- Co-ordinated the strategic outputs of the loyalty program to drive membership level and growth across the Company
- Mentored the Project Manager for the launch of the Swindon Regent Circus site

Milestones 2013

- Increased revenue streams and turnover across the region by 5.5% year on year.
- Delivered Year on Year EBITDA growth across the region of 14.5%
- Mentored the Project Manager for the launch of the Wembley site
- Trailblazer for Talent Development Model within Cineworld.
- Oversaw the integration of Starbucks into 3 of the sites within the Region

Milestones 2012

- Increased revenue streams and turnover across the region by 2.0% year on year.
- Delivered Year on Year EBITDA growth across the region of 3.6%
- Oversaw the installation and launch of the D-Box integration into The O2
- Oversaw the operational install and delivery of IMAX at Enfield
- Extended 3rd party partnerships and alternative revenue opportunities across the whole region resulting in 2.3% growth in revenue

Milestones 2011

- Increased revenue streams and turnover across the region by 8.3% year on year.
- Identified and implemented efficiencies across the region which created a 2.5% saving against budget
- Delivered Year on Year EBITDA growth across the region of 22.6%
- Revenue generation of £475k achieved through partnerships with 3rd parties
- Grew market share across all sites to result in the Company becoming market leader
- Provide monthly financial update reports to the Vice President of Operations and deliver a 6 monthly presentation to the CFO.

- Through service delivery and industry relationships have created The O2 as a venue choice for Premieres and Film Festivals in the UK.

Milestones 2010

- Delivered Year on Year EBITDA growth of 19.8% which was 24.1% above budget
- Project managed a cross-departmental team which managed the acquisition of The O2 cinema
- Wrote and delivered a training program for the Managing Director of a Russian Cinema Chain
- Implemented 'Champions' across the Region to empower each General Manager to improve results and share best practice.

Milestones 2007 /09

- August 2007 Promoted to Regional Manager of South Wales, South West & London
- Project managed the opening of an 1800 seat, 5 screen cinema in Witney.
- Identified Company opportunities for efficiencies and therefore retendered the chemical supplies and paper provider for the company. This led to a £50k saving per annum.
- Carried out feasibility studies looking at opportunities of Company growth through acquisition
- Established a new working practice across the Southern Region to formulate a consistent approach to service delivery and revenue generation

General Manager - Newport

I was recruited by Cineworld with the premise of being fast tracked to Regional Manager within a year. I was tasked with over hauling the operations at an under performing site; Cineworld Newport. My objective was to improve revenue generation, bottom line profit and service delivery. This resulted in restructuring the business so as to become operationally focused and successfully resourcing managers who were standards and results driven. Then provide education and expectation to the managers to deliver results.

- Created an audit compliant site which delivered improved sales results whilst at the same time created efficiencies which resulted in EBITDA results being 7% over budget
- Introduced Customer Vision tools into the business which resulted in Customer Satisfaction scores moving from 60% to a current average of 90%
- Generated £20,000 through implementing conferencing and events as alternative revenue streams.

Insurance Manager UK - GE Equipment Services

July 2005– October 2006 (1 year 4 months) Bristol (Left due to being Head Hunted)

Working for GE Equipment Services, the role covered the whole of the UK Plant Hire division. I was primarily responsible for the recovery of lost assets and lost revenue from lost / stolen equipment on hire to the client database. Awards: Functional Excellence 2005

Milestones 2005:

- Generated £300,000 profit against Net Book Value of equipment.
- Reduced the outstanding Insurance ledger by 25% this equates to £300,000
- Moved the debt profile from 61% to 87% of Insurance debt being less than 90 days old
- Reduced the average payment time from 200 days to 99 days
- Designed and Implemented a Digitalised Insurance process. This results in the reporting of claims now taking less than 2 minutes as opposed to 30 minutes.
- Designed and Implemented a rolling procedure to ensure Customer Hired in Plant Insurance cover is continually in date
- Increase insurance sales by 75% generating an extra £1 million turnover

- Designed and implemented a weekly pipeline report to senior management

Area Manager - Little Chef

July 2004– March 2005 (9 months) South West (Left due to being made redundant)

Based in the South West, I oversaw 14 General Manager and the running of their units. My role involved maximizing the profitability of the units and analyzing trends in financial performance. Providing leadership and support to unit management. Delivering budgets and agreed KPI's. Whilst creating a customer friendly culture. A key aspect to the role was manpower and succession planning within the area whilst implementing development reviews. Effective communication across the area was achieved using business reviews and colleague meetings. Ensuring that all units adhere to required company standards in health, hygiene and fire safety.

Milestones 2004:

- Increased spend per person in the area by 15% against budget. This equates to extra £250,000 turnover
- Reduced controllable costs by 20% against budget.
- Achieved 5% year on year growth on Profit after Controllable Costs.
- Educated managers in adopting a balanced scorecard approach to business.
- Introduced an empowered culture through Championing the team.
- Successfully resourced managers to the area to further raise standards and results.

General Manager - Vue Cinemas

July 1994– July 2004 (10 years 1 month) various locations (Left due to being Head Hunted)

I oversaw the running of operations at multiplex cinemas to deliver Company Objectives. This included the management of teams with up to 80 employees. Tasks included identifying and developing new management structures to streamline operations and maximize customer expectations. Locally marketing sites in order to maximise market share within the catchment area. I developed Managers knowledge in financial and logistical aspects of the multiplex industry. Developing managers using the Balanced Scorecard approach. To critique and present back reports to senior management. Fully comply with all management stipulations, including; targeting, career development, management reporting and forecasting.

Awards and Achievements:

- 2003: Received awards for Area site of the year, company site of the year and the People Development Award for 2003.
- Training manager for the Southern region in performance scheduling / revenue generation / payroll forecasting / stock control. Wrote and delivered training courses for all operational levels of management within the region, as well as to new managers to the industry
- 2000: Responsible for the launch preparation and then managed Europe's largest multiplex. - Star City. Hosted and coordinated the UK premier of the film: The Perfect Storm.
- Researched in Italy, the multiplex concept to introduce operational ideas into the new multiplex operations of a 30-screen multiplex.
- 1999: Received the award for General Manager of the Year

Training certification

Personal License Holder and have held the DPS responsibility

CSCS Site Visitor accreditation

IOSH certification for Health and Safety

First Aider

Education

1990 to 1994 - South Bank University BA (Hons), Hotel Management