



# INTELLIGENT MANAGEMENT IN HOSPITALITY

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## COMPANY OVERVIEW

Founded by Paul Fitzgerald and Sean O'Driscoll, Cliste Hospitality has a team that is second to none, with all the resources and experience required to navigate the business recovery cycle that lies ahead for Irish hotels, resorts, restaurants, bars, and tourist destinations.

The roots of Cliste Hospitality go back to 2012, when it was known as iNUA Partnership, an investment company and asset manager that was designed and created to identify investment opportunities coming out of the Irish and global financial crisis.

As iNUA Partnership grew in scale and operational leverage, with nine substantial and diverse hotel assets under its management, Directors Paul Fitzgerald and Sean O'Driscoll undertook a successful buyout of the hotel management and operational platform of iNUA, creating Cliste Hospitality in 2019.

Following significant investment in that platform over the last 18 months, in both key talent and systems, Cliste Hospitality is now ready to respond quickly, to meet the moment in the Irish hospitality sector in 2023 with its dynamic complex demands.





## PAUL FITZGERALD

Chief Executive Officer,  
Cliste Hospitality

- Big 4 trained with PWC including extensive secondment experience in UK and Ireland
- Holds a BComm from University College Cork and qualified as a chartered accountant with PWC with extensive exposure, including industry based secondments, across a range of sectors in both Ireland and the UK during his time there
- Variety of industry based Senior Executive roles across Finance, Trading and Operations
- Particular competencies in commercial insight/analysis, strategy formulation and transaction project management

## SEAN O'DRISCOLL

Chief Executive Officer,  
Hotel Operations & iNUA PLC

- BA in Hotel & Catering Management
- Trained with Intercontinental & Great Southern Hotel Groups
- General Manager The Brehon & on Mgmt Board on Gleneagle Hotel group for 7 years
- General Manager Muckross Park Hotel for 6 years
- iNUA Group General Manager since 2016 & COO since creation of PLC in 2018
- Appointed CEO in February 2020
- National Vice President of The Irish Hotels Federation & Former National President of SKAL International (World Tourism Org)



## MEET THE TEAM



MICHAEL  
CULLEN

Group Financial  
Controller



CHRIS  
AUSTIN

Group Operations  
Director



BRENDA  
MURPHY

Group Director of  
Sales, Marketing  
& Yield



DEIRDRE  
BUCKLEY

Group  
HR Director



DAVID  
JORDAN

Group Director of  
Strategy, Research  
& Innovation



EUGENE  
HARRINGTON

Group Head of  
Internal Audit



STEFAN  
MATZ

Group Executive  
Chef



BRIAN  
BOWLER

Regional Operations  
Manager



SIOBHAN  
HAMILTON

Head of  
Procurement



LIAM  
MINIHAN

Group Revenue  
Systems & Data  
Manager



TRACY  
O'DRISCOLL

Executive  
Assistant



RUTH  
SAVAGE  
Head  
of Reporting



ANDREW  
MULLEN  
Group Facilities  
Manager



ANDRÉ  
CLARO  
Head of Talent,  
Acquisition &  
Engagement



TREVOR  
MCCARTHY  
Group Learning  
& Development  
Manager



VERONICA  
TIMLIN  
Group Project  
Manager



GILLIAN  
DEEDIGAN  
Group Spa Manager



## GROUP SALES, MARKETING & REVENUE TEAM



**EMER  
HALLAHAN**

Group Head of  
Marketing & E-Commerce



**CHRISTIAN  
SCHMELTER**

Group Director  
of MICE &  
Corporate Sales



**JANE  
JORDAN**

Group Revenue  
Manager



**GERALDINE  
MCCARTHY**

Director of  
Leisure Sales



**HELENA  
COLLINS**

Group Digital  
Marketing Manager



**MARK  
MOYNIHAN**

Group Business  
Development  
Manager



**MAIREAD  
HALLAHAN**

Group Marketing  
Manager



**AMY  
QUILTER**

Group Marketing  
Manager



**SAMANTHA  
KING**

Group Web &  
Digital Executive



**EMMA  
SMYTH**

Group Social  
Media Manager



**LAURA  
COFFEY**

Group Talent &  
Engagement Executive



**DAVID  
FLANAGAN**

Senior Graphic  
Designer



**PRISCILLA  
RYAN**

Graphic Designer  
& Videographer



**ELLEN  
O'LEARY**

Graphic Designer

## MANAGEMENT SERVICES

We can offer full management services to hospitality assets, therefore managing operational risk. We will deploy the appropriate team to devise and implement a fit for purpose strategical plan and execute and implement same.

