

Get in touch!

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22150

OVERVIEW OF SERVICES

Strategic Planning

F & B Solutions

Executive Recruiting

Training and Development

Renovation / New Facility Consulting

WELCOME



Thank you for your interest in RCS Hospitality Group and our custom consulting and training solutions. Please find within, an overview of our services; each of which has helped build our reputation as the most innovative club consulting club in the industry, and to our recognition by industry peers as an award-winning solution provider.

Our solutions will enhance your service and raise customer/member satisfaction to new heights. Please feel free to reach out to any RCS team member, including myself to discuss your needs and explore our process further.

I look forward to continuing our discussion about how RCS can best support your efforts at this time.

With warmest regards,

WHITNEY REID PENNELL



Please note that much of this document has clickable links to help you navigate easier.

Look for the
link symbol



**WHITNEY
REID PENNELL**

2014 Recognized as a Top Female Club Influencer
2018 Recognized as Gary Player Educator of the Year
2019 Recognized as a Top Club Influencer

Founder and president of the award-winning consulting company, RCS Hospitality Group (RCS), Whitney is internationally recognized as an expert in hospitality management with a sharp focus on club operations, strategic planning and implementation, and food and beverage management. She has been acknowledged twice in the past five years as a top club influencer and was recognized as Gary Player Educator of the Year in 2018.

Her ability to develop, articulate, and deliver outstanding experiences has been Whitney's career trademark. She has extensive hands-on experience managing multi-million dollar renovations and clubhouse remodeling projects, along with successful new club openings.

Whitney is a frequent presenter for CMAA, Golf Inc. and NGCOA conferences, and regional chapters. Her Food and Beverage Boot Camp™ training series and over 30 staff and management development courses delivered in-person and virtually, are a testament to her training expertise. Whitney has worked with hundreds of clubs of varying types and sizes with budget development, strategic planning, operations troubleshooting, events, and opening success.

MEET OUR TEAM



CHEF MARY HOWLEY

Mary is a former Executive Chef of her own catering company, several privately owned country clubs, and fine dining restaurants. At RCS, she is the resident culinary consultant providing guidance on menu engineering, overall food & beverage management, back of house operations, and training. She had the honor to serve as research and development chef for Food Unlimited, and held the position of Pastry Chef in two James Beard Dinner Events.



CHARLES TORRANCE, CCM

Charles is a seasoned strategic management executive renowned for optimizing operations across luxury country clubs and golf courses. With a strong track record in driving revenue growth and enhancing membership satisfaction, he excels in operational planning and execution. Charles implements transformative initiatives to improve service levels, food and beverage operations, membership development, capital planning, and operational efficiencies, consistently exceeding industry benchmarks. Skilled in fostering strong relationships with staff, memberships, and Boards of Governors, he has led multidisciplinary teams to achieve exceptional results. Throughout his career spanning prestigious clubs and diverse properties, Charles has consistently achieved impressive success. From overseeing multimillion-dollar renovations to spearheading strategic growth initiatives, his leadership is marked by a commitment to excellence and innovation. He possesses expertise in financial management, HR optimization, and comprehensive business development, navigating challenges to drive sustainable growth and operational excellence. Charles is a visionary leader dedicated to advancing hospitality and leisure industry practices.



PAT FLEMING
SHRM-CP

Pat brings over 30 years of multi-faceted experience to the RCS team, from a corporate, human resources and club level perspective. Pat has previously served in a variety of capacities at the club level: Communications Director, Membership Director and HR Director, working directly with the club's board of directors, committees, executive leadership team, members and staff. Her passion is employee relations, which encourages appreciation and respect for each and every department and how ongoing employee engagement plays a vital role to the success of the club in order to provide best in class service to its members. With a well-rounded background in club administration, technology, communications, and human resources, Pat's understanding and experience lend a professional and down to earth perspective to help clubs align their mission, vision and values for both members and staff.



AMY PARIS

Amy is a seasoned Club professional with over 12 years of experience in the private club industry. As she was earning her degree in Hospitality and Tourism from Western Carolina University, Amy took a summer job at Wade Hampton Golf Club and found her niche. While in the mountains of North Carolina, she interned at the Country Club of Sapphire Valley and spent several years in management with the Club. Amy transitioned to Director of Special Events at Atlanta Country Club and spent over seven years envisioning, planning, and executing functions from small luncheons and showers to large weddings, corporate parties, and golf events. Amy's attention to detail and organization makes her a successful manager, planner, and leader. Amy has a passion for hospitality and for the club industry and strives to make experiences memorable.



MARISSA MASCOLO

Over the last decade, Marissa has navigated a career in Human Resources Management within notable high-end and luxury brand retail companies. Marissa has a track record of creating innovative talent strategies and training models in collaboration with management. She has spearheaded the development of digital onboarding and orientation programs, optimizing processes to elevate employee engagement, and implemented strategic initiatives with global HR teams. In addition, Marissa has shared her expertise with managers, covering areas such as coaching, performance management, and train-the-trainer programs.



AMY ROBINSON

Amy brings 18 years of diverse experience in retail ownership, higher education, and advertising/public relations to the hospitality industry. With a comprehensive skill set, her experience includes project and program management, customer service, sales, relationship building, and team management. Her background in retail and university enrollment management programs enabled her to become skilled in staff hiring, training, and fostering organizational excellence. Additionally, Amy has experience in event planning, marketing, and leadership development, demonstrating her ability to maximize the potential of individuals, products, and processes. Complemented by a master's degree in communication studies, she recognizes that nurturing relationships, fostering self-awareness, and mastering written and verbal communication are vital to the health and growth of any industry. As a club member and former owner of a successful retail store, Amy also values the significance of delivering exceptional customer experiences. Motivated by a passion for continual learning and a keen eye for improvement, she is committed to enhancing communication and fostering strong relationships within organizations.



JILL HAMILTON

Jill is a skilled operations specialist with a strong food and beverage, sales and marketing, and health and wellness background. She has served as interim manager, project manager, consultant and trainer with RCS for over 15 years. When not working with RCS, Jill can be found at her very own Pure Barre studio.



CHRISTY BENITEZ

Christy Benitez is a recognized leader in the fields of hospitality, coaching, and teambuilding. With a proven track record in leadership development, talent optimization, and operational excellence, Christy brings a wealth of expertise to RCS Hospitality Group. Christy is a dynamic leadership coach and true people enthusiast. She leverages her hands-on experience to harmonize business priorities with organizational strategies. In her previous role as Director of Talent, Development, and Culture at a private club, Christy excelled in aligning business objectives with talent strategy. She not only developed service standards but also spearheaded and facilitated training programs, fostering a culture of growth. During challenging times, Christy's leadership played a pivotal part in creating new roles supporting internal promotions, all while maintaining high employee engagement and retention rates. Christy is a certified practitioner with The Working Genius and is dedicated to helping individuals and organizations realize their true potential, enhancing organizational efficiency, and maximizing production and engagement.



GINGER LAMB

Ginger Lamb is a former B2B media executive who has led award-winning niche print and digital platforms for the legal profession and state politics in Western New York, Phoenix, and Chicago. Her expertise includes working with business leaders to help them achieve success with top-notch knowledge and information, state-of-the-art online products and through advertising and marketing strategies. She is adept at creating compelling content, superior marketing campaigns and designing memorable event experiences. She has served as board president for local and national media associations and on the board of directors for local and state Chambers of Commerce and non-profit organizations.



ELEVATE AS CLOSE AS YOUR YOUR NEAREST COMPUTER SERVICE



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RCSUniversity.com





About Us

RCS Hospitality Group, founded in 2000, has over 185 years of cumulative club and hospitality experience within its service team.

Our consultants and trainers are all current or former “club people” who have served in a variety of management roles and possess a keen understanding of all facets of club management and development.

Just in the years since our founding, our industry has witnessed many changes, from changing demographics, to shifting discretionary spending, to the opportunities inherent in increasingly diverse memberships. Everything we knew about this business 20 to 30 years ago has been turned upside down, yet the fundamental principles of hospitality have remained the same. All club managers are seeking ways to fuse service with technology and solve the puzzle of economics, culture, and member needs. That’s where RCS comes in.

We believe the road to success is paved with understanding. Understanding our societal changes; understanding the needs of our members; understanding that we cannot manage our businesses as we have in the past if we want to survive; understanding how the labor force is changing year to year; understanding that

technology is as much a part of people’s lives as electricity; and understanding that we must evolve or we will lose relevance. At the same time, new approaches must align with long-standing traditions and eternal club values, and cannot alienate either long-term employees or long-standing members, or worse, miss the bottom-line objectives.

As a company, RCS Hospitality Group believes in building upon the traditions of the past while remaining attuned fully to the realities of the present. The blending of state-of-the-art approaches to club management with the long-standing traditions of the club experience is the only way to remain relevant and viable in the future. We understand that this business depends above all else on integrity and lasting relationships and we value our network of associates, colleagues, resources, and customers. Every one of our consultants and trainers have day-to-day experience in hospitality industries, and we bring that practical know-how to everything we do.

THROUGH TEAMWORK, DEDICATION, AND
HARD WORK, WE HAVE PARTNERED WITH
SOME OF THE WORLD’S MOST SPECTACULAR
FACILITIES AND OUR TEAM LOOKS FORWARD
TO HELPING YOUR TEAM TAKE THE NEXT
STEPS IN YOUR CLUB’S JOURNEY.

Testimonials

A FEW WORDS FROM RECENT CUSTOMERS.



“Working with RCS has been a remarkable success for us. Our decision to invest in their review and audit program has been richly rewarded. Each facet of the process, from the preparation stage, to the on-site visits and then the follow-up reports provided exceptional value.”

- **MARK KOGAN, CHAIRMAN,**
OTTO CAR CLUB

“...Culture eats strategy for breakfast” and the leadership team at Sea Pines CC got our culture cup filled. The result of your efforts is we have an empowered team armed with a great base of knowledge with a mindset ready to handle any and all challenges. Our team’s core values have been reinforced by your visit and for that we are grateful. We are ready to book the next chapter.”

- **ROBBIE AMES, GENERAL MANAGER/COO,**
SEA PINES COUNTRY CLUB

“RCS conducted our search for a new GM/COO. During our preliminary discussions, RCS “listened” to the qualities we were looking for in a successful candidate. During these candid discussions on where we wanted the future of operations and internal cultural changes to go, RCS “heard” us. By “listening” and “hearing”, RCS brought us not only the “best” candidate for the position, but the “right” person for the position. After several months with our new GM/COO, she continues to exceed, excel and impress. Kudos to RCS.”

- **TOM NASH, BOARD PRESIDENT,**
CHARLOTTE CITY CLUB



We are delighted to announce
that RCS Hospitality Group was
recently honored with

Excellence in Achievement Awards:

CONSULTING COMPANY
OF THE YEAR

CLUB SERVICE FIRM
OF THE YEAR

STAFF TRAINING COMPANY
OF THE YEAR

Additionally, RCS founder

Whitney Reid Pennell was honored as

GARY PLAYER EDUCATOR
OF THE YEAR

Golf Inc.™

*2011 & 2013
Recommended Consultant*



Our Award Winning Services

RCS provides a full array of award-winning full-service consulting, recruiting, and training services for clubs of every type and size. We are experts at change management, renovations, strategic implementation, training for success, and food and beverage operations.

How may we serve you?



Strategic Planning

RCS provides a full array of award-winning strategic planning services, including operational audits, competitive analysis, and satisfaction surveys. We also have significant experience in planning for the expansion and development of facilities.



Staff Training & Development

RCS conducts some of the most innovative and effective leadership and staff training programs in the industry, including our renowned Food & Beverage Boot Camp™. Our training programs are designed to enhance operational effectiveness, customer/member satisfaction, bottom-line performance, and employee satisfaction.



Executive Search

Nothing is more important to a company's success than the quality of its senior management. But finding and hiring the right people is often a challenging and time-consuming task. RCS offers full executive recruitment services that always begin with a thorough understanding of your needs and culture before identifying, screening, and hiring the best candidates.



Food & Beverage Management

RCS offers some of the industry's most innovative and highly regarded food and beverage management services, including comprehensive food and beverage audits, menu development, and programs designed to enhance customer/member satisfaction and bottom-line success.



Membership Services

The lifeblood of any private club is its members. RCS is renowned for its comprehensive approach to building membership recruitment and loyalty, including our signature facility audit. We can help your club enhance the member experience through annual programming, membership surveys, marketing and communications strategies, or membership drives.



Club Openings & Expansions

Successfully opening a renovated club or new clubhouse requires a clear understanding of mission, vision, values, and goals. When it's time to open, re-open, or expand operations, RCS helps guide the creation of a motivating environment that fosters a strong connection with the members, and delivers consistent products, services, and experiences. RCS will work with you to design facilities, service standards, systems, and procedures that provide efficient, high quality service. We can also work with your design team to ensure all operational needs are considered for the benefit of your customer/member while balancing bottom line success.



STRATEGIC PLANNING

RCS
HOSPITALITY
GROUP

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WHAT'S INCLUDED:

We will work with you to determine how best to achieve your strategic goals. From a one-day workshop to our full-service approach – we'll work with you to meet your goals with the time and budget you have allocated.



