

THOMAS MCCOY MBA | BBA

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OPERATIONS DIRECTOR / PERFORMANCE & CULTURE / TRANSFORMATION

Business-focused and results-driven Operations Director with over 14 years of strategic operations management experience within the elite sports, major events, business and hospitality industries globally. Consistently produced unprecedented results with a proven track record of transforming high profile organisations to improve business efficiencies, employee performance, customer growth and financial performance, delivering substantial cost savings to safeguard the bottom-line.

A strategic thinker who brings a unique combination of technical and commercial skills with a strong ability to understand and identify key levers to create business value. Focused on internal development, with an empowering management style leading multiculturally diverse staff and building cohesive, top-performing teams.

KEY SKILLS, AREAS OF KNOWLEDGE & UNDERSTANDING

Business & Operations Management	Market Analysis & Growth Strategies	Financial & Commercial Direction
Risk Review & Mitigation	Strategic Planning & Development	Change Management
Key Account Management	Cultural Diversity & Equity	Networking & Relationship Building
Contract Negotiation	Stakeholder Liaison	People & Culture Development

CAREER HIGHLIGHTS & ACHIEVEMENTS

Al Jazira Sports & Cultural Club

- Quickly identified and led the execution of Covid-inflicted austerity measures, steering change which resulted in a 30% decrease in H2 - 2020 operating costs.
- Restructured and redesigned the departmental structure including securing stakeholder approval – 60% reduction in headcount, 48% employee cost savings and USD4m operating expenses reduction.
- Re-designed hotel operations and re-positioned the hotel in the market to create efficiencies during the Covid-19 pandemic, turning around five consecutive year losses (circa AED3.5M) to return a significant profit in the 2020/21 financial year.
- Ensured regulatory compliance with Covid 19 regulations and protocols resulting in zero penalties and fines incurred.

International Cricket Council

- Directed the successful renegotiation and leveraging of existing contracts to cover the USD2m (100%) project costs to aid the design and implementation of new technologies to improve officiating accuracy and improve the experience for fans and viewers.
- Established performance standards improvements as a result of complete match operations, personnel restructure and the enhancement of operating procedures for the 92 ICC Associate Member countries.
- Pioneered a strategy to increase female representation on international cricket match officials' panels (increased from Zero in 2018 to 12 in 2020) and appointed the first female umpire to a Men's One Day International match.

Australian Football League

- Project Member and Key Advisor for the launch of fundamental AFL projects including the first in-season match outside Australia (New Zealand), the first in-season match in Asia (China) and the introduction of the world's first Women's Competition inaugural season.
- Appointed by the CEO as the Secretary of the All-Australian Awards and Rising Star Awards Selection Committees.

PROFESSIONAL EXPERIENCE

GROUP OPERATIONS DIRECTOR (COO)

AL JAZIRA SPORTS & CULTURAL CLUB

JUN 2020 – Current

Abu Dhabi, UAE

Al Jazira Sports & Cultural Club is the holding company for separate groups including elite sports teams, investments, stadiums and a hotel. Recruited to work alongside Al Jazira's Group Chief Executive Officer.

- Manage all group operations including General Business Operations, Match Day Operations, Stadia Operations, Procurement, IT, HR, Facilities Management and the hotel.
- Provide oversight and direction of each group including the Al Jazira Football Club teams, the investment management portfolio, MBZ Stadium (38,500 seats), Mubadala Dome (3,000 seats) and the Al Jazeera Club Hotel (75 rooms).
- Oversee strategic business processes, operational efficiencies, regulatory compliance and risk management, ensuring operational expenditure is both managed and controlled on an annual operating budget of USD61M.
- Work closely with the Club's Board of Directors and provide counsel to other C-Suite Executives on all operational matters including structure, people and culture, commercial astuteness, customer journey and stakeholder engagement.