With a strong dynamic team and over 1,500 employees in our hotels, we have the ability to deliver excellence and scale quickly.



## MANAGEMENT SERVICES

### Strategic

- Building an overall strategy for each hotel.
- Building out a 5-year plan for each business with KPIs for each year of the five years to track progress towards achieving the vision.
- Ensuring Capex plan for each business is in keeping with the 5 year vision for the business and has a cost/sales benefit for the business.

### Sales & Marketing

- Responsible for ensuring each business unit is maximising its sales potential & working with the senior team in each business to ensure this is happening effectively.
- Holding the Senior Team to account on their sales strategies at monthly meetings including performance versus business plan & KPIs & performance versus competitors.
- Advising and working with the senior team to grow existing markets, get a higher yield from existing markets & develop new markets.
- Ensure that each business unit has a healthy business mix and is not over reliant on one market.
- Strategic Marketing to grow online revenue, brand equity, and market presence, with campaigns that are founded on data and delivered with creativity.
- Yield management through the deployment of effective systems.
- Centralised sales function for international group business.
- National sales team for meeting, incentive, conference & events business.
- Each property is operating effective pricing strategies that will deliver necessary margin & that regular competitor analysis is being carried out.



## MANAGEMENT SERVICES

### Operations

- Ensuring the property has effective operational systems & procedures.
- That the property is delivering on its guest expectations & constantly enhancing the guest experience.
- Regular auditing of the hotels hygiene, health & safety, fire compliance, leisure centre compliance & guest experience.
- Group innovation programme to ensure all hotels are keeping up with consumer trends and adjusting our product offering as appropriate.
- Lean Sigma management systems implemented across properties & management trained in lean thinking.
- Energy management & roll out of green initiatives.

### Human Resources & Training

- Ensure HR policies are in compliance with employment legislation.
- That contracts comply with all legal requirements.
- Assisting hotels with recruitment & selection.
- Delivering effective training to employees in each hotel.
- Developing hotel employer branding through our employee benefit programme & communication strategy.
- Support General Managers/HR function with employment issues.

## MANAGEMENT SERVICES

### Finance

- Ensuring each property is producing robust MI, weekly, monthly & each.
- Overseeing the budgeting process and “stress testing” them to ensure they are realistic in terms of sales & costs.
- Ensure all financial plans and budgets are regularly examined to identify areas for cost reduction opportunities.
- Reviewing weekly & monthly accounts & questioning profit margins, costs with each hotel general manager & financial controller.
- Implementing purchasing procedures across the group. Negotiating purchasing contracts for all group hotels.
- Ensuring all properties are tax compliant.
- Managing capex budgets to ensure they stay within budget & that each property receives value for money.
- That payroll is being managed effectively within budget.
- Sourcing of group I.T. systems to ensure our business is being as efficient as possible in our processes.

### Compliance

- That our hotels are compliant with fire, health & safety and other company legislation.
- Reports of EHO, Fire Officer, Health & Safety Authority, etc submitted to head office with an action plan for implementation.
- Assisting General Managers with the handling of Insurance claims.



## CONSULTANCY & PROJECT MANAGEMENT

Specialists in all kinds of consultancy and the development of hotel projects, from Revenue Management to investment management, in order to help you achieve the success your business deserves.



## CLISTE HAS SKILLED PROJECT-MANAGEMENT-TRAINED SPECIALISTS AND THE LEVEL OF ENGAGEMENT CAN INCLUDE:

- Size appraisal and feasibility
- Pre opening consultancy
- Project management for key strategy projects whatever the scale
- Operational reviews

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## OPERATIONAL REVIEWS ACROSS THE KEY FUNCTIONAL HEADERS:

### 1. Hotel Review

- Property Overview
- Rooms Overview
- Food & Beverage Outlets
- Culinary Review
- Spa Overview
- Leisure Overview
- Golf Overview

### 2. Health & Safety Systems & Procedures

### 3. Maintenance Systems, Facilities and Contracts

### 4. Guest Experience

### 5. Hotel Reputation & Quality

### 6. Technology

### 7. Procurement Review

- Audits
- Food Safety Audit
- Mystery Guest Audit
- Health & Safety Audit
- Facilities Audit

### 8. Capital Expenditure Review







## ABOUT US

Beyond management and operating hotels we can deliver other bespoke consultancy services to turnaround or improve overall business performances to realise full commercial potential and ultimately increase the business' long term value.