DELIVERABLES:

Our strategic deliverables are determined by the process you select. You will have a custom report based on the solutions you select.

Why Strategy Matters

Diverse demographics represent a cross-section of the current and future membership. These demographics indicate that there is, and will continue to be, a wide range of needs that the club must consider. An awareness of how specific groups might use the facility will allow the club to take a proactive approach to developing and executing a strategic plan.

According to a private club survey, 66% of members join a club for the first time between the ages of 36 and 45 and 90% join by age 50, making the Millennial generation the coveted target market for private club membership. Today's modern member seeks casual dining, healthy fare menu selections, family recreation, fitness, and increased opportunities to socialize.

Clubs of the past were predominantly about prestige. Today it is different. As lifestyles have evolved and decisions are increasingly driven on perceived value, clubs today are in constant competition with busy lifestyles centered on convenience, public golf courses, local restaurants, boutique fitness trends and sports clubs. Recent club trends are well documented: increase in family usage, golf trends are in decline or flat, health and wellness have taken over as a top item that 'moves prospects' and dining and socializing continue to be in the top three reasons to join a club.

Depending on the target demographic market, the club must be mindful of evolving lifestyles over the lifespan of a member and their changing needs. Meeting the needs of a younger, middle-aged market will likely require the club to evaluate many aspects of its operation, membership policies, future amenities, and club traditions.

Many clubs are experiencing a paradigm shift in terms of club culture. Formal dining, which was once the norm, is now the exception but for a select few. Restaurant menus around the world are offering healthier options, more organic and local ingredients. Dress codes have relaxed and the availability of technology has forced many clubs to reconsider their cell-phone usage policy. Other changes will come as today's diverse member brings their own culture, wants, needs, and attitudes into the private club.

THEREFORE, A STRATEGIC PLAN MUST IDENTIFY THE CLUB'S STRENGTHS AND BUILD UPON THOSE.

It must also understand the club's weaknesses and strive to mitigate them. It must anticipate threats for the future, working to reduce or eliminate them, while seizing opportunities in all aspects of the club. The greatest opportunities lie with the service culture and the people whom the club employs. The people and a unique club culture will set the club apart from its competition.

90%
*of members join a
private club by age 50*





Key Components

OF THE STRATEGIC
PROCESS

All-Inclusive Full Service Approach includes

RCS Signature Club Evaluation
Competitive Marketplace Analysis
Membership Survey and Focus Groups
Understanding of Financial Position, Member
Spending, and Behavioral Trends
Board Governance and Strategic
Decision-Making Workshop



DELIVERABLES FOR FULL-SERVICE APPROACH:

COMPREHENSIVE STRATEGIC REPORT

Signature Page
Introduction and Executive Summary
Mission/Vision/Values
Competitive Advantage as Identified by Leadership
SWOT Analysis
Long-Term Objectives
Short-Term Goals
Long-Term Financial Plan
Capital Needs and Estimated Timing
Operational Alignment Action Plan



Board Strategy Workshop

One of the most important aspects of integrating strategy into the operations so that it permeates the member experience is the understanding and strict adherence to a club governance structure.

During the workshop, RCS will review specific aspects of the club's governance structure and procedures along with the primary roles and responsibilities of the Board of Directors, committees, and management. The group will then participate in a facilitated discussion about the club's strategy, using information gathered from the club evaluation, membership survey, and focus group results.

Prior to the board workshop, RCS will send a brief web-based survey to the board members to ascertain thoughts about the club's SWOT (strengths, weaknesses, opportunities, and threats); importance and priority of capital projects; and member satisfaction.



"We were fortunate to have Whitney and the RCS team as a strategy partner at a pivotal time for our Club. Faced with the daunting task of opening a new 70,000 square foot clubhouse and new golf course, we needed the expertise of someone who had experience in executing the process at a very high level to meet our members' high expectations. RCS turned a difficult, daunting, and complex endeavor into a simple strategy, without it being simplistic. They truly are experts in the private club industry."

– GREG SULLIVAN, GENERAL MANAGER,
ROLLING HILLS COUNTRY CLUB



DELIVERABLES:

Report capturing the club's mission, vision, values, and goals along with the club's SWOT and any goals identified during the workshop.

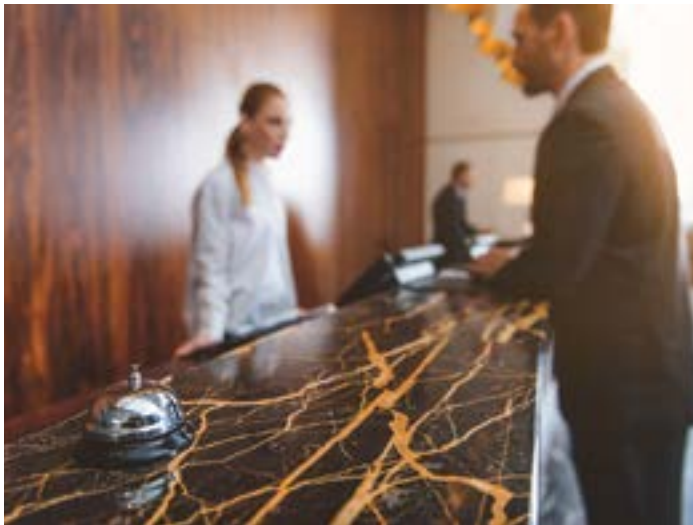


TIMING:

The board workshop can be between 2 – 4 hours or up to one or two consecutive days.
The report is delivered within 14 business days.

Facility Evaluation

The RCS Club Evaluation is a powerful tool for assessing the current status of your club and preparing you to take the steps necessary to ensure future success in a changing world with a new generation of customers/members. The evaluation includes a comprehensive food and beverage evaluation, along with our signature Facility Mapping Tool to determine your club's overall strengths, weaknesses, opportunities, and threats.



HOW THE EVALUATION BENEFITS YOU:

We look at the who-what-where-when-how-and-why of the internal and external forces shaping your bottom-line success. The evaluation process provides invaluable information about your internal processes, management and accounting systems, service standards, and implicit service beliefs. The result is a roadmap for the implementation of management and personnel systems that can help you reach membership engagement and financial performance targets.

EVALUATION INCLUDES:

- Key Performance Indicators
- Staff and management competency
- Training opportunities
- Brand integrity and communications
- Event schedules, quality, and management
- Point-of-sale use and accuracy
- Menus, profitability, item placement, and pricing
- The quality of the member experience
- Transactional and behavioral trends among members for all locations
- Marketing materials for accuracy and brand reinforcement
- Website and social media scan for communication consistency
- Teamwork among departmental managers, meeting effectiveness
- Operational procedures, such as ordering, inventory, billing, guest tracking, member communications, and accounting
- Selling techniques





OTHER ITEMS OF NOTE

Throughout the evaluation, we will observe your adherence to brand consistency. Does everything look, feel, smell, taste, and sound the way it should? This applies to atmosphere, signage, uniforms, and the language staff uses when interacting with members.

- During the period of our engagement, we may ask to be included in any email blasts you send out about menus, activities, hours of operation, or special events.
- We will evaluate menus, signage, and promotions for adherence with communication standards and brand consistency.
- We may also request access to your website so that we may experience it the way your members do.

The Process:

STEP 1: The evaluation begins with an administrative analysis of your operation. Before ever arriving at your facility, our experts have already analyzed statistical and financial data, and have developed an understanding of your customers'/members' spending and transactional data through an in-depth review of operating results compared to budget and multi-year trends.

STEP 2: Once the on-site portion of the process begins we interview key staff members, observe service and 'back of house' functions in action, and attend meetings and other interactions between managers and staff.

STEP 3: Reporting. At the end of the process you will know where your club is today, how it got there, where it needs to be, how it can get there, and what tools, resources, and procedures it must implement to achieve profit, pride, and member satisfaction.

What We Will Need From You

Prior to arriving on site, we request information from the club to conduct the administrative analysis. Before we arrive at the club, we may schedule a phone call to obtain any further information needed.

The evaluation begins with an administrative analysis to understand the trends and statistics at the club. Information such as revenue trends, sales per cover, sales per member, and covers per member may be used. The site visit will be scheduled approximately two weeks after we receive the information (depending on availability and club schedule).

We will send a list of requested information upon engagement. (P&L, Inventories, Sales Reports, Menus, Golf Rounds, Court Reservations, Usage Reports, etc.)



DELIVERABLES:

Comprehensive Report outlining findings: key performance indicators, what's happening, trends that may be impacting your facility, recommended action items.



TIMING:

From start to finish, the club evaluation typically takes about 60-75 days. The administrative analysis typically requires two (2) weeks; the on-site evaluation is dependent on club size; and the report is delivered approximately 21 business days after the club visit.

Membership Survey

All of our web-based membership surveys are tailor-made and developed in partnership with our clients. RCS will deliver a custom survey link complete with your club's branding and questions specific to your club according to pre-defined objectives.

Our surveys identify hidden opportunities within your operation and uncover customer usage patterns, expectations, and desires — essential knowledge in managing a club capable of responding to and attracting the new generation of customers and members.

There are four basic steps in the RCS member/customer survey process:

1. SURVEY PREPARATION

The survey is crafted and tested in close collaboration with club management, with a clear understanding of objectives, core club values, and member characteristics.

2. MEMBER COMMUNICATION

RCS lays the groundwork for the survey by drafting your initial communication with your members/customers, assuring them of confidentiality, and spelling out the survey's objectives. At the end of the process, a summary of findings is prepared to maintain transparency and to build awareness of the club's goals of enhancing the customer experience.

3. SURVEY EXECUTION

Our surveys use a combination of email communication and web-based response mechanisms, and generally remain live for two weeks.

4. THE FINAL REPORT

Your final report includes an assessment of overall satisfaction and engagement with cross-tabulation by gender, age, and usage frequency; identifies dining behaviors and service expectations; offers a detailed snapshot of your members'/customers' demographic characteristics; and provides recommendations that serve as a roadmap for your club's future growth.



FINAL REPORT DELIVERABLES:

Executive Summary and Consolidated Key Results

Original Objectives and Research Methodology

Summary of Findings by Section with Associated Graphical Materials

Conclusion and Recommendations by RCS

Written Responses to Open-Ended Questions and Comments



THE MOST PRODUCTIVE CONVERSATIONS ARE DERIVED FROM GROUPING 'LIKE-MINDED' INDIVIDUALS. IN THE CASE OF A CLUB SETTING, THESE ARE MEMBERS/ CUSTOMERS WHO TEND TO USE THE CLUB IN A SIMILAR MANNER. WE WILL WORK WITH YOU TO IDENTIFY THE BEST GROUPS FOR YOUR FACILITY.

Focus Groups

A survey allows for a one-way flow of information; focus groups provide more of a one-on-one interview flow of communication generating data through the give and take of a group discussion. As these ideas are discussed and people listen to other points of view, it will provide a wealth of information.



It is our intention that the focus groups will:

Provide information about how the groups think or feel about particular topics. In this case, we will be soliciting feedback on the club's Strengths, Weaknesses, Opportunities, and Threats specific to membership satisfaction and growth possibilities. We will also be exploring any services, amenities, activities, or facilities that would enhance the members' experience and why.

Provide further insights into why certain opinions are held that were highlighted in the membership survey.

Assist with understanding space and event programming along with future facility needs. They will learn the club's competitive advantage based on members' perceptions.

Understand the priority list of capital projects by importance to the focus group participants balanced with the membership survey and club trends.

Long-Term Financial Plan

AN ESSENTIAL COMPONENT OF EFFECTIVE STRATEGIC PLANNING IS THE DEVELOPMENT OF A FUNDED LONG-TERM FINANCIAL PLAN (LTFP). THE LTFP MUST ADDRESS OPERATIONAL AND CAPITAL NEEDS FOR THE NEXT 10 YEARS. THE CAPITAL NEEDS INCLUDE BOTH MAINTENANCE OF THE EXISTING FACILITIES AND THE FUNDING OF STRATEGIC CAPITAL IMPROVEMENTS.

For private club customers, an integrated plan is needed to ensure that requisite membership counts and dues assumptions are balanced with desired service levels and that projected initiation and capital fees are sufficient to support the capital spending plans. The LTFP must be well understood by the Board and membership so that it can be transferred across multiple administrations with the highest probability of success. We will work with the club's leadership to ensure the fundamentals are well understood. With strategic choices dependent on resource allocations, a dynamic visual model is a necessity in the planning process. Ultimately, a good strategic plan includes metrics that translate the mission and vision of the club into specific end points of data.

THE FINANCIAL ANALYSIS MAY INCLUDE BUT IS NOT LIMITED TO:

- Understanding cash flow drivers & recent trends
- Review of operating results for 3-5+ years
- Historic and projected changes in the membership census
- Asset and liability management
- Review of existing debt and borrowing capacity
- Evaluating capital base expansion and depreciation
- Review of existing reserve studies and strategic/facility master plans
- Developing a base-line long term financial model

THE LTFP MAY ALSO INCLUDE:

1. Statistical data points regarding the current situation of the club relevant to strategic decisions
 - Member/customer spending, costs per member/customer, costs per department, dues vs. operations, capital needs, sales mix, available cash and available cash use
 - Key performance indicators
2. Capital planning recommendations and expected/anticipated costs with options for funding if needed
3. Work with the club to determine best next financial steps to achieve the strategic goals that will arise from the strategic workshop





Membership Marketing and Communications



PROCESS OVERVIEW

1. Review existing membership types, access privileges, and usage patterns/spending trends
2. Define market (and varied demographic groups)
3. Create a clear & concise message
4. Ensure the message is consistent & accurate
5. Position/brand the company/product
6. Track responses
7. Forecast

An informed membership plan is essential to the success of all private clubs. A specific brand identity and strategic plan must be in place prior to defining the club's membership categories and/or levels. RCS will use the approved strategic plan and the competitive analysis to outline the marketing plan.