Additional Achievements

- Led the strategic operational realignment and restructuring of the business through the Covid-19 pandemic to ensure business continuity and profitability.
 - Designed and spearheaded the introduction, monitoring and management of business operation KPI's in alignment with the overall Group growth targets
- (continued.....)*

PROFESSIONAL EXPERIENCE (*continued.....*)

- Headed the streamlining and standardising of all operating procedures, including policies for procurement, IT, HSE, support services, safeguarding, transportation, match operations and venue management, improving risk profile and ensuring cost savings.
- Identified cost-effective outsourcing solutions for 36 existing headcounts – leading to a 9% reduction in operating costs.
- Contributed 45% cost reduction and 14% towards revenue growth as a result of external leasing of the hotel kitchen.
- Led the collaboration with the Commercial team to develop and leverage existing partnerships and sponsorships with Automotive, Hospitality, Medical companies for barter agreements – reducing costs by 55%.
- Significantly improved operational efficiencies and future-proofed the operations through the design and leading the implementation of a Group-wide enterprise planning (ERP) tool.

OPERATIONS MANAGER – CRICKET OPERATIONS INTERNATIONAL CRICKET COUNCIL (ICC)

JUN 2018 – JUN 2020
Dubai, UAE

The International Cricket Council is the world governing body for cricket with headquarters in Dubai. Reporting to the General Manager - Cricket, appointed to lead strategic operations and management of bilateral matches, match officials' performance, sports technology and personnel.

- Directed a team of 75 employees to work together in teams and deliver ICC operations efficiently and in line with organisational standards and targets.
- Managed key stakeholder relationships including commercial partners and external vendors providing them with up-to-date information and always keeping open lines of communication.
- Led the review and continuous improvement of operational procedures and practices for international cricket matches including the assessment of match officials and technology.
- Headed the planning and execution of match technology, officiating performance and coordination.
- Managed the data team to provide useful data to aid strategic decision making by the board of directors, and various specialist committees.
- Developed and implemented new policies and procedures, improving people performance, culture, accountability and the working environment at world standard levels.

Additional Achievements

- Senior member of the project team for the 2019 Cricket World Cup (England), Women's T20 World Cup (Australia) and the 2020 Under 19 World Cup (South Africa).
- Significantly improved the 'cricket product' and officiating accuracy through innovative design and new technology trials.
- Instrumental in match officials and operations teams' cultural transformation, driving the focus on strategic and continuous growth mindsets.

AFL OPERATIONS MANAGER – OFFICIATING AND AFL MATCH MANAGER AUSTRALIAN FOOTBALL LEAGUE (AFL)

SEP 2011 – JUN 2018
Melbourne, AUSTRALIA

The Australian Football League (AFL) is the top-ranking professional league in Australia. It is the most successful sport in the southern hemisphere with the highest viewership, membership, attendance, commercial revenue and participation. Appointed to oversee all operations relating to officiating and match planning and management.

- Reported to the General Manager – Football, overseeing the strategic and daily operations of the Officiating Department including operations, finance and human resources, in addition to managing all capital and operational projects.
- As a Match Manager, planned and managed major local and international events.
- Provided leadership and guidance to a team of 300, providing both day to day management as well as new hire recruitment, performance management and staff training and development.

Additional Achievements

- Executed the set-up and management of the score review system, biggest and most important achievement at the AFL that had significant benefits and impacts for the game.
- Planned, arranged and participated in Professional Development trips for key AFL staff and match officials to the USA (2014 included time with NFL, NBA, MLS, NHL, Washington Huskies, Seattle Seahawks) and UK/Europe (2016 included time with ECB, EPL, PGMOL, Saracens Rugby, plus training & conditioning in Barcelona).

EDUCATION, TRAINING & DEVELOPMENT

La Trobe University

Masters of Business Administration (MBA)
Graduate Certificate in Business Administration
Bachelor of Business, Strategy & Sports Management (BBA)

Melbourne, AUSTRALIA

Due to complete **2022**

Completed **2018**

Completed **2018**

Selected Training Courses and Workshops

Disruptive Strategy, Harvard Business School
Operational Planning, Australian Institute of Management
Change Management, Australian Institute of Management
Critical Thinking & Problem Solving, Australian Institute of Management

Completed **2020**

Completed **2014**

Completed **2014**

Completed **2013**