### SCALE

One of the largest operators of regional hotels in the Republic of Ireland with a portfolio containing mature profitable assets.



### EXECUTION

Demonstrable track record of executing transactions in the hospitality space.



### SCOPE FOCUS

We have an agile team capable of executing and driving compliance performance in hospitality assets.



### TEAM

A best-in-class blend of industry-leading experts from both within hospitality and across our connected industries.



### REPUTATION

Strong brand equity across multiple market segments, underpinned by long-term relationships with investors, stakeholders and brand franchise owners.

## SERVICE LINES

- **Plug and Play Management Contracts**
- **Due Diligence**
- **Project Management Services**
  - Viability Assessment
  - Project Plan Build
  - Pure Project Management
- **Pre Opening Consultancy**
- **Operational Reviews**
- **Strategy Rebuilds**



## GROUP SYNERGIES

Our platform has created opportunity for operational gearing:

- Group Buying
- Group Marketing
- Benchmarking
- Paperless Trading & EDI
- E-Procurement
- Plug and play approach to group contracts
- SOP's across the hotel platform
- Talent Management Programme
- Training Academy
- Succession Planning
- Risk Management & Internal Audit
- Operational Excellence
- A development plan to build up internal expertise at hotel property level.
- Developing the leadership skills and metrics needed to drive performance improvement.
- Making the Operational Excellence Journey part of the Culture.



## CLISTE IN NUMBERS



**1500** employees



**1200** rooms



**22** bars & restaurants



**8** coffee docks



**78** meetings  
and event spaces



**7** convention centres  
with capacity for **+500**  
delegates



**350** happy wedding  
couples each year



**6** leisure centres  
with **4000** members



**6** Spas



**€25m** in Capex investment



**€30m** in procurement  
managed each year



Delivering an Excellent  
Guest Experience:  
**83%** satisfaction  
score on Booking.com  
**4.2** out of **5** on Tripadvisor