A successful marketing plan integrates all external marketing activities with all club departments (internally) to surround the member with the club's message.



THIS IS REFERRED TO AS A MARKETING AND COMMUNICATIONS PLAN (MARCOM).

- MarCom is an Integrated Marketing and Communications Plan.
- MarCom elements serve as the foundation of a club's business plan.
- MarCom ensures that all club departments and personnel communicate the same message to the same targeted audience.

RCS WILL WORK WITH THE CLUB TO DEVELOP AN INTERNAL PROCEDURE FOR THE PUBLICATION OF PRINT AND DIGITAL COMMUNICATIONS WITHIN THE CLUB AND FOR MEMBERSHIP MARKETING EXTERNALLY, AS NECESSARY.

RCS will collaborate with the membership manager or designee on the following process:

- Identify target market demographics and preferred mode of communication based on the membership survey and targeted focus group results.
- Work with committees to create a cohesive activity and event calendar.
- Create an internal marketing plan with written, visual, communication mode and frequency guidelines for promotions



Other Strategic Services Available

BOARD DYNAMICS WORKSHOP

An effective board is a dynamic, engaged group of individuals bringing ideas and professional insight to plan strategy, set policy, and advise management. This workshop illustrates skills needed to be an effective board member. During the workshop, RCS will review specific aspects of the club's governance structure and procedures along with the primary roles and responsibilities of the Board of Directors, committees, and management. Board members learn about the power of collective decision making, fiduciary responsibilities, and board communication expectations.

MEMBERSHIP MOVEMENT MODEL

Allows the club to see past trends as well as to forecast future membership counts over the next five and ten years. Understanding the base model as well as how various membership initiatives can affect the model will be critical in the club's membership strategy.

MARKET ANALYSIS

Using a blended research approach, we analyze the current market competitors and determine the marketing positioning for your facility. The research includes a social media and web scan, public records, secondary research, other business databases, and possibly 'shopping' the competition.



RENOVATION PLANNING

RCS can help you define the amenity program, work processes, responsible persons, and member service blueprint for each department. We ask (and help you answer) the pertinent operational questions to ensure the members'/customers' expectations are exceeded at every point of contact.

BLUEPRINT DESIGN REVIEW SERVICES

As we review the design plans for your benefit and to achieve your service vision, we are accustomed to working with other vendors, service designers, and architects, as deemed necessary by the club.



FOOD & BEVERAGE SOLUTIONS



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WHAT'S INCLUDED:

From designing the experience and creating your service culture; to operational evaluations, menu development, and design; to staff and management training; and everything in between, we've got you covered.



RESOURCES:

All of our solutions are customized to meet your needs. Our evaluations offer not only action plans but training resources to get you on the right path. Once we are engaged to help you achieve your goals, the entire RCS team is at your service and ready to help.



DELIVERABLES:

All of our evaluations, consulting, and training programs have reports or workbooks so that you are left with information to use once the engagement is complete.

Our Values And Principles

RCS Hospitality Group, founded in 2000, has over 185 years of cumulative club and hospitality experience within its service team. Our consultants and trainers are all current or former “club people” who have served in a variety of management roles and possess a keen understanding of all facets of club management and development.

Just in the years since our founding, our industry has witnessed many changes, from changing demographics, to shifting discretionary spending, to the opportunities inherent in increasingly diverse memberships. Everything we knew about this business 20 to 30 years ago has been turned upside down, yet the fundamental principles of hospitality have remained the same. All club managers are seeking ways to fuse service with technology and solve the puzzle of economics, culture, and member needs. That’s where RCS comes in.

We believe the road to success is paved with understanding. Understanding our societal changes; understanding the needs of our members; understanding that we cannot manage our businesses as we have in the past if we want to survive; understanding how the labor force is changing year to year; understanding that technology is as much a part of people’s lives as electricity; and understanding that we must evolve or we will lose relevance. At the same time, new approaches must align with long-standing traditions and eternal club values, and cannot alienate either long-term employees or long-standing members, or worse, miss the bottom-line objectives.

As a company, RCS Hospitality Group believes in building upon the traditions of the past while remaining attuned fully to the realities of the present. The blending of state-of-the-art approaches to club management

with the long-standing traditions of the club experience is the only way to remain relevant and viable in the future. We understand that this business depends above all else on integrity and lasting relationships and we value our network of associates, colleagues, resources, and customers. Every one of our consultants and trainers have day-to-day experience in hospitality industries, and we bring that practical know-how to everything we do.

Through teamwork, dedication, and hard work, we have partnered with some of the world’s most spectacular facilities and our team looks forward to helping your team take the next steps in your club’s journey.



Key Components

DESIGN | EVALUATE | TRAIN | SUPPORT

The RCS Hospitality Group is known throughout the industry for its comprehensive food and beverage evaluation, consulting, and training services.



FIRST IMPRESSIONS

Secret Shop (to evaluate facilities, amenities, and service compared to membership needs and global trends)

EVALUATION which can also include a financial 'deep dive' into the operation's performance, key performance indicators, behavioral and transactional trends

HEALTH CHECKUP

SYSTEMS and procedures identified, documented, trained

TRAINING MANUALS

DESIGN REVIEW

(Renovations, New Club Openings)

MENU

Development and menu reformatting

TRAINING On-the-floor:

- Staff
- Management
- Kitchen

MEMBERSHIP SURVEY

to garner valuable information about needs of the membership to determine short- and long- term strategic initiatives

FOCUS GROUPS to facilitate a more in-depth two-way conversation about the SWOT of the club



First Impression Secret Shop

DELIVERABLES:

A SNAPSHOT VIEW OF THE
OPERATION TODAY, ANSWERING
THE FOLLOWING QUESTIONS:

First Impressions from a New Member
Perspective?

Evaluation of Current Facilities as They
Relate to Club Trends and Members' Needs?

Overview of the Operating and Service
Culture?

REPORT CONTENT:

'Impressions' Standards of Measure

Industry Overview

Club Trends Today

Understanding Changing Demographics

Project Overview

Cultural Identifiers

THE RCS "FIRST IMPRESSIONS" IS A POWERFUL TOOL

The RCS "First Impressions" (conducted concurrent with a secret shop visit) is a powerful tool for assessing the current status of your club and preparing you to take the steps necessary to ensure future success in a changing world with a new generation of club members.

We look to understand the who-what-where-when-how-and-why of the internal and external forces shaping your bottom-line success using a pre-visit questionnaire and brief meetings with management.

The evaluation process provides invaluable information about your facilities as they relate to current club trends, internal processes, management and accounting systems, service standards, and implicit service beliefs.

The result is an informed view of how easy or challenging the strategic plan initiatives will be to implement operationally.



Management Service

WHAT EXACTLY DOES FOOD AND BEVERAGE MANAGEMENT MEAN FOR MY CLUB?

How It Works

PHASE I – EVALUATION

Conduct a complete evaluation of the operation.

The following aspects are evaluated:

- Financial key performance indicators
- Food quality
- Food preparation standards
- Safety and sanitation procedures
- Inventory management
- Purchasing and receiving systems
- Labor costs expense management
- Management structure
- Staffing guides
- Service standards
- Event management systems, procedures, & standards
- Bar service standards
- Food and bar recipe program

IDEAL SOLUTION FOR PUBLIC FACILITIES OR SMALL CLUBS

PHASE II – IMPLEMENTATION

Formulate an action plan addressing the main concerns, issues, and targeted goals from the evaluation. Arrive on site and facilitate the implementation of the action plan with key management. This will be a 5 to 14 day process depending on the needs of the operation and significance of the implementation process.

PHASE III – MANAGEMENT OVERSIGHT

Any action plan will take no less than one year to see complete results. During that time, we will be in touch with management on a weekly basis for the first 90 days, and then monthly via telephone after 90 days, and also make bi-annual site visits to check on progress. Additionally, we will:

- Survey members quarterly about their food and beverage experience using Players 1st Technology
- Use digital comment cards for special events
- Provide narrative and guidance on financial performance monthly
- Provide opportunities for ongoing training via RCS webinars and our online training programs at RSCU, the virtual training platform of RCS

RCS will be available to you for menu development up to four times per year. For an additional investment, we also offer interim assistance for large events or periods of management transition.



“*Why would I hire a professional organizer for my food and beverage operation?*”

REASON #1

If you don't know how to get your food and beverage department organized or where to start making improvements on your own, RCS can help. Sometimes finding the starting point to reorganize your food and beverage department is the hardest part. Managers can become overwhelmed and anxious, and have a difficult time being objective within their own operation, or simply do not have the time, skills, or management expertise to evaluate the operation as a whole.

REASON #2

If you don't have the time to make immediate changes to your food and beverage operation on your own, RCS can help. RCS provides guidance and support to managers and staff through one-on-one coaching and training, and monthly phone calls or webinars to hold them accountable. Getting your food and beverage department professionally organized can make the action plan happen in a fraction of the time it would take a manager or management team, because they are busy running the business.

REASON #3

If you feel you do not have the skills, resources, or staff to organize your department, RCS can help. We are skilled and experienced food and beverage professionals with a team of consultants for the front of house, back of house, and marketing. RCS will organize the department in a thoughtful manner to help you achieve your membership satisfaction and financial goals without disrupting the delicate balance between the two.





S.E.T. IT and Get It

THE RCS HOSPITALITY GROUP IS KNOWN THROUGHOUT THE INDUSTRY FOR ITS COMPREHENSIVE FOOD AND BEVERAGE EVALUATION, CONSULTING, AND TRAINING SERVICES.

By popular demand, RCS created a signature Food and Beverage package of services called S.E.T. It and Get It, designed to help your club quickly realize its potential, capture untapped revenue, and balance cost management with membership service.

S.E.T. IT AND GET IT HAS THREE PARTS:

1. *Secret Shop*
2. *Evaluation*
3. *Training*

For maximum impact, we also offer menu development, kitchen training, and follow-up visits to keep you on track.

Clubs who are also interested in measuring success will benefit from adding a membership survey as part of the suite of services RCS offers.



Typical Schedule

DAY 1	DAY 2	DAY 3
Secret Shop Dinner Service	Evaluation	Food and Beverage Boot Camp

Add-on services available for in-depth financial analysis, management training, kitchen training, or satisfaction surveys.

S — SECRET SHOP

RCS uses a checklist that covers timing of all stages of service along with over 50 specific criteria covering the Greeting, Beverage Service, Food & Wine Service, Ambiance, and Brand Integrity. RCS works with management to customize these criteria to your location and desired goals.

- GREETING & FAREWELL
- BEVERAGE SERVICE
- FOOD SERVICE
- PRODUCT
- AMBIANCE

E- EVALUATION

We evaluate:

- Key Performance Indicators
- Staff and management competency
- Training opportunities
- Event schedules, quality, and management
- Point-of-sale use and accuracy
- Menus
- Operational procedures, such as ordering, inventory, and accounting

At the end of the process, you will know where your club is today, how it got there, where it needs to be, how it can get there, and what tools, resources, and procedures it must implement to achieve profit, pride, and member satisfaction.

T — TRAINING

**S.E.T. IT AND GET IT INCLUDES A FULL DAY
FOOD & BEVERAGE BOOT CAMP™**

Management and staff training are an essential investment in a company's future. Our nationally renowned, innovative approach to training and skill development makes sure that every employee, no matter how senior or junior, is in the best possible position to contribute to organizational success.



Customer/Member Survey

All of our web-based membership surveys are tailor-made and developed in partnership with our clients. RCS will deliver a custom survey link complete with your club's branding and questions specific to your club according to pre-defined objectives.

Our surveys identify hidden opportunities within your operation and uncover member usage patterns, expectations, and desires — essential knowledge in managing a club capable of responding to and attracting the new generation of customers and members.

There are four basic steps in the RCS member survey process:

1. SURVEY PREPARATION

The survey is crafted and tested in close collaboration with club management, with a clear understanding of objectives, core club values, and member characteristics.

2. MEMBER COMMUNICATION

RCS lays the groundwork for the survey by drafting your initial communication with your members, assuring them of confidentiality, and spelling out the survey's objectives. At the end of the process, a summary of findings is prepared to maintain transparency and to build awareness of the club's goals of enhancing the member experience.

3. SURVEY EXECUTION

Our surveys use a combination of email communication and web-based response mechanisms, and generally remain live for two weeks.

4. THE FINAL REPORT

Your final report includes an assessment of overall satisfaction and engagement with cross-tabulation by gender, age, and usage frequency; identifies dining behaviors and service expectations; offers a detailed snapshot of your members' demographic characteristics; and provides recommendations that serve as a roadmap for your club's future growth.



