

# The Hospitality Forum

For the Private Club, Hotel/Resort, Food, and Service Industries

Published by *The Hospitality Resource Group*

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### Special points of interest:

- How good is your food service program?
- Can your club use a new membership marketing program?
- HRG offers new employee survey
- HRG offers board orientation program

## How Good is Your Food Service Program?

Are you satisfying your customers? Are all your internal controls in place? Is your staff well trained? Are you giving your customers value? These are critical questions all managers should be asking. The reason being that food and beverage programs, along with service issues, account for the greatest member dissatisfaction in the club industry.

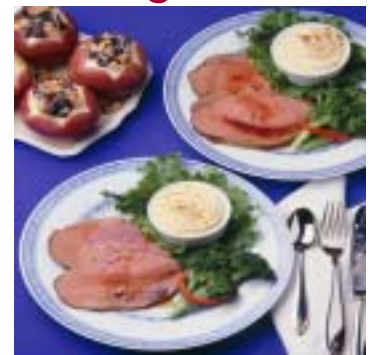
Food and beverage programs are very complex. Purchasing, product preparation, presentation, serving and varying programs are but a few elements that contribute to a superior program and outstanding customer satisfaction. It takes constant supervision, at all levels, to insure that every element is being conducted properly. Proper training from senior management to bus persons is very important to insure that all personnel have the knowledge to perform all tasks in a superior fashion. In today's environment, no business will survive with average service. In order for service to be superior, all personnel

must be trained to the highest level and training should be ongoing and enjoyable. With today's challenges and the increasing competition facing clubs, no club can be without exceptional service.

Proper internal controls, purchasing procedures, preparation and portion control are critical to insure that maximum revenue is realized. No one element can be overlooked without disastrous results. Many businesses have failed and many clubs have excessive losses because managers did not keep on top of the above functions.

We at The Hospitality Resource Group have the expertise to evaluate your food and beverage program in both the front and back of the house. Subsequent comprehensive training programs for chefs, servers, and supervisors will prove invaluable to your operation and your members.

Studies have proven that the dollars spent on analysis and training are dollars well spent. Too many clubs of-



ten shortchange training thus achieving very poor results. Investing in your staff is often the best investment you can make. By taking care of your employees, increasing their knowledge and improving their morale, they, in turn, will make your members and their guests experience that much more memorable. The end result being that you increase member loyalty while presenting a much more positive experience to potential new members, the lifeblood of almost every club. To learn more about our food service analysis and training programs, please call us at (301) 916-9596

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*“There are very few clubs that couldn’t benefit from new members that utilize the club’s facilities and support its programs”*

## Can Your Club Use a Membership Marketing Program?

If your club is like most clubs, it can use new members. Often, identifying the type of member you are seeking is part of your long-range strategic planning process. Most managers today know that clubs are seeking young professional families with children. Yet, clubs with older memberships are resistant to those demographics and are not family friendly. They do not have the facilities or pro-

grams currently in place to support this type of membership.

One of HRG’s affiliates is a company by the name of Creative Golf Marketing. Its President is Steve Graves. Over the years, Mr. Graves has successfully implemented membership marketing programs in over 350 clubs throughout the country. Steve’s knowledge of the club industry also allows

him to advise clubs on its initiation fees, membership classifications and dues structure. The best news is that Steve’s program is performance based. His company only gets paid on what it produces.

We at HRG have seen Steve’s program personally and can recommend him without reservation to any of our clients. Contact us at (301) 916-9596 for more information

## HRG Offers New Employee Survey



[www.hrg-consulting.com](http://www.hrg-consulting.com)

Most clubs today recognize the value of membership surveys and how they form the basis of a long-range strategic plan. What many clubs do not do is a survey of their employees. Why is this important? Current thinking is the hospitality industry is that in order to attract good people, reduce turnover, and deliver quality

service, it is critical to invest in your employees. In order to do that, you need to know what they are thinking, how they feel about their work environment and what is important to them. The only way to truly know is to conduct an objective, anonymous survey that allows employees to freely voice their feelings. It cannot be over-

stated that the happier and better trained your employees are, the better they will care for your members, in addition to reducing your turnover

This very valuable management tool can go a long way to solving your human resources problem and is now being offered by The Hospitality Resource Group

## HRG Offers Board Orientation Program

Clubs often change the makeup of their board by up to one-fourth, every year. This allows the club to hear new perspectives and new ideas. While this is beneficial, three of the most common errors that we see regarding new boards is that they are not always familiar with the role of the board and its relationship with the General Manager, they often

are not familiar with the subtleties of country club operations, and, lastly, current and future trends in the club industry.

Our board orientation program includes a presentation on industry trends and a workshop on the board’s role in the club. As part of this program, all board members receive a comprehensive orientation manual that

is theirs to keep and that will serve as a reference resource.

It is also important, for obvious reasons, that if the club has a long-range strategic plan, all new board members support the plan.

If your club’s board would benefit from such a program, please call us at (301) 916-9596



# Organization

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