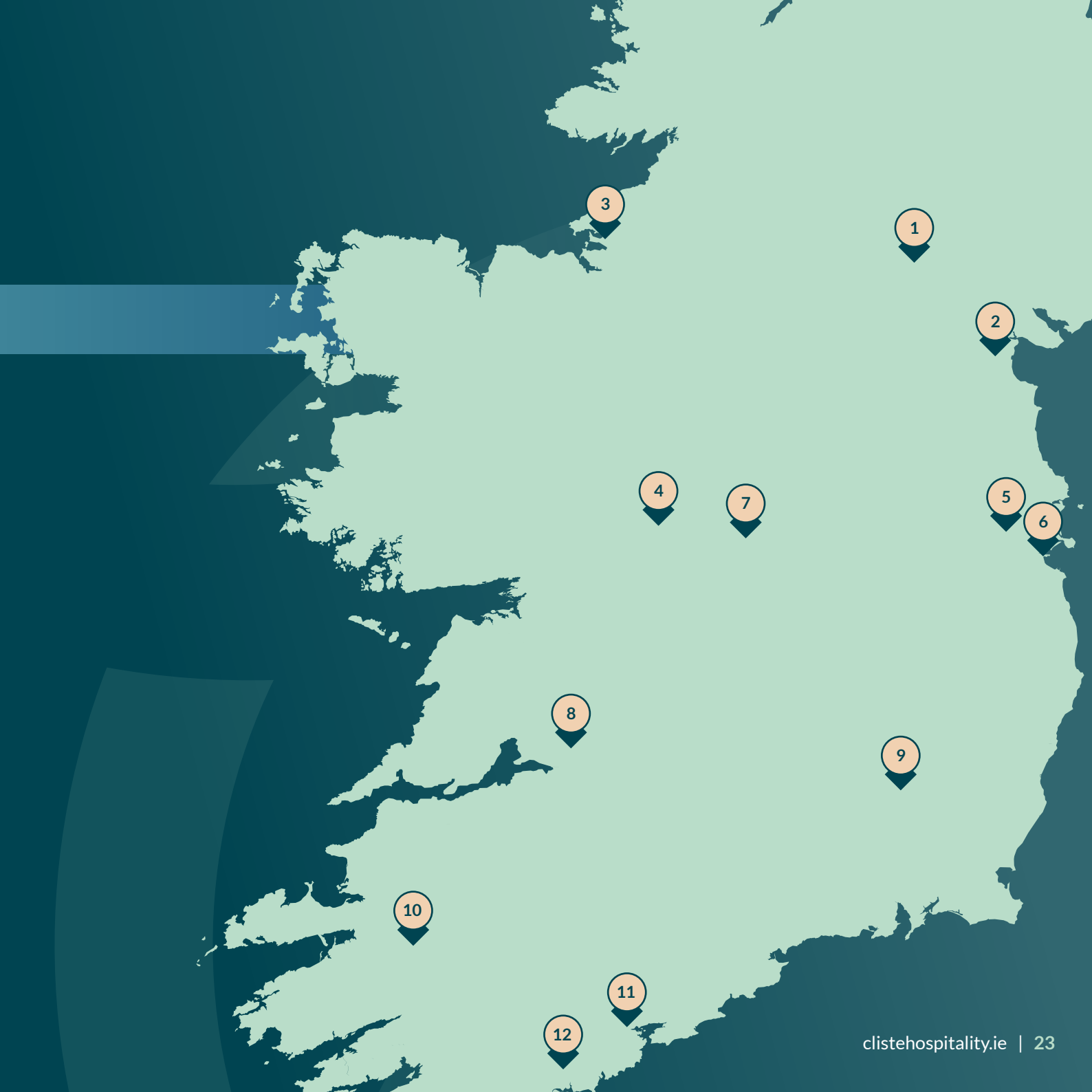
## CLISTE IN SUMMARY

- One of the largest operators of a comprehensive portfolio of hotels and hospitality venues in Ireland
- Platform with a proven track record already successfully managing and operating 12 hotels in all four provinces under the iNUA Collection brand.
- The talent at Cliste Hospitality is made up of some the best-known names in the industry. All are hospitality specialists, with impressive track records in driving both room and non-room revenue and profitability.
- Cliste offers a full suite of services, including management services of hotels and hospitality businesses, project management services and bespoke consultancy.
- Our team's track record shows that our ability to manage operational risk through our guidance, expertise and systems can transform a good operation into a great one, with the right return on investment for owners.

## OUR CURRENT PORTFOLIO

1. Hillgrove Hotel & Spa
2. Fairways Hotel
3. Radisson Blu Sligo
4. Radisson Blu Athlone
5. Dubl!n One
6. Ariel House
7. Tullamore Court Hotel
8. Radisson Blu Limerick
9. Kilkenny Hibernian Hotel
10. Muckross Park Hotel & Spa
11. Radisson Blu Cork
12. The Viaduct







**2012**

Established  
By Noel Creedon



**JUNE  
2014**

Acquisition  
of Radisson Blu  
Limerick



**OCTOBER  
2015**

Acquisition  
of Kilkenny  
Hibernian Hotel



**JANUARY  
2014**

Acquisition  
of Radisson Blu Cork



**FEBRUARY  
2015**

Acquisition  
of Muckross Park Hotel

# CLISTE



**NOVEMBER  
2019**

iNUA Partnership  
Management company  
MBO by Sean O' Driscoll  
and Paul Fitzgerald



**JANUARY  
2021**

iNUA  
Partnership  
rebranded to  
Cliste Hospitality



**APRIL  
2019**

Acquisition  
of Tullamore  
Court Hotel



**NOVEMBER  
2019**

Opening  
of Fairways Hotel  
(Management Contract)





MAY  
2017  
Acquisition  
of Hillgrove Hotel



JUNE  
2018  
€41m Equity raised and €58m  
debt raised to acquire assets from  
investors & reposition in PLC



JULY  
2016  
Acquisition  
of Radisson Blu Athlone



MAY  
2018  
Creation of New  
iNUA PLC Structure to  
platform the assets



JUNE  
2018  
7th Asset  
Radisson Blu Sligo  
Acquired

# TIMELINE



FEBRUARY  
2022  
Opening  
of Dublin One Hotel  
(Management Contract)



SEPTEMBER  
2022  
The Viaduct Restaurant  
Café & Market



JUNE  
2022  
Ariel House, Ballsbridge  
(Management Contract)

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