FINAL REPORT DELIVERABLES:

Executive Summary and Consolidated
Key Results

Original Objectives and Research
Methodology

Summary of Findings by Section with
Associated Graphical Materials

Conclusion and Recommendations by RCS

Written Responses to Open-Ended
Questions and Comments



A survey allows for a one-way flow of information; focus groups provide more of a one-on-one interview flow of communication generating data through the give and take of a group discussion. As these ideas are discussed and people listen to other points of view, it will provide a wealth of information.



The most productive conversations are derived from grouping 'like-minded' individuals. In the case of a club setting, these are members who tend to use the club in a similar manner. The ideal groups we would like to include in the process are:

- Retirees who use the club socially or competitively
- Members who primarily use the club for Tennis, Fitness, Pool
- Social Dining Members of all ages and genders
- Members who use the club primarily as a family
- Club Specific Groups (Golf, Tennis, Fitness, Yachting, etc.)

Focus Groups

It is our intention that the focus groups will:

Provide information about how the groups think or feel about particular topics. In this case, we will be soliciting feedback on the club's Strengths, Weaknesses, Opportunities, and Threats specific to membership satisfaction and growth possibilities. We will also be exploring any services, amenities, activities, or facilities that would enhance the members' experience and why.

Provide further insights into why certain opinions are held that were highlighted in the membership survey.

Assist with understanding space and event programming along with future facility needs. They will learn the club's competitive advantage based on members' perceptions.

Understand the priority list of capital projects by importance to the focus group participants balanced with the membership survey and club trends.



Evaluation

The evaluation begins with an administrative analysis of your operation. Before ever arriving at your club, our experts have already analyzed statistical and financial data, and have developed an understanding of your members' spending and transactional data through an in-depth review of operating results compared to budget and multi-year trends.

Once the on-site portion of the process begins we interview key staff members, observe service and kitchen functions in action, and attend meetings and other interactions between managers and staff.



WE EVALUATE:

- Key Performance Indicators
- Staff and management competency
- Training opportunities
- Brand integrity and communications
- Event schedules, quality, and management
- Point-of-sale use and accuracy
- Menus, profitability, item placement, and pricing
- The quality of the member experience
- Transactional and behavioral trends among members
- Marketing materials for accuracy and brand reinforcement
- Selling techniques
- Operational procedures, such as ordering, inventory, and accounting



At the end of the process you will know where your club is today, how it got there, where it needs to be, how it can get there, and what tools, resources, and procedures it must implement to achieve profit, pride, and member satisfaction.

What we will need from you

Prior to arriving on site, we request information from the club to conduct the administrative analysis. Before we arrive at the club, we may schedule a phone call to obtain any further information needed.

The audit begins with an administrative analysis to understand the trends and statistics at the club. Information such as revenue trends, sales per cover, sales per round, and covers per member may be used. The site visit will be scheduled approximately two weeks after we receive the information (depending on availability and club schedule).

WE WILL SEND A LIST OF REQUESTED INFORMATION UPON ENGAGEMENT. (P&L, INVENTORIES, MENUS, ETC.)



THROUGHOUT THE AUDIT, WE WILL OBSERVE YOUR ADHERENCE TO BRAND CONSISTENCY.

Does everything look, feel, smell, taste, and sound the way it should? This applies to atmosphere, signage, uniforms, and the language staff uses when interacting with members.

During the period of our engagement, we may ask to be included in any email blasts you send out about menus, hours of operation, or special events.

We will evaluate menus, signage, and promotions for adherence with communication standards and brand consistency.

We may also request access to your website so that we may experience it the way your members do.



Design Review

DESIGN FOR PROFIT AND THE EXPERIENCE
YOU WANT TO DELIVER

BLUEPRINT DESIGN REVIEW SERVICES

As we review the design plans for your benefit and to achieve your service vision, we are accustomed to working with other vendors, interior designers, and architects, as deemed necessary by the club.



This collaboration may include, but is not limited to:

- Equipment specifications
- Product specifications for equipment needs
- Room and tabletop design to achieve maximum impact
- Revenue generation opportunities for quick sales, merchandising point of purchase impulse item, and up-selling
- Safety and sanitation
- High quality service points
- Inventory/ordering/storage procedures
- Menu development
- Event space and potential revenues



Kitchen Consulting Services

MENU DEVELOPMENT

LET US WORK WITH YOU ON YOUR A LA CARTE MENU DEVELOPMENT IN ACCORDANCE WITH THE BRAND IDENTITY, EQUIPMENT AVAILABLE, AND SPACE USAGE.

The menu will offer a variety of items using traditional club favorites with current menu trends for inspiration. The new menu will be created, designed, and formatted for the brand using menu-engineering techniques to maximize revenue from guest service while optimizing efficiency in the kitchen.

If needed (based on the vision), special event menus for golf tournaments, weddings, etc. can also be created as many special event groups book their dates/events up to one year in advance.

NEW MENU ROLLOUT

NEW MENU AND NEW MENU ROLLOUT PROCEDURES:

Menu development training

- Menu costing/pricing
- Competitor analysis
- Menu tasting
- Communication to membership
- Training on the line
 - Order guides
 - Prep lists
 - Timing tickets



KITCHEN TRAINING OVERVIEW

Kitchen training must cover a wide variety of topics. Accident prevention. Minimizing waste. How to work efficiently and expediently. Keys to producing high quality product. Requisition, ordering, and preparation guidelines. Menu development and management. Teamwork. Guest service. Cross-training. Sanitation standards. Basic knife skills.



Staff and Management Training

Whether you are looking to reset your culture, plan for the future, train new skills to promote quickly from within, or simply need a seasonal 'pick me up', let RCS help you create a custom learning path for your team. From updating service manuals, to resetting culture, to outlining and documenting your standards, we can provide the expert guidance needed to help you achieve your goals.

WHY PRIVATE CLUB F&B IS DIFFERENT

This unique course developed for private club leadership and management is fundamental for anyone working within or involved in the food and beverage operation at a private club. Session breaks down the key differences between food and beverage operations in a private club and those of a public restaurant or other public dining venue.

ON STAGE: FOOD & BEVERAGE SERVICE BASICS

Technical skills of food and beverage that every server, busser, bartender, food runner, and greeter should know. Understand the basics of:

- Greeting and seating
- The menu journey and suggestive selling
- Beverage service
- Responding to questions and taking the order
- Proper bussing and table maintenance
- Dessert presentation
- The Fond Farewell

WINE 101

Understanding how wine is made, wine regions, grapes, varietals, and wine and food pairings. Proper wine service, pouring at the table and how to offer wine with food selections are all topics covered in this training program.

THE SERVICE JOURNEY

Learn the technical steps of each sequence of service including hospitality hints, do's and don'ts, and what customers/members want.

ON THE FLOOR TRAINING

Our team works with your team in their environment to understand the service touch points, importance of details, and review critical steps of service focused on positive words and body language, attention to details, proper service techniques, and teamwork.

NEW FACILITY OPENING TRAINING

Openings can be busy and chaotic, and preparing for a new or seasonal restaurant opening is time consuming. Let RCS bring our years of experience and vast opening experience to assist you. Opening assistance is customized to fit your needs, timeline, and budget. RCS will help you open on time using our unique training methods, custom training plans, mock service, role playing, and group and individual training based on your needs. Let us bring a leadership taskforce to help with your opening as we work with the front and back of house and management.



Food for Thought: Kitchen Training

From menu development to tastings and menu tests to basic kitchen skills, we've got you covered! Contact us to create your custom kitchen learning plan: basic knife skills, safety/sanitation, setting up the line, ticket management, prep and production, and more!



RECEIVING/STORAGE/INVENTORY CONTROLS

- Ordering Guides
- Receiving
- Storage, Dating & Labeling
- Invoice Coding
- Inventory Standards – Shelf Management, FIFO
- Waste Sheets
- Vendor Relationships



MENU DEVELOPMENT AND EXECUTION

- Recipes/Recipe Standards
- Prep Lists and Plating Guides
- Station Setup/Expeditor Setup
- Portion Control
- POS Modifier Consistency
- Ticket Times

MISCELLANEOUS

- Staff Meal Management
- Front of House/Back of House Communication
- Dishwashing/Potwashing Flatware/ Glassware Procedures
- Waste/Recycling
- Safety and Sanitation



THE MEAT OF FOOD AND BEVERAGE FOR MANAGEMENT

A leadership program that helps managers and chefs understand how to budget, plan, execute, and troubleshoot the departmental key performance indicators and relevant statistics to track and use for maximum financial performance. Best practices and case studies are used to illustrate various points.

- Revenue
- Cost of Sales
- Labor Cost
- Other Expenses
- Net Income/Loss



RCS Food & Beverage Boot Camp™ Series

EVERY SUCCESSFUL CLUB NEEDS A FOOD AND BEVERAGE OPERATION THAT IS TOP NOTCH, AND NOTHING IS MORE IMPORTANT TO THAT SUCCESS THAN TO HAVE A STAFF THAT IS PREPARED TO DELIVER THE BEST POSSIBLE MEMBER SERVICE.

RCS has perfected food and beverage service training with its signature, nationally renowned Food and Beverage Boot Camp™ series featuring a day of intensive (but fun!) training to enhance customer happiness, employee satisfaction, and a new generation of your bottom line.

Add RCSU, virtual training with over 25 hours of education to keep your training message consistent and strong year-round.

Create your own
multi-day Food and
Beverage Boot Camp™
with your staff and
management,
ASK US HOW!



1. THE ORIGINAL RCS FOOD AND BEVERAGE BOOT CAMP™

Basics of member/customer service, knowing your customer, delivering consistent products and service beyond their expectations, and proper service techniques are covered in this signature program. Polish, professionalism, and positive communication are key components of this fun, engaging program. Service recovery role play and suggestive selling techniques are also included for maximum impact.

INCLUDED IN THIS PROGRAM:

- Highlights of Private Club 101
- E.N.C.H.A.N.T.E.D. Service
- Wine 101



2. RCS BANQUET BOOT CAMP™

In this signature service program participants learn how to prepare, plan, and provide top-notch service at events from weddings and bar/bat mitzvahs, to graduations, holiday parties, golf tournaments, and more. Setup, execution, and break down standards are covered as well as different styles of service, timing expectations, and delivering superior events round out this program.

3. RCS CATERING SALES BOOT CAMP™

Participants will better understand the different types of events, the rules for menu planning, and specific setup and service issues for each. Service standards for staffing, liquor and wine planning, inventory controls, and menu portions will be discussed in detail. We round out the session with 'what can go wrong' and key management moments for catering.



4. RCS OFFICER TRAINING™

A MANAGER'S CONTINUATION OF THE RCS HOSPITALITY GROUP'S FOOD AND BEVERAGE BOOT CAMP™ SERIES

Participants will learn how to map their customer/member service journey to understand key 'touch points' for service and how to manage and track key financial performance indicators. Best practices for systems and procedures will be discussed for beverage management, menu development, ordering/receiving, staffing standards, and event calendars.

5. RCS KITCHEN MANAGEMENT BOOT CAMP™

Critical kitchen management processes are the topic of this training program: safety/sanitation, inventory management, portion control, menu development and soup rotation programming, recipe creation and costing, with a special focus on menu trends with regard to allergies.



STAFF TRAINING & DEVELOPMENT

RCS
HOSPITALITY
GROUP

Get in touch!

O: 623.322.0773 | F: 623.321.5912

6412 Brandon Avenue #339

Springfield, VA 22150

info@consultingRCS.com

www.consultingRCS.com



DURATION: RCS on-site programs can be delivered in 2, 4 or 8 hour segments depending on topic and number of attendees.



WHAT'S INCLUDED: RCS will work with you to design a customer training experience to meet your needs within the resources you have available in the timeframe you prefer.



RESOURCES: All RCS training program attendees are provided relevant materials to supplement the program. Some signature programs also include prizes, detailed workbooks, and certificates of completion

RCS Training

UNDERSTANDING EXPECTATIONS AND
DELIVERING CONSISTENT EXPERIENCES

*“Training Is Not
Something You Did,
It’s Something You Do”*



Service is the technical delivery of a product or service. Hospitality is how a person feels while receiving that product or service. Hospitality at the operational level is achieved when members and their families feel welcome, comfortable, important, and understood. In other words, feeling special and valued with every interaction they have whether it be online, in person, or over the telephone – with any department.

Private club members are accustomed to impeccable service and innovative programming delivered by a welcoming, empathetic, friendly, knowledgeable, and helpful staff. These members have sophisticated and discriminating tastes. RCS understands these high expectations are also shaped by the member’s investment; we are experts at creating systems and procedures to deliver above and beyond these high expectations, and are committed to training in a way to ensure this level of service is delivered consistently at every point of contact.

Successfully delivering a consistent service experience for any business, private or public club, senior care facility, casino, hotel, resort, or restaurant requires a clear understanding of the company’s mission, vision, values, and goals at every level of the organization, and specifically the front line staff of each department. These front line individuals will spend more time with your customers than anyone else and are therefore the primary delivery team of the ‘service experience’. The employees’ words, actions, and subtle behaviors will either reinforce a customer’s/member’s decision to patronize or join your facility or it will make him/her question his/her decision.



