



### **Name & Role**

Pim Dalm is the General Manager of The Clandeboye Lodge Hotel

### **Organisation**

Clandeboye Lodge Hotel (CLH) has experienced a significant degree of success since opening in recent years. They have performed well relative to key industry parameters and have achieved success in terms of rebranding. Following a shift in business emphasis - closing the nightclub, significant refurbishment of bedrooms and restaurant – the Hotel has now achieved 4 Star status. The degree of maturity for a ‘small company’ is pronounced, with clear setting of objective levels and appropriate measures of performance established.

### **Key Strengths**

**CUSTOMER FOCUS** - Customer satisfaction is paramount at CLH. Positive feedback is displayed on notice boards and individual members of staff are thanked. AA assessments are conducted without notification and categorise CLH as a 4 star hotel. The Criteria against which the hotel is assessed is stringent and CLH has demonstrated improvement in scoring year on year.

### **PLANNING**

CLH uses the Balanced Scorecard to develop and communicate strategies. Key performance indicators are captured by managers. Performance is measured against targets, and variance reported against targets and previous period results. The information is clearly used to influence decisions and to drive improvement activities and corrective actions.

### **CONTINUOUS LEARNING,IMPROVEMENT AND INNOVATION**

It is clear that CLH is committed to continuous improvement, and improving the business and people. The General Manager is committed to investment in CLH to enhance service offered. This creates projects that are driven by senior managers to improve quality and customer satisfaction. A culture of improvement is prevalent.

### **Benefits**

There has been a review of the appropriateness and scope of results relative to key stakeholders. Key financial and operational performance has been positive over time:

- Overall improving trend for sales and operating profit year on year since 2002
- Increased % room occupancy since 2002
- Increased room rate since 2002
- Increased REVPAR performance
- Sales for key areas show a positive performance in recent years (Room sales, Food sales, Conference Sales. Total sales and Profit show trend improvement since 2002).