RCSU

WHAT IS RCSU?



RCSUniversity (RCSU) is the online education division of RCS Hospitality Group bringing our award-winning on-site training to life on a virtual platform. Virtual courses for food and beverage service training, management/leadership development, and high-level customer service training are now available at your nearest computer or web-accessible device. Each virtual course provides participants with useful downloadable workbooks and reference materials prompting them to inquire with management about their specific operational standards.

RCSU is powered by a multi-million dollar technology platform that is designed to allow managers to customize each employee's learning path. Then, track, measure, and monitor their progress and ultimately hold them accountable.

Beyond the courses curated by Whitney Reid Pennell, RCSU has partnered with other field experts to bring courses such as Workplace Harassment Training for Managers and Employees, conducted by EZHR; and BoardRoom Education for volunteer board and committee members, conducted by BoardRoom Institute, to RCSU Subscribers. Please inquire with your RCSU representative for more information on upgrades to partner content for your operation.

Virtual courses include downloadable documents with ability to add location-specific standards

**HR TRAINING COURSES
AVAILABLE, SUCH AS
WORKPLACE HARASSMENT.**



COURSE CATALOG

MANAGEMENT COURSES

Train the Trainer
What Every New Manager Should Know
Creating a Strong Service Culture
Practicing Positive Communications for Managers
High Performance Hiring
Motivate Me

FOOD & BEVERAGE COURSES

Host 101
On Stage
The Dance of the Dining Room
Basic Knife Skills *(available in English and Spanish)*



BONUS: Templates for holding pre-shift meetings and continuing training in "micro learning environments"

PRIVATE CLUB SPECIFIC

Making the Call for Private Clubs
Understanding the Mind of a Member
Member Service 101
Why Food and Beverage is Different in a Private Club
Navigating the Waters
Board Room Education

CUSTOMER SERVICE

Making the Call
Understanding the Mind of a Customer
G.R.A.C.I.O.U.S. Service

PROFESSIONAL DEVELOPMENT

Practicing Positive Communications
Supplemental Courses Available Through our Strategic Partnerships
Workplace Harassment for Managers and for Employees,
Produced by EZHR
BoardRoom Education for Boards and Committees,
Produced by BoardRoom Institute

GOLF CLUB SPECIFIC

Revenue Management for Front Line Staff
Who's Minding The Store? Creating Ownership and Awareness in Your Staff
The Pro Shop Counter: Improving The Customer Experience
Developing A Quality Workforce
Beverage Cart Operations



RCS Food & Beverage Boot Camp™

Fun. Informative.

Comprehensive. Proven.

Every successful club needs to be sure that its food and beverage service is top notch, and nothing is more important to that success than to have a staff that is prepared to deliver the best possible member service. RCS has perfected food and beverage service training with its signature, nationally renowned Food and Beverage Boot Camp™ sessions—a day of intensive (but fun!) training that enhances customer happiness, employee satisfaction, and your bottom line.

OUR MOST POPULAR PROGRAM



BOOT CAMPS are usually scheduled on a Monday or Tuesday to allow for maximum participation, but can be scheduled any day. All participants will receive a copy of our Food & Beverage Boot Camp™ training booklet which includes all the materials covered throughout the day plus bartending tips, golf terms, and wine and liquor information. Everyone receives a certificate of completion.



PARTICIPANTS WILL LEARN:

RCS's Signature Program: PRIVATE CLUB 101

Basics of Member Service

Using a Membership Profile System

Membership Service Recovery Role Playing

Proper Sequence of Service and Technical Skills

Basics of Beverage and Wine

Suggestive Selling Techniques

Polish, Professionalism, and Positive Ways to Speak to Members

HOST A REGIONAL BOOT CAMP

Invite surrounding clubs to join you! As a host club, your staff is welcome at an affordable flat rate per person with a minimum of 35 people. The host club provides all food and beverage for the day. If your Food and Beverage Boot Camp™ does not have 35 participants or any participants from other clubs, it will be subject to individual club pricing. Clubs in your area who attend your Boot Camp will also be charged a different per person rate for the day of training. Those with ten (10) or more attendees can attend for a slightly lower rate per person.

PRIVATE SINGLE CLUB BOOT CAMP

A private Boot Camp allows us to fully customize the program to the traditions and culture of your club, to make sure that YOUR message is heard. Please contact us to discuss rate specifics for your group of up to 50 employees.*

**If your group is over 50 people, we require an additional per-person investment for each additional employee (over 50) for prizes, supplies, and materials. You may also incur additional travel expenses for a second trainer if deemed appropriate.*

HALF-DAY SINGLE CLUB BOOT CAMP

We are pleased to provide a half-day single club 'abbreviated' Food and Beverage Boot Camp for your employees. Please contact us to discuss rate specifics for your group of up to 50 employees.*

info@consultingRCS.com

623.322. 0773



SAMPLE SCHEDULE

8:30AM: Continental Breakfast
(provided by your club)

9:00-NOON: Member Service 101
Member Service Basics
Member Service Recovery
Positive Communication

12:00-12:30PM: Lunch (provided by your club)

12:30-3:30 PM: Wine 101
Service Role Playing
Proper Service Techniques
Server Olympics



General Service Training Programs



PRIVATE CLUB 101

(for private club)

Understanding the private club leadership dynamic, member expectations, communication within a club, club governance, board and committee rotations, and understanding your role at a private club.

MEMBER SERVICE 101

(for private club)

This program 'hits the highlights' of Private Club 101: Understanding the private club leadership dynamic, member expectations, communication within a club, club governance, and delivering superior, consistent service; and E.N.C.H.A.N.T.E.D. Service in a condensed format.





Testimonial:

“We are very pleased with the two days that RCS spent training our team. We really did get a needed lift from your visit. I have had many comments about how you kept us engaged, let us break when we weren’t attentive, and really made everyone feel important. More specifically, you trained us with a vast knowledge of clubs, and not just jargon. The specific examples you gave are what stick in people’s minds.

I could probably go on and on, but I should simply say, thank you.”

– PHIL SATTERFIELD, GENERAL MANAGER
THE GALLERY GOLF CLUB

E.N.C.H.A.N.T.E.D. SERVICE (FOR ANY BUSINESS)

A general service program for any department.

- EMPHASIZE teamwork
- NAME recognition
- Positive COMMUNICATION
- HAVE FUN
- ATTITUDE
- NO is NOT the ANSWER
- TRUST
- EMPOWERMENT
- DETAILS

G.R.A.C.I.O.U.S. SERVICE (FOR ANY BUSINESS)

Based on the acronym G.R.A.C.I.O.U.S., this program takes participants through:

- Being GENUINE
- Being RESPECTFUL
- Being ANTICIPATORY
- COMMITTING to continuous improvement
- Using IMMEDIACY
- How to see things from the OTHER POINT OF VIEW
- Being a UNITED team
- And making a SERVICE commitment

THE GREAT RECOVERY (FOR ANY BUSINESS)

How to effectively handle a customer/member service recovery opportunity using role playing examples, games, and competitions to guarantee the training sticks! Topics covered in this training include:

- Professionalism vs. personal feelings
- Positive words and phrases
- Respectful behavior
- Paraphrase for understanding
- Appropriate resolution
- Follow up



TRAIN THE TRAINER

Training in private clubs is one of the most difficult aspects of management, and is often done without adequate resources. Yet, without doubt, it is one of the most important investments any club can make in its future. In today's competitive environment, every employee must be a top producer and solid performer. A successful club culture requires a successful training culture.

This training helps supervisory staff learn how to conduct its own training regimen that:

- Ensures long-term professional growth and development
- Upgrades or improves standards
- Corrects poor performance
- Orients new employees
- Ensures high returns on employee operations

PARTICIPANTS WILL LEARN:

- The four benefits of training
- The seven qualities of a good trainer
- How to create a training task list
- An effective four-step training process
- Four common communication and behavioral styles and how to use them to your advantage

THE PERFECT FIT

HIGH PERFORMANCE HIRING

It's not enough to hire for skills and experience in an industry that depends on maintaining a strong service culture. Finding high-performance employees requires an understanding of high performance hiring practices.

This training takes supervisory staff through a step-by-step approach to hiring well, which includes:

- Needs identification
- Advertising the position
- Reviewing and sorting through resumes and applications
- Preparing for the interview, including legalities every manager should know
- Conducting interviews
- Candidate evaluation
- Checking references
- Extending offers
- Keys for new employee orientation

PARTICIPANTS WILL LEARN:

- How to determine their needs for a position
- How to ensure the job description and posting are accurate
- Acceptable and unacceptable interview questions
- How to create behavioral-style interview questions to draw out important characteristics
- How to conduct effective interviews
- Four body language tips for "reading between the lines"

FOR
SUPERVISORS
AND MID-LEVEL
MANAGERS



UNDERSTANDING YOUR CX AND THE RECIPE FOR MEMBERSHIP MARKETING & RETENTION

CX is Your Customer (Member) Experience

From the moment a member drives through your gates until the time they return to their car following a round of golf, a tennis clinic, dinner with friends, a relaxing spa treatment, or fitness workout - their experience has myriad 'moments of truth' and touch points to make a memorable impression.

This session will lead attendees through a half-day workshop that walks participants through the critical steps to creating an exemplary service experience.

Using the tools and techniques that will be studied in this workshop, attendees will learn how to view the member experience through his or her eyes.

The second half of the day will reveal "The Recipe for Membership Marketing and Retention". Key ingredients of the recipe will be shared including: strategic vision, leadership, training, and communication among other topics.

PARTICIPANTS WILL LEARN:

- Develop a greater understanding of how the service map comes together for the member experience
- Be able to identify critical service standards throughout the member journey from marketing to retention and referral
- Gain a greater understanding of how communication shapes the experience
- Understand the importance of hospitality and consistency throughout the member journey
- Learn how to resolve 'pain points' in the CX
- Understand importance of accountability in delivery the CX



MOTIVATE ME!

Creating and maintaining a motivated work environment is not always easy. Motivation lags for many reasons: organizational fear or intimidation; bureaucracy or red tape; deadline pressure or anxiety; conflicting goals or messages; lack of training; conflicts between short-and long-term goals; lack of direction; unclear objectives; lack of time or resources; not feeling valued.

This critically important training program helps managers at all levels create and foster a motivated work environment. Discussion includes Maslow's Theory on Motivation, differing management styles, management behaviors or organizational conditions that reduce motivation, and the use of praise and constructive feedback.

Successful leaders are discussed, with a focus on lessons learned, how to visualize success, proven leadership techniques, and ways to avoid common mistakes.

PARTICIPANTS WILL LEARN:

- Understand the connection between intrinsic and extrinsic motivation
- Understand the seven steps to motivational success
- Be able to list five steps for coping with change
- Be able to identify barriers to motivation and how to get back on track
- Be able to create an environment in which employees know what's expected and feel passionate about doing their jobs

CONFLICT RESOLUTION

For Managers at all levels

As every club manager knows, conflicts are always present—sometimes between staff and members, sometimes within the staff itself, and even, occasionally, within the management team. Yet, avoiding conflict or ignoring it is detrimental to club operations.

CONFLICT RESOLUTION IS ESSENTIAL TO:

- Protect the assets of the club;
- Protect the club's reputation;
- Protect members;
- Protect employees;
- Ensure consistency with policies and procedures;
- Manage employee behavior; and,
- Resolve team conflicts.

This essential program helps key managers identify the five stages of conflict, the many ways in which it can be managed, and how to constructively resolve conflict while containing destructive emotions.

PARTICIPANTS WILL LEARN:

- Understand the four areas from which all conflict stems
- Understand the five stages of conflict and how to identify each of them
- Learn how to deal with an inflamed person
- Acquire win/win conflict-resolution skills

CREATING A STRONG SERVICE CULTURE

Discover how your club's service culture can help you retain members, improve employee morale, and improve service. With the natural, constant turnover of staff and managers, maintaining a consistently excellent service orientation can be a major challenge. It takes constant attention to hiring the right people, training them well, a commitment to daily coaching, and soliciting--and learning from--constant member feedback.

Cultural identifiers are all around and can be seen in operational aspects as diverse as signage, employee behavior, the way service people speak with members and visitors, and the physical condition of facilities. This training helps you assess the plusses and minuses of your current culture, determine the appropriate culture for your club, and then move all elements of your operation in a direction that meets strategic goals.

PARTICIPANTS WILL LEARN:

- Understand the effects of the delicate balance between human psychology and people's actions on your club culture
- Learn the single best way to identify your club's culture
- Receive three training tips for employee orientation
- Learn the seven principles of club culture that must be embedded in your team
- Understand the importance of critical service standards
- Learn the importance of membership feedback and intradepartmental teamwork

*For Supervisors and
Mid-level Managers*

Testimonial

"I have sat through many programs on food and beverage and rarely have I felt that the presenter impressed me with their practical understanding of how a club really works on such a wide range of club practices, and with a lightness of tone that maintains an audience's attention as you did. I do not often write kudos, especially with consultants, but felt that you should know that I felt your job was well done."

—J. WALKER TAYLOR, CLUBHOUSE MANAGER
LAKE TOXAWAY COUNTRY CLUB





THE “MEAT” OF FOOD & BEVERAGE

UNDERSTANDING COSTS AND REVENUE IN THE FOOD AND BEVERAGE DEPARTMENT

At the heart of every club's operation is the food and beverage department. It influences the success of the entire club operation and is central to enhancing the member experience. No two facilities are the same, but at the core of every food and beverage concept is the “meat” of successful operations: managing the cost/expense relationship for maximum financial potential. This program helps managers understand misconceptions about the nature of costs, helps identify custom solutions for the club and its members, explores the role of budgeting in managing costs, and explains the ability to drive revenue through menu management and well-conceived accounting practices.

PARTICIPANTS WILL LEARN:

- Learn how to understand the relationship among the
- Key Performance Indicators (KPI) for food and beverage: revenue, cost of sales, gross profit, and labor cost
- Understand key tenets of menu engineering to maximize revenue
- Understand the eight most common mistakes in food and beverage
- Gain insight into today's new generation of club member and how to create exciting programming to engage various demographic groups

FOR
SUPERVISORS
AND MID-LEVEL
MANAGERS



REINVENTING SUCCESSFUL CLUB LEADERS

Club leaders face the prospect of ineffectiveness if they fail to create a narrative that communicates excitement, interest, and personal opportunity to their team members, peers, superiors, and members. This program for managers at all levels highlights important changes within the club industry and teaches how to develop leadership skills appropriate to our evolving times.

PARTICIPANTS WILL BE LED THROUGH THE NINE ELEMENTS OF EFFECTIVE CLUB LEADERSHIP:

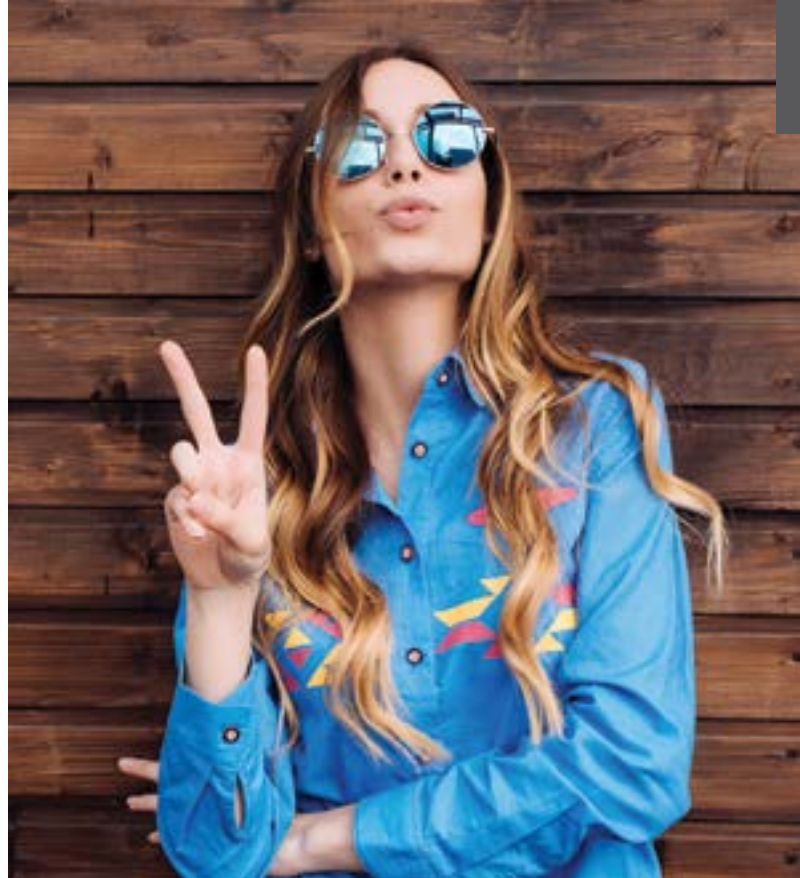
Evaluate
Rediscover
Eliminate excuses
Vision
Priorities
Alignment
Motivate
Re-invigorate
Think fast, act faster

PARTICIPANTS WILL LEARN:

- Understand the nine strands of leadership
- Understand the 10 qualities of a leader
- Learn key tenets of thoughtful and dynamic communication

For Managers at All Levels

*"I don't understand how you could know me
so well by just asking those 10 questions.
It's scary!"*—TRAINING PARTICIPANT



DISCOVERING YOUR PERSONALITY SPECTRUM

A TEAMBUILDING PROGRAM

Among our most popular training programs, this team building exercise provides valuable insights into each participant's personality traits and their values and virtues... as well as those of their team. This engaging program helps managers learn how people think and feel, work and play, communicate, teach, and learn.

Based on principles developed by the Insight Learning Foundation and author Nathan Bryce, participants' personality "spectrum of colors" is revealed by answering just 10 questions. This highly regarded program is valuable for any type of club and can also be effectively used with middle managers and supervisors.

PARTICIPANTS WILL LEARN:

- How to identify their primary and secondary color attributes, values, and virtues
- How to recognize personality differences inherent in each "color spectrum"
- Invaluable motivation, communication, teaching, and learning skills that work best with each "color"
- How to use the color spectrum personality concept to improve both personal and professional relationships



What They Say About RCS

“I’ve known and worked closely with Whitney Reid since 2005. She is the consummate professional, as well as being one of the most knowledgeable resources on golf club management I’ve seen in the several years I’ve worked in the industry. Her extensive experience consulting with clubs, both domestically and internationally, allows her to use her unique and innovative skills to either initiate new programs or upgrade current food and beverage and golf services.”

– SANDY GERDON-JOHNSON
THE BALANCED WORKLIFE COMPANY

TEAM BUILDING SUCCESS

The key to any private club’s success as a profitable business and as a productive work environment is a staff and management structure that emphasizes teamwork.

This full-day interactive training session helps managers learn how to create and foster a club wide teamwork culture that enhances member satisfaction, strengthens efficient operations, and sets the stage for strong staff morale and workplace harmony.

This session emphasizes the ways in which teambuilding can help your club discover new solutions to problems; meet and exceed member expectations; foster staff cohesion and cooperation; improve understanding and respect for all club employees; and help engender an engaging and motivating work environment.

PARTICIPANTS WILL LEARN:

- How to build an effective team
- How to foster team relationships
- How to recognize and reward teamwork
- How leaders can model team behavior and set effective examples for staff
- How to set clear expectations
- How to set team relationship guidelines
- The 12 “Cs” of teamwork
- The value of team building

FOR
MANAGERS



S.P.O.R.T.S. Minded Service

THE COACH APPROACH

Successful sports teams have common ingredients: teamwork, good communication, well-developed play books, productive practices, solid game days... and GREAT coaches.

Having a well-oiled, service-oriented team at your club is an absolute necessity if you want to maintain a competitive edge. This training program teaches your managers how to become “coaches” for your employees— and how to build a winning team that achieves bottom-line goals.

Success stories are discussed, focusing on lessons learned, how to visualize success, how to employ proven leadership techniques, and ways to avoid common mistakes. strategic vision, leadership, training, and communication among other topics.

PARTICIPANTS WILL LEARN:

- Key principles of a sports team:
Setting goals,
Preparation,
Organization,
Respect,
Trust in teammates,
Success
- Four ways in which coaching can be used in the workplace
- Three ways to identify a coach-manager
- Six ways to use successful mental imagery
- The six steps of coaching and counseling
- Ten ways to foster a motivating work environment



Defining (or Changing) Your Service Culture

PHASE I – DISCOVERY: DEFINING THE HOSPITALITY CULTURE

*(understanding the member
experience and what RCS
can do for you)*



During the initial visit, RCS associates will meet with the key managers of the club to understand the mission, vision, values, and goals (strategy and culture). At the end of the meeting, the service culture will be clearly defined in terms of the experience envisioned.

With a focused vision, management is able to create a motivating work environment and foster a strong connection with the members, thereby delivering consistent products, services, and experiences. The hospitality plan uses the member service journey to determine what the spirit of the employees' behavior at work should be, outlining specific sequence of service standards, words and phrases to use, and positive communication examples. The 'hospitality' behavior ultimately affects every member 'moment of truth' (experience). These moments can be positive, negative, or neutral. With a hospitality plan in place, there is a greater chance the moments will be predominantly positive.

The employee/member connection comes from the indoctrination of every person to the club's purpose and value system along with a solid understanding of the member motivations and expectations. Through this understanding, employees and managers gain a greater sense of pride through competence in, and understanding of, their role; fueling them to be top performers.

An elite culture of pride, performance, and service is what RCS can create for you. We start by understanding the member journey in all its forms to identify critical service moments of truth. These moments then form critical service standards to be outlined and used in training.

Your club will deliver an unparalleled service experience. RCS can deliver this vision and act as a member of your executive team to bring the dream to reality quickly. In the end, RCS can deliver a staff of professionals like no other.

PHASE II – MANAGEMENT TRAINING

The success of the vision and service culture lies with the management team. They must embody the values of the club in order to hold the culture strong.

RCS will teach the management team about hospitality service and the member service journey so that every department fully understands the importance of his/her role within the overall member experience and ultimately the marketing and referral success as well.

As we define the hospitality culture, it will evolve around our signature service training program: G.R.A.C.I.O.U.S. SERVICE™.

This service is legendary. It is talked about as infectious and ever growing. G.R.A.C.I.O.U.S. service is communicated through every standard, every communication, and every decision - consistently. It is **G**enuine, **R**espectful, **A**nticipatory, **C**ommitted to improvement, using **I**mmediacy in our actions, seeking the **O**ther point of view, as a **U**nified team with a true **S**ervice commitment.

The hospitality culture is ultimately your competitive difference, defining the level of service which the club can measure itself against, and which members/families measure the competition. In short, the hospitality plan outlines the vision, highlights the service heroes, and celebrates success with manager buy-in at every level.



“The first step in exceeding your customer’s expectations is to know those expectations.”
– Roy H. Williams



Keepers of the Culture

MANAGEMENT DEVELOPMENT



Based on the principles of Fabled Service, RCS will work with the management team to:

COMMIT TO THE PROCESS

For hiring, training, celebrating success, teaching other leaders, empowering employees, and learning from mistakes.

MAKE SERVICE AN INTRINSIC VALUE

A way of life with the members at the center of the business. Managers must understand that without the members, the club would not exist and therefore work diligently to live that 'member-centric value,' modeling the behavior expected of employees. In this manner, the people then set you apart from the competition.

COMMIT TO SERVICE LEADERSHIP

Believing employees are internal customers and commit to the development of excellence.

THE PATH FORWARD

Then moves from philosophy to practice with everyone believing it is their job to provide superior service daily, making empowered decisions because service is designed into your operating systems.

“We build culture by upholding our core values in everything we do. Culture is a thousand things, a thousand times. It’s living the core values when you hire; when you write an email; when you are working on a project; when you are walking in the hall. We have the power, by living the values, to build the culture. We also have the power, by breaking the values, to [mess] up the culture. Each one of us has this opportunity, this burden.”

–AIRBNB CEO, BRIAN CHESKY





EXECUTIVE SEARCH

RCS
HOSPITALITY
GROUP

Get in touch!

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DURATION:

A typical search is completed within 10 – 12 weeks.



WHAT'S INCLUDED:

As a full-service consulting and training company, RCS offers our search customers the opportunity to select services that will best support their new manager, such as a Board Workshop, Updated Strategic Initiatives, Staff or Management Training, Membership Survey, or Virtual Training.



DELIVERABLES:

At the conclusion of the executive search, your club will be positioned for success. We work with your new manager to outline his or her 30, 60, and 90 days goals to put them on the path to success immediately.

Our Values And Principles

RCS Hospitality Group (RCS), founded in 2000, has over 185 years of cumulative club and hospitality management experience within its service team. Our team includes those with management backgrounds in golf operations, food and beverage, special events, kitchen and culinary operations, membership marketing, real estate, financial analysis, and social media. We bring this practical institutional knowledge to everything we do.

Why Hire a Recruiter?

The best way to connect your club's brand and a sound bottom line future is through your greatest asset ... your people.

Management-level turnover can place strain on your operation, slow down team development, and affect service, productivity, and profits. Many managers simply do not have the time necessary to conduct a thoughtful and thorough recruitment effort. RCS knows where to locate the best candidates and we are dedicated to finding the perfect match for you. We will only present qualified industry leaders who exemplify your values and meet your needs.

Our Executive Recruiting Process

The RCS Hospitality Group's Executive Search Program helps clubs forge enduring and productive partnerships with top level managers. Our time-tested approach is based on sophisticated technology, custom candidate profiling, our international database of talent, and a thorough understanding of your club's culture and needs.

Our Recruiting Promise

- Listen to your needs when filling a management position.
- Find the best person for the position using our network of resources throughout the country.
- Present only qualified candidates that are interested in the position.

- Provide additional training as necessary to ensure your manager will be successful in his/her new position.
- Offer support for you and your new manager to ensure a smooth transition.

Estimated Timeline, pre-pandemic*

**During this unprecedented hospitality staffing shortage, the estimated timeline for selecting a candidate may take longer than usual.*

Week 1-2: Review job description and position with approval by the club. Obtain relevant club information for candidates meeting preliminary criteria.

Week 2-5: Initial candidate review and screening. Begin summary for club leadership.

Week 5-7: Interviews with leading candidates.

Week 7-9: Second interviews and reference checks.

Week 9-10: Review candidates with club and set up on-site interviews.

Week 11-12: Interviews on-site.

Week 12-13: Offers made to successful candidate.

Week 13-14: Finalize the details of the offer and determine start date.



How We're Different

HIRE RIGHT
TRAIN FREQUENTLY
MEASURE FEEDBACK

Recognized with an Award of Excellence for Staff Training Company by BoardRoom Magazine for the past five years running, RCS is the premier hospitality, management, and food and beverage trainer in the private club industry. Hiring right is just the first step to developing a stellar team.

RCS provides the ongoing training and measurement tools to ensure success of your new manager. So, our recruiting isn't just about placing someone and walking away, because that's not helpful. And we don't recycle candidates; we find the perfect fit for you and your needs. In short, we are your partner. Your partner in recruiting, training, and measuring feedback using robust Players 1st Technology; which provides real time results, drill down options, and reporting features. Your new manager will be able to instantly train staff and then immediately measure the results allowing him or her to identify opportunities quickly.





Searches Include

FOOD AND BEVERAGE MANAGEMENT / DIRECTOR

- Candidate recruiting and placement
- One half-day Food and Beverage Boot Camp™
- Three months complimentary RCSU Subscription

GENERAL MANAGEMENT, EXECUTIVE CHEF, AND CLUBHOUSE MANAGER

- Candidate recruiting and placement
- One half-day Food and Beverage Boot Camp™, and one half-day manager teambuilding program
- Six months complimentary RCSU Subscription

ALL OTHER MANAGEMENT POSITIONS (TENNIS, GOLF, SUPERINTENDENT, ETC)

- Candidate recruiting and placement
- One half-day management teambuilding program
- Three months complimentary RCSU Subscription



SPECIALIZING IN THE PERFECT MATCH

- General Manager/COO
- Clubhouse Manager
- Food and Beverage Director
- Food and Beverage Manager/Assistant Manager
- Member Service Director
- Executive Chef/Sous Chef
- Banquet Chef
- Golf Course Superintendent
- Director of Golf
- Head Golf Professional
- Director of Agronomy
- Spa and Tennis Director

Our search and recruitment process is extensive. RCS maintains an international database of talent and offers club professionals the opportunity to present their resumes via our Job Board. Additionally, we are proud members of:





The Collaborative Search

Our Process

1. QUESTIONNAIRE

Each candidate completes an in-depth questionnaire where we gain a significant amount of critical data on the candidate. This questionnaire also dives deep in to the candidate's management and leadership philosophy.

2. RCS HAS PARTNERED WITH SPARK HIRE

The fastest growing video interviewing platform in the country. The hiring manager has the ability to interview each candidate live in real time OR record questions that are asked of all qualified candidates during their video interview. Video interviews can be shared with other pertinent managers to gain feedback from a group.

3. PERSONALITY ASSESSMENTS (PAS)

For each qualified candidate, RCS has relationships with the hospitality industry's leading assessment companies and can provide the correct assessment for your unique hiring situation. Assessments provide an in-depth analysis of each candidate. Detailed PAs help companies identify the most talented hospitality managers. Used in conjunction with existing employees PAs, can help identify the "right fit" for the existing team.



FACTS

30%

of an employee's salary
is spent to turn that
position over

24

weeks of a manager's
time to replace a position;
leaving a gaping hole in
productivity

12

week average to fill a
management position with
a recruiter

1

one year guarantee
on our placements





RECRUIT | TRAIN | SUPPORT

The best way to connect your club's brand and a sound bottom line future is through your greatest asset, **your people**.

THE PROBLEM:

A challenge to find good talent with limited time and/or resources to conduct a professional search

THE SOLUTION:

Through its long-time relationships and professional experience in the club industry, RCS identified that managers were facing a new challenge: **to find good talent**.

RCS addressed the issue by creating The Collaborative Search, the first of its kind in the industry. In our 30+ years of working closely with the leaders of the private club industry, we have seen this trend develop and are proud to be the first to offer a solution. Our method allows clubs to work with a trusted advisor to help operational leaders find quality candidates.

HOW DO WE DO IT?

RCS maintains a growing database of talent, both domestic and international, and offers club professionals the opportunity to present their resumes via our Job Board. We actively recruit candidates through our website, social media, and our extensive network of contacts.



Worldwide Talent Database
Sophisticated Technology
Custom Candidate Profiling

RCS Will Provide for Each Candidate:

1. CANDIDATE QUESTIONNAIRE
2. VIDEO INTERVIEWS OR DETAILED INTERVIEW NOTES (DEPENDENT ON NEEDS)
3. PERSONALITY ASSESSMENTS

You select the top candidates and conduct the interviews. The club and RCS check references. *RCS can facilitate on-site interviews for an additional fee.

RECRUITING FOR THE 21ST CENTURY—

WHY IT WORKS AND HOW RCS SUPPORTS YOU:

Recruiting puts a strain on management and an empty position can hurt the operation. During this time, busy managers need another set of [experienced] hands to fill the position quickly. We look for the PERFECT fit, not just a fit.

We don't place someone and leave; we provide support as your recruiting partner. Ongoing support is included in the club's investment.



CLUB OPENINGS & EXPANSIONS

RCS
HOSPITALITY
GROUP

Get in touch!

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WHAT'S INCLUDED:

We will work with you to determine how best to achieve your strategic goals. From a one-day workshop to our full-service approach – we'll work with you to meet your goals with the time and budget you have allocated.



DELIVERABLES:

Our strategic deliverables are determined by the process you select. You will have a custom report based on the solutions you select.

Why Strategy Matter

Diverse demographics represent a cross-section of the current and future membership. These demographics indicate that there is, and will continue to be, a wide range of needs that the club must consider. An awareness of how specific groups might use the facility will allow the club to take a proactive approach to developing and executing a strategic plan.

According to a private club survey, 66% of members join a club for the first time between the ages of 36 and 45 and 90% join by age 50, making the Millennial generation the coveted target market for private club membership. Today's modern member seeks casual dining, healthy fare menu selections, family recreation, fitness, and increased opportunities to socialize.

Clubs of the past were predominantly about prestige. Today it is different. As lifestyles have evolved and decisions are increasingly driven on perceived value, clubs today are in constant competition with busy lifestyles centered on convenience, public golf courses, local restaurants, boutique fitness trends and sports clubs. Recent club trends are well documented: increase in family usage, golf trends are in decline or flat, health and wellness have taken over as a top item that 'moves prospects' and dining and socializing continue to be in the top three reasons to join a club.

Depending on the target demographic market, the club must be mindful of evolving lifestyles over the lifespan of a member and their changing needs. Meeting the needs of a younger, middle-aged market will likely require the club to evaluate many aspects of its operation, membership policies, future amenities, and club traditions.

Many clubs are experiencing a paradigm shift in terms of club culture. Formal dining, which was once the norm, is now the exception but for a select few. Restaurant menus around the world are offering healthier options, more organic and local ingredients. Dress codes have relaxed and the availability of technology has forced many clubs to reconsider their cell-phone usage policy. Other changes will come as today's diverse member brings their own culture, wants, needs, and attitudes into the private club.

THEREFORE, A STRATEGIC PLAN MUST IDENTIFY THE CLUB'S STRENGTHS AND BUILD UPON THOSE.

It must also understand the club's weaknesses and strive to mitigate them. It must anticipate threats for the future, working to reduce or eliminate them, while seizing opportunities in all aspects of the club. The greatest opportunities lie with the service culture and the people whom the club employs. The people and a unique club culture will set the club apart from its competition.

90%
*of members join a
private club by age 50*



Membership Survey

All of our web-based membership surveys are tailor-made and developed in partnership with our clients. RCS will deliver a custom survey link complete with your club's branding and questions specific to your club according to pre-defined objectives.

Our surveys identify hidden opportunities within your operation and uncover customer usage patterns, expectations, and desires — essential knowledge in managing a club capable of responding to and attracting the new generation of customers and members.

There are four basic steps in the RCS member/customer survey process:

1. SURVEY PREPARATION

The survey is crafted and tested in close collaboration with club management, with a clear understanding of objectives, core club values, and member characteristics.

2. MEMBER COMMUNICATION

RCS lays the groundwork for the survey by drafting your initial communication with your members/customers, assuring them of confidentiality, and spelling out the survey's objectives. At the end of the process, a summary of findings is prepared to maintain transparency and to build awareness of the club's goals of enhancing the customer experience.

3. SURVEY EXECUTION

Our surveys use a combination of email communication and web-based response mechanisms, and generally remain live for two weeks.

4. THE FINAL REPORT

Your final report includes an assessment of overall satisfaction and engagement with cross-tabulation by gender, age, and usage frequency; identifies dining behaviors and service expectations; offers a detailed snapshot of your members'/customers' demographic characteristics; and provides recommendations that serve as a roadmap for your club's future growth.



FINAL REPORT DELIVERABLES:

Executive Summary and Consolidated
Key Results

Original Objectives and Research
Methodology

Summary of Findings by Section with
Associated Graphical Materials

Conclusion and Recommendations by RCS

Written Responses to Open-Ended
Questions and Comments



THE MOST PRODUCTIVE CONVERSATIONS ARE DERIVED FROM GROUPING 'LIKE-MINDED' INDIVIDUALS. IN THE CASE OF A CLUB SETTING, THESE ARE MEMBERS/ CUSTOMERS WHO TEND TO USE THE CLUB IN A SIMILAR MANNER. WE WILL WORK WITH YOU TO IDENTIFY THE BEST GROUPS FOR YOUR FACILITY.

Focus Groups

A survey allows for a one-way flow of information; focus groups provide more of a one-on-one interview flow of communication generating data through the give and take of a group discussion. As these ideas are discussed and people listen to other points of view, it will provide a wealth of information.



It is our intention that the focus groups will:

Provide information about how the groups think or feel about particular topics. In this case, we will be soliciting feedback on the club's Strengths, Weaknesses, Opportunities, and Threats specific to membership satisfaction and growth possibilities. We will also be exploring any services, amenities, activities, or facilities that would enhance the members' experience and why.

Provide further insights into why certain opinions are held that were highlighted in the membership survey.

Assist with understanding space and event programming along with future facility needs. They will learn the club's competitive advantage based on members' perceptions.

Understand the priority list of capital projects by importance to the focus group participants balanced with the membership survey and club trends.

Long-Term Financial Plan

AN ESSENTIAL COMPONENT OF EFFECTIVE STRATEGIC PLANNING IS THE DEVELOPMENT OF A FUNDED LONG-TERM FINANCIAL PLAN (LTFP). THE LTFP MUST ADDRESS OPERATIONAL AND CAPITAL NEEDS FOR THE NEXT 10 YEARS. THE CAPITAL NEEDS INCLUDE BOTH MAINTENANCE OF THE EXISTING FACILITIES AND THE FUNDING OF STRATEGIC CAPITAL IMPROVEMENTS.

For private club customers, an integrated plan is needed to ensure that requisite membership counts, and dues assumptions are balanced with desired service levels and that projected initiation and capital fees are sufficient to support the capital spending plans. The LTFP must be well understood by the board and membership so that it can be transferred across multiple administrations with the highest probability of success. We will work with the club's leadership to ensure the fundamentals are well understood. With strategic choices dependent on resource allocations, a dynamic visual model is a necessity in the planning process. Ultimately, a good strategic plan includes metrics that translate the mission and vision of the club into specific end points of data.

THE FINANCIAL ANALYSIS MAY INCLUDE BUT IS NOT LIMITED TO:

- Understanding cash flow drivers & recent trends
- Review of operating results for 3-5+ years
- Historic and projected changes in the membership census
- Asset and liability management
- Review of existing debt and borrowing capacity
- Evaluating capital base expansion and depreciation
- Review of existing reserve studies and strategic/facility master plans
- Developing a base-line long term financial model

THE LTFP MAY ALSO INCLUDE:

1. Statistical data points regarding the current situation of the club relevant to strategic decisions
 - Member/customer spending, costs per member/customer, costs per department, dues vs. operations, capital needs, sales mix, available cash and available cash use
 - Key performance indicators
2. Capital planning recommendations and expected/anticipated costs with options for funding if needed
3. Work with the club to determine best next financial steps to achieve the strategic goals that will arise from the strategic workshop





Membership Marketing and Communications



PROCESS OVERVIEW

1. Review existing membership types, access privileges, and usage patterns/spending trends
2. Define market (and varied demographic groups)
3. Create a clear & concise message
4. Ensure the message is consistent & accurate
5. Position/brand the company/product
6. Track responses
7. Forecast

An informed membership plan is essential to the success of all private clubs. A specific brand identity and strategic plan must be in place prior to defining the club's membership categories and/or levels. RCS will use the approved strategic plan and the competitive analysis to outline the marketing plan.

A successful marketing plan integrates all external marketing activities with all club departments (internally) to surround the member with the club's message.



THIS IS REFERRED TO AS A MARKETING AND COMMUNICATIONS PLAN (MARCOM).

- MarCom is an Integrated Marketing and Communications Plan.
- MarCom elements serve as the foundation of a club's business plan.
- MarCom ensures that all club departments and personnel communicate the same message to the same targeted audience.

RCS WILL WORK WITH THE CLUB TO DEVELOP AN INTERNAL PROCEDURE FOR THE PUBLICATION OF PRINT AND DIGITAL COMMUNICATIONS WITHIN THE CLUB AND FOR MEMBERSHIP MARKETING EXTERNALLY, AS NECESSARY.

RCS will collaborate with the membership manager or designee on the following process:

- Identify target market demographics and preferred mode of communication based on the membership survey and targeted focus group results.
- Work with committees to create a cohesive activity and event calendar.
- Create an internal marketing plan with written, visual, communication mode and frequency guidelines for promotions



Other Strategic Services Available



BOARD DYNAMICS WORKSHOP

An effective board is a dynamic, engaged group of individuals bringing ideas and professional insight to plan strategy, set policy, and advise management. This workshop illustrates skills needed to be an effective board member. During the workshop, RCS will review specific aspects of the club's governance structure and procedures along with the primary roles and responsibilities of the Board of Directors, committees, and management. Board members learn about the power of collective decision making, fiduciary responsibilities, and board communication expectations.

MEMBERSHIP MOVEMENT MODEL

Allows the club to see past trends as well as to forecast future membership counts over the next five and ten years. Understanding the base model as well as how various membership initiatives can affect the model will be critical in the club's membership strategy.

MARKET ANALYSIS

Using a blended research approach, we analyze the current market competitors and determine the marketing positioning for your facility. The research includes a social media and web scan, public records, secondary research, other business databases, and possibly 'shopping' the competition.

RENOVATION PLANNING

RCS can help you define the amenity program, work processes, responsible persons, and member service blueprint for each department. We ask (and help you answer) the pertinent operational questions to ensure the members'/customers' expectations are exceeded at every point of contact.

BLUEPRINT DESIGN REVIEW SERVICES

As we review the design plans for your benefit and to achieve your service vision, we are accustomed to working with other vendors, service designers, and architects, as deemed necessary by the club.





Design Review

DESIGN FOR PROFIT AND THE EXPERIENCE
YOU WANT TO DELIVER

BLUEPRINT DESIGN REVIEW SERVICES

As we review the design plans for your benefit and to achieve your service vision, we are accustomed to working with other vendors, interior designers, and architects, as deemed necessary by the club.

This collaboration may include, but is not limited to:

- Equipment specifications
- Product specifications for equipment needs
- Room and tabletop design to achieve maximum impact
- Revenue generation opportunities for quick sales, merchandising point of purchase impulse item, and up-selling
- Safety and sanitation
- High quality service points
- Inventory/ordering/storage procedures
- Menu development
- Event space and potential revenues



Kitchen Consulting Services

MENU DEVELOPMENT

LET US WORK WITH YOU ON YOUR A LA CARTE MENU DEVELOPMENT IN ACCORDANCE WITH THE BRAND IDENTITY, EQUIPMENT AVAILABLE, AND SPACE USAGE.

The menu will offer a variety of items using traditional club favorites with current menu trends for inspiration. The new menu will be created, designed, and formatted for the brand using menu-engineering techniques to maximize revenue from guest service while optimizing efficiency in the kitchen.

If needed (based on the vision), special event menus for golf tournaments, weddings, etc. can also be created as many special event groups book their dates/events up to one year in advance.

NEW MENU ROLLOUT

NEW MENU AND NEW MENU ROLLOUT PROCEDURES:

Menu development training

- Menu costing/pricing
- Competitor analysis
- Menu tasting
- Communication to membership
- Training on the line
 - Order guides
 - Prep lists
 - Timing tickets



KITCHEN TRAINING OVERVIEW

Kitchen training must cover a wide variety of topics. Accident prevention. Minimizing waste. How to work efficiently and expediently. Keys to producing high quality product. Requisition, ordering, and preparation guidelines. Menu development and management. Teamwork. Guest service. Cross-training. Sanitation standards. Basic knife skills.



Staff and Management Training

Whether you are looking to reset your culture, plan for the future, train new skills to promote quickly from within, or simply need a seasonal 'pick me up', let RCS help you create a custom learning path for your team. From updating service manuals, to resetting culture, to outlining and documenting your standards, we can provide the expert guidance needed to help you achieve your goals.

WHY PRIVATE CLUB F&B IS DIFFERENT

This unique course developed for private club leadership and management is fundamental for anyone working within or involved in the food and beverage operation at a private club. Session breaks down the key differences between food and beverage operations in a private club and those of a public restaurant or other public dining venue.

ON STAGE: FOOD & BEVERAGE SERVICE BASICS

Technical skills of food and beverage that every server, busser, bartender, food runner, and greeter should know. Understand the basics of:

- Greeting and seating,
- The menu journey and suggestive selling
- Beverage service
- Responding to questions and taking the order
- Proper bussing and table maintenance
- Dessert presentation
- The Fond Farewell

WINE 101

Understanding how wine is made, wine regions, grapes, varietals, and wine and food pairings. Proper wine service, pouring at the table and how to offer wine with food selections are all topics covered in this training program.

THE SERVICE JOURNEY

Learn the technical steps of each sequence of service including hospitality hints, do's and don'ts, and what customers/members want.

ON THE FLOOR TRAINING

Our team works with your team in their environment to understand the service touch points, importance of details, and review critical steps of service focused on positive words and body language, attention to details, proper service techniques, and teamwork.

NEW FACILITY OPENING TRAINING

Openings can be busy and chaotic, and preparing for a new or seasonal restaurant opening is time consuming. Let RCS bring our years of experience and vast opening experience to assist you. Opening assistance is customized to fit your needs, timeline, and budget. RCS will help you open on time using our unique training methods, custom training plans, mock service, role playing, and group and individual training based on your needs. Let us bring a leadership taskforce to help with your opening as we work with the front and back of house and management.





Food for Thought: Kitchen Training

From menu development to tastings and menu tests to basic kitchen skills, we've got you covered! Contact us to create your custom kitchen learning plan: basic knife skills, safety/sanitation, setting up the line, ticket management, prep and production, and more!



RECEIVING/STORAGE/INVENTORY CONTROLS

- Ordering Guides
- Receiving
- Storage, Dating & Labeling
- Invoice Coding
- Inventory Standards – Shelf Management, FIFO
- Waste Sheets
- Vendor Relationships



MENU DEVELOPMENT AND EXECUTION

- Recipes/Recipe Standards
- Prep Lists and Plating Guides
- Station Setup/Expeditor Setup
- Portion Control
- POS Modifier Consistency
- Ticket Times



MISCELLANEOUS

- Staff Meal Management
- Front of House/Back of House Communication
- Dishwashing/Potwashing Flatware/ Glassware Procedures
- Waste/Recycling
- Safety and Sanitation

THE MEAT OF FOOD AND BEVERAGE FOR MANAGEMENT

A leadership program that helps managers and chefs understand how to budget, plan, execute, and troubleshoot the departmental key performance indicators and relevant statistics to track and use for maximum financial performance. Best practices and case studies are used to illustrate various points.

- Revenue
- Cost of Sales
- Labor Cost
- Other Expenses
- Net Income/Loss



RCSU

WHAT IS RCSU?



RCSUniversity (RCSU) is the online education division of RCS Hospitality Group bringing our award-winning on-site training to life on a virtual platform. Virtual courses for food and beverage service training, management/leadership development, and high-level customer service training are now available at your nearest computer or web-accessible device. Each virtual course provides participants with useful downloadable workbooks and reference materials prompting them to inquire with management about their specific operational standards.

RCSU is powered by a multi-million dollar technology platform that is designed to allow managers to customize each employee's learning path. Then, track, measure, and monitor their progress and ultimately hold them accountable.

Beyond the courses curated by Whitney Reid Pennell, RCSU has partnered with other field experts to bring courses such as Workplace Harassment Training for Managers and Employees, conducted by EZ-HR, and BoardRoom Education for volunteer board and committee members, conducted by BoardRoom Institute, conveniently to RCSU Subscribers. Please inquire with your RCSU representative for more information on upgrades to partner content for your operation.

Virtual courses include downloadable documents with ability to add location-specific standards

**HR TRAINING COURSES
AVAILABLE, SUCH AS
WORKPLACE HARASSMENT.**



COURSE CATALOG

MANAGEMENT COURSES

Train the Trainer
What Every New Manager Should Know
Creating a Strong Service Culture
Practicing Positive Communications for Managers
High Performance Hiring
Motivate Me

FOOD & BEVERAGE COURSES

Host 101
On Stage
The Dance of the Dining Room
Basic Knife Skills *(available in English and Spanish)*



BONUS: Templates for holding pre-shift meetings and continuing training in "micro learning environments"

PRIVATE CLUB SPECIFIC

Making the Call for Private Clubs
Understanding the Mind of a Member
Member Service 101
Why Food and Beverage is Different in a Private Club
Navigating the Waters
Board Room Education

CUSTOMER SERVICE

Making the Call
Understanding the Mind of a Customer
G.R.A.C.I.O.U.S. Service

PROFESSIONAL DEVELOPMENT

Practicing Positive Communications
Supplemental Courses Available Through our Strategic Partnerships
Workplace Harassment for Managers and for Employees,
Produced by EZHR
BoardRoom Education for Boards and Committees,
Produced by Board Room Institute

GOLF CLUB SPECIFIC

Revenue Management for Front Line Staff
Who's Minding The Store? Creating Ownership and Awareness in Your Staff
The Pro Shop Counter: Improving The Customer Experience
Developing A Quality Workforce
Beverage Cart Operations



Defining (or Changing) Your Service Culture

PHASE I – DISCOVERY: DEFINING THE HOSPITALITY CULTURE

*(understanding the member
experience and what RCS
can do for you)*



During the initial visit, RCS associates will meet with the key managers of the club to understand the mission, vision, values, and goals (strategy and culture). At the end of the meeting, the service culture will be clearly defined in terms of the experience envisioned.

With a focused vision, management is able to create a motivating work environment and foster a strong connection with the members, thereby delivering consistent products, services, and experiences. The hospitality plan uses the member service journey to determine what the spirit of the employees' behavior at work should be, outlining specific sequence of service standards, words and phrases to use, and positive communication examples. The 'hospitality' behavior ultimately affects every member 'moment of truth' (experience). These moments can be positive, negative, or neutral. With a hospitality plan in place, there is a greater chance the moments will be predominantly positive.

The employee/member connection comes from the indoctrination of every person to the club's purpose and value system along with a solid understanding of the member motivations and expectations. Through this understanding, employees and managers gain a greater sense of pride through competence in, and understanding of, their role; fueling them to be top performers.

An elite culture of pride, performance, and service is what RCS can create for you. We start by understanding the member journey in all its forms to identify critical service moments of truth. These moments then form critical service standards to be outlined and used in training.

Your club will deliver an unparalleled service experience. RCS can deliver this vision and act as a member of your executive team to bring the dream to reality quickly. In the end, RCS can deliver a staff of professionals like no other.

PHASE II – MANAGEMENT TRAINING

The success of the vision and service culture lies with the management team. They must embody the values of the club in order to hold the culture strong.

RCS will teach the management team about hospitality service and the member service journey so that every department fully understands the importance of his/her role within the overall member experience and ultimately the marketing and referral success as well.

As we define the hospitality culture, it will evolve around our signature service training program: G.R.A.C.I.O.U.S. SERVICE™.

This service is legendary. It is talked about as infectious and ever growing. G.R.A.C.I.O.U.S. service is communicated through every standard, every communication, and every decision - consistently. It is **G**enuine, **R**espectful, **A**nticipatory, **C**ommitted to improvement, using **I**mmediacy in our actions, seeking the **O**ther point of view, as a **U**nified team with a true **S**ervice commitment.

The hospitality culture is ultimately your competitive difference, defining the level of service which the club can measure itself against, and which members/families measure the competition. In short, the hospitality plan outlines the vision, highlights the service heroes, and celebrates success with manager buy-in at every level.



“The first step in exceeding your customer’s expectations is to know those expectations.”
– Roy H. Williams



Keepers of the Culture

MANAGEMENT DEVELOPMENT



Based on the principles of Fabled Service, RCS will work with the management team to:

COMMIT TO THE PROCESS

For hiring, training, celebrating success, teaching other leaders, empowering employees, and learning from mistakes.

MAKE SERVICE AN INTRINSIC VALUE

A way of life with the members at the center of the business. Managers must understand that without the members, the club would not exist and therefore work diligently to live that 'member-centric value,' modeling the behavior expected of employees. In this manner, the people then set you apart from the competition.

COMMIT TO SERVICE LEADERSHIP

Believing employees are internal customers and commit to the development of excellence.

THE PATH FORWARD

Then moves from philosophy to practice with everyone believing it is their job to provide superior service daily, making empowered decisions because service is designed into your operating systems.

“We build culture by upholding our core values in everything we do. Culture is a thousand things, a thousand times. It’s living the core values when you hire; when you write an email; when you are working on a project; when you are walking in the hall. We have the power, by living the values, to build the culture. We also have the power, by breaking the values, to [mess] up the culture. Each one of us has this opportunity, this burden.”

–AIRBNB CEO, BRIAN CHESKY

